

## 目 录

声明.....	2
项目管理概论.....	3
项目整体管理.....	12
项目范围管理.....	32
项目进度管理.....	51
项目成本管理.....	69
项目质量管理.....	87
项目人力资源管理.....	105
项目沟通管理.....	125
项目风险管理.....	142
项目采购管理.....	161
PMP职业守则.....	179

## 声明

本文档由吴永达老师授权打印，供合作机构 **PMP** 考前辅导班学员学习使用。目的是帮助学员更好的理解 **PMP** 考试知识点，掌握答题思路与技巧。未经吴永达老师书面正式许可，任何个人或组织不得将此材料部分或完整用于其课堂讲授、培训讲义和其他正式出版物之中。

吴永达  
2010-2-16

## 项目管理概论

1. All of the following statements about the project life cycle and the product life cycle are true EXCEPT:

- A.The product life cycle generally starts with the business plan, and continues through idea, to product, ongoing operations, and product divestment.
- B.The project life cycle also identifies the transitional actions at the end of the project to link the project to the ongoing operations of the performing organization.
- C.Generally, a product life cycle is contained within the project life cycle.
- D.Generally, a project life cycle is contained within one or more product life cycles.

下列管理项目生命期和产品生命期的说法都是正确的除了：

- A. 产品生命期通常开始于商业规划，然后是设计、生产、运维，最后产品销毁
- B. 项目生命期另外标识出一些在项目结束时进行的转移活动，使项目和执行组织的运营联系起来
- C. 通常，产品生命期包含在项目生命期内
- D. 通常，项目生命期包含于一个或多个产品生命期内

2. You are the project manager for a software project responsible for creating a software tool for your finance department. Once the project is completed, maintenance of the product:

- A. Will not be part of the project life cycle
- B. Will be included in project life cycle because the same resources will be used for maintaining the product as those who developed the product.
- C. May be included in the project life cycle if determined by the management
- D. Will become another project

你是软件项目的项目经理，该项目职责是为财务部门开发个软件工具。项目一旦完成，维护产品：

- A.不是项目生命期的一部分
- B.将包括在项目生命期内因为同样的资源用在开发中的将用于维护产品
- C.是否包括在项目生命期依赖于管理层
- D.将变成其它项目

3. You are working in the project office of your organization. What is your job responsibility?

- A.Managing the operational activities in the company
- B.Always managing Human Resource and Risk Management issues for projects

C. Providing support functions to project managers in the form of training, software, standardized policies etc.

D. Providing Subject Matter Expertise in the functional areas of the project

你工作在你组织的项目办公室。你的工作职责是什么？

A. 管理公司的运营工作

B. 总是管理项目的人力资源 and 风险管理问题

C. 向项目经理提供培训、软件、标准化策略的功能支持

D. 提供项目特定领域的主题经验

4. As a project manager in the automobile industry, you have to be aware of government regulations about the width of vehicles, type of fuel to be used, safety requirements etc. You should also have knowledge of the guidelines, best practices and standards which are used in the industry. In this context, which statement related to Standards and Regulations is not correct?

A. A Standard is a document established by consensus and approved by a recognized body

B. Regulations are mandatory but Standards are not mandatory

C. Standards after widespread adoption may become de facto regulations

D. The influence of standards and regulations on a project is always known

作为汽车行业项目经理，你了解政府关于车辆宽度，适用燃料类型，安全需求的法规。你应该还有行业指南、最佳实践和标准的知识。在这种情形下，下列哪个关于标准和法规的说法是不正确的？

A. 标准是个文档通过大多数人同意由被公认的主体来颁布

B. 法规是强制的而标准是非强制的

C. 标准在广泛使用后可能会变成事实上的法规

D. 标准和法规对项目的影响总是知道的

5. When you started your six sigma project in ABC Automobile Company, the product of your project was initially defined as "Decreasing defects and improving quality of bearings in ABC Automobile Company." However, as the project proceeded, the product characteristics were made more explicit and detailed. In this context, all the following statements related to progressive elaboration of projects are true EXCEPT:

A. Scope of the project can change when product characteristics are progressively elaborated, and the project manager must plan for such scope changes.

B. Since the product of each project is unique, characteristics that distinguish the product or service must be progressively elaborated.

C. Requirements are made more explicit as the project team develops a better and more complete understanding of the project.

D. Progressive Elaboration is a characteristic of projects that integrates the concept of temporary and unique.

当你在 ABC 公司发起 6 西格玛项目，你项目的产品最初定义的是“减少缺陷和改进 ABC 公司质量方向”，然而，随着项目进展，产品特点变得更清楚更仔细。在这种情形下，下列所有关于项目渐进明细的说法都是正确的除了：

- A. 在产品渐进明细时，项目的范围可以变更，项目经理必须对这些范围变更进行规划
- B. 因为每个项目的产品是独特的，这个特点导致产品或服务必须渐进明细
- C. 需求会变的更清楚，当项目团队越来越深刻了解项目后
- D. 渐进明细是项目的特点，它结合了临时和独特两个方面

6. Which of the following is not a characteristic of the Project Life Cycle?

- A. Risk and uncertainty is highest at the start of the project.
- B. Ability of the stakeholders to influence final characteristics of the project's product increases as the project continues.
- C. The project life cycle definition determines which transitional actions at the beginning and end of the project are included - so, the project life cycle definition can be a link to the ongoing operations of the performing organization.
- D. Cost and staffing levels are low at the start, higher towards the end and drop rapidly as the project draws to a conclusion.

下列哪个不是项目生命期的特点？

- A. 风险和不确定性在项目开始最高
- B. 项目干系人对项目产品最终的影响能力随着项目继续与日俱增
- C. 项目生命期定义确定了项目开始到结束所包括的转移活动，这样，项目生命期通过定义可以和执行组织的持续运营链接起来
- D. 成本和资源投入层次在项目开始低，逐步增加在项目结束前迅速下降

7. In your company, project managers share responsibility with the functional manager for assigning priorities and for directing the work of persons assigned to the project. Which of the following is not the responsibility of project managers in your company?

- A. Performing resource planning
- B. Managing cost and budget
- C. Carrying out performance appraisal of project team
- D. Completing task definitions

在你的公司，项目经理和职能经理共享些权力如分配优先级、指导分配到项目的个人的工作。

下列哪个不是你们公司项目经理的职责？

- A. 执行资源规划
- B. 管理成本和预算
- C. 完成项目团队的绩效评估

D.完成任务定义

8. A project manager has to manage different stakeholder expectations. Project sponsor and customer are two very important stakeholders in any project. In this context, which statement is incorrect?

- A. Along with the customer, the sponsor threshold for risks should be taken into account.
- B. Along with the customer, the sponsor may provide key events, milestones, and deliverable due dates.
- C. Along with the customer, the sponsor formally accepts the product of the project.
- D. Along with the customer, the sponsor provides financial resources for the project.

项目经理需要管理不同的干系人期望。项目出资人和客户是两个非常重要的干系人。下列哪个说法是不正确的？

- A.和客户在一起，出资人需要对风险的征兆进行考虑
- B.和客户在一起，出资人提供关键事件、里程碑和可交付成果完成日期
- C.和客户在一起，出资人正式验收项目产品
- D.和客户在一起，出资人为项目提供财务资源

9. Your project stakeholder has asked you to create a financial plan for your project. Preparing a financial plan will require:

- A. Program management skills
- B. Industry specific skills
- C. Financial subject matter expertise
- D. Both project management and industry specific skills

你的项目干系人要求你为你的项目创建财务计划，准备财务计划需要：

- A.项目管理技能
- B.行业特定技能
- C.财务主题经验
- D.项目管理和行业特定技能

10. Which of the following is not a characteristic of a project?

- A. Constrained by limited resources
- B. Planned, executed and controlled
- C. Creates a unique product or service
- D. Can be ongoing and repetitive

下列哪个不是项目的特点？

- A.被有限的资源约束
- B.需要规划，执行和控制
- C.创建独特的产品或服务

D.是持续的重复的

11. Which of these is not an example of a project?

- A. Buying things from the shop during sale
- B. Building a bridge
- C. Your friends wedding
- D. Cleaning the office premises building every day

下列哪个不是项目的例子？

- A.在商店打折期间购物
- B.修桥
- C.你朋友婚礼
- D.每天清理办公楼前空地

12. What is the primary role of the project sponsor in a project?

- A. Managing the project
- B. Using the product of the project
- C. Performing work of the project
- D. Providing financial resources for the project

下列哪个是项目出资人在项目中主要的角色？

- A.管理项目
- B.使用项目的产品
- C.执行项目的工作
- D.提供项目的财务资源

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

- A. helping to plan activities.
- B. helping to prevent unnecessary changes to project objectives.
- C. identifying unnecessary project constraints.
- D. helping to put the project management plan together.

项目出资人的角色在项目中最好的描述是：

- A.帮助规划活动
- B.帮助预防对项目目标的不必要的变更
- C.识别不必要的项目制约要素
- D.帮助整合项目管理计划到一起

14. Your 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. \$~150,00 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.

你的管理层决定所有的订单都将按照项目来对待，项目经理将被要求每天更新订单，解决问题确保所有客户在完成 30 天内正式接受产品。这些订单产生的收入从 100 美元到 15000 美元不等。项目经理将不被要求执行规划和其他文档除了日报之外。你将如何定义这种情形？

- A.因为每个订单都是“临时努力”每个订单都是项目
- B.这是个项目集管理因为包括多个项目
- C.这是重复的过程
- D.订单收入超过 100000 美元的将被考虑为项目，将使用项目管理。

15. 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

项目干系人可以被识别在哪个项目管理过程组？

- A. 启动，规划，执行，监控和收尾
- B. 启动和规划
- C. 规划和监控
- D. 监控和收尾

16. The project has been going well, except for the number of changes being made. The project is being installed into seven different departments within the company and will greatly improve departmental performance when operational. There are 14 project management processes selected for use on this project. The project manager is a technical expert as well as having been trained in communications and managing people. Which of the following is the MOST likely cause of the project problems?

- A. The project manager was not trained in understanding the company environment.
- B. The project should have more management oversight since it will result in such great benefits to the company.
- C. The project should have used more of the project management processes.



D. Some stakeholders were not identified.

项目非常健康，除了存在变更。项目涉及安装到公司内七个部门在运作时会有效改善公司绩效。这个项目选择了 14 个项目管理过程。项目经理是个技术专家曾经接受过沟通和管理人员的训练。下列哪个最可能引发项目问题？

- A. 项目经理没有被训练理解公司环境
- B. 项目应该有更多管理层关注既然它对公司有那么多利益
- C. 项目应该使用更多项目管理过程
- D. 一些项目干系人没有被识别

17. 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.

某个项目经理在管理他的第二个项目，这个项目在他第一个项目启动 1 个月后启动，这两个项目同时进行。虽然他的第一个项目比较小，这个项目确看起来日趋复杂。每天项目经理都感觉需要更多的帮助。项目经理听说公司去年有些项目和他第二个项目很接近，他应该做什么？

- A. 联系其他项目经理获得他们帮助
- B. 从 PMO 获得历史记录和指南
- C. 等待是否项目的范围增加会压缩
- D. 确保项目的范围得到所有干系人认可

18. The project is in the planning process group when three stakeholders come to the project manager asking for information on the company's new project management methodology, where it came from and why it is different from how they manage projects. These stakeholders are also friends of the project manager and the entire group has worked together for years. The project is using some new terms like "corrective action" that are making some stakeholders nervous as they are unsure if the way the project will be managed is going to change along with new terms. What should the project manager do?

- A. Advise the stakeholders that he will keep them in the communication loop for the project.
- B. Supply a list of new terms and their definitions.

- C. Notify the project management office.
- D. Make sure he maintains his authority as the project manager even though they are friends.

当项目进行在规划过程组时，三个项目干系人来找项目经理询问关于公司新的项目管理方法论的信息，这涉及到如何用不同的方式管理他们的项目。这些干系人也是项目经理的朋友已经一起工作多年。这个项目中使用了些新的词汇如“纠正行动”这导致一些干系人不确信自己的项目能够更换到按新的词汇来管理。项目经理应该做什么？

- A. 告诉干系人他为了项目将和他们保持沟通
- B. 提供个新词汇和它们定义的表格
- C. 通知项目管理办公室
- D. 确认他还有项目经理的权力即便干系人是朋友

19. You have reached the end of the design phase of your project. You decide to call a "phase end review" for obtaining authorization to close the design phase and initiate the next phase (i.e. execution phase. of your project. Your manager disagrees with your suggestion. He wants a "kill point" to formally end the design phase of the project. In this context, you should:

- A. Take advice from a senior project manager about what should actually be done at the end of each phase of the project
- B. Agree with your manager
- C. Disagree with your manager because you know that phase end reviews should be used at the end of each phase of the project
- D. Escalate this issue to the project sponsor

你已经达到你项目设计阶段的结束。你决定召开“阶段结束评估”获得结束设计阶段的认可并启动下面的阶段（如执行阶段）。你的管理者不同意你的建议，他希望执行个“Kill Point”来正式结束项目设计阶段。在这种情形，你应该：

- A.向资深的项目经理征求意见了解在项目每个结束真正的需要做什么
- B.同意你的管理者的意见
- C.不同意你的管理者，因为你知道“阶段结束评估”必须用到项目每个阶段结束
- D.升级这个问题到出资人

20. Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. As a project manager, you will often have to contend with conflicting stakeholder demands and improperly-defined or changing requirements. Balancing the different factors which affect a project is going to be critical in determining how successful you are as a project manager. When managing competing project requirements, you should be aware of the "triple constraint". Which of the following is not a factor in the triple constraint?

- A. Cost
- B. Scope
- C. Time
- D. Quality

项目管理是应用知识、技能、工具和技术到项目活动上来满足项目需求。作为项目经理，你将经常解决干系人需求和不正确的需求定义或变更需求的冲突。平衡这些影响项目的不同因素是项目成功的关键因素，当管理比较项目需求时，你应该小心“三角形约束”，下列哪个不是三角形约束中的因素？

- A.成本
- B.范围
- C.时间
- D.质量

21. Matrix organizations exhibit features of both projectized and functional organizations.

In a weak matrix organization, the role of a project manager is that of a:

- A. coordinator and expediter
- B. manager with considerable authority
- C. support person
- D. functional manager

矩阵型组织包括职能型和项目型两个共有的特点。在弱矩阵组织中，项目管理者的角色像：

- A.协调员和促进者
- B.相当大权力的管理者
- C.支持人
- D.职能经理

22. During which phase of the project would you suggest the integrated change control process?

- A. Throughout the project
- B. Closure
- C. Initiation
- D. Intermediate

在项目哪个阶段你可能会执行整体变更控制过程？

- A. 贯穿项目
- B. 收尾
- C. 启动
- D. 中间阶段

23. Which process group integrates people and other resources to carry out project

engagement plan for the project?

- A. Monitoring and controlling process group
- B. Executing process group
- C. Planning process group
- D. Initiating process group

下列哪个过程整合任何资源完成项目的计划？

- A. 监控过程组
- B. 执行过程组
- C. 规划过程组
- D. 启动过程组

24. Who determines which processes from the process group will be employed to achieve the desired objective?

- A. A project initiator external to the project organization
- B. The CEO
- C. The most senior project team member.
- D. Project manager & the project team

谁来确定具体的项目为了实现特定的目标需要使用过程组中的哪些过程？

- A. 项目组织外部的项目启动者
- B. 公司的 CEO
- C. 资深的项目团队成员
- D. 项目经理和他的项目团队

25. Whom should the project manager report to?

- A. Human resources
- B. Customer
- C. PMO
- D. Project sponsor

项目经理向谁汇报？

- A. 人力资源
- B. 客户
- C. 项目管理办公室
- D. 项目出资人

项目整体管理

1. The Integrated Change Control process includes all of the following change

management activities EXCEPT:

- A.Reviewing and approving requested changes.
- B.Resource leveling.
- C.Maintaining the integrity of baselines by releasing only approved changes for incorporation into project products or services, and maintaining their related configuration and planning documentation.
- D.Controlling and updating the scope, cost, budget, schedule, and quality requirements based upon approved changes, by coordinating changes across the entire project.

整体变更控制过程包括下列所有变更管理活动除了：

- A. 评估和批准请求的变更
- B. 资源平衡
- C. 仅允许经批准的变更纳入项目管理计划和项目文件中，以此维护基准的完整性
- D. 根据批准的变更，协调整个项目中的各种变更如范围、成本、预算、进度和质量需求

2. A Change Control Board (CCB) is:

- A.A formally constituted group of stakeholders responsible for ensuring that only a minimal amount of changes occur on the project.
- B.An informal group that has oversight of project implementation.
- C.A formally constituted group of stakeholders responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, with all decisions and recommendations being recorded.
- D.The project manager and several key team members working to ensure cost and schedule control during the life of the project.

变更控制委员会是：

- A. 干系人组成的正式的小组负责确保只有最少量的变更出现在项目上
- B. 非正式的组织负责项目实施
- C. 正式的干系人组成的小组负责检查、评估、批准、或拒绝项目上出现的变更，所有的决策和建议都需要被记录
- D. 项目经理和关键团队成员确保项目中成本和进度不会失控

3. During project execution the project manager and project team will experience performance variances and be required to take corrective actions. These corrective actions may be of assistance to other project managers and should be shared and documented through:

- A. Change control board
- B. Steering committee
- C. Quantitative risk analysis
- D. Lessons learned process

在项目执行期间项目经理和项目团队会出现绩效偏差并被要求采取纠正行动，这些纠正行动可能对其他项目经理有所帮助，应该分享并记录归档借助于：

- A. 变更控制委员会
- B. 指导委员会
- C. 定量风险分析
- D. 经验教训学习过程

4. Management assigns you to be the project manager of a project that crosses functional lines and is designed to operate at 6-sigma levels. The sponsor has given you cost and schedule requirements. Which of the following would NOT be an appropriate action on your part?

- A. Accepting the requirements.
- B. Evaluating the project risks.
- C. Creating a detailed estimate.
- D. Working with the team to come up with a project plan.

管理层任命你为一个跨越职能部门的项目经理，项目将按照六西格玛水平执行。发起人提出了成本和进度计划要求。下述哪项将不是一项合适的行动？

- A. 接受要求。
- B. 评估项目风险。
- C. 制定详细估算。
- D. 与团队成员一起，制定项目计划。

5. Which of the following is NOT a good characteristic of an effective project objective?

- A Specific completion date
- B Measurable
- C Definitive associated costs
- D Inconsistent with strategic organizational objective

下面哪个不是一个有效的项目目标的特征

- A. 具体的完成日期
- B. 可以衡量的
- C. 确定的相关成本
- D. 与战略组织目标不一致

6. A project sponsor gives the project manager a charter and tells him he is not sure the charter is complete, the project charter should include:

- A. objectives
- B. a detailed scope of work
- C. a detailed schedule

D. a network diagram

一个项目发起人给了项目经理一份章程并告诉该项目经理，他不能肯定该章程是否完整。项目章程应包括：

- A. 项目目标
- B. 详细的工作范围
- C. 详细的进度计划
- D. 网络图

7. All of following should be done by the project manager during project control EXCEPT:

- A. Determine that a change has occurred
- B. Ensure that a change is agreed
- C. Make sure all changes are approved by management
- D. Manage changes as they occur

在项目控制过程中，项目经理应该执行的工作不包括：

- A. 确定已经发生变更
- B. 确保变更已得到同意
- C. 确保所有变更都获得管理层批准
- D. 在变更发生时，对变更进行管理

8. A project requires the involvement of many organizations, inside and outside the company. Which of the following roles of the project manager is mostly relied upon in this situation?

- A. Coach
- B. Risk Manager
- C. Integrator
- D. Mentor

当一个项目需要公司内外的很多组织机构的参与时下列哪一个是最需要项目经理承担的角色

- A. 教练
- B. 风险经理
- C. 整合者
- D. 指导者

9. At a critical milestone in a development project, it is determined that implementation is two months behind schedule. The project manager is also concerned about conformance to requirements in the design of the new billing system. It is suggested that an audit be performed to verify conformance of the items included in the billing system. The proposed audit will require an additional one week delay and is:

- A. a luxury to be avoided at this stage
- B. a legitimate application of configuration management
- C. an example of benefit/cost analysis
- D. an example of performance measurement

在开发项目的一个关键里程碑处，确定项目实施工作已经落后进度计划两个月。项目经理也担心新的计费系统的设计对于要求的遵守程度和情况。建议实施审计，验证计费系统内包含的各个项目符合要求的情况。建议的审计工作将造成一周的延迟，该审计工作是：

- A. 在该阶段应该避免的一种不必要的工作。
- B. 配置管理的合法应用。
- C. 成本 / 效益分析的例子。
- D. 绩效测量的例子。

10. Your project is approximately 66% complete and has progressed according to plan. There are nine teams working on implementation and testing activities. You receive notification that two teams are falling behind relative to the others. The MOST likely reason for this is:

- A. The scope of work has changed.
- B. A weak matrix project organization.
- C. Unidentified risks.
- D. Low morale due to compensation issues

你的项目已经完工 66%，并且符合计划。实施和测试活动中有 9 个团队，你收到通知说，有两个团队相对落后于其它团队，最可能的原因是：

- A. 范围变更了
- B. 这是一个弱矩阵组织架构
- C. 未识别的风险
- D. 待遇问题产生的士气低落

11. You are in charge of a large project involving many people and other resources. You want to make sure that qualified people are doing their work at the right time and in the proper sequence. What should you do?

- A. Have daily project team meetings
- B. Use project management software
- C. Hold regular status review meetings
- D. Use a work authorization system

你负责一个大项目，涉及到很多人员和资源，你希望合格的人员能够在正确的时间而且按照正确的顺序工作，应该怎么办？

- A. 举行每天的日常会议
- B. 利用项目管理软件



- C. 举行定期的状态评估会议
- D. 利用工作授权系统

12. A market demand, a business need, and/or legal requirement are examples of:

- A. Reasons to hire a project manager.
- B. Reasons projects are initiated.
- C. Reasons people or businesses become stakeholders.
- D. Reasons to sponsor a project

市场需求，商业需求，以及法律需求是什么的例子：

- A. 雇佣项目经理的原因。
- B. 启动项目的原因。
- C. 人们称为项目干系人的原因。
- D. 出资某个项目的原因。

13. During the middle of the project, things have been going well. The work authorization system has allowed people to know when to start work and the issue log has helped keep track of stakeholders needs. The benefit cost ratio has been improving and the sponsor has expressed his appreciation for the team members efforts by hosting a milestone party for the team. The project manager gets a call from a team member saying that the results from the completion of their activity s predecessor is two days late. Which of the following reasons would BEST describe why this occurred?

- A. The project manager was focusing on the sponsor s needs.
- B. Functional management was not included in the communications management plan.
- C. The successor activities should have been watched, not the predecessors.
- D. The right people were not invited to the milestone party.

在项目一半的时候，一切良好。工作授权系统让人们知道什么时间开始工作；问题日志帮助跟踪干系人的需求。收益成本率被改进，项目出资人通过召开里程碑聚会明确表示对团队成员的感谢。项目经理获得来自某个成员的消息，他们活动之前的活动晚了两天完成。下列哪个是此种情况出现的最可能原因？

- A. 项目经理关注于出资人需求
- B. 职能经理没有包括在沟通管理计划中
- C. 后续活动应该被关注，而不是前置活动
- D. 合适的人没有被邀请到里程碑聚会中

14. The installation project has a CPI of 1.03 and an SPI of 1.0. There are 14 team members and each team member had input into the final project management plan. The customer has accepted the three deliverables completed so far without complaint and the responsibility assignment matrix has not changed since the project began. The project is

being completed in a matrix environment and there are no contracts needed for the project. Though the sponsor is happy with the status of the project, one of the team members is always complaining about how much time his project work is taking. Which of the following would be the BEST thing for the project manager to do?

- A. Review the reward system for the project.
- B. Try to improve schedule performance of the project.
- C. Meet with the customer to try to extend the schedule.
- D. Gain formal acceptance in writing from the customer.

安装项目的 CPI 是 1.03，SPI 是 1.0；项目有 14 个团队成员，每个成员都提供了输入到项目管理计划。客户接受了已经完成的三个可交付成果没有任何抱怨，责任分配矩阵从项目开始就没有变更过。项目在矩阵环境完成，项目不需要合同。项目出资人对项目的状态也很满意。某个团队成员总是抱怨他的项目工作花费了大量的时间。下列哪个是项目经理最好的去做的：

- A. 回顾项目的奖励系统
- B. 尝试改进项目的进度绩效指数
- C. 会见客户尝试扩展进度
- D. 获得客户的正式书面的接受

15. The engineering department has uncovered a problem with the cost accounting system and has asked the systems department to analyze what is wrong and fix the problem. You are a project manager working with the cost accounting programs on another project. Management has issued a change request to the change control board to add the new work to your project. Your existing project has a cost performance index (CPI) of 1.2 and a schedule performance index (SPI) of 1.3 so you have some room to add work without delaying your existing project or going over budget. However, you cannot see how the new work fits within the project charter for your existing project. After some analysis, you determine that the new work and existing work do not overlap and can be done concurrently. They also require different skill sets. Which of the following is the BEST thing to do?

- A. Create the project objectives and develop a Project charter
- B. Re-estimate the project schedule with input from the engineering department.
- C. Perform scope verification on the new work with the help of the stakeholders.
- D. Identify specific changes to the existing work.

工程部分发现成本会计系统有个问题，他们要求系统部门分析什么地方出错了并解决这个问题。你作为项目经理正好在其他成本会计程序项目上。管理层发布了变更请求到变更控制委员会增加新的工作到你的项目上。你现在的成本绩效指数（CPI）是 1.2，进度绩效指数（SPI）1.3，这样你有些空间在不耽误你现存项目的情况下增加工作。然而，你不能知道有多少工作将追加到你的项目。作过些分析之后，你确定新的工作和现存工作不重叠可以同时

进行。它们另外要求不同的技能，你最好应该做什么？

- A. 创建项目目标，编写项目章程
- B. 根据工程部门的输入来重新估算项目进度
- C. 在项目干系人的帮助下对新工作执行核实范围
- D. 识别对现存工作的特定变更

16. A project manager is trying to convince management to use project management and has decided to start improving the company's project management by obtaining a project charter. Which of the following BEST describes why the project charter would help the project manager?

- A. It describes the details of what needs to be done.
- B. It lists the names of all team members.
- C. It gives the project manager authority.
- D. It describes the project's history.

某个项目经理尝试说服管理层使用项目管理，他决定通过获得项目章程开始改进公司的项目管理。下列哪个最好的描述了项目章程为什么可以帮助项目经理？

- A. 描述了需要做事情的细节
- B. 列出来所有团队成员的名字
- C. 给项目经理权力
- D. 描述项目的历史

17. This project is chartered to determine new ways to extend the product life of one of the company's medium-producing products. The project manager comes from the engineering department and the team comes from product management and marketing departments. The preliminary project scope statement and project planning are completed when a stakeholder notifies the team that there is a better way to complete one of the work packages. They even supply a technical review letter from their department proving that the new way to complete the work package will actually be faster than the old way. The project manager has had similar experiences with this department on other projects, and was expecting this to happen on this project. What is the FIRST thing the project manager should do?

- A. Contact the department and complain again about their missing the deadline for submission of scope.
- B. Look for how this schedule change will impact the cost to complete the work package and the quality of the product of the work package.
- C. See if there is a way to change from a matrix environment to a functional organization so as to eliminate all the interference from other departments.
- D. Ask the department if they have any other changes.

某个项目被发布来确定新的方式来扩展某个半成品产品的产品生命期。项目经理来自工程部门，团队来自产品管理层和市场部。当干系人通知团队有更好的方式完成一个工作包时初步范围说明书和项目规划已经完成。他们的部门进行了技术评估发现用新的方式完成工作包比旧方式事实上要快。项目经理在这个部门其他项目上有类此的经验。期望这种情形出现在项目上。项目经理首先应该做什么？

- A. 联系该部门抱怨他们错过了部分范围的最终期限
- B. 看看这种进度变更将如何影响完成工作包的成本和工作包产品的质量
- C. 看是否有方法把矩阵环境变为职能组织，这样可以避免来自其他部门的干扰
- D. 询问该部门是否还有其他变更

18. You are a project manager who was just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the FIRST thing you should do as the new project manager?

- A. Check risk status.
- B. Check cost performance.
- C. Determine a management strategy.
- D. Tell the team your objectives.

你是项目经理，刚刚接手了来自其他项目经理的项目。此前的项目经理告诉你项目符合进度，不过只是因为他坚持压迫团队执行。作为新任项目经理你首先应该做什么？

- A. 检查风险状态
- B. 检查成本绩效
- C. 确定管理策略
- D. 告诉团队你的目标

19. You are in the middle of executing a major modification to an existing product when you learn that the resources promised at the beginning of the project are not available. The BEST thing to do is to:

- A. show how the resources were originally promised to your project.
- B. re-plan the project without the resources.
- C. explain the impact if the promised resources are not made available.
- D. crash the project.

你在对现存的产品进行重大修改的项目执行过程中，你得知项目开始承诺获得的资源不可用，你最好做什么：

- A. 显示最初承诺给你项目的资源有多少
- B. 在没有资源的情况下重新规划项目
- C. 如果承诺的资源不可用会产生什么影响
- D. 赶工该项目

20. Administrative closure procedure for a project phase does not include

- A. Approving the next phase
- B. Collecting project records
- C. Analyzing success or failure
- D. Gathering lessons learned

对某个项目阶段的管理收尾程序不包括：

- A. 批准下一阶段
- B. 收集项目记录
- C. 分析成功和失败
- D. 收集经验总结

21. A project manager tracks the work of team members using a network logic diagram. Which effect will the presence of an actual finish date have on the calculation of float for finished activities?

- A. Finished activities have only float left when they have been completed on schedule.
- B. Calculating free float and total float is generally not reasonable for finished activities.
- C. When an activity has been finished, total float gets often converted to become free float.
- D. When an activity has been finished, float gets often converted to become slack.

项目经理使用网络图跟踪团队工作。在根据实际完成日期来计算完成的活动时差时，下列哪个会产生影响？

- A. 结束的活动，当他们被按进度完成时只有一个时差剩下
- B. 对结束的活动而言，计算自由时差和总时差通常是不合理的
- C. 当活动结束后，总时差会变成自由时差
- D. 当活动结束后，时差通常变成闲置时间

22. Processes of configuration management commonly include all of the following except

- A. Configuration identification
- B. Configuration status accounting
- C. Configuration chartering
- D. Configuration auditing

配置管理过程通常包括下列所有除了：

- A. 配置识别
- B. 配置状态统计
- C. 配置租用
- D. 配置审计

23. Your organization has the choice between several internal projects it could run. In order to select projects, the organization assessed their strategic importance, investment requirements, and expected cash inflow from the projects' products, services and results. What should the organization assess in addition?

- A. The probability of changes to strategic goals.
- B. The frequency of changes to strategic goals.
- C. The assessments done should be sufficient.
- D. The probability of the expected cash inflows.

你的组织在几个内部项目中做选择。为了选择项目，组织评估它们的战略重要性，投资需求，和项目产品服务 and 结果的预期现金流入。组织还需要评估什么？

- A. 战略目标变更的可能性
- B. 战略目标变更的频率
- C. 估价必须充分
- D. 预期现金流入的可能性

24. In project management, Work authorization is normally not...

- A. ...a permission written by the project manager to begin work on a specific activity.
- B. ...a permission written by the project manager to begin work on a specific work package.
- C. ...a written direction used by a project manager to ensure work is done properly and correctly.
- D. ...a document issued by a sponsor authorizing the project manager to apply resources to project activities.

在项目管理中，工作授权通常不是：

- A. 项目经理写的许可，允许特定的活动开始工作
- B. 项目经理写的许可，允许特定的工作包开始工作
- C. 项目经理写的书面指导，确保工作在恰当的、正确的完成
- D. 发起人发布的文档授权项目经理应用资源到项目活动上

25. Which is not an activity included in the Integrated change control process?

- A. Reviewing and approving Change requests
- B. Maintaining the integrity of Baselines
- C. Performing Milestone trend analysis (MTA)
- D. Documenting the allover impact of Requested changes

下列哪个不是整体变更控制过程的活动？

- A. 评估和批准变更请求
- B. 维护基准的完整

C.执行里程碑趋势分析（MTA）

D.记录请求变更的所有影响

26. During a post-mortem meeting, discussions come up who has to take responsibility for some major failures. It has become obvious that the attendees of the meeting will not come to a jointly accepted conclusion. What is not an appropriate strategy for such a situation?

A. Separate the people from the problem

B. Focus on interests, not positions

C. Insist on objective criteria and standards

D. Suspend this discussion and schedule another meeting

在项目总结会议上，开始讨论谁对某些主要的错误负责任。这明显导致出席会议者不能达成共识。下列哪个不是这种情形中合适的策略？

A.根据问题分开人们

B.关注在利益，不是位置

C.坚持目标标准和规格

D.延期这种讨论，安排其他会议

27. You have recently been named as the project manager of a new project under contract. The sponsor of the project gave you the contract which has been signed by the customer and a document Statement of work. He asked you to go on with initiation. Which document should you develop next?

A. Preliminary scope statement

B. Project schedule

C. Project charter

D. Scope statement

你最近被指定一个合同下面的项目的项目经理。项目出资人给你客户签字后的合同和工作说明文书档，他要求你开始启动，接下来你需要开发哪个文档？

A.初步范围说明书

B.项目进度表

C.项目章程

D.范围说明书

28. You are currently finishing a project under contract to develop and build some machining equipment for a customer. Your organization took over the obligation to solve certain problems if they come up during a contractual Warranty period of one year after Start of production. What do you not consider during the warranty period?

A. Parts which were marked As-Is must be held available for free replacement in case of

failure.

- B. Incoming problems reported to the team must be handled immediately and with high priority.
- C. Some team members must be held available during the warranty period in case that they have to solve problems.
- D. At the end of the warranty period, the responsibility for the equipment will be turned over to the customer

你最近刚结束项目，这个项目在合同下为客户开发建设了一些加工设备。你的组织提供生产开始后的一年保修期，期间如果出现问题，你们组织负责解决。在保修期内你不考虑什么？

- A.当零件损害时，可以随时免费提供和原来一样的替换品
- B.出现的问题报告给团队后，必须高优先的可以解决
- C.保修期内，必须有些成员随时可用，来负责解决问题
- D.在保修期的结束，设备责任将移交给客户

29. A difference between a Statement of work and a Scope statement is:

- A. The statement of work is prepared by the customer while the scope statement is developed by the project management team.
- B. The statement of work focuses on physical or technical matters, while the project scope statement focuses on a functional view.
- C. The project scope statement is in most projects developed before the statement of work is written.
- D. A project scope statement can become a contract document; a statement of work cannot.

工作说明书（SOW）和范围说明书之间的区别是：

- A.SOW 是客户准备的，范围说明书是项目管理团队编写的
- B.SOW 关注物理或技术的事情，项目范围说明书关注功能的角度
- C.项目范围说明书在大多项目中是在 SOW 编写之前完成的
- D.项目范围说明书可以成为合同文档，SOW 则不能

30. Who should always issue the project charter?

- A. A person internal to the project organization
- B. A project initiator or sponsor
- C. A low-level manager of the performing organization
- D. A high-level manager of the performing organization

谁总是发布项目章程？

- A.项目组织内部的人
- B.项目启动人或发起人
- C.执行组织低层次的管理者



D.执行组织高层次的管理者

31. Which statement describes best the meaning of Leadership?

- A. Ensuring predictability in an uncertain environment
- B. Sustaining an ongoing business over a long period of time
- C. Adhering to publicized standards and procedures
- D. Developing a vision and strategy and motivating people

下列哪个最好的描述了领导的含义？

- A.确保在不确定的环境中可预知
- B.长期支持持续运营的商业
- C.坚持公开的标准和过程
- D.发展远景和战略，激励人们

32. What is true for a project when a Phase gate approach is being used?

- A. The order of phases must be strictly consecutive without overlapping in order to allow for gates.
- B. Gates are often called kill points, when they are used to eliminate weak team members.
- C. Phase gates are often used to verify entry criteria of a previous phase and exit criteria of the next one.
- D. Approaching phase gates early is a common signal that project planning has been poor.

当项目接近阶段关卡时使用的下列哪个是正确的？

- A.阶段的顺序必须严格遵守，不能有关卡相关的重叠
- B.关卡通常被称为杀点，当他们用于消除较弱的团队成员时
- C.阶段关卡通常使用此前阶段的验证标准和下个阶段的退出标准
- D.较早的接近阶段关卡是项目规划比较差的常见信号

33. \_\_\_\_\_ is normally not a method of RoI (Return on investment) analysis.

- A. Net present value projection
- B. Sunk cost analysis
- C. Simple payback calculation
- D. Internal rate of Return

下列哪个通常不是 ROI（投资回报）分析的方法

- A.净现值预测
- B.沉没成本分析
- C.简单回收期计算
- D.内部回报率

34. Key stakeholders on every project do not include

- A. Project manager and project management team
- B. Project customer and users
- C. Project sponsor
- D. Media representatives

任何项目中关键的干系人不包括：

- A.项目经理和项目管理团队
- B.项目客户和用户
- C.项目出资人
- D.媒体代表

35. What should you avoid when you are organizing documents as Lessons learned?

- A. Devise the lessons learned documentation in a wording which is easy to understand for a reader who is not familiar with the project.
- B. Lessons learned must detail how certain groups or persons caused failures and delays, especially if they are inside the own organization.
- C. Writing lessons learned should be an exercise enhancing your personal learning experience. Make sure you grasp what you are writing down.
- D. Keep lessons learned documents at a place where they are easy to access and to retrieve for those who may later need the information.

在经验总结组织文档时需要避免什么？

- A.经验总结文档用一种让对项目不熟悉的读者都容易理解的词汇来组织
- B.经验总结必须详细到，多少确定的小组或个人原因引发失败和耽误，尤其他们是在他们自己的组织中
- C.写经验总结应该可以练习提高你的个人学习经验，确保你抓住你写下的东西
- D.保持经验总结文档在一个容易访问的地方，让稍迟需要的人可以找到这些信息

36. What should project managers focus on when they perform the Executing process group?

- A. Doing project work.
- B. Coordinating people and resources.
- C. Ensuring accountability for errors.
- D. Avoid third-party influence.

当在执行过程组时项目经理必须关注什么？

- A.做项目工作
- B.协调人和资源
- C.确保错误的责任
- D.避免第三方影响

37. What should you take care of when you Monitor and control project work?

- A. Ensure that forecasts on work and costs are adhered to.
- B. Ensure that approved change requests are being executed.
- C. Ensure that rejected change requests are not getting executed by mistake.
- D. Avoid that so-called experts influence your project.

你监控项目工作时需要关注什么？

- A. 确保工作和成本的预测切合实际
- B. 确保批准的变更请求被执行
- C. 确保拒绝的变更请求不被错误的执行
- D. 避免所谓的专家影响你的项目

38. At the end of an internal project, you find several key stakeholders including the sponsor reluctant to finally accept all deliverables and then close the project. What should not be your next step in this situation?

- A. Identify any open issues and get them solved. Then be firm on formal closure.
- B. Formally close the project. Stakeholders will find a way by themselves to sort things out.
- C. Identify and openly discuss personal rationales underlying the reluctance.
- D. Invite earnest feedback from all sides and try to identify misunderstandings.

在某个内部项目的收尾，你发现几个关键的干系人包括出资人很难最终接受所有成果，收尾项目，你在这种情形下一步不应该做什么？

- A. 识别出来一些尚未解决的问题，解决他们，然后开始正式收尾
- B. 正式收尾项目，干系人自己会找出方式来对事情排序解决
- C. 识别并公然讨论拒绝下面深层的个人原因
- D. 向所有方诚挚的要求反馈，尝试找出来误解

39. You finished your project for a customer to implement a business software solution. All deliverables have been handed over and are already in use by the company. There is a minor last payment to be made by the customer on contract closure. You believe that it is now getting time to finally close the contract with the customer and then administratively close down the project. You approached the customer this morning and found that they are reluctant to finally close the contract. But you do not exactly understand why. What should you not do?

- A. Update all documents related to the project and the product so that they reflect the final specifications and the status of both the project and the product. Organize them in a fashion for easy access.
- B. Focus on your next project and leave the customer the time to get familiar with the software. They will come back to you anyway after some weeks to terminate the contract

and make the last payment.

C. Based on the contract and all documents which are relevant for the formal relationship with the customer, write a close-out report describing what was contractually required and what was obtained.

D. Make sure that there are no active purchase orders against the contract or any other pending obligations, requests or claims from either party which need to be resolved. Then insist on formal contract closure.

你结束了一个商业软件解决方案项目。所有的成果都已经移交并准备在客户公司使用。有些最后的付款已经由客户在合同收尾中支付。你相信现在是时候最终收尾合同并完成项目的管理收尾。你今天早上会见客户，发现他们认为最终收尾合同很困难。可是你不正确理解为什么？你不应该做什么？

A.更新所有项目相关的文档和产品，因为它们会反映最终的规格和项目和产品的状态。组织它们在一种容易访问的方式

B.集中于你下一个项目，给客户一段时间熟悉软件，他们过几周会回来找你终止合同完成最后付款

C.基于合同和所有与客户有正式关系的所有文档，写个停工报告描述合同中要求什么，他们获得了什么

D.确保没有活动的采购单和合同相违背，或者其他一些未决的义务，来自任何一方需要解决的请求或声明，然后坚持正式合同收尾

40. Frequent stimuli for a project include the following, except

A. Regular plant maintenance

B. A market demand

C. A technological advance

D. A business need

常见的启动项目的原因包括，除了：

A.常规的工厂维护

B.市场需求

C.技术改进

D.商业需求

41. Projects may be chartered by all of the following bodies, except?

A. The project team

B. The organization

C. A program management body

D. A portfolio management body

项目可能被特许来自下列所有，除了？

A.项目团队

- B.组织
- C.项目集管理主体
- D.项目组合管理主体

42. You created a Baseline of your System configuration and added several changes to that as amendments. Meanwhile you are afraid that the big number of Deltas may cause inconsistencies and make you unable to understand the current system configuration. What should you do?

- A. Proclaim a Design freeze.
- B. Go on with amendments.
- C. Revise the baseline.
- D. Create an entirely new configuration.

你为你的系统配置创造了基准，并增加了几个变更来改正。期间你担心大量的 Deltas 可能导致出现矛盾使你没有能力理解现有的系统配置，你应该做什么？

- A.宣布设计冻结
- B.继续改善
- C.修订基准
- D.创建全新的配置

43. You are just leaving a meeting, during which you have been assigned as the project manager in a project to build a substation, which is part of a major electric power distribution system. The decision to run the project has been made before your assignment and without your involvement. Some basic decisions on deliverables, staffing, budgeting and on the completion date have also already been made. What should you do first?

- A. Obtain the documents which describe the project selection processes and make sure that they describe all decision processes and their outcomes.
- B. Create a Project schedule for your project which shows all major milestones and deadlines linked with them. Then try to obtain approval for the schedule.
- C. Start developing a detailed Risk register which includes identified risks with their qualitative and quantitative assessments and a response plan.
- D. Start the Quality assurance process by developing test procedures for the final deliverable and defining metrics against which the tests will be performed.

你刚刚离开一个会议，其间你被分配为构建一个变电站项目的项目经理，这个项目是某个重要的电力分布系统的组成部分。在你被分配到位之前项目已经运行，一些项目基本的决策如可交付成果，职员，预算和完成日期都已经确定。你应该首先做什么？

- A.获得描述了项目选择过程的文档，确保描述了所有决策过程和产出
- B.为你的项目创建项目进度表显示所有主要的里程碑和最终期限，然后尝试获得批准

- C.开始编写详细的风险登记册，里面包括识别的风险和他们的定性、定量分析和应对计划
- D.开始质量保证过程，通过为最终的成果开发测试计划和相关的定义的测量指标，这些测试将会执行

44. Your project run for a customer is coming to an end. The customer has been contractually granted a three years warranty period for the product of the project. What should you do first?

- A. Hand all relevant documentation over to the organizational unit responsible for handling the warranty.
- B. There is no additional work to be done. The contract should describe all processes in sufficient detail.
- C. Changes on the product can affect warranty clauses. Ensure that these clauses are aligned with the final specifications.
- D. According to many legislations, you cannot formally close a project before the end of the warranty period.

你的项目已经到收尾。客户的协议是提供 3 年对项目产品的保修期。你首先应该做什么？

- A.控制所有相关的文档确保组织单位负责此担保
- B.没有额外的工作需要做，合同应该在足够详细的程度描述了所有的过程
- C.修改产品可以影响担保条款，确保所有条款与最终的规范相一致
- D.根据一些法律，在保修期结束前你不能正式收尾项目

45. What is least important when it comes to archiving project records?

- A. A well-designed records management system
- B. Integration of the archive with business software
- C. Updated records reflecting final results
- D. Easy availability of information for future use

在进入项目记录时最小的影响是什么？

- A.良好设计的记录管理系统
- B.整合存档的商业软件
- C.更新记录反映最终的结果
- D.对未来使用而言信息非常容易

46. You are going to take over a new project as the project manager in an enterprise, which is still unknown to you. What should you investigate during the chartering process?

- A. Enterprise environmental factors
- B. Project management plan
- C. Project risk register
- D. Team performance reports

你刚开始负责一个新项目在你的企业中，还有很多你不知道的事情。在章程过程中你需要研究什么？

- A. 企业环境因素
- B. 项目管理计划
- C. 项目风险登记册
- D. 团队绩效报告

47. Which statement is false for Constructive changes?

- A. Constructive changes are contract changes which are construed from actions taken by either party, not from a change document.
- B. Constructive changes are limited to the execution processes, when the product of the project is getting constructed.
- C. Constructive changes are a frequent cause of disputes and claims of one contract party against the other.
- D. Field changes should be meticulously documented to avoid an interpretation as constructive change.

下列哪个关于建设性变更的说法是错误的？

- A. 建设性变更是合同变更，由任意一方发起，没有变更文档
- B. 建设性变更只限于执行过程，当项目产品被构建时
- C. 建设性变更常常由于争论或合同一方向另一方提起
- D. 区域变更必须小心文档记录，避免口头的翻译

48. A Project charter is a document that...

- A. ...describes both the project scope and the product scope at detail level.
- B. ...authorizes the project and the use of organizational resources to meet project requirements.
- C. ...breaks down the project scope over several steps to describe the project on work package level.
- D. ...describes all activities which are necessary to create the project deliverables.

项目章程是个文档：

- A. 在详细层面上描述了项目范围和产品范围
- B. 授权项目使用组织资源去满足项目需求
- C. 分解项目范围在工作包层面描述项目
- D. 描述创建项目成果的必要的活动

49. In Configuration management, which of the following is necessary to maintain the integrity of Baselines?

- A. Analyzing variances by comparing baseline information with actual project data.

- B. Releasing only approved changes for incorporation into products or services.
- C. Ensuring that team members adhere to a code of ethical conduct and behavior.
- D. Ensuring transparency across all project management processes and activities.

在配置管理中，下列哪个是维持基准完整所必要的？

- A. 比较基准信息和实际项目数据来分析偏差
- B. 只发布批准的变更整合到产品或服务中
- C. 确保项目团队成员遵循职业行为道德规范
- D. 确保所有的管理过程和活动透明

50. Which statement describes best the purpose of brainstorming sessions?

- A. Ideas of team members are gathered and structured during the session in the categories of strengths, weaknesses, opportunities and threats.
- B. Thoughts and ideas are creatively gathered without any discussion or frowning. These ideas are only filtered and structured after the end of the session.
- C. Team members wear hats with different colors, each of which stands for a way of thinking. They discuss topics each from the viewpoint of their thinking.
- D. The project manager tries during the session to eradicate deviating ideas and concepts of team members so that the entire team follows the project manager's principles.

下列哪个最好的描述了头脑风暴会的目的？

- A. 在会议上，团队成员的主意会根据优势、劣势、机会、威胁来组织
- B. 在没有讨论和批判的情况下想法和念头得到收集。这些想法只有在会议结束才过滤和组织
- C. 团队成员戴不同色彩的帽子，每个代表一种思考方式，他们从自己的观点来讨论某个主题
- D. 项目经理会议期间要根除偏离的主题和概念，这样整个团队都将遵循项目经理的原则

## 项目范围管理

1. The project is mostly complete. The project has a schedule variance of 300 and a cost variance of -900. All but one of the quality control inspections have been completed and all have met the quality requirements. All items in the issue log have been resolved. Many of the resources have been released. The sponsor is about to call a meeting to obtain product verification when the customer notifies the project manager that they want to make a major change to the scope. The project manager should:

- A. meet with the project team to determine if this change can be made.
- B. ask the customer for a description of the change.
- C. explain that the change cannot be made at this point in the process.
- D. inform management.

项目大部分完成。项目进度偏差  $SV=300$ ，成本偏差  $CV=900$ 。差一点质量控制检查即将完



成所有的都符合质量要求。所有的问题日志上的条目都被解决。一些资源已经释放。出资人正打算召开会议获得产品核实，此刻客户通知项目经理做出重大的范围变更。项目经理应该：

- A. 会见项目团队确定是否变更已经发生
- B. 问客户对变更的描述
- C. 解释在这个过程时不能做出变更
- D. 通知管理层

2. 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.

项目进展顺利，突然有些来自多个干系人的对项目的变更。当所有的变更被确定，项目管理者花费大量时间和所有的干系人去找出来为什么有这么变更并发现更多。项目工作放慢了，当项目成员偶然地向项目经理提到有些团队成员增加了项目产品的功能。不要担心他们说的，“我没有影响进度，成本或质量！”项目经理首先应该干什么？

- A. 问团队成员如何确定了功能的需要
- B. 召开会议评估团队成员完成的工作
- C. 寻找其他更多的功能
- D. 问团队成员，他如何知道没有影响时间、成本或质量

3. A management point in a Work breakdown structure (WBS), which is used to consolidate and process work package data and forward the results to the project manager is called

- A. Control account
- B. Chart of accounts
- C. Control limit
- D. Account limit

管理控制点在 WBS 上面，用来确认处理工作包数据，用来促进结果，被称为：

- A. 控制帐户
- B. 账目编码

- C.控制边界
- D.账目边界

4. What is true for the process of Verify Scope?

- A. Insufficient documentation is not a reason to reject deliverables, as long as in all other respects they are built according to specifications agreed upon.
- B. The project team members must achieve acceptance of the deliverables. This process is coordinated and documented by the project management team.
- C. It is the project management team's responsibility to obtain stakeholder's formal acceptance of the completed project scope and deliverables.
- D. Formal acceptance will finally reconcile all inconsistencies among deliverables and documents that were caused by bad change control and scope creep.

关于核实范围过程哪个说法是正确的？

- A.文档不足不是拒绝成果的原因，只要其他方面符合获得一致的规范
- B.项目团队成员必须实现成果的接受，这个过程经由项目管理团队协调并文档记录
- C.获得项目干系人对完成的项目范围和成果的正式接受是项目管理团队的责任
- D.正式验收将最终结束所有的成果和文档的因为变更控制和范围蔓延之间引发的矛盾

5. Which statement is false? Progressive elaboration of project scope...

- A. ...is a characteristic of projects that accompanies the concepts of temporary and unique.
- B. ... means developing in steps. It not should be confused with scope creep.
- C. ...signals a weak spot in the scope definition process, caused by incomplete contracts and specifications.
- D. ... when properly managed, integrates elaboration of project and deliverable specifications.

下列哪个说法是错误的？项目范围的逐步明晰...

- A.是项目的特点结合了临时和独特两个特点
- B.意味着发展是在一步一步中，不应该对范围蔓延而困惑
- C.是在定义范围过程较弱的信号，因为不完整的合同和规格导致
- D.需要适当的管理，需要用心整合项目和成果规范

6. What is not true for project deliverables?

- A. Project deliverables should be identified, described and agreed upon as early in the project as possible.
- B. Project deliverables may be products, capabilities for services or other kinds of results.
- C. Once project deliverables have been identified, their description should not be changed any more.

D. The acceptance process for deliverables and how rejection will be addressed should be described in the contract.

下列哪个关于项目可交付成果的说法不正确？

- A.项目可交付成果必须尽早识别，描述并获得意见统一
- B.项目可交付成果可以是产品，提供服务的能力或其他类型结果
- C.一旦项目成果被识别，他们的描述不应该被修改
- D.成果的接受过程和如何被拒绝都应该描述在合同内

7. You took over a customer project for your company. From the inputs available, including Contract, Statement of work, Project charter and a Preliminary scope statement, you developed a Project management plan. You presented your plan in a meeting with key stakeholders including your project sponsor and some representatives from the customer organization. During the meeting you perceived a high level of dissatisfaction by the customer executives, who signaled that the project might not produce the results that the company expected. In your understanding, all necessary actions have been planned to meet the customer's requirements. What should you do next?

- A. Request a written statement from the customer detailing the requirements which they believe are not addressed by your plan. Use this statement to update the project plan.
- B. Arrange meetings with the customer to identify their needs, wants and expectations for the project. Then create a narrative Scope statement from this information to document the agreed upon project scope.
- C. Request a formal meeting on top executive level to get the misunderstandings sorted out, then arrange a change request, re-plan your project where necessary and go ahead with the project work.
- D. Do not over-react. Performed according to your plan, the project will produce a convincing product for the customer. As soon as the executives will see it, they will probably change their opinion and accept it.

你为你公司负责一个客户项目。可利用的输入，包括合同，工作说明书（SOW），项目章程和项目初步范围说明书，你编写了项目管理计划，你在会议上向重要干系人包括出资人和来自客户组织的一些人展示你的计划。会议期间你察觉到来自客户执行层的强烈的反对，他们声称项目可能不会产出他们公司想要的结果，在你的理解中，所有必要的工作都需要规划来实现客户需求。接下来你应该做什么？

- A.要求客户写个文档在详细程度描述他们认为你的计划没有考虑到的需求。使用这个文档来更新项目计划
- B.安排会议和客户识别他们对项目的需要，想要的和期望。然后根据这些信息创建描述性的范围说明书文档来对项目范围取得共识
- C.要求个正式的会议，让高级执行层参加找出来理解错误的部分，然后安排个变更请求，如果有必要重新规划你的项目推动项目工作

D.不要反映过激。根据你的计划执行工作，项目将会产出让客户信服的产品。尽早的让执行层看到产品，他们可能会改变主意接受产品

8. A WBS dictionary is a document which...

- A. ...describes technical terms used for scope management.
- B. ...describes the details for each component in the WBS.
- C. ...translates essential WBS terms for global project teams.
- D. ...helps translating functional into technical requirements.

WBS 字典是个文档：

- A.描述了范围管理所使用的技术条款
- B.描述了 WBS 中每个元素的细节
- C.为全球项目团队翻译 WBS 的元素
- D.帮助翻译功能到技术要求

9. A customer requires from you a minor scope change and expects you to do this without delays and additional costs. You believe that you have adequate authorization to make the decision by yourself, but you are not quite sure. What should be your next steps?

- A. A requested change is always an opportunity to get more money paid by the customer and to secretly solve schedule and quality problems. You should make some reasonable estimates on time, costs, risks etc. and then add a nice margin on top of that to calculate the new price.
- B. Customer satisfaction is your top priority. The customer gives you an opportunity to increase their satisfaction, which you should use to the maximum benefit. Most project managers have contingencies to cover risks; these can be used to pay the additional costs.
- C. Before making a decision you should have a look at the customer's parking lot. If you find there many expensive, new models, it is likely that you can use the requested change to increase the profit from the contract. Otherwise you should reject the request.
- D. Handle the request according to the integrated change control processes described in your management plans. Then make a decision together with the appropriate change control body, whether the increased customer satisfaction will be worth the extra costs, work, risks etc.

客户要求你做个较小的范围变更，期望你在不增加额外费用和时间的前提下完成此变更。你相信你有足够的权限自己做出决策，可是你不是完全确定。你下一步应该做什么？

- A.变更请求总是个机会来从客户获得更多报酬，可以秘密的解决进度和质量问题。你应该做出些合理的时间、成本和 **feignx** 的估算，然后加上利润来计算新的价格
- B.客户满意是你最优先考虑的。客户给你个机会来增加他们满意度，你应该将其利益最大化。多数项目经理都有覆盖风险的应急储备，这些可以用来支付额外的成本

- C.在做出决策之前，你首先应该看看客户的停车场，如果你发现他们很昂贵，新的模型，你可以使用这个请求的变更来增加合同的利润。否则你应该拒绝此请求
- D.根据你的管理计划中描述的整体变更控制过程来应对此变更。然后和合适的变更控制主体做出决策，不管是否增加客户的满意度是否需要额外的成本、工作和风险。

10. You are explaining the importance of Work Breakdown Structure (WBS) to your project team members. In this context, all the following statements about Work Breakdown Structure(WBS) are correct EXCEPT:

- A.It is a hierarchical decomposition of work
- B.Planned work contained in the lowest level WBS components are also called WBS dictionaries
- C.WBS subdivides the project work into smaller, more manageable pieces of work
- D.WBS organizes and defines the total scope of work of the project

你在向团队成员介绍 WBS 的重要性，下列关于 WBS 的说法都是正确的除了：

- A.是个分等级的工作分解
- B.规划的工作包括在最底层的 WBS 组成部分，又被称为 WBS 字典
- C.WBS 分解项目工作到小的更容易管理的部分
- D.WBS 组织定义了项目的所有范围

11. Your company is going through a financial crisis and has set a pre-defined budget to work with. For your project, a pre-defined budget will become a:

- A. Risk
- B.Assumption
- C.Constraint
- D.Stage point

你的公司经历了财务危机，开始对每个工作预先设定预算。对你的项目而言，预先设定的预算将成为：

- A.风险
- B.假设
- C.制约要素
- D.阶段点

12. In your project, you are now interested in determining the cause of variance relative to the scope baseline and deciding whether corrective action is required. You should use:

- A.Configuration Management System
- B.Variance Analysis
- C.Replanning
- D.Earned Value Spreadsheets

在你的项目，你现在对判断范围基准偏差的原因和决定是否采取纠正措施感兴趣。你应该使用：

- A.配置管理系统
- B.偏差分析
- C.重新规划
- D.实现值表格

13. If you would like to find out who will be approving changes in your project deliverables and documentation, you can refer to the:

- A. Change Control System
- B. Project Plan
- C. Organization Chart
- D. Resource Assignment Matrix

如果你想查出来谁负责批准你项目成果和文档的变更，你可以查看：

- A.变更控制系统
- B.项目计划
- C.组织图
- D.资源分配矩阵

14. Your project sponsor has specified that you have to complete your project within 3 months with a funding limit of \$ 250,000. This is an example of:

- A. Authoritative project management
- B. Constraint
- C. Assumption
- D. Laissez faire management

你的项目出资人指定你必须完成你的项目在 3 个月之内，资金不能超过 250,000 美元。这是什么的例子：

- A. 有权威的项目管理
- B. 约束
- C. 假设
- D. 自由管理

15. A project was terminated early because of funding related issues. The project manager met the customer to establish and document the level and extent of project completion. What tool should be used for the purpose?

- A. Performance Measurement
- B. Scope Change Control System
- C. Inspection

**D.Earned Value**

项目因为资金问题被提前终止。项目经理会见客户去确定并记录项目完成的层次和内容。下列哪个工具帮助实现这个目的？

- A.绩效测量
- B.范围变更控制系统
- C.检查
- D.实现值

16.You have created a WBS Dictionary which you can use to:

- A.Verify that the deliverables being produced and accepted are included in the approved project scope
- B.Determine whether work and deliverables meet requirements and product acceptance criteria
- C.Influence the factors that create project scope changes and control the impact of those changes
- D.Get acceptance of the project scope from the customer

你创建了 WBS 字典，你将用来：

- A.核实被完成的可交付成果，得到接受后包括在被批准的项目范围中的
- B.确定是否工作或成果符合需求和产品接受标准
- C.影响哪些导致项目范围变更的因素控制这些变更的影响
- D.自客户获得项目范围的接受

17. A restriction (e.g. limited budget) that affects the performance of the project is also called a(an): A. Constraint B. Assumption C. Kill point D. Risk

影响到项目执行的约束（如有限的预算）被称为：

- A.制约因素
- B.假设
- C.杀点（阶段退出关卡）
- D.风险

18. One of your tasks as a project manager is to prepare a Scope Statement for your project. The scope statement provides:

- A. Authorization to the project manager for using organizational resources for project activities.
- B. Documentation of how the project scope will be managed and how scope changes will be integrated into the project.
- C.Definition for Work Breakdown structure
- D.A documented basis for making future project decisions and for confirming or

developing a common understanding of the project scope among the stakeholders.

作为项目经理你的一个任务是准备项目范围说明书。范围说明书提供：

- A.授权项目经理动用组织资源到项目活动上
- B.文档记录如何管理项目的范围包括整合项目范围到项目上
- C.定义工作分解结构
- D.一个文档，作为未来项目决策的依据，用来在项目干系人之间沟通来达成对范围的共识

19. When you started creating a Work Breakdown Structure for your project, you soon realized that it was too complicated to be done on a single piece of paper. You then started using a Work Breakdown Structure numbering system to

- A. Determine the complexity of the project
- B. Determine the level at which individual WBS elements are found
- C. Help in automating the WBS using appropriate software
- D. Present justification for the project

当你为你项目开始创建 WBS 时，你很快意识到不能在一张图纸上完成因为太复杂。你开始使用 WBS 计数系统来：

- A.确定项目的复杂程度
- B.确定个别 WBS 元素的层次
- C.帮助在合适的软件上使用 WBS
- D.展示项目的论据

20. Verify Scope the process of obtaining stakeholder's formal acceptance of the completed project scope and associated deliverables. In this context, which statement related to Verify Scope correct? A. Verify Scope similar to Quality Control. B. Quality Control is generally performed before Scope Verification, but these two processes may also be done in parallel. C. Verify Scope indicates the end of a project. D. Verify Scope the final sign-off from the sponsor and customer.

核实范围是个过程用来获得项目干系人对项目已完成范围和成果的正式接受。下列关于核实范围说法中正确的是？

- A.核实范围和质量控制相似
- B.质量控制通常在核实范围之前进行，两个过程也可以同时进行
- C.核实范围意味着项目的结束
- D.核实范围是从出资人或客户那里得到最终的签字

21. In which document will you find the code of account identifier, statement of work, responsible organization, and a list of schedule milestones?

- A.WBS
- B.WBS Dictionary



## C.PERT/CPM Charts

## D. Roles and Responsibilities Matrix

在下列哪个文档中可以看到账目编码标识，工作说明书，责任组织和进度里程碑列表

## A.WBS

## B.WBS 字典

## C.PERT/CPM 图

## D.职责矩阵

22. 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.

某个项目干系人联系项目经理讨论些额外的范围他们想增加到项目上。项目经理咨询了详细的信息并书面化执行了范围控制过程。项目经理在被要求的范围评估完成后，接下来需要做什么？

A.问干系人是不是还有更多变更

B.完成整体变更控制

C.确保项目干系人对变更的影响很理解

D.找出什么原因导致这些范围没有在项目规划期间被讨论

23. You are managing a six-month project and have held bi-weekly meetings you're your project stakeholders. After five and a half months of work, the project is on schedule and budget, but the stakeholders are not satisfied with the deliverables. This situation will delay the project completion by one month. The MOST important process that could have prevented this situation is:

A. risk monitoring and control.

B. schedule control.

C. scope planning.

D. scope control.

你在管理六个月的项目每半个月会见你的项目干系人。在完成五个半月工作后。项目在进度和预算内，可是项目干系人对成果不满意。这种情形将导致项目完成耽误一个月。可以预防此情况的重要的过程是：

A.风险监控和控制

B.进度控制

- C.范围规划
- D.范围控制

24. 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. Verify Scope B. Quality control C. Performance reports D. Cost control

新软件产品的建设阶段接近完成了。下个阶段是测试和实施。项目提前进度 2 周。在项目移动到最后阶段时项目经理需要更多关注什么？

- A.核实范围
- B.质量控制
- C.绩效报告
- D.成本控制

25. You have just joined the project management office after five years of working on projects. One of the things you want to introduce to your company is the need to do WBSs. Some of the project managers are angry that you are asking them to do "extra work." Which of the following would be the BEST thing you could tell the project managers to convince them to use WBSs?

- A. Tell them it will prevent work from slipping through the cracks.
- B. Tell them that it is not needed.
- C. Tell them it is required if the project involves contracts.
- D. Tell them it is the only way to identify risks.

你在项目上工作 5 年后刚刚加入项目管理办公室。你想向你们公司介绍使用 WBS。一些项目经理很愤怒，因为你要求他们做些额外的工作。下列哪个最好的描述了你要告诉项目经理的使他们信服使用 WBS？

- A. 告诉他们可以防止工作跟踪过程中偏离
- B. 告诉他们这是不必要的
- C. 告诉他们如果项目包括合同就是被要求的
- D. 告诉他们是识别风险的一种方式

26. A new project manager is being mentored by a more experienced certified project management professional (PMP). The new project manager is finding it difficult to find enough time to manage the project because the product and project scope are being progressively elaborated. The PMP mentions that the basic tools for project management, such as a work breakdown structure, can be used during project executing to assist the project. For which of the following can a work breakdown structure be used?

- A. Communicating with the customer

- B. Showing calendar dates for each work package
- C. Showing the functional managers for each team member
- D. Showing the business need for the project

某个新项目经理来咨询某个具有很多经验的 PMP。新项目经理发现管理项目很困难原因是产品和项目范围需要渐进明晰。这个 PMP 提到项目管理的基本工具比如 WBS，可以在项目执行期间使用来帮助项目。下列哪个情况可以使用 WBS？

- A. 与客户沟通
- B. 显示每个工作包的日历日期
- C. 为每个团队成员显示职能经理
- D. 显示项目的商业需求

27. The program was planned years ago before there was a massive introduction of new technology. While planning the next project to start in this program, the project manager has expanded the project scope management plan because as a project becomes more complex, the level of uncertainty in the scope:

- A. remains the same.
- B. decreases.
- C. decreases then increases.
- D. increases.

项目集已经完成规划，之前完成了关于新技术的导入。当为了启动这个项目集在规划下个项目时，项目经理扩展了项目范围管理计划因为随着项目变得更复杂，范围的不确定性程度：

- A. 保持不变
- B. 减少
- C. 减少然后增加
- D. 增加

28. 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

项目执行期间，某个团队成员找到项目经理因为他不确定他需要完成项目哪些工作。下列哪个文档包括详细的工作包描述？

- A. WBS 字典
- B. 活动列表
- C. 初步项目范围说明书

D.项目范围管理计划

29.All of the following are part of the scope baseline EXCEPT the:

- A. project scope management plan.
- B. project scope statement.
- C. work breakdown structure.
- D. work breakdown structure dictionary.

下列都是范围基准的部分除了：

- A.项目范围管理计划
- B.项目范围说明书
- C.工作分解结构
- D.工作分解结构字典

30. A project manager has just been assigned to a new project and has been given the project charter. The FIRST thing the project manager must do is:

- A. create a project scope statement.
- B. confirm that all the stakeholders have had input into the scope.
- C. analyze project risk.
- D. begin work on a project management plan.

项目经理刚刚分配到新项目上，已经完成项目章程。项目经理首先应该做什么？

- A.创建项目范围说明书
- B.确保所有的干系人有输入到范围中
- C.分析项目风险
- D.开始项目管理计划上的工作

31.A project manager may use to make sure the team clearly knows what work is included in each of their work packages.

- A. the project scope statement
- B. the product scope
- C. a WBS dictionary
- D. a schedule

项目经理可以使用下列哪个来确保团队清楚地知道每个工作包的描述？

- A.项目范围说明书
- B.项目产品范围
- C.WBS 字典
- D.进度表

32. When should scope verification be done?

- A. At the end of the project
- B. At the beginning of the project
- C. At the end of each phase of the project
- D. During the planning processes

核实范围应该什么时候做？

- A. 在项目结束
- B. 在项目开始
- C. 在项目每个阶段结束时
- D. 规划过程期间

33. 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. Control Scope
- C. quality analysis.
- D. scope decomposition.

在项目团队会议上，某个成员建议增加项目章程之外范围。项目经理指出团队需要完成所有被要求的必要的工作。这是个什么的例子：

- A. 变更管理过程
- B. 控制范围
- C. 质量分析
- D. 范围分解

34. During what part of the project management process is the project scope statement created?

- A. Initiating
- B. Planning
- C. Executing
- D. Monitoring and controlling

在哪个项目管理过程中创建项目范围说明书？

- A. 启动
- B. 规划
- C. 执行
- D. 监视与控制

35. Which of the following is a KEY attribute of scope verification?

- A. More complete project scope management plan
- B. Customer acceptance of project deliverables
- C. Improved schedule estimates
- D. An improved project management information system

下列哪个是核实范围的关键特点？

- A.更多完成项目范围管理计划
- B.客户接受项目成果
- C.改进进度估算
- D.改进项目管理信息系统

36. Which of the following is the process that defines the best approach to achieve the project objectives

- A. Develop Project Charter
- B. Verify Scope
- C. Define Scope
- D. Scope Planning

下列哪个过程定义了实现项目目标的最好方法？

- A.制定项目章程
- B.核实范围
- C.定义范围
- D.范围规划

37. Which of the following is an example of constraints?

- A. NPV of your project is USD 5000
- B. IRR can be calculated by internal cash flow.
- C. Cost of raw material is USD 30 per unit.
- D. Government has passed a mandate that your project should not affect the neighborhoods adversely.

下列哪个是制约要素的例子？

- A.你项目的 NPV 是 USD 5000
- B.IRR 可以通过内部现金流计算
- C.原材料成本是每单位 USD 30
- D.政府通过的新法令要求你的项目必须对环境没有负面影响

38. What is a deliverable-oriented grouping of project elements called?

- A. Detailed plan
- B. Linear responsibility chart
- C. Work breakdown structure

D. Cost account coding system

面向对象的来组织项目的要素被称为？

- A.详细计划
- B.线性职责矩阵
- C.工作分解结构
- D.成本帐户编码系统

39. Which of the following is an example of assumption?

- A. NPV of your project is USD 1562.
- B. IRR can be calculated by internal cash flow.
- C. Cost of raw material is USD 10 per unit.
- D. Project charter has authorized the existence of your project.

下列哪个是假设的例子？

- A.你项目的 NPV 是 USD1562。
- B.IRR 可以通过内部现金流计算
- C.原料成本是每单位 USD10
- D.项目章程授权你项目存在

40. You are the project manager of a sewage treatment plant. The government has mandated that you ensure that the sewage plant will not adversely impact the neighborhood. From a project perspective, this is a/an:

- A. Best Practice
- B. Assumption
- C. Constraint
- D. Deliverable

你是污水处理工厂的项目经理。政府要求你确保污水厂不对环境有负面影响。从项目的角度，这是个：

- A.最佳实践
- B.假设
- C.约束
- D.成果

41. As a project manager, you are aware that project information can be presented using different kinds of breakdown structures. In this context, all the following statements are correct EXCEPT:

- A. Resource Breakdown Structure provides hierarchically organized depiction of resources to be used on the project.
- B. Organization Breakdown Structure provides a hierarchically organized depiction of the

project organization.

C. Bill of Materials presents a hierarchical tabulation of financial bills and other project financials.

D. Risk Breakdown Structure is a hierarchically organized depiction of the identified project risks arranged by risk category.

作为项目经理，你知道可以使用不同类型的分解结构来展示项目信息。关于此情形下列说法都是正确的除了：

- A. 资源分解结构提供层次的方式来组织展示项目使用的资源
- B. 组织分解结构提供层次的方式来展示组织结构
- C. 材料清单提供层次的表格来展示财务帐单和其他项目财务信息
- D. 风险分解结构是个层次化的方式来根据风险类别来展示识别的风险

42. Which statement related to Verify Scope and Quality Control is accurate?

- A. Both Verify Scope and Quality Control are always done sequentially
- B. Verify Scope concerned with acceptance of the work results while Quality Control is primarily concerned with correctness of the work results
- C. Verify Scope done only after changes are approved by the change control board
- D. Verify Scope concerned with correctness of the work results while Quality Control is primarily concerned with acceptance of the work results

下列哪个关于核实范围和质量控制的说法是正确的？

- A. 无论核实范围和质量控制都总是按顺序的执行
- B. 核实范围主要关心接受工作的成果；质量控制主要是关心工作成果的正确性
- C. 核实范围只有在执行 CCB 批准的变更后进行
- D. 核实范围主要关心工作成果的正确性；质量控制主要是关心接受工作的成果

43. In your project, you are in the process of defining the project scope. You will be using all the following tool:

- A. Expert Judgment - to determine the details to be included in the scope statement.
- B. Project Management Methodology - to aid in developing and controlling the changes to the preliminary project plan.
- C. Project Management Information System - to support generation of a preliminary project scope statement.
- D. Earned Value Technique - to measure performance of the project as it moves from project initiation through project closure. 在你的项目中，你在定义范围的过程。你将使用下列哪个工具：

- A. 专家判断-去确定范围说明书中的细节
- B. 项目管理方法论-辅助开发和控制初步项目计划的变更
- C. 项目管理信息系统-去支持产生初步的项目范围说明书



D.实现值技术-贯穿项目启动到结束去衡量项目的绩效

44. Which document states what is to be accomplished and what deliverables need to be produced?

- A. Project management plan
- B. Project charter
- C. Project scope statement
- D. Performance report

下列哪个文档说明了项目需要产生的成果和需要完成的工作？

- A. 项目管理计划
- B. 项目章程
- C. 项目范围说明书
- D. 绩效报告

45. What is the work breakdown structure (WBS)?

- A.It is a hierarchical tabulation of the physical assemblies, subassemblies and component needed to fabricate a manufactured product.
- B.It is a hierarchically organized depiction of the resources by type to be used on the project.
- C.It is a deliverable-oriented hierarchical decomposition of the work to be execute by the project team, to accomplish the project objectives and create the required deliverables
- D.It is a hierarchically organized Project organization arranged so that the work packages can be related to the performing organizational unit.

什么是 WBS?

- A.是个分等级的表格，针对制造产品的物理的、组件和部件的集合
- B.是个分等级的表格，用来按照类型组织项目所使用的资源
- C.是个面向成果的层次结构通过分解项目团队要执行的工作，去完成项目的目标和创造被要求的成果
- D.是个分层次的项目组织结构，将工作包和执行组织单位联系起来

46. Which of the following statement is NOT true?

- A.Product Analysis and Stakeholder analysis are part of Tools and Techniques used in Scope definition
- B.Decomposition is part of Tools and Techniques used in Create WBS
- C.Configuration Management system is part of Tools and Techniques used in Scope definition
- D.Inspection is a Tool/Technique used in Scope Verification

下列哪个说法是不正确的？

- A.产品分析和干系人分析是定义范围过程的工具和技术
- B.分解是创建 WBS 所使用的工具和技术
- C.配置管理系统是定义范围过程所使用的工具和技术
- D.检查是核实范围所使用的工具和技术

47. Deliverable oriented hierarchical decomposition of the work to be executed by the project team is called

- A.Project Scope Management Plan
- B.Requirements
- C.Work Breakdown structure
- D.Design

面向成果的层次结构用来分解项目团队要执行的工作被称为：

- A.项目范围管理计划
- B.请求
- C.工作分解结构
- D.设计

48. Which one of the following is NOT a Scope Management Process

- A.Define Scope
- B. Collect Requirements
- C.Scope Monitoring
- D.Create WBS

下列哪个不是范围管理过程？

- A.定义范围
- B.收集需求
- C.范围监视
- D.创建 WBS

49. Which of the following is true in regard to the Code of Accounts?

- A. It allows one to easily identify the breakdown level of the item in the resource structure.
- B. It describes the coding structure used by the performing organization to report financial information in its general ledger.
- C. It is the collection of unique identifiers generally assigned to WBS items.
- D. It defines ethical behavior in the project and the responsibilities to the customer and the profession.

关于账目编码下列哪个说法是正确的？

- A. 用来很容易识别资源结构中的条目所在的分解层次
- B. 描述一种用来由执行组织在报表中来报告财务信息的编码结构

- C. 分配给 WBS 中条目的独特标识符的集合
- D. 定义了在项目中的特有行为举止和对客户的责任

50. Which statement describes best why you should document assumptions?

- A. Assumptions might prove to be wrong. Knowing which assumptions were incorrect allows baseline adjustments in case of project crisis.
- B. Assumption analysis is a valuable tool and technique of Risk Identification during documentation review in a risk identification workshop.
- C. Assumptions limit the project management team's options for decision making because they can not be controlled by the team.
- D. In case of schedule or budget overruns, the documentation of assumptions supports a clear assignment of responsibility.

下列哪个语句最好的描述了为什么你必须把假设书面记载下来？

- A. 假设可能会证明是错误的，知道哪个假设错误可以使项目在紧要关头调整基准
- B. 假设分析是个有价值的工具在风险识别中回顾文档时
- C. 假设会限制项目管理团队在决策时的选项，因为假设不能被团队控制
- D. 万一发生进度或成本超支，假设的文档可以帮助明确职责

#### 项目进度管理

1. A project manager must publish a project schedule. Activities, start-end times and resources are identified. What should the project manager do NEXT?

- A. Distribute the project schedule according to the communications management plan.
- B. Confirm the availability of the resources.
- C. Refine the project management plan to reflect more accurate costing information.
- D. Publish a bar chart illustrating the timeline.

项目经理必须公布项目的进度。活动，开始和结束日期和资源已经被识别。项目经理接下来需要做什么？

- A. 根据沟通管理计划发布项目进度
- B. 确认可利用的资源
- C. 根据更多实际成本信息对项目管理计划进行调整
- D. 公布横道图显示时间线

2. 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

你正打算接受某个项目，你发现如下信息：活动 Z 最早开始日期是第 15 天，最晚开始日期是第 20 天。活动 Z 是很困难的活动。成本绩效指数（CPI）是 1.1，进度绩效指数（SPI）是 0.8。有 11 个干系人在这个项目，基于这些信息，下列哪个是你最关心的？

- A.进度
- B.时差
- C.成本
- D.可利用资源的数量

3. 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

你的组织面临管理项目的困难时期。你被要求帮助高层管理者理解这个情形，下列哪个类型的报告可以帮助向高层管理者提供摘要信息？

- A.详细的成本估算
- B.项目管理计划
- C.横道图
- D.里程碑报告

4. 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.

项目计算后发现在计划的完成日期后 4 天才能完成。你不能获得额外的资源。项目有较低的风险，收益成本比例预期是 1.6，依赖顺序是优先的。考虑到这些环境因素，最好应该如何做？

- A.从活动消减资源

- B.让更多活动并列进行
- C.转移优先关系的资源到外部逻辑关系上
- D.从项目去掉活动

5. You have a project with the following activities: Activity A takes 40 hours and can start after the project starts. Activity B takes 25 hours and should happen after the project starts. Activity C must happen after activity A and takes 35 hours. Activity D must happen after activities B and C and takes 30 hours. Activity E must take place after activity C and takes 10 hours. Activity F takes place after Activity E and takes 22 hours. Activities F and D are the last activities of the project. Which of the following is TRUE if activity B actually takes 37 hours?

- A. The critical path is 67 hours.
- B. The critical path changes to Start, B, D, End.
- C. The critical path is Start, A, C, E, F, End.
- D. The critical path increases by 12 hours.

你有个项目有如下活动：活动 A 需要 40 小时，可以在项目开始后开始；活动 B 需要 25 小时，必须在项目开始后开始；活动 C 必须在活动 A 完成后开始，需要 35 小时；活动 D 必须在活动 B 和 C 后开始，需要 30 小时；活动 E 必须活动 C 之后开始，需要 10 小时。活动 F 在活动 E 之后开始，需要 22 小时；活动 F 和 D 是项目最后的活动。如果活动 B 实际花费了 37 小时，下列哪个说法正确？

- A.关键路径是 67 小时
- B.关键路径变更到开始，B，D，结束
- C.关键路径是开始，A，C，E，F，结束
- D.关键路径增加 12 小时

6. When should the Project schedule be developed?

- A. As early in the project as possible. A stable schedule should be there before performing any other planning processes.
- B. During initiating. The project schedule should be developed concurrently with the preliminary scope statement.
- C. Scheduling should be avoided. Agile approaches with a backlog and a 4 to 8- weekly meeting cycle are sufficient.
- D. When most planning processes from scope and time management have been finished. This will be iterated when necessary.

什么时候项目进度完成编写？

- A.在项目尽可能早期，稳定的进度必须在执行其他规划过程之前完成
- B.启动的时候，项目进度必须和初步范围说明书同时编写
- C.进度安排应该避免。快速开发和储备和 4 到 8 周会议周期已经足够了

D.当大多数范围和时间管理规划过程结束后，必要的时候需要反复进行

7. Which is not a characterizing content of a document referred to as Activity attributes?

- A. The person executing the work in a schedule activity
- B. Schedule activity identifiers, codes and descriptions
- C. Schedule activity predecessors and successors
- D. The cost baseline assigned to the schedule activity

下列哪个不是活动属性的有特色的内容？

- A.执行进度活动的负责人
- B.进度活动的标识符，代码和描述
- C.进度活动的前置活动和后续活动
- D.分配到进度活动的成本基准

8. Which is not an output of the Activity definition process?

- A. Activity list
- B. Work breakdown structure
- C. Activity attributes
- D. Milestone list

下列哪个不是活动定义过程的输出？

- A.活动清单
- B.工作分解结构（WBS）
- C.活动属性
- D.里程碑清单

9. Milestones are best characterized by which description?

- A. A significant point in the project with zero duration
- B. A fixed or imposed date during the project lifecycle
- C. A period between two project phases including a review
- D. A planning tool used to replace progress measurements

哪个最好的描述了里程碑特点：

- A.重大意义的项目关键点，历时为 0
- B.项目生命期中固定的或强制的日期
- C.介于两个项目阶段之间的阶段，包括评估
- D.一个规划工具用来替代进度衡量

10. Which is not a point used for Three-point estimation?

- A. Optimistic estimate
- B. Most likely estimate

- C. Budget estimate
- D. Pessimistic estimate

下列哪个不是三点估算法中的一点？

- A.乐观估算
- B.最可能估算
- C.预算估算
- D.悲观估算

11. Crashing describes a technique to speed up a project by...

- A. ...reallocating existing resources or assigning additional resources to the project.
- B. ...overlapping activities which were originally planned to be done in sequence.
- C. ...reducing the number of features of the product in order to reduce development work.
- D. ...reducing the duration estimates for activities to increase the pressure applied to the staff.

赶工描述了一种用来加速项目的技术，通过...

- A.重新分配现有的资源或分配额外的资源到项目
- B.重叠活动，这些活动本来计划按顺序进行
- C.缩减产品特点数量从而减少开发工作
- D.缩减活动历时估算来增加负责该工作职员的压力

12. The members of your project team have been assigned to your project with general availability levels of 50%.Yesterday; they reported to you that significant variances occurred during project execution. You observed that the team members are spending less than 50% of their time working for your project. Your project schedule is on the way to become heavily delayed and deadlines are in jeopardy. What should you do?

- A. Talk to your sponsor and try to get more resources assigned on similar conditions as the existing ones.
- B. Talk with the line managers. Negotiate clear and written assignments with predictable levels of effort.
- C. Ignore the difficulties, adjust your schedule and negotiate new deadlines according to the slower progress.
- D. Focus on internal charges. Make sure that your project is not getting charged for more than the actual work.

分配到你的项目上的团队成员只有 50%可以，昨天，他们向你报告了项目执行中出现的重大偏差。你发现团队成员花了不到 50%的时间在你的项目上。你的项目进度很沉重，最终期限很危险。你应该做什么？

- A.告诉你的出资人，尝试获得更多的资源
- B.告诉职能经理，谈判清楚并写下来预期可以利用的资源水平

- C.忽略这些困难，调整你的进度，根据当前缓慢的进展确定新的最终期限
- D.集中在内部控制上，确保你的项目不会出现比实际工作很多的问题

13. Which statement describes best the term Sink node?

- A. It is a node in a WBS, where several branches are brought back together.
- B. It is a node in a Conditional network diagram, at which it becomes deterministic.
- C. It is a node in a Decision tree, showing various branches with the same chance.
- D. It is a node in a Network logic diagram which has multiple predecessors.

下列哪个最好的描述了 Sink 节点？

- A.是 WBS 中的节点，这里几个分支汇聚到一起
- B.是条件绘图法中的节点，在这里会变得确定
- C.是决策树中的节点，显示同一个机会的不同分支
- D.是网络图中的节点，具有多个前置活动

14. What is often referred to as the Original duration of an activity?

- A. The total of actual duration and remaining duration when reporting schedule activity progress.
- B. The overall duration which is imposed on the project team and which—whatever happens—must not be exceeded.
- C. The duration assigned to an activity which was used to calculate a price used in a time and material (T&M) contract.
- D. The activity duration originally assigned to a schedule activity and not updated as progress is reported.

活动的原始历时涉及到什么？

- A.在报告进度活动进展时，实际历时和剩余历时的总和
- B.施加给项目团队的总体历时，不管发生什么都不会改变
- C.分配到活动的历时用来计算价格--当使用时间材料合同时
- D.最初分配到进度活动上的原始历时，在报告进度时不被更新

15. What is typical for Critical chain project management?

- A. Management of buffers
- B. Management of total floats and free floats
- C. Management of leads and lags
- D. Management of resource over-allocations

下列哪个是关键链项目管理的特点？

- A.管理缓冲段
- B.管理总时差和自由时差
- C.管理提前和滞后



D.管理跨地域资源

16. What does the term Best practice often refer to?

- A. A standardized set of deliverables, like plans, reports, and checklists.
- B. A set of Tools and techniques that a project manager should master.
- C. The concept of State of the art applied to project management.
- D. A specific sequence of work, described in terms of Soft logic.

最佳实践通常涉及什么？

- A.一套标准的成果，如计划、报告和检查单
- B.一系列工具和技术，项目经理必须精通
- C.运用到项目管理上的技术发展水平的概念
- D.特定次序的工作，用软逻辑来描述

17. Your project SPI is 0.86 and the management has recommended that you should fast-track the project. You agree with the management but warn them that fast-tracking could:

- A. Facilitate duration compression
- B. Increase risk
- C. Ensure activities are done in parallel which would normally be done in sequence
- D. Help shorten the project schedule without changing the project scope

你的项目 SPI 是 0.86，管理层推荐你应该快速跟进此项目。你同意管理层的意见可是警告他们快速跟进：

- A.促进历时压缩
- B.增加风险
- C.确保本来顺序进行的活动现在平行进行
- D.帮助在不改变项目范围的情况下缩短进度

18. Activity definition involves identifying and documenting the specific activities that must be performed to produce the deliverables and sub-deliverables identified in the work breakdown structure (WBS). All the following statements about the activity list produced as an output from activity definition are true EXCEPT:

- A. The activity list must include all activities that will be performed on the project
- B. The activity list may include some activities that are not required as part of the project
- C. The activity list should include descriptions of each activity to ensure that the project team members will understand how the work is to be done
- D. The activity list is used in the schedule model and is a component of the project management plan

活动定义包括识别并记载具体的活动，这些活动用来执行来产出 WBS 中识别的成果或子成

果。下列所有关于活动定义的输出活动列表的说法都是正确的除了：

- A.活动列表必须包括项目要执行的所有活动
- B.活动列表可能包括些活动这些活动不是项目被要求的部分
- C.活动列表包括每个活动的描述确保项目团队成员理解需要做什么工作
- D.活动列表用于进度模型是项目管理计划的组成部分

19. A project has a critical path of twenty-three weeks. What is the impact on the critical path if the management wants you to complete the project in twenty weeks?

- A.Duration of the critical path increases by three weeks.
- B.Duration of the critical path decreases by three weeks.
- C.Duration of the critical path remains same.
- D.Duration of the critical path cannot be determined.

项目关键路径为 23 周，如果管理层希望你在 20 周完成项目，对关键路径有什么影响？

- A.关键路径历时增加 3 周
- B.关键路径历时缩短 3 周
- C.关键路径历时保持不变
- D.关键路径历时不能被确定

20. If the number of critical paths in the project increases, but the duration of the project remains the same, what should the project manager do?

- A.Perform crashing to complete project on time
- B.Fast track the project
- C.Perform additional risk planning
- D.Decrease the scope of the project

如果项目的关键路径数量增加，可项目的历时没有变化，项目经理应该做什么？

- A.执行赶工确保项目按时完成
- B.快速跟进项目
- C.执行额外风险规划
- D.减少项目范围

21. Float is the amount of time an activity can be delayed without delaying the project finish date. It can also be called:

- A.Slack
- B.Total Float
- C.Path Float
- D.Critical Path

时差是活动在没有耽误项目完工日期的前提下可以推迟的时间总和。又被称为：

- A.时差

- B.总时差
- C.路径时差
- D.关键路径

22. All the following statements regarding the creation of Time Estimates are correct EXCEPT:

- A. Mathematical analysis like CPM, GERT and PERT indicate the dates on which the activity can be scheduled given resource limits and other constraints.
- B. Duration compression techniques including fast tracking and crashing can help in decreasing the project schedule
- C. WBS classification allows for useful activity ordering and sorting.
- D. The duration of the project is the sum of the duration of all the tasks in the project.

下列关于时间估算的说法都是正确的除了：

- A.数学分析法如 CPM，GERT 和 PERT 可以确定每个活动在给定的资源和其他限制下的开始日期
- B.历时压缩技术包括快速跟进和赶工可以帮助减少项目进度
- C.WBS 分级在活动排序时非常有用
- D.项目的历时是项目所有任务的历时总和

23. It is important to identify and document the specific work that is planned to be performed and also identify deliverables at the work package level. This is done as part of:

- A. Activity Definition
- B. Decomposition
- C. Define Scope
- D. Activity Sequencing

识别并记载特定的被执行的工作和识别工作包层面的工作都同样重要，这是哪个过程的一部分：

- A.活动定义
- B.分解
- C.定义范围
- D.活动排序

24. You are going to make a presentation on the project to the senior management. In this context, the difference of a milestone chart as compared with a bar chart when making presentations is that unlike bar charts, milestones:

- A. Show activity start and end dates
- B. Show dependencies among tasks
- C.Only identify the scheduled start or completion of major deliverables, and not all the

tasks

**D.Show supporting details**

你在准备向高层汇报项目。在这种情形，里程碑图和甘特图是不同的，在于里程碑图：

- A.展示活动开始和结束日期
- B.显示任务依赖关系
- C.只是识别出主要成果的开始和完成进度，不包括所有任务
- D.显示支持细节

25. During project executing, a large number of changes are made to the project. The project manager should:

- A. wait until all changes are known and print out a new schedule.
- B. make approved changes as needed, but retain the schedule baseline.
- C. make only the changes approved by management.
- D. talk to management before any changes are made.

项目执行期间，非常多的变更发生到项目上。项目经理应该：

- A.等待所有的变更都知道后打印出来新的进度表
- B.确保被需要的变更得到审批，保持进度基准
- C.只做被管理层批准的变更
- D.在任何变更进行前先告诉管理层

26. Which of the following is a benefit of an analogous project estimate?

- A. Estimate will be closer to what the work will actually require.
- B. It is based on a detailed understanding of what the work requires.
- C. It gives the project team an understanding of management's expectations.
- D. It helps the project manager determine if the project will meet the schedule.

下列哪个是类比项目估算的好处？

- A.估算比较接近工作真实的需要
- B.基于非常了解工作的需要
- C.让项目成员理解项目管理层的预期
- D.帮助项目经理确定是否项目符合进度

27. An activity has an early start (ES) of day 3, a late start (LS) of day 13, an early finish (EF) of day 9, and a late finish (LF) of day 19. The activity:

- A. is on the critical path.
- B. has a lag.
- C. is progressing well.
- D. is not on the critical path.

某活动最早开始日期（ES）是第 3 天，最晚开始日期（LS）是第 13 天，最早结束日期（EF）

是第 9 天，最晚结束日期（LF）是第 19 天。这个活动：

- A. 在关键路径上
- B. 有个滞后
- C. 被提前
- D. 不在关键路径上

28. A team member from research and development tells you that her work is too creative to provide you with a fixed single estimate for the activity. You both decide to use the labor hours from past projects to predict the future. This is an example of which of the following?

- A. Parametric estimating
- B. Three-point estimating
- C. Analogous estimating
- D. Monte Carlo analysis

来自研究和开发的团队成员告诉你他的工作非常有创造力，需要你用固定单个估算该活动。你决定使用来自过去项目的劳动小时来预知未来。这是下列哪个的例子？

- A. 参数估算
- B. 三点估算
- C. 类比估算
- D. 蒙特卡罗分析

29. You are a project manager for a new product development project that has four levels in the work breakdown structure, and has been sequenced using the arrow diagramming method. The duration estimates have been compressed and a schedule created. What time management activity should you do NEXT?

- A. Begin schedule control.
- B. Begin activity resource estimating.
- C. Analogously estimate the schedule.
- D. Gain approval.

你是新产品开发项目的项目经理，这个项目 WBS 分了四层。使用 ADM 完成了排序，历时估算已经完成进度表也已创建。接下来你需要做哪个时间管理活动？

- A. 开始进度控制
- B. 开始活动资源估算
- C. 类比估算项目进度
- D. 获得审批

30. A new product development project has four levels in the work breakdown structure and has been sequenced using the arrow diagramming method. The activity duration estimates have been received. What should be done NEXT?

- A. Create an activity list.
- B. Begin the work breakdown structure.
- C. Finalize the schedule.
- D. Compress the schedule.

新产品开发项目 WBS 分到第四层并使用箭线图完成了排序。活动历时估算也已经完成，接下来应该做什么？

- A. 创建活动列表
- B. 开始制定 WBS
- C. 完成进度表
- D. 比较进度

31. A project manager is taking over a project from another project manager during the planning process group. If the new project manager wants to see what the previous project manager planned for managing changes to the schedule, it would be BEST to look at the:

- A. communications management plan.
- B. project management plan.
- C. staffing management plan
- D. schedule management plan.

项目经理接收别人的处于规划过程组的项目。如果新的项目理想看看此前项目经理计划的如何管理项目的进度变更。他最好看下列哪个文档？

- A. 沟通管理计划
- B. 项目管理计划
- C. 职员管理计划
- D. 进度管理计划

32. A project manager has received activity duration estimates from his team. Which of the following does he need in order to complete schedule development?

- A. Change requests
- B. Schedule change control system
- C. Recommended corrective action
- D. Reserves

项目经理接收到来自他的团队的活动历时估算。下列哪个被需要用来完成进度表编制？

- A. 变更请求
- B. 进度变更控制系统
- C. 推荐的纠正行动
- D. 储备金

33. You are a project manager on a U.S. \$5,000,000 software development project. While working with your project team to develop a network diagram, your data architects suggest that quality could be improved if the data model is approved by senior management before moving on to other design elements. They support this suggestion with an article from a leading software development journal. Which of the following BEST describes what this type of input is called?

- A. Mandatory dependency
- B. Discretionary dependency
- C. External dependency
- D. Heuristic

你是个 5,000,000 美元的软件开发项目的项目经理。你在和你的团队一起开发网络图。你的数据专家建议你如果在到设计基础之前数据模型得到高层批准质量可以被改进。他们用来自领导软件开发杂志的文章来支持这个观点。下列哪个最好的描述了这个输入的类型？

- A. 强制逻辑
- B. 软逻辑
- C. 外部逻辑
- D. 启发式

34. During activity definition, a team member identifies an activity that needs to be accomplished. However, another team member believes that the activity is not part of the project as he interprets the project scope statement. What is the BEST thing for the project manager to do?

- A. Try to build a consensus of the team.
- B. Make the decision herself.
- C. Ask the sponsor for clarification.
- D. Ask senior management for clarification.

在活动定义期间，一个团队成员识别某个活动需要被完成，然而，其他成员认为这个活动不是项目范围说明书的部分。项目经理最好应该做什么？

- A. 尝试让团队达成一致
- B. 让他自己做出决策
- C. 找出资人澄清
- D. 找高层管理者澄清

35. During project planning, you estimate the time needed for each activity and then add the estimates to create the project estimate. You commit to completing the project by this date. What is WRONG with this scenario?

- A. The team did not create the estimate and estimating takes too long using that method.
- B. The team did not create the estimate and a network diagram was not used.

- C. The estimate is too long and should be created by management.
- D. The project estimate should be the same as the customer s required completion date
- 在项目规划期间，你估算了每个活动需要的时间，然后增加了需要花费的成本到项目估算上。你答应项目将在指定日期完成。这种情形哪里是错误的？
- A.团队没有创建估算，估算任务用这种方法太长
- B.团队没有创建估算，网络图没有被使用
- C.估算太长，应该由管理层来创建
- D.项目的估算必须和客户要求的完成日期一致

36. A project manager is in the middle of the executing process of a very large construction project when he discovers that the time needed to complete the project is longer than the time available. What is the BEST thing to do?

- A. Cut product scope.
- B. Meet with management and tell them that the required date cannot be met.
- C. Work overtime.
- D. Determine options for schedule compression and present management with your recommended option.

某个项目经理工作在非常大的建筑项目的执行过程中，他发现完成项目所需要的时间比可利用的要长。最好应该做什么？

- A.消减产品范围
- B.会见管理层告诉他们被要求的日期前完不成项目
- C.加班
- D.找出进度压缩的措施，向管理层展示你的推荐措施

37. Which of the following includes asking team members about the time estimates for their activities and reaching agreement on the calendar date for each activity?

- A. Activity sequencing
- B. Develop Schedule
- C. Scope definition
- D. Creating a project charter

下列哪个过程包括征求团队成员关于他们活动的历时估算，为每个活动确定日历日期达成一致？

- A.活动排序
- B.制定进度表
- C.定义范围
- D.创建项目章程

38.A project manager is trying to coordinate all the activities on the project and has



determined the following: Activity 1 can start immediately and has an estimated duration of one week. Activity 2 can start after activity 1 is completed and has an estimated duration of four weeks. Activity 3 can start after activity 2 is completed and has an estimated duration of five weeks. Activity 4 can start after activity 1 is completed and has an estimated duration of eight weeks. Both activities 3 and 4 must be completed before the end of the project. What is the duration of the critical path for this project?

- A. 10
- B. 11
- C. 14
- D. 8

项目经理在分析下列项目上的活动，信息如下：活动 1 可以尽早开始历时是 1 周；活动 2 可以在活动 1 完成后开始，历时是 4 周。活动 3 可以在活动 2 完成后开始历时是 5 周；活动 4 可以在活动 1 完成后开始历时估算是 8 周。在活动 3 和活动 4 完成后项目才结束。这个项目关键路径的历时是多少？

- A. 10
- B. 11
- C. 14
- D. 8

39. In attempting to complete the project faster, the project manager looks at the cost associated with crashing each activity. The BEST approach to crashing would also include looking at the:

- A. risk impact of crashing each activity.
- B. customer's opinion of which activities to crash.
- C. boss's opinion of which activities to crash and in which order.
- D. project life cycle phase in which the activity is due to occur.

在尝试提前完成项目，项目经理在考虑赶工每个活动相关的成本。最好的赶工方式包括考虑：

- A. 赶工每个活动的风险影响
- B. 客户对哪个活动去赶工的意见
- C. 老板对赶工哪个活动和赶工什么顺序的意见
- D. 项目生命期阶段中哪个活动会出现

40. Which of the following is the BEST thing to do to try to complete a project two days earlier?

- A. Tell senior management that the project's critical path does not allow the project to be finished earlier.
- B. Tell your boss.
- C. Meet with the team and look for options for crashing or fast tracking the critical path.

D. Work hard and see what the project status is next month.

下列哪个是最好的选项用来提前 2 天完成项目？

- A. 告诉高级管理层项目的关键路径不允许项目提前结束
- B. 告诉你老板
- C. 会见团队找出选项来赶工或快速跟进关键路径
- D. 努力工作看下月项目状态如何

41. The precedence diagramming method (activity-on-node) is different from the arrow diagramming method (activity-on-arrow) because a precedence diagram:

- A. can use PERT.
- B. has four relationships among activities.
- C. has only finish-to-finish relationships.
- D. may use dummy activities.

前导图（活动在节点上）是和箭线图（活动在箭头上）是不同的因为前导图：

- A. 可以使用 PERT
- B. 有四种活动的逻辑关系
- C. 只有完成-完成关系
- D. 可能使用虚活动

42. If project time and cost are not as important as the number of resources used each month, which of the following is the BEST thing to do?

- A. Perform a Monte Carlo analysis.
- B. Fast track the project.
- C. Perform resource leveling.
- D. Analyze the life cycle costs.

如果项目的进度和成本都不如每个月使用的资源的数量重要。下列哪个是最好要做的事情：

- A. 执行蒙特考洛分析
- B. 快速跟进项目
- C. 执行资源平衡
- D. 分析生命期成本

43. The float of an activity is determined by:

- A. performing a Monte Carlo analysis.
- B. the waiting time between activities.
- C. determining lag.
- D. determining the amount of time the activity can be delayed before it delays the critical path.

活动的时差通过什么来确定？

- A. 执行蒙特卡罗分析
- B. 活动之间的等待时间
- C. 确定滞后
- D. 确定活动在其耽误关键路径之前可以耽误的时间

44. Which of the following BEST describes the relationship between standard deviation and risk?

- A. Nothing
- B. Standard deviation tells you if the estimate is accurate.
- C. Standard deviation tells you how unsure the estimate is.
- D. Standard deviation tells you if the estimate includes a pad.

下列哪个最好的描述了介于标准差和风险的关系？

- A. 没有
- B. 标准差告诉你是否估算正确
- C. 标准差告诉你估算的不确定性程度
- D. 标准差告诉你估算是否包括额外的费用

45. Which of the following is the BEST project management tool to use to determine the longest time the project will take?

- A. WBS
- B. Network diagram
- C. Bar chart
- D. Project charter

下列哪个是最好的用来确定项目最长历时的项目管理工具？

- A. WBS
- B. 网络图
- C. 横道图
- D. 项目章程

46. Lag means:

- A. the amount of time an activity can be delayed without delaying the project finish date.
- B. the amount of time an activity can be delayed without delaying the early start date of its successor.
- C. waiting time.
- D. the product of a forward and backward pass.

滞后意味着：

- A. 活动在不影响项目结束日期的前提下可以耽误的时间
- B. 活动在不影响后续活动最早开始日期的前提下可以耽误的时间

- C.等待时间
- D.正推和逆推的产物

47. If the optimistic estimate for an activity is 12 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?

- A. 1
- B. 1.3
- C. 6
- D. 3

如果乐观估算是 12 天，悲观估算是 18 天。这个活动的标准差是？

- A. 1
- B. 1.3
- C. 6
- D. 3

48. Which of the following are GENERALLY illustrated BETTER by bar charts than network diagrams?

- A. Logical relationships
- B. Critical paths
- C. Resource trade-offs
- D. Progress or status

下列哪项一般用横道图来示范比网络图好？

- A.逻辑关系
- B.关键路径
- C.资源替换
- D.进度或状态

49. A dependency requiring that design be completed before manufacturing can start is an example of a:

- A. discretionary dependency.
- B. external dependency.
- C. mandatory dependency.
- D. scope dependency.

在开始制造之前必须完成设计工作是个什么的例子：

- A.自由依赖
- B.外部依赖
- C.强制依赖
- D.范围依赖

50. The current project performance report indicates that the Schedule Variance (SV) is 1.09. What does this information indicate?

- A. The project is on schedule.
- B. The project is ahead of schedule.
- C. The project is behind schedule.
- D. The project is slightly behind schedule.

项目现在的绩效报告显示项目进度偏差（SV）是 1.09。这个信息意味着什么？

- A.项目符合进度
- B.项目进度提前
- C.项目进度落后
- D.项目进度稍微落后

#### 项目成本管理

1.You provide a project cost estimate to the project sponsor. He is unhappy with the estimate, because he thinks the price should be lower. He asks you to cut 15 percent off the project estimate. What should you do?

- A. Start the project and constantly look for cost savings.
- B. Tell all the team members to cut 15 percent from their estimates.
- C. Inform the sponsor of the activities to be cut.
- D. Add additional resources with low hourly rates.

你提供了成本估算给项目出资人，他对估算很不满，因为他想到的价格比较低。他要求你消减 15% 的项目估算。你应该做什么？

- A.开始项目，持续节省成本
- B.告诉所有的团队成员从他们的估算中消减 15%
- C.告诉出资人需要消减活动
- D.使用较低的工时费率增加额外的资源

2. The difference between the cost baseline and the cost budget can be BEST described as?

- A. The management reserve
- B. The contingency reserve
- C. The project cost estimate
- D. The cost account

介于成本基准和成本预算之间的费用被称为：

- A. 管理储备
- B. 应急储备

- C. 项目成本估算
- D. 成本账户

3. You are a project manager for a large consulting firm. Your superior has just asked for your input on a decision about which project your company should pursue. Project A has an internal rate of return (IRR) of 12 percent. Project B has a predicted benefit cost ratio (BCR) of 1.3. Project C has an opportunity cost of U.S. \$75,000. Project D has a payback period of six months. If you had to choose based on this data, which project would you select?

- A. Project A
- B. Project B
- C. Project C
- D. Project D

你是某个大型咨询公司的项目经理。你的上级要求你为公司选择哪个项目做决策提供依据。项目 A 的内部收益率（IRR）是 12%；项目 B 的标准收益成本分析是 1.3；项目 C 的机会成本是 75,000 美元；项目 D 回收期 6 个月。如果你基于这些数据来选择，你会选择哪个项目？

- A.项目 A
- B.项目 B
- C.项目 C
- D.项目 D

4. Although the stakeholders thought there was enough money in the budget, halfway through the project the cost performance index (CPI) is 0.7. To determine the root cause, several stakeholders audit the project and discover the project cost budget was estimated analogously. Although the activity estimates add up to the project estimate, the stakeholders think something was missing in how the estimate was completed. Which of the following describes what was missing?

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

尽管项目干系人认为有足够的预算，项目一半的时候，成本绩效指数是 0.7。为了确定核心原因，几个干系人审计项目，发现项目成本预算使用的是类比估算。尽管活动估算累加获得项目估算，项目干系人考虑在估算完成时有些活动被缺失。下列哪个描述了缺失了什么？

- A.估算成本应该使用测量 CPI
- B.SPI 应该被使用，而不是 CPI
- C.自下而上估算应该被使用

D.过去的历史不需要被计算

5. To accommodate a new project in your department, you need to move resources from one project to another. Because your department is currently working at capacity, moving resources will inevitably delay the project from which you move the resources. It would cause the LEAST negative impact if you move resources from which of the following projects?

- A, Project A with a benefit cost ratio of 0.8, no project charter, and four resources
- B. Project B with a net present value of U.S. \$60, 000, 12 resources, and variable costs between U.S. \$1,000 and U.S. \$2,000 per month
- C. Project C with an opportunity cost of U.S. \$300,000, no project control system, and an internal rate of return of 12 percent
- D. Project D with indirect costs of U.S. \$20,000 and 13 resources

为适应你部门的新项目，你需要移动资源从一个项目到另外项目。因为你们部门现在是满负荷。转移资源将不可避免的耽误项目。你应该从下列哪个系哪个项目转移资源引发最小的负面影响？

- A.项目 A 的收益成本率是 0.8；没有项目章程，有 4 个资源；
- B.项目 B 的 NPV 是 60, 000 美元；12 个资源；可变成本每个月在 1, 000 美元到 2, 000 美元之间；
- C.项目 C 的机会成本是 300, 000 美元，没有项目控制系统，内部收益率是 12%；
- D.项目 D 的间接成本是 20, 000，13 个资源

6. You are asked to prepare a budget for completing a project that was started last year and then shelved for six months. All the following would be included in the budget EXCEPT?

- A. Fixed costs
- B. Sunk costs
- C. Direct costs
- D. Variable costs

你被要求为某个项目准备预算，该项目去年发起已经被搁置了 6 个月。下列哪个都会包括在预算内除了：

- A.固定成本
- B.沉没成本
- C.直接成本
- D.可变成本

7. The project manager is allocating overall cost estimates to individual activities to establish a baseline for measuring project performance. What process is this?

- A. Cost management
- B. Cost estimating
- C. Determine Budget
- D. Cost control

项目经理在将所有成本估算分配到独立的活动上来建立基准用来衡量项目绩效。这是哪个过程？

- A.成本管理
- B.成本估算
- C.制定预算
- D.成本控制

8.You have just completed the initiating processes of a small project and are moving into the planning processes when a project stakeholder asks you for the project s budget and cost baseline. What should you tell her?

- A. The project budget can be found in the project s charter, which has just been completed.
- B. The project budget and baseline will not be finalized and accepted until the planlling processes are completed.
- C. The project management plan will not contain the project s budget and baseline; this is a small project.
- D. It is impossible to complete an estimate before the project management plan is created.

你刚刚结束启动过程进入规划过程，此时，某个项目干系人问你项目的预算和成本基线，你应该告诉他什么？

- A.项目预算可以在项目章程找到，刚刚完成
- B.项目预算和基准直到规划过程完成才能确定
- C.项目管理计划不包括项目的预算和基准，因为这是个小项目
- D.在项目管理计划完成之前不可能完成估算

9. Your cost forecast shows that you will have a cost overrun at the end of the project. Which of the following should you do?

- A. Eliminate risks in estimates and re-estimate.
- B. Meet with the sponsor to find out what work can be done sooner.
- C. Cut quality.
- D. Decrease scope.

你的成本预测显示你将在项目结束成本超支，下列哪个是你应该做的？

- A.消除估算的风险，重新估算
- B.会见出资人来找出来尽早需要做的事情
- C.消减质量



D.减少范围

10. 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. have a meeting with management to find out what to do.
- C. ask the seller for supporting information.
- D. deny any wrongdoing.

卖方告诉你，你的活动将增加他们的成本，你应该：

- A.推荐变更项目成本
- B.和管理层开会确定需要做什么
- C.问卖方支持信息
- D.拒绝不道德的行为

11. Your company can accept one of three possible projects. Project A has a net present value (NPV) of U.S. \$30,000 and will take six years to complete. Project B has an NPV of U.S. \$60,000 and will take three years to complete. Project C has an NPV of U.S. \$90,000 and will take four years to complete. Based on this information, which project would you pick?

- A. They all have the same value.
- B. Project A
- C. Project B
- D. Project C

你的公司可以接受三个潜在项目中的一个。项目 A 的净现值（NPV）是 30,000 美元，需要 6 年完成；项目 B 的 NPV 是 60,000 美元，需要 3 年完成；项目 C 的 NPV 是 90,000 美元，需要 4 年完成，基于这些信息，你会选择哪个项目？

- A.它们有同样的价值
- B.项目 A
- C.项目 B
- D.项目 C

12.As a project manager, you are presented with the following information on the net present value (NPV) of several potential projects. Which project is your BEST choice?

- A. Project A with an NPV of U.S. \$99,000
- B. Project B with an NPV of U.S. \$120,000
- C. Project C with an NPV of U.S. \$20,000
- D. Project D with an NPV of U.S. -\$10,000

作为项目经理，你展示如下几个潜在项目的净现值（NPV）。哪个项目是你最好的选择？

- A.项目 A 的 NPV 是 99, 000 美元
- B.项目 B 的 NPV 是 120, 000 美元
- C.项目 C 的 NPV 是 20, 000 美元
- D.项目 D 的 NPV 是-10, 000 美元

13. Project A has an internal rate of return (IRR) of 21 percent. Project B has an IRR of 7 percent. Project C has an IRR of 31 percent. Project D has an IRR of 19 percent. Which of these would be the BEST project?

- A. Project A
- B. Project B
- C. Project C
- D. Project D

项目 A 内部收益率（IRR）是 21%；项目 B 的 IRR 是 7%；项目 C 的 IRR 是 31%；项目 D 的 IRR 是 19%。下列哪个是最好的项目？

- A.项目 A
- B.项目 B
- C.项目 C
- D.项目 D

14. Which of the following represents the estimated value of the work actually accomplished?

- A. Earned value (EV)
- B. Planned value (PV)
- C. Actual cost (AC)
- D. Cost variance (CV)

下列哪个展示了实际完成工作的估算价值？

- A.实现值（EV）
- B.计划值（PV）
- C.实际成本（AC）
- D.成本偏差（CV）

15. Value analysis is performed to get:

- A. more value from the cost analysis.
- B. management to buy into the project.
- C. the team to buy into the project.
- D. a less costly way of doing the same work.

价值分析的目的是：

- A.从成本分析获得更多价值

- B.管理层达成项目共识
- C.团队对项目达成共识
- D.较少的成本完成同样的工作

16. A project manager for a small construction company has a project that was budgeted for U.S. \$130,000 over a six week period. According to her schedule, the project should have cost U.S. \$60,000 to date. However, it has cost U.S. \$90,000 to date. The project is also behind schedule, because the original estimates were not accurate. Who has the PRIMARY responsibility to solve this problem?

- A. Project manager
- B. Senior management
- C. Project sponsor
- D. Manager of the project management office

某个项目经理在小型建筑工作负责某个项目，该项目预算 130,000 美元，预计花费 6 周。根据他的进度，项目到今天应该有成本 60,000 美元。然而实际成本是 90,000 美元。项目此外还进度拖延，因为最初的估算不准确。谁对解决这个问题负主要责任？

- A. 项目经理
- B. 高级管理层
- C. 项目出资人
- D. 项目管理办公室的管理者

17. The \_\_\_\_\_ can be used to assess outlays and funding requirements.

- A. Cost assignment matrix
- B. Cost baseline
- C. Cost variance analysis.
- D. Cost control plan

用来评估费用和资金需求的是：

- A.成本分配矩阵
- B.成本基准
- C.成本偏差分析
- D.成本控制计划

18. You are project manager for a project with a multi-million value assigned by a company that is listed at a US stock exchange. Recent Earned value analysis after app. 25% completion told you that your project has a CPI of 0.76. What should you do right now?

- A. The variance is a signal of a sound project which is well under budget. There is no need for action.

B. A project that much under budget may be a problem for negotiating future budgets. Try to spend money somewhere else.

C. You should immediately inform your management, which should then assess whether this CPI constitutes a material financial issue.

D. It is still early in the project and data are yet inaccurate. Wait a while and allow numbers from the project to stabilize.

你是某个给公司带来数百万价值的项目，这个公司在 US 股票交易挂牌。最近在完成 25% 之后实现值分析显示你的项目 CPI 是 0.76。你现在正确的做法是什么？

A. 这个偏差代表项目在预算内，不需要采取动作

B. 项目在预算内对未来就预算谈判可能是个问题。尝试多花点钱到别的地方

C. 你应该立刻通知你的管理层，然后进行评估，不管 CPI 是不是材料财务问题

D. 现在还在项目早期，数据是不准确的。等一段时间，让项目的数据更稳定

19. You are running a project which was budgeted based on some Rough order of magnitude (ROM) estimates with a precision of -50% /+100%. Meanwhile, with new estimates made on detail level and some work already finished, you found out that these estimates were consistently too low and the budget will not be sufficient to successfully run and finish the project. What should you do?

A. You shouldn't worry too much, It is quite normal that early estimates are too optimistic, later estimates are too pessimistic and the project costs will finally settle somewhere in between. So relax!

B. Bring the issue up to your sponsor and discuss how this should be handled. Together with the sponsor adhere to the guidelines which describe how budgets will be reviewed and refined.

C. Try to reduce scope or quality in areas where it cannot create difficulties for you and the team. Finally, it is not your responsibility that an insufficient budget has been created for the project.

D. Find a contractor who can run the project for you. Set the budget as a price limit during the bidding process and accept only Firm fixed price (FFP) offers which do not exceed this price.

你在负责某个项目，该项目的预算基于量级估算，准确范围在-50 到+100%之间。其间，当作出新的估算时一些工作已经结束，你发现估算过去一直太低，预算不足以成功运行和结束项目。你应该做什么？

A. 你不应该太担心，这太正常了，早期的估算非常乐观，后期的估算特别悲观，项目的成本将最终落在两者之间。放松点！

B. 把这个问题告诉你的发起人，讨论如何解决。和你的发起人一起遵循指南，该指南描述了预算该如何被评估和重新定义

C. 尝试减少范围或某些领域的质量，这些领域不会导致你和你的团队出现困难。最后，项目

的预算不足这不是你的责任

D. 找个承包商，他可以帮助你运行项目。在招标过程设置价格限制在预算之内，只接受固定总价合同，且出价在你的预算之内

20. A project underwent a major Scope change, which increased cost and work levels. What does this mean for Earned value data?

A. The cost baseline will be updated and the new baseline will be the basis for future earned value analysis.

B. As baselines should generally not be adjusted, the project is due to exceed its budget from now on.

C. There are several reasons to change a baseline, but not scope changes. The project will exceed its budget.

D. Earned value analysis becomes useless after a scope change, the technique should not be used any more.

项目刚经历了重大的范围变更，导致增加了成本和工作层次。对实现值数据而言意味着什么？

A. 项目成本基准将被更新，新的基准将作为未来实现值分析的基础

B. 基准应该不被调整，项目将在现在开始超过预算

C. 有几个原因需要修改进准，而不是范围变更，项目将超过预算

D. 范围变更后实现值分析变得没用，这个技术应该不再使用

21. Post mortem Earned value analysis of a project which is going to be closed showed the following data: SPI: 0.72 CPI: 1.00 What is this telling you?

A. The entire work of the project has been finished ahead of schedule and on budget.

B. The entire work of the project has been finished behind schedule and on budget.

C. The project has been terminated before completion. At that time it was behind schedule and on budget

D. The project has been terminated before completion. At that time it was ahead of schedule and on budget.

某个收尾后的项目最终实现值分析显示如下信息：SPI: 0.72; CPI: 1.00 这告诉你什么？

A. 项目的整个工作已经结束，项目进度提前，预算一致

B. 项目的整个工作已经结束，项目进度落后，预算一致

C. 项目在完成前被终止，此刻进度落后，预算一致

D. 项目在完成前被终止，此刻进度提前，预算一致

22. A project manager reported the following Earned value data: PV: \$12,400,000; EV: \$14,500,000; AC: \$14,500,000 What does this mean?

A. The project is over budget and on schedule.

- B. The project is under budget and on schedule
- C. The project is on budget, but behind schedule.
- D. The project is on budget and ahead of schedule.

项目经理报告了如下实现值数据信息：PV：12, 400, 000 美元；EV：14, 500, 000 美元；AC：14, 500, 000 美元。这意味着什么？

- A.项目预算超支，进度一致
- B.项目预算节约，进度一致
- C.项目预算一致，进度落后
- D.项目预算一致，进度提前

23. Your project exceeded costs in the past caused by an underestimation of resource costs in the cost baseline: PV: \$1,200,000, EV: \$1,000,000, AC: \$1,200,000 You expect the underestimation to influence the future as much as it did in the past. If the BTC (Budget to complete) is at \$1,000,000, what should be your new EAC (Estimate at Completion)?

- A. \$1,800,000
- B. \$2,000,000
- C. \$2,200,000
- D. \$2,400,000

你的项目成本超支原因是低估了资源的成本：PV：1, 200, 000 美元；EV：1, 000, 000 美元；AC：1, 200, 000 美元，你估计低估的影响在未来还会出现。如果 BTC（完工尚需预算）是 1, 000, 000 美元，你的新的 EAC（完工估算）是多少？

- A. \$1,800,000
- B. \$2,000,000
- C. \$2,200,000
- D. \$2,400,000

24. \_\_\_\_\_ are not necessarily used to establish the Cost baseline of a project?

- A. Schedule activity or work package cost estimates
- B. The Work breakdown structure and WBS dictionary
- C. The Project schedule and Resource calendars.
- D. The Risk breakdown structure and the Risk register.

对建立项目成本基准而言什么是不必要的？

- A.进度活动或工作包成本估算
- B.WBS 和 WBS 字典
- C.项目进度和资源日历
- D.风险分解结构和风险登记册

25. A project was budgeted at \$1,000,000. The project is meanwhile being executed, and

the following current figures have been assessed: PV: \$500,000 EV: \$450,000 AC: \$550,000 Assuming that the Cost variance was caused by one-time cost drivers, which are no more effective, what Estimate at completion (EaC) can you derive from these figures?

- A. \$900,000
- B. \$1,000,000
- C. \$1,100,000
- D. \$1,222,222

项目的预算是：1,000,000 美元。项目执行期间，收集到如下信息：PV：500,000 美元；EV：450,000 美元；AC：550,000 美元假设成本偏差是一次性原因引发的，以后不会再出现，项目的完工估算（EAC）是多少？

- A. \$900,000
- B. \$1,000,000
- C. \$1,100,000
- D. \$1,222,222

26. You are assigned as a project manager for an internal project. During cost planning and budgeting you found out, that there are peak times of costs during the project and other times when costs are fairly low. What could this mean for the project?

- A. The fiscal budget mechanism which is used by the performing organization may not allow for cost peaks in your project, and you may have to smooth expenditures over time.
- B. You can silently create budget contingencies during low-cost periods and reuse them later during those periods when you have to cover peak levels in project costs.
- C. You may find another project manager with a project which has a different rhythm of high and low costs. Then, you may be able to move budget during one project's low cost periods to the other project.
- D. You are a project manager and work with a lifecycle budget for your project. Fiscal budgets are a matter of the functional organization, and you have generally not to care about them.

你被分配为某个内部项目的项目经理。当成本规划和预算期间你发现，项目期间某个点成本很高其他实际成本很平稳。这在项目中意味着什么？

- A. 你们执行组织使用的财政预算机制可能不允许你项目的成本出现高峰，你可能需要平衡费用支出
- B. 你可以偷偷使用预算应急在低成本期间，在稍后成本较高的时期在重新使用它们
- C. 你可以找别的项目经理，他们项目的成本曲线有不同的表现，然后，你可能有能力转移一个项目低成本周期到其他项目
- D. 你是项目经理在你的项目上使用的生命期成本，财政预算职能组织所关注的，你一般不需要考虑这些

27. Your management applies the 10 percent solution: It has requested that you reduce the budget for the project which you are currently initiating by 10%. What will this probably mean for your project?

- A. If the budget is cut by 10 percent, then the project will have an accompanying degradation of quality by 10 percent.
- B. If the project budget is an honest one, then a reduction in budget must be accompanied by a trade-off in either time or performance.
- C. A 10 percent reduction in budget will be accompanied by a loss of performance much less than the target reduction in cost.
- D. Most projects have "padded" estimates, and the budgetary reduction will force out the padding from the project.

你的管理层应用了“10%方案”，要求你降低现在启动的项目的成本 10%，这对你的项目可能意味着什么？

- A.如果预算降低 10%，项目的质量将同时降低 10%
- B.如果项目预算时最刚性的，那么降低预算通常伴随着时间和绩效的均衡
- C.当预算降低 10%时，通常伴随着绩效的降低不到 10%
- D.大多数项目有“填充”估算，预算的缩减通常能挤掉项目的“填充”

28. During which process is the Cost baseline developed?

- A. Integrated change control
- B. Cost estimating
- C. Schedule development
- D. Determine Budget

下列哪个过程完成成本基准？

- A.整体变更控制
- B.成本估算
- C.进度编制
- D.制定预算

29. If cost variance is negative, but schedule variance is positive, then this indicates:

- A. Cost and schedule are not dependent on each other
- B. The project is under budget and behind schedule
- C. The project is over budget and ahead of schedule
- D. Crashing may be recommended to make the cost variance positive

如果成本偏差是负的，进度偏差是正的，这意味着：

- A.成本和进度没有相互依赖关系
- B.项目在预算之内进度滞后



- C.项目预算超支进度提前
- D.赶工可能被推荐来使成本偏差为正

30. Project setup costs are an example of:

- A. variable costs.
- B. fixed costs.
- C. overhead costs.
- D. opportunity costs.

项目准备成本是什么成本的例子？

- A.可变成本
- B.固定成本
- C.间接成本
- D.机会成本

31. Which factor would NOT be considered when choosing between two projects to undertake?

- A. Net present value (NPV)
- B. Benefit cost ratio (BCR)
- C. Payback period
- D. Law of diminishing returns

下列哪个不需要考虑在两个项目中做出选择时：

- A.净现值（NPV）
- B.收益成本率（BCR）
- C.回收期
- D.收益递减法则

32. How close to actual costs should a definitive budget estimate be?

- A. -75 percent to +25 percent
- B. -10 percent to +15 percent
- C. +10 percent to -25 percent
- D. -5 percent to +10 percent

确定的预算估算和实际成本接近范围是：

- A.-75%到+25%
- B.-10%到 15%
- C.+10 到-25%
- D.-5%到 10%

33. Which of the following is an example of a parametric estimate?

- A. Dollars per module
- B. Learning bend
- C. Bottom-up
- D. CPM

下列哪个是参数估算的例子？

- A.每个模块多少美元
- B.学习曲线
- C.自下而上
- D.CPM

34. A schedule performance index (SPI) of 0.76 means:

- A. you are over budget.
- B. you are ahead of schedule.
- C. you are only progressing at 76 percent of the rate originally planned.
- D. you are only progressing at 24 percent of the rate originally planned.

进度绩效指数（SPI）等于 0.76 意味着：

- A.你的预算超支
- B.你的进度提前
- C.你的进度完成了最初计划的 76%
- D.你的进度完成了最初计划的 24%

35. 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.
- D. consider operations and maintenance costs in making project decisions.

生命期成本主要考虑：

- A.估算安装成本
- B.估算运营和维护成本
- C.在规划项目成本时考虑安装成本
- D.在做出项目决策时考虑运营和维护成本

36. The cost of choosing one project and giving up another is called:

- A. fixed cost.
- B. sunk cost.
- C. net present value (NPV).
- D. opportunity cost.

选择一个项目放弃另一个项目的成本叫：

- A. 固定成本
- B. 沉没成本
- C. 净现值
- D. 机会成本

37. Double declining balance is a form of:

- A. decelerated depreciation.
- B. straight line depreciation.
- C. accelerated depreciation.
- D. life cycle costing.

双倍余额递减法是：

- A. 减速折旧
- B. 直线折旧
- C. 加速折旧
- D. 生命期成本

38. If earned value (EV) = 350, actual cost (AC) = 400, planned value (PV) = 325, what is cost variance (CV)?

- A. 350
- B. -75
- C. 400
- D. -50

如果 EV=350, AC=400, PV=325, CV 是多少？

- A. 350
- B. -75
- C. 400
- D. -50

39. Which of the following techniques uses statistical relationship between historical data and other variables to calculate a cost estimate for a schedule activity resource?

- A. Activity Cost Estimating
- B. Parametric Estimating
- C. Bottom Up Estimating
- D. Analogous Estimating

下列哪个技术使用历史数据之间的统计关系和其他变量来计算每个进度活动所需资源的成本？

- A. 活动成本估算
- B. 参数估算

- C. 自下而上估算
- D. 类比估算

40. In which project management process group is the detailed project budget created?

- A. Initiating
- B. Before the project management process
- C. Planning
- D. Executing

详细的项目预算是在哪个项目管理过程组中完成的？

- A 启动
- B 在项目管理过程组织之前
- C 规划
- D 执行

41. In your project, you are using project files, records and closed contracts to determine the cost of many categories of resources. This will help you to estimate the cost of the resources needed to complete the project activities. This information is available to you as a part of :

- A. Chart of accounts
- B. Historical information
- C. Activity duration estimates
- D. Estimating publications

在你的项目中，你在使用项目档案，记录和收尾的合同来确定不同资源类别的成本。这将帮助你来估算完成项目活动所需要的资源的成本。这些信息是可以利用的对你而言作为下列的一部分：

- A.账目表
- B.历史信息
- C.活动历时估算
- D.估算出版物

42. Which type of costing is team training?

- A.Direct
- B.NPV
- C.Indirect
- D.Fixed

团队培训属于哪个类型的成本？

- A.直接成本
- B.NPV

- C.间接成本
- D.固定成本

43. Your project exceeded costs in the past caused by an underestimation of resource costs in the cost baseline: PV: \$1,200,000, EV: \$1,000,000, AC:\$1,200,000 You expect the underestimation to influence the future as much as it did in the past. If the BTC (Budget to complete) is at \$1,000,000, what should be your new EAC (Estimate at Completion)?

- A.\$1,800,000
- B.\$2,000,000
- C.\$2,200,000
- D.\$2,400,000

你的项目成本超出了基准，原因是在基准对资源的成本估算错误。PV: 1, 200, 000; EV: 1, 000, 000; AC: 1, 200, 000; 你估计错误的估算未来还将出现。如果 BTC 是 1, 000, 000; 你新的 EAC 是?

- A.\$1,800,000
- B.\$2,000,000
- C.\$2,200,000
- D.\$2,400,000

44.If you have Estimate at Completion(EAC) and Budget at Completion(BAC),How will you compute Cost Performance Index(CPI)?

- A.Divide BAC by EAC
- B.Divide EAC by BAC
- C.Multiply BAC and EAC
- D.Cannot be calculated with the given data

如果你知道 EAC（完工估算）和 BAC（完工预算），你如何计算 CPI（成本绩效指数）？

- A.BAC 除以 EAC
- B.EAC 除以 BAC
- C.BAC 乘以 EAC
- D.不能根据上述数据计算

45. You are arranging a big company get together and you are expecting 1000 participants. You have rented a large hall and due to heavy rain only 800 people turned up for the event. You have spent \$1,000 for the hall. Which of the following is true?

- A.\$800 is direct cost and \$200 is indirect cost
- B.\$800 is fixed cost and \$200 is variable cost
- C.\$1000 is Fixed cost

D.\$800 is variable cost and \$200 is fixed cost

你负责一个大型公司的聚会活动，你预期有 1000 多人会参加。你租借了巨大的礼堂，由于大雨只有 800 人到场参加此活动。你为礼堂花费了 1000 美元。下列哪个是正确的？

A.800 美元是直接成本，200 美元是间接成本

B.800 美元是固定成本，200 美元是可变成本

C.1000 美元是固定成本

D.800 美元是可变成本，200 美元是固定成本

46. You are talking to the project manager of Alpha Networks. He was talking about his prestigious project Starnet which he executed last year and said the payback period is ended. What do you understand from this?

A.Starnet project has achieved its maximum profit projections

B.The monthly revenue of Starnet project is above monthly operation cost

C.Cumulative Revenue and cumulative cost from Starnet became equal.

D.Unit profit is realized for Starnet project

你在和 Alpha 网络的项目经理交流。他说他的项目 Starnet 已经在去年结束了回收期。你知道回收期是指？

A.Starnet 项目已经实现了最大利润

B.Starnet 项目的每月收入已经超过其每月运营的成本

C.Starnet 项目的累积成本和累计收入已经相等

D.Starnet 项目的单位利润已经实现

47. You are performing Earned value technique on your project. After budget approval, an additional and unexpected cost item has been identified, which made the project more expensive some weeks ago. The item has meanwhile been paid by the project team, and it is expected that for the remaining duration of the project, costs will be as budgeted. In this case, which is the best formula to calculate EAC (Estimate at Completion)?

A.  $EaC = BaC - CV$

B.  $EaC = BaC / CPI$

C.  $EaC = AC + BtC / CV$

D. You can not compute the EaC.

你在使用 EVT 技术在你的项目上。在预算批准后，一个额外的和未被预期的成本条目被识别，这导致项目花费了比以前几周更多的资金。这个成本条目已经被支付，针对项目剩下的历时已经为此成本条目准备了预算。在这种情形下，下列哪个是计算 EAC 的最好公式？

A.  $EAC=BAC-CV$

B.  $EAC=BAC/CPI$

C.  $EAC=AC+BTC/CV$

D. 你不能计算 EAC

48. An organization is considering a project opinion which will cost \$ 100,000 and take 6 months to deliver. It is foreseen that benefits will start being delivered at month 7 providing \$ 20,000 per month. What is the payback period?

- A. Information is insufficient
- B. 11 months
- C. 5 months
- D. 6 months

一个组织正在考虑一个项目方案，这个项目将耗资\$ 100,000，用 6 个月交付。他们预测项目将从第 7 个月开始赢利，而后每个月赢利\$20,000。项目的回收期是多长时间？

- A. 信息不足 B. 11 个月 C. 5 个月 D. 6 个月

49. Continually measuring and monitoring the actual cost versus the budget is done to \_\_\_\_\_.

- A. analyze the reasons for variances.
- B. establish the variances
- C. identify the problems
- D. All of the above.

连续地测量和监视实际发生的费用，并与预算比较的目的是\_\_\_\_\_。

- A. 分析偏差的原因
- B. 确定偏差
- C. 识别问题
- D. 上述都是

50. Which type of cost estimate is based on individual activities?

- A. Top-down
- B. Bottom-up
- C. Parametric
- D. Analogous

下列哪种费用估算是基于单个活动的？

- A. 自上而下
- B. 自下而上
- C. 参数法
- D. 类比法

项目质量管理

1. As the project manager, you are preparing your methods for quality management. You

are looking for a method that can demonstrate the relationship between events and their resulting effects. You want to use a method to depict the events that cause a negative effect on quality. Which of the following is the BEST choice for accomplishing your objective?

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

作为项目经理，你在准备你的质量管理方法。你希望找到种方法可以显示事件和它所带来的结果之间的关系。你想使用这种方法描述事件对质量引发的影响，下列哪个是帮助你实现目标的最好选择？

- A.柱状图
- B.帕累托图
- C.鱼骨图
- D.控制图

2. 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. Conflict resolution techniques
- C. Fishbone diagram
- D. Trend analysis

项目经理在项目上收到问题的打击。他想识别问题的根本原因，来确定该把注意力放在哪里。下列哪个工具是项目经理最好的选择？

- A.帕累托图
- B.冲突解决技术
- C.鱼骨图
- D.趋势分析

3. During project executing, a project team member informs the project manager that a work package has not met the quality metric, and that she believes it is not possible to meet it. The project manager meets with all parties concerned to analyze the situation. Which part of the quality management process is the project manager involved in?

- A. Perform quality assurance
- B. Project control
- C. Perform quality control
- D. Quality planning



在项目执行期间，某个团队成员告诉项目经理，某个工作包没有达到质量指标，她相信不可能达到。项目经理会见所有相关方一起分析这种情形，项目经理在质量管理过程的哪部分？

- A. 执行质量保证
- B. 项目控制
- C. 执行质量控制
- D. 质量规划

4. 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.

在项目结束，项目经理发现项目在功能方面增加了四个区域；在执行方面增加三个区域。客户对项目感觉很满意。从项目是否成功的角度，这意味着什么？

- A. 项目是不合格的
- B. 项目是不成功的因为发生了镀金
- C. 项目是不成功的因为客户高兴是因为没有为工作支付更多费用
- D. 项目是成功的因为团队有机会学习功能方面新的领域，而且客户满意

5. A project is facing a major change to its project deliverables. If the project manager is involved in determining which quality standards are relevant to the change, the project manager must be involved in:

- A. quality management.
- B. perform quality assurance.
- C. quality planning.
- D. perform quality control.

项目面临成果的重大变更。如果项目经理参与确认变更相关的质量标准，项目经理必须投入到哪个过程？

- A. 质量管理
- B. 执行质量保证
- C. 质量规划
- D. 执行质量控制

6. A project manager has just taken over the project from another project manager during

the executing process group. The previous project manager created a project budget, determined communications requirements and went on to complete work packages. What should the new project manager do NEXT?

- A. Coordinate performance of work packages.
- B. Identify quality standards.
- C. Begin risk identification.
- D. Execute the project management plan.

项目经理刚接手某个项目，原来的项目经理正在执行过程组。此前的项目经理创建了项目预算，确定了沟通的需求和需要完成的工作包。新项目经理接下来应该做什么？

- A.调整工作包的绩效
- B.识别质量标准
- C.开始风险识别
- D.执行项目管理计划

7. The project you are working on has an increase in cost effectiveness, increased productivity and increased morale. What might be the reason for these changes?

- A. Project objectives are in line with those of the performing organization
- B. Increased quality
- C. Management's focus on cost containment
- D. Rewards presented for individual efforts

你工作的项目成本效率增高了，生产力增加了，士气增强了。什么可能是这些变化的原因？

- A.项目的目标符合执行组织的目标
- B.增加了质量
- C.管理层关注成本
- D.每个人的努力受到奖励

8. The new software installation project is in progress. The project manager is working with the quality assurance department to improve everyone's confidence that the project will satisfy the quality standards. Which of the following MUST they have before they start this process?

- A. Quality problems
- B. Quality improvement
- C. Quality control measurements
- D. Rework

新的软件安装项目正在进度中。项目经理和质量保证部门一起工作来改进每个人对项目符合质量标准的信心。下列哪个必须是他们开始这个过程之前完成的？

- A.质量问题
- B.质量改进

- C. 质量控制衡量
- D. 返工

9. The project team has created a plan describing how they will implement the quality policy. It addresses the organizational structure, responsibilities, procedures and other information about plans for quality. If this changes during the project, WHICH of the following plans will also change?

- A. Quality assurance
- B. Quality management plan
- C. Project management plan
- D. Quality control

项目团队创建了计划描述了他们将如何实施质量政策，包括组织结构、责任、过程和其他质量相关的信息。如果这个变更发生在项目，下列哪个文档将也会发生变更？

- A. 质量保证
- B. 质量管理计划
- C. 项目管理计划
- D. 质量控制

10. A project manager and team from a firm that designs railroad equipment are tasked to design a machine to load stone onto railroad cars. The design allows for 2 percent spillage, amounting to over two tons of spilled rock per day. In which of the following does the project manager document quality control, quality assurance and quality improvements for this project?

- A. Quality management plan
- B. Quality policy
- C. Control charts
- D. Project management plan

项目经理和团队来自设计铁路设备的公司，被要求设计个机器可以把石头装入有轨电车。设计允许有 2% 的误差，总计每天需要装 2 吨石头。下列哪个文档项目经理会用来此项目的记录质量控制、质量保证和质量改进？

- A. 质量管理计划
- B. 质量政策
- C. 控制图
- D. 项目管理计划

11. A project manager is using a cause and effect diagram with the team to determine how various factors might be linked to potential problems. In what part of the quality management process is the project manager involved?

- A. Quality analysis
- B. Perform quality assurance
- C. Perform quality control
- D. Quality planning

项目经理在使用鱼刺图和团队成员来确定有多少因素可能与潜在的问题有关。项目经理在质量管理过程的哪部分里面？

- A. 质量分析
- B. 执行质量保证
- C. 执行质量控制
- D. 质量规划

12. In planning your project, which would generally have the highest priority; quality, cost or schedule?

- A. Cost is most important, quality next, and then schedule.
- B. Quality is more important than cost or schedule.
- C. Schedule is most important, quality next, and then cost.
- D. It should be decided for each project.

在规划你的项目时，哪个通常考虑有最高的优先级：质量，成本，进度？

- A. 成本是最重要的，质量次之，最后是进度
- B. 质量比成本或进度更重要
- C. 进度是最重要的，质量次之，最后是成本
- D. 需要根据每个项目来决定

13. An Ishikawa diagram helps to:

- A. put information in its order of priority
- B. explore past outcomes.
- C. show team responsibilities.
- D. show functional responsibilities.

鱼刺图用来：

- A. 将信息按照轻重缓急排序
- B. 研究过去的成果
- C. 显示团队的责任
- D. 显示职责

14. You are managing a project in a just in time environment. This will require more attention, because the amount of inventory in such an environment is generally:

- A. 45 percent.
- B. 10 percent.

C. 12 percent.

D. 0 percent.

你在一个 Just In Time 的环境管理项目。这需要更多关注，因为在这种环境中通常库存数量为：

A.45%

B.10%

C.12%

D.0%

15. A control chart shows seven data points in a row on one side of the mean. What should be done?

A. Perform a design of experiments.

B. Adjust the chart to reflect the new mean.

C. Find an assignable cause.

D. Nothing. This is the rule of seven and can be ignored.

控制图反映出在均值的一侧有七个点，针对这种情况，应该采取什么措施？

A.执行实验设计

B.调整控制图，体现新的平均值

C.查找可归属的原因

D.没什么，这是 7 点规则可以忽略

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

A. Determining whether project activities comply with organizational policies

B. Determine inefficacy and ineffective policies

C. Validated defect repair

D. Confirm the implementation of approved change requests

下列都是质量审计的部分除了：

A.确定是否项目的活动完全符合组织的政策

B.确定是否有无效率、无效力的政策

C.验证缺陷补救

D.确认执行了批准的变更请求

17. What percentage of the total distribution are 3 sigma from the mean equal to?

A. 68.26%

B. 99.99%

C. 95.46%

D. 99.73%

平均数左右各 3 西格玛的概率为多少？

- A. 68.26%
- B. 99.99%
- C. 95.46%
- D. 99.73%

18. Standard deviation is a measure of how:

- A. far the estimate is from the highest estimate.
- B. far the measurement is from the mean.
- C. correct the sample is.
- D. much time remains in the project.

标准差用来测量：

- A.估算和最高估算的差距如何
- B.测量数据和中数之间的差距如何
- C.正确的样本
- D.多少次符合项目

19. All of the following are examples of the cost of nonconformance EXCEPT?

- A. Rework
- B. Quality training
- C. Scrap
- D. Warranty costs

所有下列都是非一致成本的例子除了：

- A.返工
- B.质量培训
- C.废料
- D.保修成本

20. Testing the entire population would:

- A. take too long.
- B. provides more information than wanted.
- C. be mutually exclusive.
- D. show many defects.

测试全部的人口将：

- A.花费太长时间
- B.提供比想要的更多信息
- C.会相互排斥
- D.显示更多缺点

21. A control chart helps the project manager:

- A. focus on the most critical issues to improve quality.
- B. focus on stimulating thinking.
- C. explore a desired future outcome.
- D. determine if a process is functioning within set limits.

控制图帮助项目经理：

- A. 关注最关键的问题来改进质量
- B. 关注模拟思考
- C. 研究最想要的未来的成功
- D. 确定是否过程失控

22. Pareto charts help the project manager:

- A. focus on the most critical issues to improve quality.
- B. focus on stimulating thinking.
- C. explore a desired future outcome.
- D. determine if a process is out of control.

帕累托图帮助项目经理：

- A. 关注于最关键的问题来改进质量
- B. 关注模拟思考
- C. 研究最想要的未来的成功
- D. 确定是否过程失控

23. All the following are NOT examples of quality assurance EXCEPT?

- A. Inspection
- B. Process analysis
- C. Pareto chart
- D. Fishbone diagram

下列都不是质量保证的例子除了：

- A. 检查
- B. 过程分析
- C. 帕累托图
- D. 鱼刺图

24. Quality is:

- A. meeting and exceeding the customer s expectations.
- B. adding extras to make the customer happy.
- C. the degree to which the project meets requirements.
- D. conformance to management s objectives.

质量是：

- A.符合和超过客户期望
- B.添加额外的让客户高兴
- C.项目符合需要的程度
- D.和管理层的目标一致

25. From the project perspective, quality attributes:

- A. determine how effectively the performing organization supports the project.
- B. provide the basis for judging the project's success or failure.
- C. are specific characteristics for which a product is designed and tested.
- D. are objective criteria that must be met.

从项目的角度，质量：

- A.确定执行组织支持项目的效率如何
- B.提供判断项目成本或失败的标准
- C.产品设计和测试需要达到的特定特点
- D.必须实现的目标标准

26. A manager notices that a project manager is holding a meeting with some of the team and some stakeholders to discuss the quality of the project. The project schedule has been compressed and the CPI is 1.1. They have worked hard on the project, the team has been rewarded according to the reward system the project manager put in place and there is a strong sense of team. The manager suggests that the project manager does not have enough time to hold meetings about quality when the schedule is so compressed. Which of the following BEST describes why the manager is wrong?

- A. Improved quality leads to increased productivity, increased cost effectiveness and decreased cost risk.
- B. Improved quality leads to increased productivity, decreased cost effectiveness and increased cost risk.
- C. Improved quality leads to increased productivity, increased cost effectiveness and increased cost risk.
- D. Improved quality leads to increased productivity, decreased cost effectiveness and decreased cost risk.

管理者通知项目经理召开会议和团队成员和部分干系人讨论项目的质量。项目的进度压力很大，CPI 是 1.1。他们非常努力在项目上工作，团队根据奖励系统进行了奖励，团队有很强的感觉。管理者告诉如果进度压力很大，项目经理没有足够的时间召开关于质量的会议。下列哪个最好的描述了为什么管理者是错误的？

- A.改进质量能够带来增加的生产力，增加的成本效率和减少的成本风险
- B.改进质量能够带来增加的生产力，减少的成本效率和增加的成本风险



- C.改进质量能够带来增加的生产力，增加的成本效率和增加的成本风险
- D.改进质量能够带来增加的生产力，减少的成本效率和减少的成本风险

27. A team is using a fishbone diagram to help determine what quality standards will be used on the project. What part of the quality management process are they in?

- A. Perform quality control
- B. Perform quality assurance
- C. Quality planning
- D. Variable analysis

某个团队使用鱼刺图帮助确定项目使用什么样的质量标准。他们在质量管理哪个过程？

- A.执行质量控制
- B.执行质量保证
- C.质量规划
- D.偏差分析

28. To what does the following sentence refer? "The concept of optimal quality level is reached at the point where the incremental revenue from product improvement equals the incremental cost to secure it."

- A. Quality control analysis
- B. Marginal analysis
- C. Standard quality analysis
- D. Conformance analysis

下列句子提到什么？“最好的质量层次的概念是产品改进方面的投入正好与等于获得的边际成本”。

- A.质量控制分析
- B.边际分析
- C.标准质量分析
- D.一致性分析

29. When a product or service completely meets a customer s requirements:

- A. quality is achieved.
- B. the cost of quality is high.
- C. the cost of quality is low.
- D. the customer pays the minimum price.

当产品或服务完全符合客户的需求时：

- A.质量就实现
- B.质量成本很高
- C.质量成本很低

D.客户支付最少的价格

30. You are about to close a project which comprises of the development of a production line for an automotive component. A key metric of the component has a diameter of 1". To get acceptance for the production plant, acceptance sampling during a test run is being used. Results will be depicted on a control chart with  $\pm 3\sigma$  precision. It has been agreed that over a representative sample size of 150, the standard deviation of the production variation of this metric must not exceed 4.2Xm. During the acceptance run, the metric is being taken with new measuring equipment. The data sheet of the measuring equipment states a standard deviation of its measuring variation of 3.0Xm. The measurements taken show a variation for the metric with a standard variation of 5.0Xm.

- A. If all other requirements have been met too, the production line has to be accepted.
- B. The production variation is over the limit. The production line should not be accepted.
- C. The number of measurements is not sufficient to make a decision on acceptance.
- D. Statistical sampling is inappropriate for acceptance; it is used for process control only.

你正打算收尾某个项目，该项目包括开发生产汽车组件的生产线。组件的关键度量直径是 1 米。在获得生产工厂接受，测试运行中使用抽样试验。结果将描绘到上下 3 西格玛的控制图。已经获得同意是选取 150 个样本，产品标准差变化不超过 4.2Xm。在接受运行时，关键度量使用了新的测量设备。测量记录的数据偏差在 3.0Xm。测量显示这个衡量标准差是 5.0Xm

- A.如果其他设备也如此，生产线可以被接受
- B.生产偏差超过了限制，生产线不应该被接受
- C.测量的数据不足以作出接受的决定
- D.统计抽样对接受而言是不合适的；只用于过程控制。

31. A Pareto chart helps focusing on...

- A. ...causes which create a repeating and often seasonal pattern of problems.
- B. ...the minority of causes, which create the majority of problems and delays.
- C. ...special causes of process variations which should be investigated to avoid type 1 errors.
- D. ...the standard deviation of process variation which should not be investigated.

帕累托图帮助关注于：

- A.引发重复的、周期性的问题的原因
- B.少数引发主要问题和延期的原因
- C.过程中引发需要调查第 1 类型的错误变化的原因
- D.过程变化的标准差，不应该被调查

32. Which is a technique often used for Quality assurance?

- A. Code review.
- B. Quality audit.
- C. Inspection.
- D. Verify Scope.

下列哪个常用于质量保证过程？

- A.代码评估
- B.质量审计
- C.检查
- D.核实范围

33. When control charts are being used, outliers are...

- A. ...measurements that are outside the bandwidth between an upper and lower control limit.
- B. ...a typical result of a rare random cause which is difficult to replicate and to verify.
- C. ...insignificant results, often measurement errors, whose causes should not be further investigated.
- D. ...measurements that are inconsistent with a run of 7 results over or under a mean value.

当使用控制图时，失控是：

- A.测量的点落在控制上限和下限之外
- B.一种典型的结果，由于非常罕见的随机原因引发，很难去重新和核实
- C.无关紧要的结果，通常是测量错误，不应该在未来调查
- D.测量的点和 7 个连续在平均值上面或下面

34. What is the Five whys method used for?

- A. Root cause analysis
- B. Identification of random causes
- C. Identification of special causes
- D. Identification of causes of conflicts

五个理由方法使用的目的是什么？

- A.核心原因分析
- B.识别随机原因
- C.识别特殊原因
- D.识别冲突原因

35. You are running a project to develop the production process for a future electronic component. You found out during some first test batches, that the precision is generally very good, but that you have some irregular outliers in a completely unpredictable pattern.

What should you do?

- A. Ignore the outliers; they are not relevant as long as the yield from the production is sufficiently high.
- B. Try to increase the accuracy of the process by adjustments, thus reducing the number of outliers.
- C. Tell the designated production manager of your observations and ask him to take care after handover.
- D. Research outliers, they may give you important insights into problems which may trouble later production.

你在运行一个项目，该项目为未来生产电子元器件开发一个生产过程。在第一次测试批次时你发现，精度非常好，可你有些完全不可预知的模型以外的不规则的例外。你应该做什么？

- A. 忽略这些例外，他们在完全生产期间不会有影响
- B. 尝试通过调整来增加过程的精度，这样可以减少例外的数量
- C. 告诉指定的生产经理你的检查结果，让他移交后注意
- D. 研究这些例外，这些可能会给你重要的信号，可能在稍后生产出现麻烦

36. How can a Process flow chart help in Quality management?

- A. A process flow chart may help indentifying outliers.
- B. A process flow chart may help anticipating problems.
- C. A process flow chart may help spotting staff accountable.
- D. A process flow chart may help reacting later.

在质量管理中如何使用流程图？

- A. 流程图可以帮助识别不在岗位的人
- B. 流程图可以帮助预见问题
- C. 流程图可以帮助确定职员的责任
- D. 流程图可以帮助稍后作出反应

37. Which factors have the strongest influence on customer satisfaction? A. Attractive price of the project and low running costs of the product B. Friendly project manager and effective after-project service C. Efficiency of the project and skills of the project manager D. Conformance to requirements of the project and fitness for use of the deliverables

下列哪个因素对客户满意影响最大？

- A. 有吸引力的项目价格，低运营成本的产品
- B. 友好的项目经理和有效的项目后服务
- C. 项目效率，项目经理的能力
- D. 与项目需求一致，成果适用

38. You need a batch of 100 identical valves which will be custom made for your project to

build a food processing plant. There is a risk of deterioration of victuals during processing; therefore you placed requirements on the quality of the raw materials for the valves, which will make production very costly. Unfortunately, in order to test the valves against these requirements, you would have to destroy them. And you have no experience with the vendors at all. What should you do?

- A. Do 0% inspection. You have to trust the selected supplier that they will use the materials according to your specification.
- B. Negotiate a contract over more than 100 items and perform acceptance sampling for the surplus of the batch on delivery.
- C. Require the seller to supply the valves together with appropriate certificates from their raw materials suppliers.
- D. Do 100% inspection on delivery to your premises, then order another batch of 100 valves.

你需要一批 100 个相同的真空管，可以用来你的项目中构建食品处理厂。此过程中有些食物变质的风险。因此你提出了真空管原材料放置上的需求，这导致生产非常昂贵。不幸的是，为了测量这些真空管的质量是否符合需求，你需要销毁它们。你也没有具有此类经验的卖主。你应该做什么？

- A.检查 0%，你要相信你的供应商他们会根据你的需求规格使用原材料
- B.协商个合同，要求多于 100 个条目，执行接受抽样检查，在交接时提供多余的部分
- C.要求卖方提供产品和相关的来自原材料供应商的证书
- D.作 100%检查，做付款前提，然后订购其他批次的 100 个

39. What is true for Statistical sampling?

- A. Statistical sampling can be used to verify for each individual item in a lot, whether it can be accepted or must be rejected.
- B. Attribute sampling means collection of quantitative data showing the level of conformity for each item of a sample.
- C. Variables sampling includes collection of quantitative data on the degree of conformity for each item of a sample.
- D. Statistical sampling is commonly used in Quality assurance to examine if items of a lot conform to quality standards.

关于统计抽样正确的是？

- A.统计抽样可以用于确认很多独立的条目，不管是否被接受或拒绝
- B.属性抽样意味着收集数据资料显示每个样本符合一致性的程度
- C.变量抽样包括收集数据资料显示每个样本符合一致性的程度
- D.统计抽样常用于质量保证来检查样本是否符合质量标准

40. What is important for Quality auditors?

- A. They must be in-house personnel.
- B. They must be third-party staff.
- C. They must be mandated by the auditee.
- D. They must be properly trained.

关于质量审计者重要的是：

- A.必须是内部人
- B.必须是第三方职员
- C.必须得到审计委派
- D.必须得到合适的培训

41.The \_\_\_\_\_ is a document which describes how the project management team will implement the performing organization' s quality policy.

- A. Quality assurance plan
- B. Quality management plan
- C. Quality commitment
- D. Quality audit

哪个文档描述了项目管理团队将如何实施执行组织的质量政策？

- A.质量保证计划
- B.质量管理计划
- C.质量许诺
- D.质量审计

42. A Run chart is a useful tool to show...

- A. ...patterns and trends in a row of data points.
- B. ...behavior of data points against control criteria.
- C. ...behavior of data points against specifications.
- D. ...the error margin of a sample versus a whole population.

趋势图是个有用的工具在展示：

- A.连续数据的趋势和模式
- B.与控制标准相比数据点的表现
- C.与规格相比数据点的表现
- D.抽样时的错误容差

43. What are the cost types in modern quality management?

- A. Costs of good quality – costs of bad quality
- B. Planning costs – assurance costs – control costs
- C. Planning costs – doing costs – checking costs – acting costs
- D. Prevention costs – appraisal costs – failure costs

下列哪个是现在质量管理中的成本类型？

- A. 好质量成本-低质量成本
- B. 规划成本-保证成本-控制成本
- C. 规划成本-执行成本-检查成本-改进成本
- D. 预防成本-评估成本-失败成本

44. Which of the following types of limits is often not directly linked to a process output?

- A. Control limits
- B. Warning limits
- C. Tolerances
- D. Specification limits

下列哪个类型的约束和过程的输出没有直接关系？

- A. 控制边界
- B. 警告边界
- C. 容忍误差
- D. 规格边界

45. A description of how a project management team should implement the overall intention and direction of an organization with regard to quality (as expressed by top management) is available in:

- A. Operational Definitions
- B. Quality Management Plan
- C. Checklists
- D. Quality Policy

一个描述关于项目管理团队应该如何执行的，来自组织的关于质量的指导（由高层发布）被称为：

- A. 运营定义
- B. 质量管理计划
- C. 检查单
- D. 质量政策

46. Quality management complements project management. It emphasizes :

- A. Meeting or exceeding customer expectations using additional features
- B. Conformance to requirements and fitness for use
- C. Decreasing total cost of ownership of the project
- D. Decreasing risks associated with outsourcing

质量管理是项目管理的补充。它强调：

- A. 使用额外的特点来符合或超过客户的期望

- B.适合需求和适用性
- C.递减项目总体拥有成本
- D.联合外部资源降低风险

47. When your completed product was provided to the customer for approval, he was not satisfied with the product's quality. From a quality perspective, the cost of poor quality can also be referred to as:

- A. Cost of non-conformance
- B. Failure cost
- C. Rework cost
- D. Opportunity cost

当你完成产品提供给客户认可时，他对产品质量不满意。从质量角度。低质量成本又可以成为：

- A. 非一致成本
- B. 失败成本
- C. 返工成本
- D. 机会成本

48. After quality planning, you created an item-specific tool to verify that a set of steps definitely get followed while testing your product. This can also be referred to as a:

- A. Checklist
- B. Operational Definition
- C. Quality Management Plan
- D. Design of Experiment

质量规划之后，你创建了按条目的工具来检查是否明确的步骤在测验你产品时被遵循。这个工具被称为：

- A. 检查单
- B. 运营定义
- C. 质量管理计划
- D. 试验设计

49. When all the customer requirements for a product are satisfied,

- A. customer expectations are exceeded.
- B. costs may be very high.
- C. quality criteria are met.
- D. the product will be successful in the market.

当产品满足客户所有需求时：

- A. 客户的期望被超越



- B.成本可能非常高
- C.质量标准被满足了
- D.产品在市场上会很成功

50. A Project Manager wants to identify the different factors that might be linked to potential problem or an outcome. Which type of diagram quality tool would you suggest him to use?

- A. Flow Chart Diagram
- B. Pareto Diagram
- C. Fishbone Diagram
- D. Control Chart Diagram

项目理想识别与潜在问题或结果有关的各种因素，你会建议他使用下列哪个图形质量工具？

- A.流程图
- B.帕累托图
- C.鱼刺图
- D.控制图

#### 项目人力资源管理

1. You just found out that a major subcontractor for your project consistently provides deliverables late. The subcontractor approaches you and asks you to continue accepting late deliverables in exchange for a decrease in project costs. This offer is an example of:

- A. confronting.
- B. compromise.
- C. smoothing.
- D. forcing.

你刚发现你项目的某个主要分包商提供的成果总是比较晚。这个分包商找到你希望你继续接受延期的成果，作为交换可以降低你项目的成本。这是什么的例子：

- A. 面对
- B. 妥协
- C. 调和
- D. 强制

2. The project CPI is 1.02, the benefit cost ratio is 1.7 and the latest round of performance reviews identified few needed adjustments. The project team was co-located into a new building when the project started. Everyone commented on how excited they were to have all new facilities. The sponsor is providing adequate support for the project and few

unidentified risks have occurred. In an attempt to improve performance, the project manager spends part of the project budget on new chairs for the team members and adds the term "senior" to each team member's job title. Which of the following is the MOST correct thing that can be said of this project or the project manager?

- A. The project manager has misunderstood Herzberg's theory.
- B. The project is slowly spending more money than it should. The project manager should begin to watch cost more carefully.
- C. The performance review should be handled better to find more adjustments.
- D. The project manager should use good judgment to determine which variances are important.

项目的 CPI 是 1.02，收益成本率是 1.7；最新的绩效评估发现少量需要调整。项目团队在开始的时候集中办公在新的大楼。每个人都很兴奋评论他们的新工具。项目出资人提供了足够的项目支持。少量没识别的风险发生。为了让绩效好转，项目经理花费项目预算在团队成员的新位子上，每个团队成员的职务上都加上了“资深”。下列哪个关于项目或项目经理的说法是正确的？

- A. 项目经理误解了 Herzberg's 理论
- B. 项目较慢，花费了比计划多的费用。项目经理应该更多关注成本
- C. 项目绩效评估必须找出更多需要调整的
- D. 项目经理应该使用好的方法来判断是否偏差重要

3. A project manager had a complex problem to solve and made a decision about what needed to be done. A few months later, the problem surfaced. What did the project manager most likely NOT do?

- A. Proper risk analysis
- B. Confirm that the decision solved the problem
- C. Have the project sponsor validate the decision
- D. Use an Ishikawa diagram

项目经理有个复杂的问题被解决，并作了关于需要做什么的决策。几个月后，问题再次出现，项目经理最可能没有做什么？

- A. 恰当的风险分析
- B. 确认解决问题的决策
- C. 找个出资人来验证决策
- D. 使用鱼骨图

4. Project performance appraisals are different from team performance assessments in that project performance appraisals focus on:

- A. how an individual team member is performing on the project.
- B. an evaluation of the project team's effectiveness.

- C. a team building effort.
- D. reducing the staff turnover rate.

项目绩效评价和团队的绩效评估是不同的在于项目绩效评价关注：

- A.个别成员在项目中的绩效如何
- B.评估团队效力
- C.团队建设的效果
- D.减轻职员离职率

5. Conflict resolution techniques that may be used on a project include confronting, smoothing, forcing and:

- A. withdrawing.
- B. directing.
- C. organizing.
- D. controlling.

用于项目中的冲突解决技术可能包括面对、调和、强制和：

- A.撤退
- B.指导
- C.组织
- D.控制

6. Work on a project is ongoing when the project manager overhears two workers arguing over what a set of instructions mean. The project manager investigates and discovers that the instructions for the construction of the concrete footings currently being poured were poorly translated between the different languages in use on the project. Which of the following is the BEST thing for the project manager to do FIRST?

- A. Get the instructions translated by a more experienced party.
- B. Look for quality impacts of the poor translation of the instructions for the footings.
- C. Bring the issue to the attention of the team and ask them to look for other translation problems.
- D. Inform the sponsor of the problem in the next project report.

某个项目进行，项目经理无意听到两个成员在争论一组介绍的含义。项目经理调查发现，这些介绍是关于建筑的混凝土底脚现在用浇注，在项目使用的两种语言上翻译的不好。下列哪个是项目经理首先要做的最好选择？

- A.让更有经验的人或组织进行翻译
- B.分析因为底脚翻译不好所产生的质量影响
- C.把这个问难带给团队，让团队找出来其它翻译问题
- D.在下个项目报告中通知项目干系人这个问题

7. 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 manager to address these issues with?

- A. Team
- B. Senior management
- C. Customer
- D. Sponsor

某个项目在执行一半的过程中，某个干系人建议作个重大的变更。这个变更将导致 1/3 的项目需要修改。同时，项目经理发现某个关键的工作包没有完成，因为团队成员的老板让他去了另一个高优先级的项目。下列哪个是最好的人选和项目经理找出问题：

- A. 团队
- B. 高层管理者
- C. 客户
- D. 出资人

8. A project manager is trying to settle a dispute between two team members. One says the systems should be integrated before testing, and the other maintains each system should be tested before integration. The project involves over 30 people, and 12 systems need to be integrated. The sponsor is demanding that integration happen on time. What is the BEST statement the project manager can make to resolve the conflict?

- A. Do it my way.
- B. Let's calm down and get the job done.
- C. Let's deal with this again next week after we all calm down.
- D. Let's do limited testing before implementation and finish testing after implementation.

项目经理尝试解决两个团队成员的冲突。一个说系统测试之前应该整合，另一个说系统必须整合之前测试。这个项目包括 30 个人和 12 个系统需要整合。出资人要求整合只做一次。下列哪个语句是项目经理及解决冲突的最好选择？

- A. 按我的方式来做
- B. 让我们平静下来，完成工作
- C. 等我们平静下来之后下周再解决这个工作
- D. 让我们做有限的测试在实施之前，在实施后做最终的测试

9. The project is just starting out and consists of people from 14 different departments. The project charter was signed by one person and contains over 30 major requirements that must be met on the project. The sponsor has informed the project manager that the

SPI must be kept between 0.95 and 1.1. A few minutes of investigation resulted in the identification of 34 stakeholders, and the schedule objectives on the project are constrained. A project manager has just been hired. Which of the following types of project management power will BEST help the project manager gain the cooperation of others?

- A. Formal
- B. Referent
- C. Penalty
- D. Expert

项目刚刚开始，人员来自 14 个不同的部门。项目章程已经签名，包括 30 多个主要的需求是项目必须满足的。出资人告诉项目经理，SPI 必须保持在 0.95 到 1.1 之间。少量的调查识别了 34 个干系人，项目的进度目标是制约要素。项目经理刚刚被雇用。下列哪个类型的权力能够最好的帮助项目经理获得和他人的合作？

- A.正式
- B.参考
- C.处罚
- D.专家

10. The new project is exciting to both the project manager and the team. This is the project manager's first assignment as project manager. The team has the feeling that they will be able to complete work that has never been tried before. There are 29 people contributing to the product description and the team consists of nine highly experienced experts in their field. Part of the way through planning, three highly technical team members are disagreeing about the scope of two of the deliverables. One is pointing to the draft WBS and saying that two additional work packages should be added. Another is saying that a particular work package should not even be done. The third team member agrees with both of them. How should the project manager BEST deal with the conflict?

- A. He should listen to the differences of opinion, determine the best choice, and implement that choice.
- B. He should postpone further discussions, meet with each individual, and determine the best approach.
- C. He should listen to the differences of opinions, encourage logical discussions, and facilitate an agreement.
- D. He should help the team focus on agreeable aspects of their opinions and build unity by using relaxation techniques and common focus team building.

新项目让项目经理和团队都很兴奋。这是项目经理第一个项目。团队感觉他们有能力完成此前从未做过的工作。有 29 个人参与编写产品描述，团队有 9 个在各自领域的高级专家组成。在规划期间，3 个高技术的团队成员对两个成果的范围不同意。某个指出 WBS 的草稿，需要两个额外的工作包需要标识。另一个说，某个特定的工作包不应该做。第三个成员同意他

们两个的观点。项目经理最好的方式该如何处理此冲突？

- A. 他应该倾听不同的观点，确定最好的选择，实施这个选择
- B. 他应该推迟到未来讨论，会见每个人，确定最好的方法
- C. 他应该倾听不同观点，鼓励合理的讨论，推动达成共识
- D. 他应该帮助团队关注他们观点一致的方面，使用放松的技术来构建团队

11. A project has several teams. Team C has repeatedly missed deadlines in the past. This has caused team D to have to crash the critical path several times. As the team leader for team D, you receive word that the next deadline may also be missed. You should meet with the:

- A. manager of team D.
- B. project manager alone.
- C. project manager and management.
- D. project manager and the leader of team C.

某个项目有几个团队。团队 C 再三错过它负责的部分的最终期限。原因是团队 D 几次赶工关键路径。作为团队 D 的团队领导。你收到通知下次的最终期限也可能错过。

你应该会见：

- A. 团队 D 的管理者
- B. 单独会见项目经理
- C. 项目经理和管理层
- D. 项目经理和团队 C 的领队

12. A project manager has just found out that a major subcontractor for her project is consistently late delivering work. The project team member responsible for this part of the project does not get along with the subcontractor. To resolve the problem, the project manager says, "You both will have to give up something to solve this problem." What conflict resolution method is she using?

- A. Confrontation
- B. Compromise
- C. Smoothing
- D. Communicating

项目经理刚刚发现他项目的一个重要的转包商常常延期完成工作。项目团队成员长期没有和转包商一起交流。为了解决这个问题，项目经理说，“你们双方都需要放弃些什么来解决这个问题”。他在使用什么冲突解决方案？

- A. 面对面
- B. 妥协
- C. 调和
- D. 沟通

13. A team member is not performing well on the project because she is inexperienced in system development work. There is no one else available who is better qualified to do the work. What is the BEST solution for the project manager?

- A. Consult with the functional manager to determine project completion incentives for the team member.
- B. Obtain a new resource more skilled in development work.
- C. Arrange for the team member to get training.
- D. Allocate some of the project schedule reserve.

团队成员在项目上业绩不太好，因为她在系统开发工作中缺乏经验。没有其它更好的人可以替代。项目经理最好的解决方案是什么？

- A.和职能经理协商对该成员完成项目时提供激励
- B.获得在开发工作有更多技能的新资源
- C.安排团队成员去参加培训
- D.分配些项目进度储备

14. 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

你是个项目经理在弱矩阵环境中领导一个跨部门的项目团队。没有一个你的项目成员向你汇报，你没有能力指导奖励他们的绩效。项目非常困难，包括很紧的日期约束和有挑战性的质量标准。下列哪个类型项目管理的权力在此种环境最为有效？

- A.参考
- B.专家
- C.处罚权力
- D.正式权力

15. During every project team meeting, the project manager asks each team member to describe the work he or she is doing, and the project manager assigns new activities to team members. The length of these meetings has increased because there are many different activities to assign. This could be happening for all the following reasons EXCEPT?

- A. Lack of a WBS
- B. Lack of a responsibility assignment matrix
- C. Lack of resource leveling
- D. Lack of team involvement in project planning

每次项目团队会议时，项目经理要求每个团队成员描述他们的工作，然后项目经理分配新的活动给团队成员。会议的时间不断变长因为有很多不同的活动需要分配。引发这种现象的原因包括除了：

- A.缺 WBS
- B.缺职责分配矩阵
- C.缺资源平衡
- D.项目规划期间缺少团队成员的参与

16. During project planning in a matrix organization, the project manager determines that additional human resources are needed. From whom would he request these resources?

- A. Project manager
- B. Functional manager
- C. Team
- D. Project sponsor

项目在矩阵性组织中规划，项目经理发现需要额外的人力资源。他需要找谁请求这些资源？

- A.项目经理
- B.职能经理
- C.团队
- D.项目出资人

17. What does a resource histogram show that a responsibility assignment matrix does not?

- A. Time
- B. Activity
- C. Interrelationships
- D. The person in charge of each activity

资源柱状图显示哪些职责分配矩阵没有显示的信息？

- A.时间
- B.活动
- C.相互关系
- D.每个活动的负责人

18. What conflict resolution technique is a project manager using when he says, "I cannot deal with this issue now!"



- A. Problem solving
- B. Forcing
- C. Withdrawal
- D. Compromising

当项目经理说“我现在不能处理这个问题”时，项目经理在使用什么冲突解决技术？

- A.问题解决
- B.强制
- C.撤退
- D.妥协

19. The MOST common causes of conflict on a project are schedules, project priorities, and:

- A. personalities.
- B. resources.
- C. cost.
- D. management.

项目当中最常见的冲突原因是进度，项目优先级和：

- A.个性
- B.资源
- C.成本
- D.管理

20. Which of the following conflict resolution techniques will generate the MOST lasting solution?

- A. Forcing
- B. Smoothing
- C. Compromise
- D. Problem solving

下列哪个冲突解决技术通常被考虑为最长久的解决方案？

- A.强制
- B.调和
- C.妥协
- D.问题解决

21. All of the following are typical concerns of matrixed team members EXCEPT?

- A. wondering who will handle their evaluations.
- B. serving multiple bosses.
- C. developing commitment.

D. computing fringe benefits when working on multiple projects.

下列都是矩阵团队成员典型关心的除了：

- A.好奇谁对他们做出评估
- B.有多个老板
- C.发展承诺
- D.工作在多个项目上时考虑额外的福利

22. The highest point of Maslow s hierarchy of needs is:

- A. physiological satisfaction.
- B. attainment of survival.
- C. need for association.
- D. esteem.

马斯洛需求层次的最高层是：

- A.生理安全
- B.实现生存
- C.社交需要
- D.尊敬

23. Using Force field analysis to monitor and control how attributes of a project manager and the team influence a project, which should not be found among the strongest driving forces for personal drive, leadership and motivation?

- A. First project management experience
- B. Desire for accomplishment
- C. Interest in project
- D. Work challenge

使用力场分析来监控项目经理的态度和团队对项目影响，哪个不是最强的个人驱动，领导力和动机的力量？

- A.第一个项目管理经验
- B.成就的渴望
- C.项目的利益
- D.工作挑战

24.Situational leadership as defined by Hersey and Blanchard consists of the stages

- A. Must-be requirements, one-dimensional requirements, attractive requirements
- B. Directing, supporting, coaching, delegating.
- C.Direct style, instrumental style, relational style.
- D. Acquisition stage, learning stage, performance stage, exhaustion stage

情景式领导由 Hersey 和 Blanchard 所定义包括下列时期：

- A.必要需求，单方需求，魅力需求
- B.指导，支持，教练，委托
- C.指导风格，乐器风格，关系风格
- D.获得阶段，学习阶段，执行阶段，疲惫阶段

25. Your project team is on its way to finish work on the project, while you have the impression that a staff member is already negotiating the next assignment in another project. You are afraid that the person may come under pressure to start working on the other job before she has finished her work for your project. Her task is very complex, and it would be hard for someone else to take up the partial results and finish them. What action is most likely to resolve the situation?

- A. Have a private meeting with the person and discuss your observations. Make the person aware of the contract and of the legal consequences of unfinished work.
- B. Have a meeting with the entire team and discuss the person's expected early leave. Use team dynamics to buy in the commitment from the person to finish work orderly.
- C. Use your network of project managers to find another assignment for the person which allows for smooth transition and does not conflict with your needs.
- D. Ignore your observations and let the team member do her job. It is quite uncommon that staff drops work for a project before it is completely finished.

你的项目团队正在完成项目的结束工作，其间你感觉到某个团队成员准备好谈判下一个来自其他项目分配的工作。你担心这个人在完成你项目中他负责的工作之前开始受到其他工作的压力。他的任务非常复杂，而且很难有其他人能够接手部分工作和结束它们。解决这种情形最好的行动是：

- A.和这个人进行私人会谈，讨论你的想法，确保这个人意识到合同和不完成工作的法律上的结果
- B.和整个团队开会，讨论这个人想早点离开，使用团队的力量获得这个人完整完成工作的承诺
- C.使用你的项目经理网络，找到其他分配工作的那个人，获得平滑的过渡，不要和你的需要冲突
- D.忽视你的观点，让团队成员做他的工作，很少见到某个职员在没有完成项目工作之前离开

26. Understanding cultural key similarities and differences is especially important for...

- A. ...globally dispersed, cross-cultural and virtual teams.
- B. ...culturally homogeneous, co-located teams.
- C. ...project sub-teams and work cells.
- D. ...teams under high budget and schedule pressure.

理解文化关键的类似和差异，非常有帮助对于：

- A.全球式，跨文化和虚拟团队

- B.文化相似的，集中办公的团队
- C.项目子团队和工作单元
- D.在高预算和进度压力下的团队

27. The use of scarce resources must be decided upon with functional managers before it causes delays in your project. Which is probably your most important skill right now?

- A. Planning
- B. Negotiating
- C. Facilitating
- D. Documenting

此前职能经理作出决策必须使用不足的资源，导致你的项目延期。下列哪个是你立刻使用的重要技能？

- A.规划
- B.谈判
- C.推动
- D.证明

28. In an organization, project managers report directly to the head of a Project management office (PMO). In this case, which statement is probably not true?

- A. The head of the project management office can strengthen the matrix as a manager of project managers.
- B. The project management office will actually be responsible for direct management of the projects.
- C. Projects will be run by the functional organization and project managers are expediting change control.
- D. It will be easier for the PMO to ensure that the organizational process assets provided are being used.

在组织中，项目经理直接向项目管理办公室（PMO）汇报。这种情形下，哪个说法可能不正确？

- A.项目管理办公室的领导者可以强化矩阵中项目经理的角色
- B.项目管理办公室将对项目管理负实际责任
- C.项目将通过职能组织来运行，项目经理是为了加速变更控制
- D.项目管理办公室可以很容易的区别组织的过程资产被提供并使用

29. During execution of your project you observed that a team member is being isolated by other team members. Which is a wrong approach to such a situation?

- A. The interpersonal relationships between team members are their private issue. You should not interfere.

- B. You should apply team building measures to improve the team's effectiveness.
- C. You should try to get feedback from the isolated team member to understand the situation.
- D. You should try to get feedback from the other team members to understand the situation

在项目执行期间你发现某个成员被其他成员所孤立。这种情形下哪个方式是错误的？

- A.团队成员之间的人际关系是他们的私事，你不应该干扰
- B.你应该使用团队建设措施来改进团队的效力
- C.你应该尝试从被孤立的成员得到反馈，理解这种情形
- D.你应该尝试从其他团队成员得到反馈，理解这种情形

30. What are extrinsic motivators?

- A. Motivators specific to an individual.
- B. Incentives such as money, gifts, and rewards.
- C. Motivators derived from within the individual
- D. Hygiene factors of the work environment

外部的激励因素是：

- A.针对某个人的特定激励因素
- B.激励因素如钱，赠品，奖金
- C.个人内部的激励因素
- D.工作环境的卫生因素

31. What is the most important benefit of a 360 degree review?

- A. The reviewed person will regard the assessment process as fair and developmental.
- B. Assessments from different perspectives leave no weak spot of a person unaddressed.
- C. Managers will be assessed by their subordinates, enforcing a more participative style.
- D. One can use a simple standard questionnaire to gather data from the reviewers.

下列哪个是 360 度考核最大的好处？

- A.被评估的个人将关注评估过程的公平和发展的
- B.评估来自不同的观点，避免没有弱点不被找到
- C.管理者将评估他们的下属，强制更多参与的风格
- D.可以使用简单的标准化问题来向评论者搜集数据

32. A review of your project team member's most recent performance reports shows a major drop in output. Which is the best approach to raise team productivity in a project?

- A. Increase the frequency of team review meetings and status reports.
- B. Increase the pressure on each team member to adhere to deadlines.
- C. Post a special reward for the best performing team member.

D. Improve feelings of trust and cohesiveness among team members.

你项目的评估发现团队成员大多数近期的绩效报告显示士气不高。下列哪个是最好的方式来提升团队的项目生产力？

- A. 增加团队评估会和状态报告的次数
- B. 增加每个团队成员达到最终期限的压力
- C. 对表现最好的团队成员提供特殊奖励
- D. 改善信任的程度和团队成员的凝聚力

33. As a project manager you can assign any one of two team members to a highly coveted task. Both are equally capable, but one of them is a member of your ingroup. To the other one, you have far more distance. How should you behave?

- A. You disclose the situation to stakeholders and solicit a joint decision.
- B. You take the person not in your in-group to avoid misunderstandings.
- C. Chose the in-group person. The trustful relation will benefit the project.
- D. You delegate the decision to a third team member to avoid the conflict.

作为项目经理，你可以分配两个中的一个成员到某个很有吸引力的工作。两个具有同样的能力，一个是你小团体的成员，另一个你们有些距离。你该如何做？

- A. 你可以把这种情形告诉干系人，让他们提供各决策
- B. 你可以选择哪个不是你小组的成员避免产生误解
- C. 选择你小团体的那个人，信赖关系有助于项目
- D. 你可以委派第三方做这个决策来避免冲突

34. Which concept of locating team members can help them best to enhance their ability to perform as a team?

- A. Co-location
- B. Cross-functional dispersion
- C. Virtual e-teams
- D. Global team dispersion

下列哪个关于团队成员位置的概念可以很好的帮助他们提高执行能力？

- A. 集中办公
- B. 跨职能分布
- C. 虚拟团队
- D. 全球团队分布

35. What does a project manager need to perform the Manage project team process?

- A. Preliminary project scope statement
- B. Team Performance Assessments
- C. Cost baseline

D. Statement of work

项目经理在管理项目团队过程需要什么？

- A.项目初步范围说明书
- B.团队绩效评估
- C.成本基准
- D.工作说明书（SOW）

36. Which of the following are not common Barriers to project team building?

- A. Differing outlooks, priorities, and interests
- B. Role conflicts
- C. Excessive team member commitment
- D. Unclear project objectives/outcomes

下列哪个不是常见的项目团队建设的障碍？

- A.不同的观点，优先级，兴趣
- B.角色冲突
- C.过多的团队成员许诺
- D.不清楚的项目目标/产出

37. During execution of a project, you observe that the performance of some of your team members is dropping, while others are doing a consistently good job. What should you try first to bring the team as a whole back to performance?

- A. Organize a team meeting and discuss openly the bad performance of the weak team members. Try to find a joint solution during the meeting.
- B. Introduce a competitive incentive system with a bonus for the 20% of your team which is performing better than the other 80%.
- C. Do not interfere, but allow the team some time to organize itself and sort the problem out by low-level conflict management.
- D. Introduce a system of formal and informal performance appraisals, research causes for bad performance and solicit mutual feedback.

项目执行期间，你检查到你的一些项目成员的绩效落后，其他的一直很好。在你尝试把团队的表现回到绩效时，你首先应该做什么？

- A.组织和会议，公开讨论那些业绩较弱的团队成员，尝试找到共同的方案
- B.引进竞争奖励系统，对 20%表现比 80%的成员好的发奖金
- C.不要干涉，允许团队偶尔自发组织通过低层次的冲突管理找出问题
- D.引进个正式和非正式的绩效评估系统，研究不好业绩的原因和得到相互的反馈

38. You assigned staff members to activities, estimated work and scheduled your project. Then, you depicted the following resource histogram for your staff:What is the diagram

telling you?

- A. The project can probably not be finished as scheduled.
- B. You may be able to finish the project early by reassigning work.
- C. You should avoid network logic diagramming for scheduling.
- D. You may run into problems with dual reporting relationships.

你分配的职员到活动，估算了工作来计划你的项目。然后你绘制了资源直方图，你发现直方图中资源投入高低不平，部分日期超过了 100%可用资源。这个图告诉你什么？

- A.项目可能不能按进度结束
- B.你可能通过再分配工作提早结束项目
- C.你应该避免网络逻辑图
- D.你可能出现问题在双向报告关系中

39. Geert Hofstede's cultural dimension of Individualism refers to...

- A. ...the degree of dependence relationships between individuals.
- B. ...the significance of the person versus that of the group.
- C. ...the identification with the gender role of an individual.
- D. ...the tolerance for ambiguity or uncertainty in the workplace.

Geert Hofstede 的个人文化尺寸涉及到：

- A.个人之间的依赖关系程度
- B.个人对群体的重要程度
- C.个人性别角色标识
- D.在工作场地的不确定或不明确允许容差

40. During Human resource planning you identified that your team members are not sufficiently qualified for their tasks. Which may be an appropriate solution to this problem?

- A. Reduce level of effort
- B. Develop a training plan
- C. Plan quality audits
- D. Plan quality inspections

人力资源规划过程你识别你的团队成员不符合他们的任务要求，下列哪个是合适的方式来解决这个问题？

- A.降低投入的程度
- B.编写培训计划
- C.规划质量审计
- D.规划质量检查

41. During the execution of a project to build a complex defence system, your team has run into a deep crisis. The project's goal and objectives have been challenging right from



the start, but now you discovered that your team members got increasingly unaware of them. Being busy solving detail problems, they often fail to understand the overall requirements. Then, they develop solutions which resolve issues in their area of limited responsibility, while creating new problems at the interfaces with other system components. Meanwhile, the team members show signs of growing frustration, and time is running away. How can you help your team in this situation?

- A. Accompany your team members along a sequence of maturity levels from dependence through independence to interdependence.
- B. Ignore the low-level issues and focus on achieving the overall requirements, details can be sorted out during test and handover.
- C. If everybody simply does their jobs, then there should be no problem. Make sure that team members are fully aware of their accountability.
- D. Problems of this dimension have their origin in fundamental personal incompatibilities between team members. You should replace them all.

在执行一个构建新的防御系统的项目时，你的团队走到关键时刻。项目的目标和目的越来越有挑战，可现在你发现你的团队成员丝毫没有觉察。他们忙于解决细节的问题，他们不理解总体的需求，因此，他们开发的方案来解决他们责任范围内的问题，而引发产生了新的和其他组件接口之间的问题。期间，团队成员显示出挫折感，时间也失控。在此情形，你该如何帮助你的团队？

- A. 陪同你的团队成员按成熟的层次从依赖期经过独立期到相互依赖期
- B. 忽略低层次的冲突，集中总体需求，细节可以在测试和移交时找出来
- C. 如果没有人只是简单的做他们的工作，他们就不会有问题，确保团队成员全力做他们所负责的事情
- D. 冲突来自于团队成员之间最根本的基本个人原则。你应该全部替换他们

42. You have just taken over a project as a project manager, which will create many benefits to the performing organization, but you sense a high level of resistance by various stakeholders right from the start. What is the most appropriate action to resolve the problem?

- A. Develop a responsibility assignment matrix which clearly shows the responsibility of each stakeholder for the various project activities and who needs to be consulted and informed.
- B. Develop an organization diagram, which places each of the stakeholders at an appropriate position inside the project and allows for certain lines of communication while disallowing others.
- C. Schedule a meeting with these stakeholders to present the project, discuss and establish ground rules, ensure their involvement and identify initial personal and organizational issues.

D. Do not talk to these stakeholders too much at this time, instead create *Faits accomplis*, which will later force the stakeholders to support the project due to a lack of alternatives for them.

你刚刚开始负责某个项目，该项目将为执行组织创建很多利益，可以在开始，你感觉到来自不同干系人的很大的阻力，下列哪个动作可以最合适的解决这个问题？

- A. 编写职责分配矩阵，可以清楚展示每个项目干系人对不同项目工作的职责包括谁需要咨询、谁需要报告
- B. 编写组织图，把项目的干系人放置在合适的位置，考虑接受的沟通和不接受的沟通
- C. 安排会议向干系人介绍项目，讨论和建立团队规则，确保他们投入并识别最初的个人和组织的观点
- D. 这个时候不要和干系人讨论太多，替代的开始创建 *Faits accomplis*，稍后施加压力让干系人支持项目因为他们没有其他选择

43. As a project manager, when should you especially consider cultural differences?

- A. When you break down scope to create a Work breakdown structure (WBS).
  - B. When you assign a human resources to do the work in a Schedule activity.
  - C. When you develop acceptance criteria for work results to be achieved by the team members.
  - D. When you decide upon recognition and awards during Team development
- 作为项目经理，什么时候你必须要考虑文化差异？
- A. 当你把项目范围分解创建工作分解结构（WBS）时
  - B. 当你分配人力资源到进度活动时
  - C. 当你为团队成员要完成的工作编写接受标准的时候
  - D. 在团队建设期间，当你决定奖励和表彰时

44. How does a project management team stay in touch with the work and the attitudes of project team members?

- A. By observation and communication
  - B. Using closed questions during team meetings
  - C. Through third-party assessments
  - D. Through the team members' functional managers
- 项目管理团队该如何观察团队成员的态度和工作状况？
- A. 观察和交流
  - B. 在团队会议上使用封闭式问题
  - C. 经过第三方来评估
  - D. 经过团队成员的职能经理

45. According to Bruce Tuckmann, which are the stages of team development?

- A. Honeymoon, rejection, regression, acceptance, re-entry
- B. Forming, storming, norming, performing
- C. Tell, sell, consult, join
- D. Direct, support, coach, delegate

根据 Bruce Tuckman，团队建设有哪些阶段？

- A.蜜月期，拒绝期，衰退期，接受期，重新入场
- B.形成，震荡，规范，成熟
- C.告诉，出售，商量，加入
- D.指导，支持，教练，委派

46. Being assigned as a project manager, you noticed during executing that conflicts arise in the team on both, technical and interpersonal level. What is an appropriate way of handling conflicts?

- A.Conflicts distract the team and disrupt the work rhythm. You should always smooth them when they surface.
- B.A conflict should be handled in a meeting so that the entire team can participate in solution finding.
- C.Conflict should be addressed early and usually in private, using a direct,collaborative approach.
- D.You should use your coercive power to quickly resolve conflicts and then focus on goal achievement.

当被分配为项目经理，你注意到执行期间在团队中出现些技术和人际关系层面的冲突。适当的解决冲突的方式是：

- A.冲突会转移团队注意力打断工作节奏，你应该总是当他们出现时进行调和
- B.冲突应该在会议上进行解决，这样整个团队都可以参与找出解决方案
- C.冲突应该尽早识别，通常使用私下的，直接的，合作的方式来解决
- D.你应该使用你的强制权力来快速解决冲突，使他们集中在实现目标上

47. Your project has two hundred and fifty people from five different countries working to create a software solution which is going to be deployed across fifteen countries. Managing your virtual team is a challenge when compared with managing a collocated project. You should spend more time working on enhancing your:

- A.Integrated Change Control Process
- B.Contract Management Skills
- C.Staffing Management Plan
- D.Communications Planning

你的项目有 250 个团队成员来自 5 个不同的国家，工作在一起创建软件方案，该方案将部署到 15 个国家。管理虚拟团队和管理集中项目相比是个挑战，你应该花费大量时间工作来

提供你的：

- A.整体变更控制过程
- B.合同管理技能
- C.职员管理计划
- D.沟通规划

48. Your previous project manager made most decisions by himself without consulting subordinates. So, he believed in a leadership style that was:

- A.Laissez Faire
- B.Assertive
- C.Autocratic
- D.Coaching

你此前的项目经理都是靠自己做出很多决策，从不咨询下属意见，他所相信的领导风格是：

- A.自由
- B.断定
- C.独裁
- D.教练

49. According to Maslow`s hierarchy of needs, economic security is a:

- A. Physiological Need
- B. Safety Need
- C. Social Need
- D. Esteem Need

根据马斯洛需求层次说，经济安全属于：

- A.生理需要
- B.安全需要
- C.社交需要
- D.尊重需要

50. Which of the following organizational charts has a hierarchical format?

- A.RACI Chart
- B.Organizational Breakdown Structure
- C.Work Breakdown Structure
- D.Text-Oriented Chart

下列哪个组织图具有层次结构？

- A.RACI 图（职责分配矩阵）
- B.组织分解结构 OBS
- C.工作分解结构 WBS

## D.基于文本的表格

## 项目沟通管理

1. You are working on a large construction project that is progressing within the baselines. Resource usage has remained steady, and your boss has just awarded you a prize for our performance. One of your team members returns from a meeting with the customer and tells you that the customer is not happy with the project progress. What is the FIRST thing you should do?

- A. Tell your manager.
- B. Complete a team building exercise and invite the customer s representatives.
- C. Change the schedule baseline.
- D. Meet with the customer to uncover details.

你工作在某个大型建筑项目，该项目进度符合基准。资源使用很充分，你的老板刚刚因为项目业绩奖励你。某个团队成员会见客户后回来告诉你客户对项目进度不开心。你首先应该做什么？

- A.告诉你的经理
- B.完成团队建设活动，包括客户代表
- C.变更进度基准
- D.会见客户找出来细节原因

2. A project manager overhears a conversation between two stakeholders who are talking about how unhappy they are with the impacts of the project on their own departments. Stakeholder A asks if the project is on time and stakeholder B replies that the SPI is 1.05 Stakeholder A asks if the project manager for the project knows of stakeholder B s concern. Stakeholder B responds that he is not sure. What is the BEST thing for the project manager to do?

- A. Make sure the stakeholders see that the project manager overheard and then ask them to direct any questions to the project manager in writing.
- B. Make a presentation to all the stakeholders regarding the status of the project.
- C. Send both stakeholders a copy of the issue log and ask for additional comments.
- D. Arrange a meeting with both stakeholders to allow them to voice any concerns they may have.

项目经理无疑听到两个干系人的会话，他们在讨论对项目对他们所在部门的影响有多么不高兴。干系人 A 说是否项目符合进度，干系人 B 答复 SPI 是 1.05；干系人 A 问是否项目经理知道项目干系人 B 关心的。干系人 B 说不确定。下列哪个是项目经理最该做的？

- A.确保干系人知道项目经理听到了他们的谈话，要求他们直接书面方式和项目经理交流

- B.向所有干系人做个项目状态的汇报
- C.发送两个干系人问题日志，要求增加评论
- D.安排和干系人的会议，允许他们说出他们关心的事情

3.A team member is visiting the manufacturing plant of one of the suppliers. Which of the following is the MOST important thing to be done in any telephone calls the project manager might make to the team member?

- A. Ask the team member to repeat back what the project manager says.
- B. Review the list of contact information for all stakeholders.
- C. Ask the team member to look for change requests.
- D. Review the upcoming meeting schedule.

某个团队成员拜访某个供应商的制造工厂。下列哪个是最重要的在项目经理向团队成员打电话时：

- A.要求团队成员重复项目经理说的内容
- B.评估所有干系人列出的合同信息
- C.要求团队成员观察变更请求
- D.评估即将到来的会议进度

4. You have just been assigned as project manager for a large manufacturing project. This one-year project is about halfway done. It involves five different sellers and 20 members of your company on the project team. You want to quickly review where the project now stands. Which of the following reports would be the MOST helpful in finding such information?

- A. Work status
- B. Progress
- C. Forecast
- D. Communications

你刚刚被分配为某个大型制造行业项目的项目经理。这是一年项目的已经完成一半。包括 5 个不同的卖方和你公司的 20 个成员。你想快速了解项目到什么地方了。下列哪个报告对找出这种信息最后帮助？

- A.工作状态
- B.进度
- C.预测
- D.沟通

5. The project status meeting is not going well. Everyone is talking at the same time, there are people who are not participating and many topics are being discussed at random. Which of the following rules for effective meetings is NOT being adhered to?

- A. Demonstrate courtesy and consideration of each other, coition who is allowed to speak.
- B. Schedule meetings in advance.
- C. Have a purpose for the meeting, with the right people in attendance.
- D. Create and publish an agenda and a set of rules for controlling the meeting.

项目状态会进行的不好。每个人在同时讨论，有些人没有大多数人参与，一些话题被随意讨论。下列哪个有效会议的规则没有被遵循？

- A.显示礼貌，尊重每个人，允许后再发言
- B.预先计划会议
- C.确定会议的目的，让合适的人参加
- D.创建并公布议程，设置会议控制规则

6. A project manager has a project team consisting of people in four countries. The project is very important to the company, and the project manager is concerned about its success. The length of the project schedule is acceptable. What type of communications method should he use?

- A. Informal verbal
- B. Formal written
- C. Formal verbal
- D. Informal written

某个项目经理的团队由 4 个国家的人员组成。项目对公司非常重要，项目经理关心项目是否成功。项目的进度长度是和接受的。他应该使用什么类型的沟通？

- A.非正式口头
- B.正式书面
- C.正式口头
- D.非正式书面

7. Two people are arguing about what needs to be done to complete a work package. If the project manager wants to know what is going on, she should pay MOST attention to:

- A. what is being said and when.
- B. what is being said, who is saying it, and the time of day.
- C. physical mannerisms and what is being said.
- D. the pitch and tone of the voices, and physical mannerisms.

两个人在争论完成某个工作包需要做什么。如果项目理理想知道发生了什么，他应投入更多关注在：

- A.什么时候他们说的什么
- B.说什么，谁说的，在什么时间
- C.身体动作和说了什么
- D.声音的语调和语气，和身体动作

8. 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

你刚刚接收了一个进行了一半的历时一年的电信项目。项目包括三个不同的提供商和包括 30 人的项目团队。你了解项目的沟通需求和项目沟通中采用了什么样的沟通技术。你可以在什么地方找到这样的信息？

- A. 项目管理计划
- B. 信息分发计划
- C. 甘特图
- D. 沟通管理计划

9. The project status report is an example of which form of communication?

- A. Formal written communication
- B. Formal verbal communication
- C. Informal written communication
- D. Informal verbal communication

项目状态报告是下面哪种沟通方式的例子？

- A. 正式书面沟通
- B. 正式口头沟通
- C. 非正式书面沟通
- D. 非正式口头沟通

10. 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.

项目对管理者是个挑战。每个人都很紧张是否能如期完成项目。不幸的是，这种状态在会议上达到顶点因为只有少量工作在会议期间完成。某个团队成员要求不参加未来的团队会议，因为会议让他很苦恼。期间，项目出资人要求出席团队会议以便更好的理解项目的状况和完成项目的问题，客户也开始讨论是否增加范围到项目。在这种情况下，项目经理最好：

A.问出资人是否把信息通过报告发给他而不是让他参加会议

B.通知不想参加会议的成员会议的沟通价值

C.为会议制定新的规则，把它们介绍给团队

D.确保所有成员都参加团队建设活动

11. YOU have been assigned to manage the development of an organization s first Web site. The site will be highly complex and interactive, and neither your project team nor the client has much experience with Web site development. The timeline is extremely aggressive. Any delay will be costly for both your firm and the client. You have a project sponsor and have achieved agreement and sign-off on both the project charter and the project management plan. Client personnel have been kept fully informed of the project s progress through status reports and regular meetings. The project is on schedule, within the budget, and a final perfunctory review has been scheduled. Suddenly you hear that the entire effort may be cancelled because the product developed is totally unacceptable. What is the MOST likely cause of this situation?

A. A key stakeholder was not adequately involved in the project.

B. The project charter and project management plan were not thoroughly explained or adequately reviewed by the client.

C. Communications arrangements were inadequate and did not provide the required information to interested parties.

D. The project sponsor failed to provide adequate support for the project.

你刚被分配去管理开发组织的第一个网站。这个网站很复杂具有交互性，你的项目团队或者客户都没有网站开发的经验。而期限非常有挑战。任何的耽误对你的公司和客户而已都很昂贵。你有个项目发起人，同意了项目章程和项目管理计划并签了字。客户个人通过状态报告和定期的会议保持对项目的进度完全了解。项目符合进度，也在预算之内，最终的评估会也已经安排。突然你听到整个项目要被取消，因为开发的产品完全不被接受。引发此情形的最可能原因是什么？

A.关键干系人没有充分参与项目

B.项目章程和项目管理计划没有完全解释或者由客户充分评估

- C.沟通安排是不充分的，没有提供被要求的信息给有关的当事人
- D.项目出资人未能提供项目足够支持

12. Which is not a type of project review meeting?

- A. Team review meetings
- B. Project status meeting
- C. Executive management review meetings
- D. Customer review meetings

下列哪个不是项目评估会议的类型？

- A.团队评估会
- B.项目状态会
- C.执行管理层评估会
- D.客户评估会

13. What is commonly the purpose of the Manage stakeholders process?

- A. Ensuring the order of phases.
- B. Resolving issues.
- C. Identifying stakeholders.
- D. Ensuring stakeholder value.

下列哪个是管理干系人过程的常见目的？

- A.确保阶段的顺序
- B.解决冲突
- C.识别干系人
- D.确保干系人的价值

14. Which statement describes best the purpose of the Communications management plan?

- A. The project management plan is a subsidiary document of the overall communications management plan.
- B. The communications management plan describes rules of behavior and respect for communications in cross-cultural teams.
- C. The communications management plan describes the information delivery needs including format and level of detail.
- D. The communications management plan focuses on the use of communications technologies by the project management team

下列哪个最好的描述了沟通管理计划的目的？

- A.项目管理计划是整个沟通管理计划的补充文档
- B.沟通管理计划描述了在跨文化团队中的规则和行为 and 尊重沟通

- C.沟通管理计划描述了需要提交的信息的格式和详细程度
- D.沟通管理计划集中于项目管理团队所使用的沟通技术

15. Which of the following is generally not regarded as an element of active listening:

- A. Making eye contact
- B. Paraphrasing
- C. Interpreting the information
- D. Interrupting when appropriate

下列哪个不被考虑为主动倾听的部分？

- A.目光交流
- B.解释
- C.说明信息
- D.适当中断（插嘴）

16. The Communications management plan is a document, which includes descriptions of

- A. Project level performance reports
- B. Activity level status reports
- C. Stakeholder communication requirements
- D. Responsibility assignments

沟通管理计划是个文档，包括对什么的描述？

- A.项目层面的绩效报告
- B.活动层面的状态报告
- C.干系人沟通需求
- D.责任分配

17. You have a project team of forty people collocated at Houston, Texas. Email and notes are frequently used to communicate among team members. These are examples of which type of communication?

- A. Written Formal
- B. Written Informal
- C. Oral Formal
- D. Oral Informal

你有个项目团队有四十多人位于休斯顿，德克萨斯州。Email 和通知被频繁的用来在团队成员之间沟通。这是什么类型沟通的例子？

- A.正式书面
- B.非正式书面
- C.正式口头
- D.非正式口头

18. In critical negotiations about a contract where you are meeting two other parties to discuss outstanding issues, you should pay a lot of attention to which form of communication?

- A. Oral Formal
- B. Oral Informal
- C. Non Verbal
- D. Written Formal

在关于合同的关键谈判中，你会见两个其他方进行讨论。你应该花费大量注意力到下列哪个沟通中？

- A.正式口头
- B.非正式口头
- C.非语言
- D.正式书面

19. Stakeholder management refers to managing communications to satisfy the needs of, and resolve issues with, project stakeholders. The responsibility of stakeholder management usually lies with the:

- A. Project Management Team
- B. Project Manager
- C. Project Team
- D. Project Manager, Project Sponsor and Project Management Team

项目干系人管理涉及到管理沟通来满足需要，解决关系人之间的问题。这种管理干系人的责任通常属于：

- A.项目管理团队
- B.项目经理
- C.项目团队
- D.项目经理，项目出资人和项目管理团队

20. A project manager has a problem with a team member s performance. What is BEST form of communication for addressing this problem?

- A. Formal written communication
- B. Formal verbal communication
- C. Informal written communication
- D. Informal verbal communication

项目经理发现某个项目成员的绩效有个问题，下列哪项是指出这个问题的最好的沟通方式？

- A. 正式书面沟通
- B. 正式口头沟通

- C. 非正式书面沟通
- D. 非正式口头沟通

21. Formal written correspondence with the customer is required when:

- A. defects are detected.
- B. the customer requests additional work not covered under contract.
- C. the project has a schedule slippage that includes changes to the critical path.
- D. the project has cost overruns.

与客户的正式的书面信函被要求在：

- A. 缺点被察觉
- B. 客户要求合同未包括的额外工作
- C. 项目进度出现偏移包括对关键计划的变更
- D. 项目成本超支

22. Communications are often enhanced when the sender\_\_\_ the receiver.

- A. speaks up to
- B. uses more physical movements when talking to
- C. talks slowly to
- D. shows concern for the perspective of

沟通通常会增强，在发送者\_\_\_\_\_接受者时：

- A. 讲解
- B. 讲解时用很多身体动作
- C. 慢慢的讲解
- D. 表示关心来自接收者的看法时

23. The work breakdown structure can be an effective aid for communication in which situation(s)?

- A. Internal within the project team
- B. Internal within the organization
- C. External with the customer
- D. Internal and external to the project

工作分解结构在下列哪种情况下可以有效帮助沟通？

- A. 项目团队内部
- B. 在组织内部
- C. 和外部客户
- D. 项目内部和外部

24. Extensive use of - communication is most likely to aid in solving complex problems.

- A. verbal
- B. written
- C. formal
- D. nonverbal

普遍使用下列哪种沟通方式可以有效解决复杂的问题？

- A. 口头
- B. 书面
- C. 正式
- D. 非口头

25. Lessons learned are BEST completed by:

- A. Project manager
- B. Team
- C. Sponsor
- D. Stakeholders

经验教训总结最好由谁完成：

- A. 项目经理
- B. 团队
- C. 出资人
- D. 项目干系人

26. Which of the following processes is not a part of Project Communication Management?

- A. Managing Stakeholders
- B. Communication Planning
- C. Information Distribution
- D. Human Resource Planning

下列哪个过程不属于项目沟通管理

- A.管理干系人
- B.沟通规划
- C.信息发布
- D.人力资源规划

27. Which of the following tools & techniques are used to create a Communications Management Plan?

- A.Stakeholder Analysis & Project Scope statement
- B.Communication Channel & Work Performance Information
- C.Communications Requirements Analysisi & communications Technology
- D.Communications Skills & Lessons Learned Process

下列哪个工具和技术用于创建沟通管理计划？

- A.干系人分析和项目范围说明书
- B.沟通渠道和工作绩效信息
- C.沟通需求分析和沟通技术
- D.沟通技能和经验总结过程

28. All the needs of whom should performance reports address?

- A. Management
- B. Team members
- C. Project manager
- D. Stakeholders

下列哪项需要接受绩效报告？

- A.管理层
- B.团队成员
- C.项目经理
- D.干系人

29. You are managing a complicated software development project with several deliverables. To be effective, and to be alert to potential future problems, you monitor interim deliverables i.e. which deliverables have been completed and which have not. This information is available to you through:

- A. Revisions to Work Breakdown Structure
- B. Performance Reports
- C. Earned Value Techniques
- D. Project Baseline Changes

你在管理一个复杂的软件项目包括几个成果。为了有效，并清楚地预防未来的问题，你监控项目中间产生的成果，如哪个成果已经完成哪个没有完成。这些信息是可以使用的通过：

- A.修订工作分解结构
- B.绩效报告
- C.实现值技术
- D.项目基准变更

30. You joined the company recently as a project manager. To make you familiar with the company policies and best practices, you are teamed up with another project manager in the company through the "Buddy System." The communication between both of you will be:

- A. Written
- B. Formal

C. Horizontal

D. Oral

你最近加入某个公司成为项目经理。为了熟悉公司的政策和最佳实践，你和其他项目经理两人合作。介于你们俩之间的沟通是：

A.书面

B.正式

C.水平

D.口头

31.as a part of communication process who is responsible for making sure that information is received completely and understood clear

A.Sender

B.Receiver

C.Messenger

D.all above

作为沟通过程的一部分，谁负责确保信息被完整地接受并理解的清楚正确？

A.发送者

B.接受者

C.报信者

D.上面所有

32. Communications is best described as:

A.an exchange of information.

B.providing written or oral directions.

C.consists of senders and receivers

D.All of the above

沟通可以最好的被描述：

A.信息的交换

B.通过书面和口头进行

C.包括发送者和接受者

D.上述所有

33. You are the project manager for a project that has high visibility. Your manager wants you to prepare a presentation for him to present at a conference. Most of the material in the presentation will be facts that are the results of your project. Your manager intends to present the material under his own name. Your name will not appear. What should you do?

A.Refuse to work on the presentation unless you are listed as a coauthor.

B.Do the work as you were told by your manager.



C. Present your own presentation.

D. Meet with your manager's manager and discuss the problem.

你是某个具有高可见度的项目的项目经理。你的管理者要你准备个介绍给他，以便他在会议上展示。多数展示的材料都是基于你项目的结果。你的管理者想要展示这些材料在他的名下。你的名字将不会出现。你应该如何做？

A. 拒绝此工作，除非你的名字列到联合作者中

B. 按你的管理者的要求去做

C. 提供你自己的介绍

D. 会见你管理者的管理者讨论这个问题

34. Manage Stakeholders is part of which process group?

A. Initiating

B. Planning

C. Executing

D. Monitoring and Controlling

管理干系人属于哪个过程组？

A. 启动

B. 规划

C. 执行

D. 监控

35. Which of the following is often overlooked in achieving effective communication?

A. speaking clearly

B. listening

C. interpreting

D. maintaining eye contact

以下哪项在进行有效沟通时经常被忽略？

A. 讲话清楚

B. 听

C. 解释

D. 维持目光接触

36. When communicating with people-oriented person, a project manager should

A. Stress the uniqueness of the idea or topic an hand

B. Stress the relationship between his or her proposals and the people concerned

C. Be precise about the value of the ideas to overall organizational goals

D. Focus on personal performance issues first 当与“人际关系导向”的人进行沟通时，项目经理要

- A. 强调独一无二的话题
- B. 强调她或他的提议与此人所关注的联系
- C. 明确这个概念对于整个组织目标的作用
- D. 首先强调这个人的绩效表现

37.The major purpose of project status reports is to

- A. Provide project information to sponsor and functional management
- B. Inform the client about the changes that have completed
- C. Organize and summarize the information so that all stakeholders are informed
- D. Inform upper management of the project problems

项目状态报告的目的是

- A. 向项目发起人和职能经理提供项目的信息
- B. 通知客户已经发生的变化
- C. 组织汇总项目的信息以通知所有的项目干系人
- D. 通知高层经理关于项目的问题

38.Your client informs you that his company has a problem with the current design specification of your product and how it will interface to existing systems. If this occurs, it could be a major problem for your project. The client is coming to your office in one week to discuss the problem to see what your team can do to overcome the setback. All previous meeting were informal with this client, but this time he wants a formal meeting. What should you do to prepare for this meeting?

- A. Update the schedule and assume an inactive role since the client has not given you the specifics of the potential problem
- B. Make sure that the team has increased productivity so the client can see how efficient you team is performing
- C. Assemble the team and ask them to prepare an agenda for topics to discuss
- D. Make sure that each team members have their assignments in preparation for any topics and needed plans

你收到客户通知，他们公司对于你们产品的设计标准有点问题将会影响到整个系统。如果这真的发生了将会对你的项目产生大麻烦。客户一个星期之后来与你讨论你的团队能否在这方面返工。过去与这位客户都是非正式的交流，而这次他要一个正式的会议。你将如何准备这个会议？

- A. 更新进度计划并且采取一个被动的角色，因为客户没有告诉你这个潜在问题的细节是什么
- B. 确认你的团队已经提高了生产率，让客户看到你们是多么的有效率
- C. 通知团队成员让他们准备一份讨论议题
- D. 明确每一个成员有他们准备任何议题及所需计划的任务

39. There are some personnel performance problem in the project, which of the following is the best resolution to be used to solve the problem?

- A. formal written communication
- B. formal oral communication
- C. informal written communication
- D. informal oral communication

项目出现人员绩效问题，最好通过什么手段处理？

- A. 正式书面沟通
- B. 正式口头沟通
- C. 非正式书面沟通
- D. 非正式口头沟通

40. Which of the following is NOT a characteristic of message filtering?

- A. semantics
- B. media
- C. ethics
- D. organizational status

以下哪项不是消息过滤的特征？

- A. 语义学
- B. 媒介
- C. 道德规范
- D. 组织状态

41. One of the most common pitfalls in effective communication is:

- A. not selecting the correct medium
- B. not considering the position of the receiver
- C. assuming that because a message is sent, it has been received
- D. All of the above.

有效沟通中一个最普遍的陷阱是：

- A. 没有选择正确的方法
- B. 没有换位思考
- C. 假定一个信息一旦发出，就会被接收到
- D. 以上都是

42. All of the following statements define the role of a meeting chairperson except:

- A. Initiates and concludes discussion
- B. Controls irrelevant discussion

- C. Resolves strong disagreements
- D. Produces meeting agenda

下列各项都描述了一位会议主席的角色，除了：

- A. 发起和结束讨论
- B. 控制毫不相关的讨论
- C. 解决严重的分歧
- D. 产生会议议程

43. During project execution period, both the progress performance and the cost performance are satisfying, by now project manager is reappointed , who is attending project interview meeting, what is the most important?

- A. establish goal
- B. introduce team members to stakeholders
- C. check communication
- D. project charter

项目执行期间，进度绩效和成本绩效均令人满意，这时重新委任了一个项目经理，他正要出席项目见面会，什么是最重要的？

- A. 设定目标
- B. 向项目干系人介绍小组成员
- C. 检查沟通
- D. 项目章程

44.All the techniques described below can be used to keep a meeting focused except:

- A. Recall agenda items/purpose of meeting
- B. Summarize discussion periodically
- C. Encourage pursuit of interesting new ideas
- D. Rephrase unclear ideas presented by group members

下述技术可以用来保持会议焦点集中，除了：

- A. 回顾议程条款/会议的目的
- B. 阶段性地总结讨论过的内容
- C. 鼓励追求有趣味的新想法
- D. 重新描述小组成员提出的措辞不明的想法

45.Five people are involved on a project that requires significant communication between all project participants. How many lines of communication exist on this project?

- A. 5
- B. 6
- C. 8

D. 10

一个项目中有 5 个人需要与所有项目参与者进行重要的沟通，在这个项目中存在多少条通信线？

A. 5

B. 6

C. 8

D. 10

46. Listening involves more than hearing sounds. The good listener

A. Repeats some of the things said

B. Finishes the speaker's sentences

C. Writes everything down

D. Nods his head frequently

倾听不只包含听声音。好的聆听者

A. 反馈或重复一些说过的话

B. 完成讲话人的句子

C. 写下一切

D. 频繁地点头

47. which of the following tool or technique is used in communication planning process?

A. communications requirements analysis

B. communication skill

C. information search system

D. information publish system

以下哪项是用于沟通计划编制的工具或技术

A. 沟通需求分析

B. 沟通技巧

C. 信息检索系统

D. 信息发布系统

48. An organization with 5,000 staffs starts its reform project, the project team is made up of representatives sent out by each department. To distinguish and satisfy the information requirements of the stakeholders, which is the best approach?

A. communication plan

B. communication and responsibility matrix

C. personnel organization and resource management plan

D. OBS 一个拥有 5000 员工的组织开始了改造项目，项目团队由每一个单位派出一位代表组成。识别和满足项目干系人的信息需求的最佳方法是？

- A. 沟通计划
- B. 沟通和职责矩阵
- C. 人员编制和资源管理计划
- D. OBS

49. Communication is vitally important for conducting business and managing projects; however, it becomes even more critical when working abroad with people whose language is different from yours. The single best way to become an effective communicator as an expatriate is to

- A. Learn and use the local language
- B. Rely on interpreters
- C. Focus primarily on formal, written communication
- D. Use gestures and other forms of nonverbal communication to make your point

沟通对经营业务和管理项目来讲是至关重要的，尤其是你在国外与使用另一种语言的人们一起工作的时候，沟通会变得更加重要。作为一个身在异国他乡的人来说，成为有效沟通者的唯一最佳方式就是

- A. 学习并使用当地语言
- B. 依靠翻译
- C. 主要集中于正式、书面的沟通
- D. 使用手势和其他非语言形式沟通来说明你的观点

50. When communicating with an action-oriented person, a project manager should

- A. Be as brief as possible and emphasize the practicality of his or her ideas
- B. Provide options, including the pros and cons
- C. Remain patient if the other person goes off on tangents
- D. Speak as quickly as possible to ensure that all the information is conveyed

当与一个行动导向型的人沟通时，项目经理应该

- A. 尽可能简短，强调他或她的观点的可行性
- B. 提供可选方案，包括利弊
- C. 在对方离题时保持耐心
- D. 尽可能地说得快，保证所有信息传达给对方

#### 项目风险管理

1. 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 verify 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.

某个客户给你提供了某个复杂的、8 个月的、只有少量未知的项目的合同工作说明书。客户要求你需要“完成它”只希望在 8 个月后再看你交付最终的项目。在这种情况下，最好应该做什么？

- A. 完成被要求的项目，和客户随时验证范围
- B. 在不联系客户的情况下，在 8 个月内完成项目
- C. 要求管理层和客户随时检查
- D. 完成项目，记录下来客户不想联系

2. You have just been assigned as the project manager for a new telecommunications project that is entering the second phase of the project. There appear to be many risks on this project, but no one has evaluated them to assess the range of possible project outcomes. What needs to be done?

- A. Risk management planning
- B. Quantitative risk analysis
- C. Plan Risk Responses
- D. Risk monitoring and control

你刚刚被分配为某个新的电信项目的项目经理，该项目已经进入第二阶段。项目出现了些风险，没有人评估它们的概率和对项目的产出。你需要做什么？

- A. 风险管理规划
- B. 定量风险分析
- C. 规划风险应对
- D. 监控风险

3. While preparing your risk responses, you identify additional risks. What should you do?

- A. Add reserves to the project to accommodate the new risks and notify management.
- B. Document the risk items and calculate the expected monetary value based on probability and impact that result from the occurrences.
- C. Determine the risk events and the associated cost, then add the cost to the project budget as a reserve.
- D. Add a 10 percent contingency to the project budget and notify the customer.

在准备风险应对期间，你识别了额外的风险，你应该做什么？

- A. 添加储备到项目应对新风险，通知管理层

- B.记录风险内容，根据概率和发生时的影响结果来计算预期货币值
- C.确定风险事件和相关的成本，然后追加成本作为储备金到项目预算中
- D.添加 10%的应急储备到项目预算，通知客户

4. The cost performance index (CPI) of a project is 0.6 and the schedule performance index (SPI) is 0.71. The project has 625 work packages and is being completed over a four year period. The team members are very inexperienced and the project received little support for proper planning. Which of the following is the BEST thing to do?

- A. Update risk identification and analysis.
- B. Spend more time improving the cost estimates.
- C. Remove as many work packages as possible.
- D. Reorganize the responsibility assignment matrix.

项目成本绩效指数是 0.6；进度绩效指数是 0.71。项目有 625 个工作包，预计在 4 年完成。项目团队成员非常缺乏经验，规划时项目得到很少的支持，下列哪个是最应该做的？

- A.更新风险识别和分析
- B.花更多时间改进成本估算
- C.尽可能移除工作包
- D.改组责任分配矩阵

5. Which technique has been applied to Perform Quantitative Risk Analysis?

- A. Decision tree
- B. P/I matrix
- C. Strategic scoring
- D. Risk breakdown structure

下列哪个技术用于定量风险分析？

- A.决策树
- B.P/I 矩阵
- C.战略得分
- D.风险分解结构

6. You are running a project to engineer and implement a set of business processes and a software solution for Customer relationship management. The project involves a big number of performing organizations—a major corporation and many suppliers of different size. During the project you observed a restraining effect of differences between the companies' corporate cultures. This leads to different expectations on how such a project should be handled and to frequent misunderstandings between stakeholders. Another effect is a growing degree of distrust and skepticism. What should you try first to integrate the diverse stakeholder groups?



- A. Focus on project work. As a project manager you should not get distracted by big egos.
- B. Let the problems grow further until they are obvious for all. Then escalate them.
- C. Develop a joint quality policy for the project and seek commitment by all organizations.
- D. Analyze probability and impact of the risks linked with the situation and plan how to respond to them.

你在负责一个项目，该项目涉及设计和实施一系列商业过程和客户关系管理软件解决方案。项目包括大量的执行组织-主公司和不同位置的供应商。项目期间你观察到介于不同公司之间不同的组织文化。这导致对项目如何控制出现不同期望，而且频繁在干系人之间出现误解。另外出现的结果是不断增加的不信任和怀疑。在整合不同干系人群体时首先应该做什么？

- A.关注于项目工作，作为项目经理不能因为大量的自负而心烦意乱
- B.让问题继续成长直到它们非常明显，然后解决它们
- C.为项目开发整合的质量政策，获得所有组织的承诺
- D.分析与这种情形相关的风险的概率和影响，然后作出如何应对的计划

7. When is passive risk acceptance an appropriate approach?

- A. When the likeliness of risk occurrence is very low.
- B. When the risk occurrence is hard to identify.
- C. When it is best to deal with a risk as it occurs.
- D. When the risk cannot be assessed or analyzed.

什么时候被动的接受是合适的风险应对方法？

- A.风险出现的可能性很低的时候
- B.风险的发生很难识别的时候
- C.最好在风险发生时再应对的时候
- D.风险不能被评估或分析的时候

8. During Planning processes, you used Monte-Carlo simulation to quantitatively assess cost and schedule risks of your project. Now, during Risk monitoring and control, you repeat the technique, and it leads to different results. What should not be the reason for that?

- A. Some assumptions during planning have meanwhile become fact-based knowledge, so that the risks related to them have vanished or have become certain problems.
- B. New risks may have been identified. These influence the input data used for Monte-Carlo simulation in a way which was not predictable at the time when the simulation was run.
- C. Some constraints have been identified originally, but their influence on the project was unclear when the simulation was run for the first time. By now, the team understands these constraints much better and could adjust the simulation.
- D. Some dummy activities in the network logic have an element of uncertainty, which gets

bigger over time. While the project proceeds, it is getting even harder to predict how the team members assigned to them will perform.

在规划过程组，你使用蒙特卡罗模拟来数量上评估你项目的成本和进度风险。现在，在监控风险期间，你重新使用此技术，导致了不同的结果。下列哪个不是出现这种情形的原因？

- A. 一些假设在计划期间会变成基于事实的知识，所以相关的风险会消失，或者变成确定的问题
- B. 新风险可能被识别，这将影响到使用蒙特卡罗技术的输入导致模拟进行中出现不可预知的情形
- C. 最初识别的一些制约要素，在第一次模拟时，它们对项目的影响可能是不清楚的。到了现在团队对这些制约要素理解的更深刻导致调整模拟
- D. 网络图上有些虚活动有些不确定因素，随着项目进展变得更大。项目执行期间，变得让团队成员更难预知，在执行中不易分配。

9. What is the purpose of the Sensitivity analysis?

- A. Describing the influence of extreme weather conditions on progress and on the achievement of project objectives.
- B. Comparing the relative importance of variables that have a high degree of uncertainty with those that are more stable.
- C. Evaluating team performance and identifying team members with low productivity and work effectiveness.
- D. Evaluating the degree to which project work and deliverables conform to the expectations of key stakeholders.

敏感性分析的目的是什么？

- A. 描述极端天气条件下对进度和实现项目目标的影响
- B. 来比较具有高度不确定性的变量的重要性
- C. 评估团队绩效，识别具有低生产力和工作表现的团队成员
- D. 评估项目工作和可交付成果与主要干系人期望满足的程度

10. You identified a technical risk in your project and assigned a contingency for that. Planning contingency reserves is part of what risk response strategy?

- A. Active risk mitigation
- B. Passive risk avoidance
- C. Passive risk acceptance
- D. Active risk acceptance

你识别的你项目的技术风险并分配了应急储备。规划应急储备是哪个风险应对策略？

- A. 活动风险缓解
- B. 被动的风险回避
- C. 被动的风险接受

## D.积极的风险接受

11. During Risk identification sessions, you and your team identified more than risks for your project. You are afraid that evaluating each of these risks quantitatively will cost you an enormous amount of time, while not all of them are really relevant and important enough to justify such a measure. What should you do next?

- A. Identify Risk triggers where possible. Analyze only those risks quantitatively for which no trigger could be found.
- B. Use Qualitative risk analysis in order to prioritize risks for further action, such as Quantitative risk analysis.
- C. Assess the probability of each risk qualitatively and further analyze only those risks with high probability.
- D. Assess the potential impact of each risk qualitatively and further analyze only those risks with high impact.

在风险识别期间，你和你的团队识别你的项目很多风险。你担心对每个风险进行定量分析会是你投入大量时间成本，不是每个风险都是确实相关而且重要到需要评估。你应该接下来做什么？

- A.识别风险可能的“扳机”（风险征兆）。对没有找到“扳机的”风险进行定量风险分析
- B.使用定性风险分析来对风险进行优先排序便于采取未来行动（如定量风险分析）
- C.评估每个风险数量上的可能性，只在未来对可能性高的风险进行分析
- D.评估每个风险数量上的潜在影响，只对未来有重大影响的风险进行分析

12. You are running a major project with four sub-projects. Each of the sub-project managers has developed a risk management plan, identified many risks, analyzed them and planned for risk response. It is now two months later. What should you not do?

- A. Ensure that they handle all risks to save you from project level Monitor and Control Risks.
- B. Make sure that the sub project managers monitor their project work for new and changing risks.
- C. Make sure that the sub project managers keep track of the identified risks and those on the watchlist.
- D. Make sure that the sub-project managers monitor trigger conditions for contingency plans.

你在负责一个重要的项目，该项目包括 4 个子项目，每个子项目经理都编写了风险管理计划，识别了些风险，分析了并作出风险应对。现在是两个月之后，你不应该做什么？

- A.确保他们控制了所有的风险来确保你在项目层面的监控风险
- B.确保子项目经理监控了他们的工作，防止新的或变更的风险
- C.确保子项目经理保持跟踪识别的风险和那些在观察表中的风险

D.确保子项目经理为应急计划监控征兆条件

13. Which document is developed along the risk management processes from Risk identification through Plan Risk Responses and Risk monitoring and control?

- A. List of risk triggers
- B. Risk register
- C. Risk mitigation
- D. Decision tree

下列哪个文档在风险管理过程产生，来自风险识别贯穿规划风险应对和监控风险？

- A.风险征兆清单
- B.风险注册表
- C.风险减轻
- D.决策树

14. In your project, you have identified a list of identified risks, a list of potential responses and root causes of risks. You should document this information in the :

- A. Risk Management Plan
- B. Risk Database
- C. Project Plan
- D. Risk Register

在你的项目，你确定了已识别风险清单，潜在应对策略和风险的核心原因。你应该记录这些信息在：

- A.风险管理计划
- B.风险数据库
- C.项目计划
- D.风险登记册

15. Plan Risk Management is the process of deciding how to approach and plan the risk management activities for a project. It is important to plan for the risk management processes that follow to ensure that the level, type, and visibility of risk management are commensurate with both the risk and importance of the project to the organization. The output of Plan Risk Management is:

- A.Risks
- B. Risk Management Plan
- C. Risk Ranking of the Project
- D.Planning Meetings

规划风险管理是个过程用来决定如何选择方法来规划项目风险管理的活动。这是非常重要的过程对风险管理过程而言，来确保过程的层次、类型和可见度来适合项目风险对组织的影响。

规划风险管理的输出是：

- A. 风险
- B. 风险管理计划
- C. 项目风险批序
- D. 规划会议

16. Which of the following is a chief characteristic of the Delphi Technique?

- A. Extrapolation from historical records from previous projects
- B. Expert opinion
- C. Analytical hierarchy process
- D. Bottom-up approach

下列哪个是德尔斐技术的主要特点？

- A. 根据来自此前项目的历史数据来推理
- B. 专家意见
- C. 分析层次过程
- D. 自下而上的方法

17. 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.

项目执行期间，一个重要的问题出现了，它并没有包括在风险注册表内。你首先应该做什么？

- A. 创建权变措施
- B. 再评估风险识别过程
- C. 寻找这个问题未预期的影响结果
- D. 告诉管理层

18. A system development project is nearing project closing when a previously unidentified risk is discovered. This could potentially affect the project's overall ability to deliver. What should be done NEXT?

- A. Alert the project sponsor of potential impacts to cost, scope or schedule.
- B. Qualify the risk.
- C. Mitigate this risk by developing a risk response plan.
- D. Develop a workaround.

某个系统开发项目接近项目收尾，此刻识别了此前没有预料的风险。这可能潜在的影响项目交付的能力，接下来应该做什么？

- A.警告项目出资人可能会潜在影响成本、范围和进度
- B.定性风险分析
- C.通过开发风险应对计划来减轻风险
- D.开发个权变措施

19. You were in the middle of a two-year project to deploy new technology to field offices across the country. A hurricane caused power outages just when the upgrade was near completion. When the power was restored, all of the project reports and historical data were lost with no way of retrieving them. What should have been done to mitigate this risk?

- A. Purchase insurance.
- B. Plan for a reserve fund.
- C. Monitor the weather and have a contingency plan.
- D. Schedule the installation outside of the hurricane season.

你工作在某个两年的项目来开发新的技术在野外进行安装。在更新接近完成时一次狂风导致电力中断。所有的项目报告和历史数据都丢失了且无法恢复。如何做能够减轻这个风险？

- A.购买保险
- B.规划准备金
- C.监控天气准备应急计划
- D.在没有狂风的季节来计划安装工作

20. An experienced project manager has just begun working for a large information technology integrator. Her manager provides her with a draft project charter and immediately asks her to provide an analysis of the risks on the project. Which of the following would BEST help in this effort?

- A. An article from PM Network Magazine
- B. Her project scope statement from the project planning process
- C. Her resource plan from the project planning process
- D. A conversation with a team member from a similar project that failed in the past

一个有经验的项目经理刚刚开始工作到某个很大的信息技术集成项目上。他的管理者提供给他简单的项目章程，立刻要求他提供个项目风险分析。下列哪个可以最好的帮助他？

- A.来自 PM 网络杂志的文章
- B.他的来自项目规划过程的项目范围说明书
- C.他的来自项目规划过程的资源计划
- D.找来自类此失败项目的成员进行会谈

21. 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.

项目经理在定量分析她项目的风险。她的几个专家不在身边，不过她希望能包括。她可以如何做？

- A.使用蒙特卡罗分析，使用互联网作为工具
- B.应用关键路径法
- C.确定推荐的纠正行动选项
- D.应用 Delphi 德尔斐技术

22. YOU are a project manager for a construction of a major new manufacturing plant that has never been done before. The project cost is estimated at U.S. \$30,000,000 and will make use of three sellers. Once begun, the project cannot be cancelled, as there will be a large expenditure on plant and equipment. As the project manager, it would be MOST important to carefully:

- A. review all cost proposals from the sellers.
- B. examine the budget reserves.
- C. complete the project charter.
- D. perform an identification of risks.

你是个项目经理来建设新的制造业的工厂，这个项目从来没做过。项目成本估算是 30,000,000 美元，将会涉及三个卖方。一旦开始，项目不能够被取消，在工厂设备上会花费大量资金。作为项目经理，下列哪个是最重要的需要仔细：

- A.回顾所有卖方的成本提议
- B.检查预算储备
- C.完成项目章程
- D.执行风险识别

23. A project manager has assembled the project team, identified 56 risks on the project, determined what would trigger the risks, rated them on a risk rating matrix, tested their assumptions and assessed the quality of the data used. The team is continuing to move through the risk management process. What has the project manager forgotten to do?

- A. Simulation
- B. Risk mitigation
- C. Overall risk ranking for the project
- D. Involvement of other stakeholders

项目经理集合项目团队识别了 56 个风险，并找出它们的征兆，归类到风险等级矩阵，验证它们的假设，评估所使用数据的质量。这个团队即将转移到下个风险管理过程。项目经理忘

记了做什么？

- A. 模拟
- B. 风险缓解
- C. 项目综合风险等级
- D. 包括其他项目干系人

24. A project manager asked various stakeholders to determine the probability and impact of a number of risks. He then analyzed assumptions. He is about to move to the next step of risk management. Based on this information, what has the project manager forgotten to do?

- A. Evaluate trends in risk analysis.
- B. Identify triggers.
- C. Provide a standardized risk rating matrix.
- D. Create a fallback plan.

某个项目经理征求不同干系人的意见来确定风险的概率和影响。他还分析了假设。他计划移动到下个风险管理步骤。基于上述信息，项目经理忘记作哪个事情？

- A. 评估风险分析的趋势
- B. 识别风险征兆
- C. 提供个标准的风险等级矩阵
- D. 创建后备计划

25. During which risk management process is a determination to transfer a risk made?

- A. Risk identification
- B. Quantitative risk analysis
- C. Plan Risk Responses
- D. Risk monitoring and control

下列哪个风险管理过程来考虑对风险的转移？

- A. 风险识别
- B. 定量风险分析
- C. 规划风险应对
- D. 监控风险

26. Workarounds are determined during which risk management process?

- A. Risk identification
- B. Quantitative risk analysis
- C. Plan Risk Responses
- D. Risk monitoring and control

权变措施在哪个风险管理过程被确定？



- A. 风险识别
- B. 定量风险分析
- C. 规划风险应对
- D. 监控风险

27. An output of Plan Risk Responses is:

- A. residual risks.
- B. risks identified.
- C. prioritized list of risks.
- D. impacts identified.

规划风险应对的输出是：

- A. 残留风险
- B. 识别的风险
- C. 优先排序的风险清单
- D. 识别的影响

28. You are finding it difficult to evaluate the exact cost impact of risks. You should evaluate on a(n):

- A. quantitative basis.
- B. numerical basis.
- C. qualitative basis.
- D. econometric basis.

你发现对某个风险很难评估实际的成本影响，你应该通过下列哪个来评估？

- A. 基于数量的
- B. 基于数字的
- C. 基于定性的
- D. 基于经济学的

29. All of the following are common results of risk management EXCEPT?

- A. Contract terms and conditions are created.
- B. The project management plan is changed.
- C. The communications management plan is changed.
- D. The project charter is changed.

下列都是风险管理的共同结果除了：

- A. 获得条件和合同条款
- B. 项目管理计划发生变更
- C. 沟通管理计划被变更
- D. 项目章程发生变更

30. Risk tolerances are determined in order to help:

- A. the team rank the project risks.
- B. the project manager estimate the project.
- C. the team schedule the project.
- D. management know how other managers will act on the project.

风险容忍度被确定用来帮助:

- A.团队成员对项目风险评级
- B.项目经理估算项目
- C.团队来计划项目进度
- D.管理层知道其他管理者在项目中干的怎么样

31. All of the following are always inputs to the risk management process EXCEPT:

- A. historical information.
- B. lessons learned.
- C. work breakdown structure.
- D. project status reports.

下列都是风险管理过程的输入除了:

- A.历史信息
- B.经验总结
- C.工作分解结构
- D.项目状态报告

32. What should be done with risks on the watch list?

- A. 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.

记录在风险观察单上的风险需要做什么?

- A. 记录它们为其他项目作为历史数据
- B. 记录他们在项目执行中进行再评估
- C. 记录它们忽略它们因为他们已经在你的应急计划中包括了
- D. 记录它们把它们给客户

33. Risks will be identified during which risk management process(es)?

- A. Quantitative risk analysis and Identify Risks
- B. Identify Risks and Monitor and Control Risks

C. Qualitative risk analysis and Monitor and Control Risks

D. Identify Risks

风险被识别是在下列哪些风险管理过程中？

A. 定量风险分析和识别风险

B. 识别风险和监控风险

C. 定性风险分析和监控风险

D. 识别风险

34. If a risk event has a 90 percent chance of occurring, and the consequences will be U.S. \$10,000, what does U.S. \$9,000 represent?

A. Risk value

B. Present value

C. Expected monetary value

D. Contingency budget

如果风险有 90% 的概率出现，结果将导致损失 10000 美元。那么 9000 美元是：

A. 风险值

B. 现值

C. 预期货币值

D. 应急储备

35. If a risk has a 20 percent chance of happening in a given month, and the project is expected to last five months, what is the probability that this risk event will occur during the fourth month of the project?

A. Less than 1 percent

B. 20 percent

C. 60 percent

D. 80 percent

如果有个风险有 20% 的概率发生在某个月，项目预期 5 个月，这个风险出现在项目第 4 个月的概率是多少？

A. 少于 1%

B. 20%

C. 60%

D. 80%

36. Which of the following risk events is MOST likely to interfere with attaining a project's schedule objective?

A. Delays in obtaining required approvals

B. Substantial increases in the cost of purchased materials

- C. Contract disputes that generate claims for increased payments
- D. Slippage of the planned post-implementation review meeting

下列哪个风险最可能影响项目进度目标的实现？

- A.在获得必要审批时出现拖延
- B.采购的材料成本大幅度上升
- C.因为增加的支付费用合同出现争论
- D.计划的状态评审会出现偏离

37. If a project has a 60 percent chance of a U.S. \$100, 000 profit and a 40 percent chance of a U.S. \$100, 000 loss, the expected monetary value for the project is:

- A. \$100, 000 profit
- B. \$60,000 loss
- C. \$20,000 profit
- D. \$40,000 loss

如果项目有 60%机会获得 100, 000 利润；40%的机会损失 100, 000。这个项目的预期货币值是：

- A. \$100, 000 利润
- B. \$60,000 损失
- C. \$20,000 利润
- D. \$40,000 损失

38. All of the following are factors in the assessment of project risk EXCEPT?

- A. Risk event
- B. Risk probability
- C. Amount at stake
- D. Insurance premiums

下列都是评估项目风险的因素除了：

- A.风险事件
- B.风险概率
- C.风险后果程度
- D.保险费

39. Which of the following strategies are suggested to deal with threats or risks that have negative impact on projects?

- A.Avoid, transfer or mitigate
- B.Avoid, transfer or enhance
- C.Avoid, exploit or mitigate
- D.Exploit, share or enhance

下列哪个措施被建议用来应对负面的风险或威胁？

- A.回避，转移或减轻
- B.回避，转移或提升
- C.回避，开拓或减轻
- D.开拓，共享或提高

40. In the Identify Risks phase, you are working with your team to determine which risks might affect project performance. Which of the following information gathering techniques can you use to facilitate the process? (choose the best answer).

- A. Brainstorming, Cause and Effect Diagrams
- B. Brainstorming, Delphi Technique, SWOT Analysis
- C. Brainstorming, Delphi technique, Interviewing, Root cause identification
- D. Delphi Technique, SWOT Analysis, Influence Diagrams

在识别风险过程中，你在和团队成员在确定哪些风险会影响项目的绩效。下列哪个是你将在此过程使用的信息搜集技术？（选择最好的答案）

- A.头脑风暴，因果图
- B.头脑风暴，德尔斐技术，SWOT 态势分析
- C.头脑风暴，德尔斐技术，访谈，核心原因识别
- D.德尔斐技术，SWOT 态势分析，影响图

41. As a project manager, you are concerned with determining which risks might impact the project - this is done as a part of:

- A. Identify Risks
- B. Plan Risk Management
- C. Plan Risk Responses
- D. Perform Qualitative Risk Analysis

作为项目经理，你关注确定哪些风险会影响到项目--这将被执行在：

- A.识别风险
- B.规划风险管理
- C.规划风险应对
- D.定性风险分析

42. What is the need for doing a qualitative risk analysis?

- A. To develop options and actions to enhance opportunities and to reduce threats to project objectives.
- B. To determine which risk might affect the project
- C. To prioritize risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact.

D. To decide how to approach, plan and execute the risk management activities.

定性风险分析需要做什么？

- A. 开发些措施和行动来提高项目成功的机会概率和降低威胁发生的概率
- B. 确定哪些风险会影响到项目
- C. 结合风险的发生概率和影响来排列风险优先级为未来的分析做准备
- D. 决定如何选择、规划、执行风险管理活动

43. Sensitivity Analysis is

- A. Quality Planning Tool
- B. Quality Control Tool
- C. Quantitative Risk Analysis Tool
- D. Qualitative Risk Analysis Tool

敏感性分析是：

- A. 质量规划的工具
- B. 质量控制的工具
- C. 定量风险分析的工具
- D. 定性风险分析的工具

44. You are Performing Sensitivity Analysis for a project to determine which risks have the most potential impact on the project. When talking to the project sponsor, he commented that I thought you have completed Risk identification and asked whether we are late on project planning phase. What will be your response?

- A. Accept that you missed the step in Risk Identification and now you are completing the activity and ensure him that you will take care of these things in future.
- B. Inform him that Sensitivity analysis can be done during any phase of the project and no need to worry about this
- C. Inform him that Sensitivity analysis is part of Qualitative Analysis and you are on track in planning
- D. Inform him that Sensitivity analysis is part of Quantitative Analysis and you are on track in planning

你在执行敏感性分析为某个项目去确定哪个风险有更多的项目影响。当和发起人交流时，他评论说，我想你已经完成了风险识别，并询问是否我们在项目计划阶段的后期。你应该如何回应？

- A. 接受这个，你错过了风险识别过程，现在你在完成这些活动，向他确保在未来你将小心对待
- B. 告诉他敏感性分析可以在项目任何期间进行，不需要担心这些。
- C. 告诉他敏感性分析是定性分析的部分，你正在跟踪计划
- D. 告诉他敏感性分析是定量分析的部分，你正在跟踪计划

45. What should not be part of a risk management plan?

- A. Roles and responsibilities for handling risks
- B. Timing of risk management activities
- C. The managerial approach towards risk
- D. Individual risks

下列哪个应该不是风险管理计划的一部分？

- A. 应对风险的角色与责任
- B. 风险管理活动的时机或次数
- C. 风险管理方法论
- D. 个别风险

46. According to the project plan, a contractor is scheduled to deliver some software components today afternoon. A regular payment is due to be made to this contractor tomorrow. You and your project team received a note this morning informing you that the software delivery will be delayed by 2 weeks. What should you do right now?

- A. You should delay the payment also for 2 weeks.
- B. You must immediately find a different contractor.
- C. You should conduct a meeting with the contractor to resolve the delivery issues before making the payment.
- D. You should make the payment and reschedule the project plan.

根据项目计划，承包商计划在今天下午递交一些软件组件，按照常规明天给承包商支付费用。你和你的项目团队今天早上接到通知软件交付可能会耽误 2 周。你现在应该做什么？

- A. 你应该耽搁 2 周后再付款
- B. 你应该立刻寻找其他供应商
- C. 你应该和承包商召开会议解决这个问题在支付费用之前
- D. 你应该支付费用并重新修订项目计划

47. What is a trigger in project risk management?

- A. An expected situation causing an unidentified risk to occur
- B. A warning sign that a previously identified risk might be occurring or has occurred
- C. An unexpected situation causing an identified risk to occur
- D. An unexpected situation causing an unidentified risk to occur

什么是风险管理提到的“扳机”

- A. 一个预期情形会导致未知的风险来临
- B. 一个警告说明预先识别的风险可能到来或者已经到来
- C. 一个未预期情形导致一个识别的风险来临
- D. 一个未预期情形导致一个未识别的风险来临

48. You have recently been assigned as a project manager to a new B-O-T (Build, Operate, Transfer) capital project. Reviewing the initial documentation you found out that it has been calculated with a very small margin during operations of its product for the shareholders. What should you do?

- A. As you are not responsible for lifecycle costing, you don't have to worry about operation profits. Focus on project costs from initiation through handover.
- B. Ensure maximum profits by buying the best and cheapest items, components and modules - potentially from a big number of different suppliers - and integrating them.
- C. Create a realistic plan broken down to a sufficient level of detail. Perform all risk management processes. Ensure real-time communications with all stakeholders.
- D. Try to get a second project manager assigned to share decision making and accountability to shareholders with the person.

你最近被分配到一个新的 BOT（建设、运营、移交）投资项目上作项目经理。评估初始文件你发现在运营期间为股东产出的利润非常低。你应该做什么？

- A. 你不必对生命期成本负责，你不用担心运营的利润，集中在项目开始到移交的项目成本上即可。
- B. 通过购买最好最便宜的组件和模块-找大量的不同提供商-然后整合他们来确保利润最大化
- C. 创建个符合实际的计划分解到足够详细的程度，执行所有的风险管理过程。确保和所有干系人即时沟通。
- D. 尝试获得第二个项目经理共同作决策和向干系人做说明

49. You want to perform active risk acceptance. What should you do?

- A. Create contingency reserves in resources, money and time.
- B. Develop a plan to minimize impact in case that an identified risk occurs.
- C. Develop a plan to minimize the probability of occurrence for identified risks.
- D. Make additional resources available to speed up the project.

你想采取主动的风险接受，你需要做什么？

- A. 创建应急储备金包括资源，钱和时间
- B. 编写个计划来最小化识别的风险的影响
- C. 编写个计划来最小化识别的风险的发生概率
- D. 获得额外可利用的资源来加速项目

50. With your team you are using judgment from subject matter experts to identify and analyze project risks. There is a small number of experts available, but some of them have long been in a teacher-student or manager-assistant relationship. Which of the following techniques can ensure best that there is no dominating opinion during an expert review?



- A. Peer review
- B. SWOT analysis
- C. Delphi technique
- D. Monetary value calculation

你和你的团队使用了主题专家进行了判断用来识别和分析项目风险。只有很少数量的专家可以使用，可是他们已经长期在“教师-学生”或“管理-助理”的关系中。下列哪个技术可以最好的确保在专家评估中不会出现独裁的观点？

- A. 同级评审
- B. SWOT（态势）分析
- C. 德尔斐技术
- D. 预期值计算

#### 项目采购管理

1. A project has a tight budget when you begin negotiating with a seller for a piece of equipment. The seller has told you that the equipment price is fixed. Your manager has told you to negotiate the cost with the seller. What is your BEST course of action?

- A. Make a good faith effort to find a way to decrease the cost.
- B. Postpone negotiations until you can convince your manager to change his mind.
- C. Hold the negotiations, but only negotiate other aspects of the project.
- D. Cancel the negotiations.

你所在的项目有个非常紧的预算，你开始和卖方谈判购买设备。卖方告诉你设备价格是固定的。你的管理者要求你就成本和卖方进行谈判。你最佳做法是什么？

- A. 充满诚意的找出种方式来降低成本
- B. 推迟谈判，直到你可以说服你的管理者改变主意
- C. 进行谈判，只谈判项目的其他方面
- D. 取消谈判

2. A major negotiation with a potential subcontractor is scheduled for tomorrow when you discover there is a good chance the project will be cancelled. What should you do?

- A. Do not spend too much time preparing for the negotiations.
- B. Cut the negotiations short.
- C. Only negotiate major items.
- D. Postpone the negotiations.

和潜在供应商的关键谈判安排在明天，此时你发现很可能项目被取消，你应该做什么？

- A. 不要花太多时间准备谈判
- B. 缩减谈判的时间
- C. 只谈判关键内容

D.推迟谈判

3. The customer on a project tells the project manager he has run out of money to pay for the project. What should the project manager do FIRST?

- A. Shift more of the work to later in the schedule to allow time for the customer to get the funds.
- B. Enter Close Project
- C. Stop work.
- D. Release part of the project team.

项目的客户告诉项目经理，他们没钱支付项目。项目经理首先应该做什么？

- A.把大量工作安排到进度的后期，给客户时间获得资金
- B.进入项目收尾
- C.停止工作
- D.释放部分团队成员

4. A new store development project requires the purchase of various equipment, machinery and furniture. The department responsible for the development recently centralized its external purchasing process and standardized its new order system. In which document can these new procedures be found?

- A. Project scope statement
- B. WBS
- C. Staffing management plan
- D. Organizational Process Assets

新的库房开发项目需要采购不同的设备，机械和家具。负责开发的部门最近集中外部采购过程并建立了标准的新采购系统。在下列哪个文档中可以找到新的采购流程？

- A. 项目范围说明书
- B. WBS
- C. 人力资源管理计划
- D. 组织过程资产

5. Who has the cost risk in a fixed price (FP) contract?

- A. Team
- B. Buyer
- C. Seller
- D. Management

在固定价格中谁有成本风险？

- A.团队
- B.买方

- C.卖方
- D.管理层

6. A work breakdown structure which has become part of a contract is often referred to as...

- A. ...MDBS (Mandatory WBS)
- B. ...SWBS (Scoped WBS)
- C. ...FWBS (Final WBS)
- D. ...CWBS (Contract WBS)

工作分解结构成为合同的一部分通常缩写为：

- A. ...MDBS （强制 WBS）
- B. ...SWBS (范围 WBS)
- C. ...FWBS (最终 WBS)
- D. ...CWBS (合同 WBS)

7. Which is not an example of a correctly handled Contract closure procedure?

- A. Early termination of a contract because of a repudiatory breach
- B. Settling and finally closing the contract agreement
- C. Product verification by stakeholders and administrative closure
- D. Early termination of a contract because of an immaterial breach

下列哪个不是正确的合同收尾过程的例子？

- A.因为某方违反导致合同早期终止
- B.解决并最终收尾合同协议
- C.项目干系人完成产品核实和管理收尾
- D.因为非实质的违背导致合同早期终止

8. Which question is not appropriate for a weighting system to evaluate seller's performance according to weighted criteria?

- A. What is the yearly investment in development of personnel per year and employee?
- B.How many reference customers have been verified by the seller in the specific field?
- C.What financial status and reputation in the market place could be assessed?
- D.Has a CV of the prospective project manager been sent with the proposal?

在使用权重系统根据权重标准去评估卖方的绩效时，哪个问题是不合适的？

- A.每年投资于雇员发展是多少？
- B.在某个特定领域卖方有多少可以确认的参考客户？
- C.在市场领域中名誉、财务状况怎么样？
- D.项目经理发送的提议中预期的 CV

9. You are defining evaluation criteria for your project. The procurement item is readily

available from a number of acceptable sellers. On which criterion may you focus on in such a situation?

- A. Seller's management approach
- B. Price offered by the seller
- C. Seller's financial capacity
- D. Understanding of your need

你为你的项目定义了评估标准。采购的项目可以容易的从一系列可接受的卖方获得。在此种情形，你可能关注哪个标准？

- A. 卖方的管理方法
- B. 卖方提议的价格
- C. 卖方的财务能力
- D. 对你需求的理解

10. When should a Time and material contract with a contractor been chosen instead of a Fixed price contract?

- A. When cost risks for the customer should be limited but not schedule risks.
- B. When project scope includes the progressive elaboration of the scope of deliverables.
- C. When subcontractors are being used and the customer will reimburse their invoices.
- D. When only a limited amount of money can be made available to fund the project.

什么时候和供应商使用时间材料合同而不是固定价格合同？

- A. 当客户成本风险限制时而不是进度风险
- B. 当项目的范围包括成果范围的渐进明晰时
- C. 当使用子分包商，客户需要支付他们发票时
- D. 当项目只有有限的资金可以使用时

11. A project customer and a contractor agreed on regular Quality audits during execution by a third party audit team, which is working on an assignment for the customer. What should the contractor have prepared for the audits?

- A. Work results
- B. Measurements and test results
- C. Quality documentation
- D. Contract related correspondence

项目客户和承包商同意在执行期间定期质量审计，由第三方来审计团队，这是客户的工作，承包商准备这个审计该做什么？

- A. 工作结果
- B. 测量和测试结果
- C. 质量文档
- D. 合同相关的信件

12. A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract, such as a disputed change, is often referred to as a

- A. Claim
- B. Trial
- C. Refinement
- D. Audit

一个请求，要求或主张，来自合同伙伴的考虑，补偿，在法律合同下的付款，如争议的变更，通常被考虑为：

- A. 索赔
- B. 审判
- C. 精致
- D. 审计

13. The proposal manager of your company approached you recently. You made some estimates on direct costs for an offer on a firm fixed price contract. As indirect costs are to be calculated as a percentage of the direct costs, the sum of both cost types led him to calculating a far too high price. How should you not react?

- A. You reduce your direct cost assessments by reducing the amount of work and the rates allocated to them. This allows a reduction of the overhead costs and a lower price.
- B. Calculating overheads as a percentage of direct costs is just a model to simplify calculations. A more specific analysis of these costs may lead to a more realistic project price.
- C. You say that there is no direct link between the price for work to be paid by a customer and the costs occurring on contractor side. It is the sales person's job to make the price.
- D. You make the proposal manager aware that a reduction of direct costs may reduce the numbers for overhead cost allocation, but will not influence the actual overheads.

你们公司的投标经理找到你，你为某个固定价格合同做出些直接成本的估算，间接成本通过直接成本的百分比来计算，所有成本的总和，使他计算出很高的价格。你不应该如何反应？

- A. 你可以通过减少工作数量和资源费率来降低直接成本。这将降低间接成本获得较低的价格
- B. 计算间接成本通过直接成本的百分比用模型来调整简单计算。更多具体的成本分析可能导致更切合实际的项目价格
- C. 你应该说，客户支付工作的价格和供应商的成本没有直接联系。这是销售员的工作来确定价格
- D. 你要让投标经理意识到降低直接成本可能会降低间接成本分配的数量，但不会影响到实际的间接成本

14. What is the meaning of the acronym SOW?

- A. A Statement of work that is part of a Contingency plan; it is commonly linked with Contingency reserves.
- B. A Statement of work that has been formally agreed upon by both parties and is therefore part of a Contract.
- C. A Statement of work that is currently valid; this contrasts with the scope baseline, a formerly valid SOW.
- D. A Statement of work on project level that cumulates statements of work on Cost account level

CSOW 什么意思？

- A.工作说明书，应急计划的一部分，通常和应急储备链接
- B.工作说明书，正式得到各方同意，是合同的部分
- C.当前有效的工作说明书，与范围基准对照而言，正式有效的 SOW
- D.项目层面上的工作说明书，是在成本帐户层面上的工作累积的描述

15. What do you expect when you are submitting an Invitation to Bid to sellers?

- A. Offers which will differ significantly in solution approach and price.
- B. Offers which are similar enough to allow a selection based on price.
- C. Offers which are not primarily written to win against competition.
- D. General information on a seller's ability to provide the goods or services.

当你提供个招标邀请给卖方时，你对卖方期望什么？

- A.提供不同的解决方案和价格
- B.提供类此的的足够基于价格进行选择
- C.提供不要主要关注竞争的胜利
- D.卖方提供产品和服务的能力的总说明

16. The Contract management plan differs from the Procurement management plan by which characteristics?

- A. The contract management plan describes the type of contracts to be used. The procurement management plan describes how the contract will be managed.
- B. The contract management plan is written by the project manager, the procurement management plan is written by the procurement department.
- C. The contract management plan is output of the Plan contracting and acquisition process, the procurement management plan is output of the Select sellers process.
- D. The procurement management plan relates to the project, while a contract management plan may be written for each individual procurement item.

合同管理计划和采购管理计划不同在于：

- A.合同管理计划描述了使用的合同类型，采购管理计划描述合同将如何被管理

- B. 合同管理计划由项目经理来编写，采购管理计划由采购部门编写
- C. 合同管理是发包规划和获得过程的输出。采购管理计划是选择卖方过程的输出
- D. 采购管理计划和项目相关，合同管理计划根据每个独立的采购项目而编写

17. In a project, a Cost incentive contract has been awarded to a contractor with the following parameters: Target cost: \$1,000,000 Target contractor fee: \$100,000 Cost benefit sharing ratio: 80%/20% Price ceiling: \$1,200,000 What is the Point of total assumption (PTA, Breakpoint) of the project?

- A. \$1,000,000
- B. \$1,100,000
- C. \$1,125,000
- D. \$1,200,000

在项目中，成本激励合同的参数如下：目标成本：1,000,000；目标合同费用：100,000；成本收益分享比例：80/20；最高价格：1,200,000 项目的总体假设点是多少？

- A. \$1,000,000
- B. \$1,100,000
- C. \$1,125,000
- D. \$1,200,000

18. What is the benefit of a Weighting system over a Screening system when used for selection among sellers?

- A. A weighting system is faster and easier to use.
- B. A weighting system allows prioritization of selection criteria.
- C. A weighting system is less prone to subjective prejudice.
- D. Criteria for a weighting system are easier to define.

在选择卖方时，权重系统与筛选系统相比有什么好处？

- A. 权重系统更快更容易使用
- B. 权重系统允许对选择标准进行排序
- C. 权重系统可以避免个人的偏见
- D. 权重系统的标准容易定义

19. You are in the process of contacting sellers to obtain bids and proposals. You found out that it may be time-consuming to ensure that they have a clear and common understanding of the procurement process and of the needs of your project. Which technique may help you saving time?

- A. Bidder conferences
- B. Advertising
- C. Qualified sellers list

**D. Four-eyes meetings**

你在联系卖方获得投标书和建议书的过程。你发现花很长时间来确认他们清楚和共同的理解采购过程和你项目的需求。哪个技术可以帮助你节省时间？

- A. 投标人会议
- B. 广告
- C. 合格卖方清单
- D. 四眼会议

20. In most jurisdictions, a legally required order of formal statements establishing a contract is:

- A. Invitation to treat, offer, PO
- B. Inquiry, bid, order
- C. Offer, acceptance
- D. MoU, Lol, final agreement

最多的权限情况下，法律上要求的正式建立合同的流程是：

- A. 邀请，出价，签约
- B. 调查，投标，采购
- C. 出价，接受
- D. 谅解备忘录，意向书，最终合同

21. You have scheduled a contractor conference after two days with potential contractors to discuss a procurement. Today, the senior management informed you that there is a very high probability of the project being canceled. You should

- A. cancel the meeting.
- B. go ahead with the meeting but inform the contractors that the project may be canceled.
- C. go ahead with the meeting as usual.
- D. wait until the meeting, to see if there is a change in the status of the project.

你计划了供应商会议在两天后，和潜在的供应商讨论采购事宜。今天，高层告诉你有个非常高的可能性项目被取消，你应该：

- A. 取消会议
- B. 继续会议同时通知供应商项目可能被取消
- C. 继续会议
- D. 等待会议后，看看是否有可能变更项目状况

22. A new project manager is about to begin creating the contract statement of work. One stakeholder wants to add many items to the contract statement of work. Another stakeholder only wants to describe the functional requirements. The project is important for the project manager's company, but a seller will do the work. How would you advise



the project manager?

- A. The contract statement of work should be general to allow the seller to make his own decisions.
- B. The contract statement of work should be general to allow clarification later.
- C. The contract statement of work should be detailed to allow clarification later.
- D. The contract statement of work should be as detailed as necessary for the type of project.

某个新任项目经理正在创建合同工作说明书。一个干系人希望增加些条目到 SOW 中。其他干系人希望只描述功能需求。这个项目对项目经理而言是非常重要的。你该如何建议项目经理？

- A. 合同工作说明书应该可以让卖方做出他的决策
- B. 合同工作说明书应该在稍后更清楚
- C. 合同工作说明书应该足够详细
- D. 合同工作说明书应该足够详细到符合项目的类型

23. What type of contract do you NOT want to use if you do not have enough labor to audit invoices?

- A. Cost plus fixed fee (CPFF)
- B. Time & material (T&M)
- C. Fixed price (FP)
- D. Fixed price incentive fee (FPIF)

当你没有足够人力来做审计时，你最不可能使用哪个类型的合同？

- A. 成本加固定费用（CPFF）
- B. 时间和材料（T&M）
- C. 固定总价（FP）
- D. 固定价格加奖励（FPIF）

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

- A. Explain that the contract is wrong and should be changed.
- B. Issue a change order.
- C. Review the requirements and meet with the responsible team member to review the WBS dictionary.
- D. Call a meeting of the team to review the requirement on page 300.

项目执行中，你的团队成员递交项目成果给买方。然而，买方拒绝接受，并指出不符合技术规范中第 300 页的需求。你评估文档。你最好应该做什么？

- A.解释合同是错误的应该被变更
- B.发布变更通知单
- C.评估需求会见负责该成果的成员共同评估 WBS 字典
- D.和成员召开会议评估第 300 页的需求

25. The performing organization is trying to decide whether to split the contracts department and assign contracting responsibilities to departments directly responsible for the projects. A contract professional might not want this split to occur because they would lose\_\_\_\_\_ in a decentralized contracting environment.

- A. standardized company project management practices
- B. loyalty to the project
- C. experience
- D. access to others with similar expertise

执行组织尝试决定是否拆分采购部，把采购的责任直接归到项目上。一个采购专家不希望这样分解因为他毕竟担心在分散式采购环境中丢失：

- A.标准化的公司项目管理实践
- B.项目的忠心
- C.经验
- D.访问其他类此项目的经验

26. The project team is arguing about the prospective sellers who have submitted proposals. One team member argues for a certain seller while another team member wants the project awarded to a different seller. The BEST thing the project manager should remind the team to focus on in order to make a selection is the:

- A. procurement documents.
- B. procurement audits.
- C. evaluation criteria.
- D. procurement management plan.

项目团队在讨论提交建议书的卖方。一个成员建议选择某个卖方，其他团队成员希望项目选择不同的卖方。项目经理应该提醒团队集中精力在下列哪个项目上来确保做出选择？

- A. 采购文档
- B. 采购审计
- C. 评估标准
- D. 采购管理计划

27. you have just started administrating a contract when management decides to terminate the contract. What should you do FIRST?

- A. Go back to request seller responses.

- B. Go back to plan contracting.
- C. Finish contract administration.
- D. Go to contract closure.

你刚开始管理一个合同，管理层决定中止这个合同，你首先应该做什么？

- A.回到选择卖方响应
- B.回到采购规划
- C.结束合同管理
- D.进入合同收尾

28. After much excitement and hard work, the contract statement of work for the project is completed. Even after gaining agreement that the contract statement of work is complete, the project manager is still concerned whether it actually addresses all the buyer's needs. The project manager is about to attend the bidder conference. He asks you for advice on what to do during the session. Which of the following is the BEST advice you can give him?

- A. You do not need to attend this session. The contract manager will hold it.
- B. Make sure you negotiate project scope.
- C. Make sure you give all the sellers enough time to ask questions. They may not want to ask questions while their competitors are in the room.
- D. Let the project sponsor handle the meeting so you can be the good guy in the negotiation session.

通过辛苦兴奋得努力，合同工作说明书已经完成了。在获得认可后，项目经理仍然担心是否包括了所有买方的需要。这个项目经理即将出席投标人会议。他征求你在此会议上注意事项。下列哪个是你给他的最好建议？

- A.你不需要出席此会议，合同经理将会处理一切
- B.确保你就项目范围进行谈判
- C.确保你给了所有卖方足够时间来问问题，当他们和竞争者在一起时可能不想问问题。
- D.让项目出资人主持会议，你可以在谈判中扮演好人的角色

29. The project manager and project sponsor are discussing the project costs and whether it is better to have their own company do part of the project or hire another company to do the work. If they asked for your opinion, you might say it would be better to do the work yourself if:

- A. there is a lot of proprietary data.
- B. you have the expertise but you do not have the available manpower.
- C. you do not need control over the work.
- D. your company resources are limited.

项目经理和出资人在讨论项目的成本以及是否最好他们自己公司来完成项目的一部分或者

雇用其他公司来做。如果他们征求你意见，你可能会说最好由自己公司来做这份工作当：

- A.涉及到专利数据时
- B.你具有经验可是没有可利用的人力资源时
- C.你不需要控制所有工作时
- D.你们公司资源有限时

30. Your project has just been fast tracked and you are looking at bringing in a subcontractor to complete networking quickly. There is no time to issue a request for proposal (RFP), so you choose to use a company you have used many times before for software development. A PRIMARY concern in this situation is:

- A. collusion between subcontractors.
- B. the subcontractor s qualifications.
- C. the subcontractor s evaluation criteria.
- D. holding a bidder conference.

你的项目刚刚快速跟进，你发现需要找个承包商来尽快完成网络。没有时间来发布建议请求书（RFP），所以你选择了一个公司此前帮你做过软件开发工作。这种情况下最需要关注的是：

- A.子承包商相互勾结
- B.子承包商的资格
- C.子承包商的评估标准
- D.主持投标人会议

31. A project manager is in the middle of creating a request for proposal (RFP). What part of the procurement process is he in?

- A. Plan purchases and acquisitions
- B. Plan Procurements
- C. Request seller responses
- D. Select sellers

项目经理正在创建建议请求书（RFP），他现在在哪个采购管理过程中？

- A.采购规划
- B.规划采购
- C.获得卖方响应（询价）
- D.选择卖方

32. The project team seems to like to argue; they have argued about everything. Luckily the project manager has set in place a reward system and team building sessions that will help and encourage the team to cooperate more. The latest thing they are arguing about is if they should complete a work package themselves or outsource the work to someone

else. What part of the procurement process must they be in?

- A. Contract administration
- B. Plan Procurements
- C. Request seller responses
- D. Select sellers

项目团队看起来在讨论。项目经理在恰当的位置激励大家讨论并达成共识。最后团队成员在探讨某个工作包是自己完成还是找外部采购。他们现在在哪个采购过程中？

- A. 合同管理
- B. 规划采购
- C. 获得卖方响应（询价）
- D. 选择卖方

33. The project team is arguing about the prospective sellers who have submitted proposals. One team member argues for a certain seller while another team member wants the project awarded to a different seller. What part of the procurement process is the team in?

- A. Plan purchases and acquisitions
- B. Plan contracting
- C. Request seller responses
- D. Conduct Procurements

项目团队在讨论提交建议书的卖方。一个成员建议选择某个卖方，其他团队成员希望项目选择不同的卖方。团队在哪个采购过程中？

- A. 采购规划
- B. 发包规划
- C. 获得卖方响应
- D. 实施采购

34. During what part of the procurement process does contract negotiation occur?

- A. Plan purchases and acquisitions
- B. Plan contracting
- C. Request seller responses
- D. Conduct Procurements

在哪个采购过程中会出现谈判？

- A. 采购规划
- B. 发包规划
- C. 获得卖方响应（询价）
- D. 实施采购

35. Your company has an emergency and needs contracted work done as soon as possible. Under these circumstances, which of the following would be the MOST helpful to add to the contract?

- A. A clear contract statement of work
- B. Requirements as to which subcontractors can be used
- C. Incentives
- D. A force majeure clause

你们公司有个紧急情况需要合同公司尽快启动。在这种情况下，下列哪个加入项目中最有帮助？

- A. 清楚地合同工作说明书
- B. 子承包商的必要条件
- C. 激励
- D. 不可抗力条款

36. With which type of contract is the seller MOST concerned about project scope?

- A. Fixed price
- B. Cost plus fixed fee
- C. Time and material
- D. Purchase order

下列哪个类型的合同卖方最关心项目范围？

- A. 固定价格
- B. 成本加固定费用
- C. 时间和材料
- D. 采购单

37. Which of the following is an advantage of centralized contracting?

- A. Gives easier access to contracting expertise
- B. Increases company expertise in contracting
- C. Gives more loyalty to the project
- D. Allows a contracts person to work on a single project

下列哪个是集中采购的优点？

- A. 更好的获得专家支持
- B. 增加公司采购经验
- C. 获得对项目的忠心
- D. 允许采购员可以工作在单个项目上

38. YOU are in the middle of a complex negotiation when the other party says, "We need to finish in one hour because I have to catch my plane." That person is using which of the

following negotiation strategies?

- A. Good guy, bad guy
- B. Delay
- C. Deadline
- D. Extreme demands

你在复杂的谈判中，一方说“我们需要在 1 小时内结束因为我需要赶飞机航班”。这个人在使用下列哪个谈判技巧？

- A.黑脸白脸
- B.耽误
- C.最终期限
- D.极端需求

39. 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

作为记录管理系统的一部分。你尝试确保所有采购的文档被记录并索引。下列哪个你不需要担心？

- A.建议书
- B.SOW 工作说明书
- C.条款和条件
- D.谈判过程

40. The sponsor and the project manager are discussing what type of contract the project manager plans to use on the project. The buyer points out that the performing organization spent a lot of money hiring a design team to come up with the design. The project manager is concerned that the risk for the buyer be as small as possible. An advantage of a fixed price contract for the buyer is:

- A. cost risk is lower.
- B. cost risk is higher.
- C. there is little risk.
- D. risk is shared by all parties.

出资人在和项目经理一起讨论项目经理计划在项目上使用哪种合同。买方指出执行组织花费了大量钱财来雇用设计团队来做设计。项目经理希望买方的风险尽可能小。固定总价合同的一个优点是对买方而言：

- A.成本风险低
- B.成本风险高
- C.有少许风险
- D.风险由各方共担

41. A project performed under a cost reimbursable contract has finally entered the closing process. What must the buyer remember to do?

- A. Decrease the risk rating of the project.
- B. Audit seller s cost submittals.
- C. Evaluate the fee he is paying.
- D. Make sure that the seller is not adding resources.

你的项目执行在成本报销合同下进入收尾过程。买方应该记得做什么？

- A.降低项目风险等级
- B.审计卖方成本单据
- C.评估费用已经被支付
- D.确认卖方没有增加资源

42. The sponsor is worried about the seller deriving extra profit on the cost plus fixed fee (CPFF) contract. Each month he requires the project manager to submit CPI calculations and an analysis of the cost to complete. The project manager explains to the sponsor that extra profits should not be a worry on this project because?

- A. The team is making sure the seller does not cut scope.
- B. All costs invoiced are being audited.
- C. There can only be a maximum 10 percent increase if there is an unexpected cost overrun.
- D. The fee is only received by the seller when the project is completed.

出资人担心卖方从成本加固定酬金合同中获取额外利益。每个月他要求项目经理提交 CPI 来计算分析完成项目的成本。项目经理向出资人解释不用担心因为：

- A.团队将确认卖方不消减范围
- B.所有的成本都将被审计
- C.如果发生未预期的成本超支不会超过 10%
- D.只会在项目完成时卖方才能得到酬金

43. Which of the following is the BEST thing for a project manager to do in the Conduct Procurements part of procurement management?

- A. Evaluate risks
- B. Confirm that submittals have been sent
- C. Confirm that changes to the contract are made



D. Answer sellers questions about bid documents

下列哪个是项目经理在采购管理中实施采购过程中作的活动？

- A. 评估风险
- B. 确认发送了提交单
- C. 确认合同发生了变更
- D. 回答卖方关于招标文件的问题

44. Which of the following activities occurs during Plan Procurements?

- A. Make-or-Buy Analysis
- B. Answering sellers questions about the bid documents
- C. Creating the contract terms and conditions
- D. Creating the request for proposal or bid documents

下列哪个活动出现在规划采购中？

- A. 自制或购买分析
- B. 回答卖方关于招标文件的问题
- C. 创建合同条款和条件
- D. 创建招标文件或提议请求

45. What is one of the KEY objectives during negotiations?

- A. Obtain a fair and reasonable price.
- B. Negotiate a price under the seller s estimate.
- C. Ensure that all project risks are thoroughly delineated.
- D. Ensure that an effective communications management plan is established.

下列哪个是谈判的主要目标？

- A. 获得公平合理的价格
- B. 谈判获得低于卖方估算的价格
- C. 确保所有项目风险被彻底定义
- D. 确保已经建立有效的沟通管理计划

46. Bidder conferences are part of:

- A. plan contracting.
- B. contract administration.
- C. Conduct Procurements.
- D. plan purchases and acquisitions.

投标人会议属于：

- A. 采购规划
- B. 合同管理
- C. 实施采购

## D.规划购买或自制

47. A seller is working on a cost reimbursable (CR) contract when the buyer decides he would like to expand the scope of services and change to a fixed price (FP) contract. All of the following are the seller's options EXCEPT?

- A. Completing the original work on a cost reimbursable basis and then negotiating a fixed price for the additional work
- B. Completing the original work and rejecting the additional work
- C. Negotiating a fixed price contract that includes all the work
- D. Starting over with a new contract

某个卖方正在工作在成本补偿合同中买方决定扩展项目服务范围更改合同为固定总价合同，下列都是卖方的选项除了：

- A.根据成本补偿合同完成最初的工作就额外的工作开始固定总价合同的谈判
- B.完成最初的工作拒绝新的工作
- C.包括所有的工作开始就固定总价合同谈判
- D.开始用新的合同重新开始

48. All the following statements about change control are incorrect EXCEPT?

- A. A fixed price contract will minimize the need for change control.
- B. Changes seldom provide real benefits to the project.
- C. Contracts should include procedures to accommodate changes.
- D. More detailed specifications eliminate the causes of changes.

下列关于变更控制的说法都是错误的除了：

- A.固定总价合同将会降低变更控制的需要
- B.变更很少给项目带来真实的收益
- C.合同必须包括针对变更的流程
- D.更多细节的说明书可以排除变更的原因

49. All of the following statements concerning bid documentation are incorrect EXCEPT?

- A. Well-designed bid documents can simplify comparison of responses.
- B. Bid documentation must be rigorous with no flexibility to allow consideration of seller suggestions.
- C. In general, bid documents should not include evaluation criteria.
- D. Well-designed bid documents do not include a contract statement of work.

下列所有关于招标文档的说法都是错误的除了？

- A.设计良好的招标书可以很容易的进行回应
- B.招标文件必须非常严格不允许考虑卖方的建议
- C.一般而言，招标文档不应该包括评估标准

D.设计良好的招标书不包括合同工作说明书

50. A particular item that is needed for the performance of the project is not available in the organization and moreover it is anticipated that there will be a requirement for this item in the future. Considering these factors, what would you suggest?

- A. Renting
- B. Making
- C. Borrowing
- D. Leasing

某个特定的物品你的项目需要可是你的组织中没有，此外估计这个物品将来还需要使用，考虑到这些因素，你应该如何建议？

- A.租
- B.自制
- C.借
- D.出租

PMP 职业守则

1. You are the project manager for a new international project and your project team includes people from four countries. Most of the team members have not worked on similar projects before, but the project has strong support from senior management. What is the BEST thing to do to ensure that cultural differences do not interfere with the project?

- A. Spend a little more time creating the work breakdown structure and making sure it is complete.
- B. As the project manager, make sure you choose your words carefully whenever you communicate.
- C. Ask one person at each team meeting to describe something unique about their culture.
- D. Carefully encode all of the project manager s communications.

你是某个新国际项目的项目经理，你的团队成员来自 4 个国家。大多数团队成员此前没有在类似的项目工作过，可项目得到高层的强力支持。下列哪个是用来确保文化差异不影响此项目的做法？

- A.花费更多些时间创建 WBS，确保其完整
- B.作为项目经理，无论什么时候沟通时，确保你仔细选择你的词汇
- C.在每次团队会议中，要求一个人描述他们文化的独特的地方
- D.小心编码所有项目经理的沟通

2. While testing the strength of concrete poured on your project, you discover that over 35 percent of the concrete does not meet your company's quality standards. You feel certain the concrete will function as it is, and you don't think the concrete needs to meet the quality level specified. What should you do?

- A. Change the quality standards to meet the level achieved.
- B. List in your reports that the concrete simply "meets our quality needs."
- C. Ensure the remaining concrete meets the standard.
- D. Report the lesser quality level and try to find a solution.

在测试你项目所使用的混凝土的强度时，你发现 35%的混凝土没有符合你公司的质量标准。你感觉混凝土可以发挥其作用，你不认为混凝土需要满足质量标准。你应该做什么？

- A. 变更质量标准符合完成的标准
- B. 在你的报告中提到混凝土就简单写“符合我们的质量需求”
- C. 确保剩下的混凝土符合标准
- D. 报告混凝土质量层次较次，尝试找出解决方案

3. 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.

管理层答应你如果你提前完成项目就发奖金。当最终确定关键可交付成果时，你的团队告诉你，成果虽然符合合同要求，可是不能提供客户需要的功能。如果成果提交晚了，项目将不可能提前完成，你应该怎么做？

- A. 提供被要求的成果
- B. 告诉客户这种情形，找出合适的解决方案
- C. 列出来因为客户的原因导致耽误，用来准备和客户谈判
- D. 去掉些不被注意的活动，提供更多时间完成成果

4. In order to complete work on your projects, you have been provided confidential information from all of your clients. A university contacts you to help it in its research. Such assistance would require you to provide the university with some of the client data from your files. What should you do?

- A. Release the information, but remove all references to the clients names.

- B. Provide high-level information only.
- C. Contact your clients and seek permission to disclose the information.
- D. Disclose the information.

为了完成你项目的工作，你刚收到来自客户的机密信息。某个大学联系你帮助他们做研究，这种研究需要你提供给大学来自你档案的客户的数据，你应该做什么？

- A. 提供这些信息，不过要去掉所有提到的客户的名字
- B. 只提供摘要的信息
- C. 联系你的客户，找到提供这些信息的许可
- D. 偷漏这些信息

5. All of the following are the responsibility of a project manager EXCEPT?

- A. Maintain the confidentiality of customer confidential information.
- B. Determine the legality of company procedures.
- C. Ensure that a conflict of interest does not compromise the legitimate interest of the customer.
- D. Provide accurate and truthful representations in cost estimates.

下列都是项目经理的责任除了：

- A. 保证客户机密信息的机密性
- B. 确保公司程序合法
- C. 确保客户的合法利益不和利益冲突发生冲突
- D. 在成本估算时提供正确的、诚实的信息

6. You are in the middle of a project when you discover that a software seller you're your project is having major difficulty keeping employees due to a labor dispute. Many other projects in your company are also using the company's services. What should you do?

- A. Attempt to keep the required people on your project.
- B. Tell the other project managers in your company about the labor problem.
- C. Contact the company and advise it that you will cancel its work on the project unless it settles its labor dispute.
- D. Cease doing business with the company.

你在项目的一半时，你发现软件销售商的项目因为劳资纠纷，出现了很大的困难。你公司的其他项目也在使用这个公司的服务。你应该做什么？

- A. 尝试保持你项目有必要的人
- B. 告诉你公司其他项目经理关于劳工问题
- C. 联系公司，建议取消你的项目工作，除非劳资问题得到解决
- D. 终止和这个公司做生意

7. 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 10 percent savings.

你总被你的管理层要求砍掉 10% 的项目估算。你的新项目范围是不清楚的，有 30 多个干系人。管理层期望项目的结果能降低 25% 的停工率。下列哪个是这种情形下最好的行动？

- A. 重新规划实现 35% 的停工率
- B. 减少估算，并记录这个变更在规划风险应对
- C. 根据实际成本提供个正确的估算，并有能力支持
- D. 会见团队，找出来哪儿可以砍掉 10% 资金

8. You are a project manager for one of many projects in a large and important program. At a high-level status meeting, you note that another project manager has reported her project on schedule. Looking back on your project over the last few weeks, you remember many deliverables from the other project that arrived late. What should you do?

- A. Meet with the program manager.
- B. Develop a risk control plan.
- C. Discuss the issue with your boss.
- D. Meet with the other project manager.

你是个项目经理，你工作的项目属于某个大型重要的项目集。在高层的状态会议上。你注意到其他项目经理报告他们的项目都在进度上，想想你的项目上周的情况，你记得有些来自其他项目的成果到达的晚。你应该做什么？

- A. 会见项目集经理
- B. 开发风险控制计划
- C. 和你的老板讨论这个问题
- D. 会见其他项目经理

9. You are working on your research and development project when your customer asks you to include a particular component in the project. You know this represents new work, and you do not have excess funds available. What should you do?

- A. Delete a lower priority work package to make more time and funds available.
- B. Use funds from the contingency reserve to cover the cost.
- C. Follow the contract change control process.
- D. Ask for more funds from the project sponsor.

你工作在你的研究和发展项目上，你的客户要求你在项目中包括特定的某个组件。你知道这

将出现新的工作，你没有剩余款项可以使用，你应该做什么？

- A. 删除低优先级的工作包来获得更多时间和资金可用
- B. 使用来自应急储备的资金来完成
- C. 遵循合同变更控制流程
- D. 向项目出资人邀请更多资金

10. You are halfway through a major network rollout. There are 300 locations in the United States with another 20 in England. A software seller has just released a major software upgrade for some of the equipment being installed. The upgrade would provide the customer with functionality they requested that was not available at the time the project began. What is the BEST course of action under these circumstances?

- A. Continue as planned, your customer has not requested a change.
- B. Inform the customer of the upgrade and the impacts to the project's timeline and functionality.
- C. Implement the change and adjust the schedule as necessary because this supports the customer's original request.
- D. Implement the change to the remaining sites and continue with the schedule.

你在组织某个关键的网络展的中途。在美国有 300 个地点，在英国 20 个地点。某个软件供应商刚刚发布了针对某些安装的设备的主要软件的更新。这个更新提供客户项目开始不能使用的功能。在此种情况下最好的行动是：

- A. 继续规划，你的客户不要求变更
- B. 通知客户这个更新和对项目进度的影响和功能
- C. 执行变更，如有必要调整进度，因为这支持最初客户的请求
- D. 对剩下的地点实施变更，继续维持进度

11. You've been assigned to take over managing a project that should be half complete according to the schedule. After an extensive evaluation, you discover that the project is running far behind schedule, and that the project will probably take twice the time originally estimated by the previous project manager. However, the sponsor has been told that the project is on schedule. What is the BEST course of action?

- A. Try to restructure the schedule to meet the project deadline.
- B. Report your assessment to the sponsor.
- C. Turn the project back to the previous project manager.
- D. Move forward with the schedule as planned by the previous project manager and report at the first missed milestone.

你被要求接手某个项目，该项目根据进度表应该完成了一半。在评估之后，你发现项目进度落后很多，项目可能要花费此前项目经理最初估算的两倍时间完成。然而项目出资人告诉项目符合进度。最好的做法是：

- A. 尝试重新安排进度，确保符合项目最终期限
- B. 向出资人汇报你的评估
- C. 把项目推给此前的项目经理
- D. 按照此前项目经理的计划推动项目进度，当第一次里程碑错过时进行报告

12. A manager has responsibility for a project that has the support of a senior manager. From the beginning, you have disagreed with the manager as to how the project should proceed and what the deliverables should be. You and she have disagreed over many issues in the past. Your department has been tasked with providing some key work packages for the project. What should you do?

- A. Provide the manager with what she needs.
- B. Inform your manager of your concerns to get her support.
- C. Sit down with the manager at the beginning of the project and attempt to describe why you object to the project, and discover a way to solve the problem.
- D. Ask to be removed from the project.

某个管理者对某个项目负责，该项目得到来自高层管理者的支持。在开始，你和管理者在如何处理项目需要做什么成果方面就意见不一致。你和她过去就有过些观点不一致。你们部门被要求为项目提供些关键的可交付成果，你应该做什么？

- A. 提供她想要的
- B. 通知你的管理者表达你的观点获得她的支持
- C. 在项目开始先忍受，然后尝试描述你为什么反对项目，找种方式解决问题
- D. 要求调离此项目

13. 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.

你的职员晚提交某个报告 3 天。在讨论那个报告的会议的 5 分钟之前，他把报告交给你，你注意到些严重的错误，你应该如何做？

- A. 取消会议，重新安排在报告错误被修复的时候
- B. 到会议上，告诉其他出席者报告有些错误
- C. 让职员去做展示，保持沉默让其他出席者发现错误
- D. 取消会议，自己重新写报告



14. A large, complex construction project in a foreign country requires coordination to move the required equipment through crowded city streets. To ensure the equipment is transported successfully, your contact in that country informs you that you will have to pay the local police a fee for coordinating traffic. What should you do?

- A. Do not pay the fee because it is a bribe.
- B. Eliminate the work.
- C. Pay the fee.
- D. Do not pay the fee if it is not part of the project estimate.

某个大型的、复杂的建筑项目在外国需要在拥挤的街道运送大量必要的设备。为了确保设备运送成功。你联系的该国告诉你需要支付本地警察费用用来调整交通，你应该如何做？

- A. 不要支付费用，因为这是贿赂
- B. 去掉这个工作
- C. 支付费用
- D. 不要支付费用，如果这不是项目估算的部分

15. In a country with high level of violence in public, a local police officer requires a private money transfer to ensure the safety of your team. How do you react?

- A. You regard this as bribery or at least as palm greasing and do not pay.
- B. You do not pay, but follow the chain of command and solicit a decision.
- C. You regard it as a facilitation payment and pay the person.
- D. You regard the situation as a gray area and pay through an agent.

在某个暴力横行的国家，某个当地的警官要求你给他一笔私人钱财来确保你团队的安全，你该如何反应？

- A. 这个算贿赂或者算小费，不给
- B. 不给，不过要遵循行政管理
- C. 这个算方便费，给他
- D. 这种情形算灰色地带，找个代理给他费用

16. Respect is...

- A. ...a duty to show a high regard for oneself, others, and the resources entrusted.
- B. ...a limitation to trust, confidence and performance excellence through cooperation.
- C. ...accepting a level of information which may lead to disrespectful behavior.
- D. ...limited to respecting the physical and intellectual property rights of others.

尊敬是：

- A. 一种责任显示出对自己，其他人，和委托的资源的高度关心
- B. 一种限制包括信任，信心，和贯穿合作过程中绩效的优越表现
- C. 接受某个层面的信息，这些信息可能导致失礼的行为
- D. 限制于身体的关系和其他人的知识产权权力

17. You gathered a lot of knowledge on project management in your business life. What is an appropriate use for that?

- A. Share your knowledge with the professional community in form of books, articles, lectures, seminars etc.
- B. It is your knowledge, and it has a high market value. You may consider it your intellectual property, which you keep secret.
- C. There are better project managers somewhere in this world. They should help developing the professional community.
- D. Your job is managing projects for your customers. You should not worry about other project managers.

你搜集了大量的你所在行业的项目管理知识。什么是合适的使用方法？

- A. 和专业的社团分享你的知识，通过书，文章，演讲，研讨会等方式进行
- B. 这是你的知识，具有很高的市场价值。你可能考虑到你的知识产权，你要保守秘密
- C. 在这个世界上有更好的项目经理，他们应该帮助发展专业社团
- D. 你的工作是为你的客户管理项目，你不需要担心其他项目经理

18. As a leader, how should you deem Ethical conduct?

- A. You should ensure ethical conduct throughout the team by use of means including recognition and awards and in tight cooperation with the team members' line managers.
- B. Ethical conduct is all right as long as it does not impact the achievement of objectives and does not damage the performing organization's immediate options for profits.
- C. You are the role model for the team. Your personal integrity demonstrates the desired skills, behavior, and attitudes whose adoption may benefit team members.
- D. There are often dilemma situations in business. Then you may have to suspend your integrity and do what is appropriate. There may be long term negative effects, but these are not your responsibility

作为领导，你该如何看待职业道德规范？

- A. 你应该确保职业道德规范被整个团队使用，甚至包括对那些紧密合作的团队成员的职能经理使用奖励和鼓励的机制
- B. 职业道德规范不会影响实现目标，也不会损害执行组织直接的利润
- C. 你是团队的行为榜样。你个人完整体现的技能、行为和态度会让你的团队成员获得收益
- D. 在商业中常见到一些进退两难的局面，因此你可能需要选择合适的把诚实放到一边，虽然长远来看有负面的影响，可那不是你的责任

19. What is not a major benefit of co-locating team members from different cultures in one place instead of having a team dispersed over many countries?

- A. Short distance to the customer markets

- B. Reduced burden from travelling and international meetings
- C. Enhanced communications and a sense of community
- D. Identical working hours without time zone difference

下列哪个不是集中不同文化团队成员到一个地方办公而非分布在不同国家的主要利益？

- A. 缩短和客户市场距离
- B. 减少旅行和国际会议的负担
- C. 增强沟通和团队感觉
- D. 没有时区区别，能同样的工作小时来工作

20. You are the manager of a major project to develop a system of barriers to prevent a seaside city from flooding. Together with your team you created a Code of conduct stating that the Change control board must be immediately notified of gifts when the value exceeds \$90. The same applies to invitations when the value exceeds \$150. Today, a contractor executive sent you an invitation for a night at an opera with a value of \$95. It is a one-time event and you tried to obtain tickets by yourself without success. The person told you that he would so much wish to join you, but he will not be available on that day, and he could get hold of only one ticket anyway. What do you have to do?

- A. You are allowed to accept invitations with a value of up to \$150, so there should be no problem.
- B. One may regard the ticket as a gift, but it is just at the limit: You do not have to notify the CCB.
- C. The ticket is a gift and over of the limit. You have to notify the CCB who will make the decision.
- D. You are the project manager. The rules are in place to strengthen your position. They do not apply to you.

你是某个开发堤坝系统防止海边的城市被淹没的项目的项目经理。你和你的团队创建了行动守则，当礼品超过 90 美元时必须立刻通知变更控制委员会，同样也适用邀请超过 150 美元时。今天，某个供应商主管发给你一个歌剧邀请，价值 95 美元。此前你一直想通过自己获得票却没有实现。这个人告诉你非常希望见到你，可是他今天没有时间，而且他只拿到一张票。你应该如何做？

- A. 你被允许接受不超过 150 美元的邀请，所以这没问题
- B. 有人会把票当作礼物，也不过有这个限制：你没有通知 CCB
- C. 票是礼物超过了现值，你应该告诉 CCB，他们会作出决策
- D. 你是个项目经理，那些规则是为了强化你的位置，不适用于你

21. As a project manager, you must demonstrate transparency in...

- A. ...relation to confidential information.
- B. ...relation to proprietary information.

- C. ...passing on unproven information and gossip.
- D. ...your decision making processes.

作为项目经理，你必须体现出透明在...

- A. 保密信息方面
- B. 专利信息方面
- C. 传递证实过的信息和闲话
- D. 你的决策过程

22. Which is generally not regarded as one of the three categories of culture that managers should master?

- A. National culture
- B. Organizational culture
- C. Project culture
- D. Functional culture

下列哪个通常不被考虑为项目经理需要注意的三种文化类别的一种？

- A. 国家文化
- B. 组织文化
- C. 项目文化
- D. 职能文化

23. Your management announced that they want to put you on a Stretch assignment. In this situation, you should consider that...

- A. ...a stretch assignment is over your qualifications right from the start. Whatever your education, knowledge and skills are, you cannot fail. Congratulations.
- B. ...key stakeholders must have timely and complete information regarding your qualifications to make decisions regarding your suitability for the assignment.
- C. ...stretch assignments bear an increased risk of failure, and this is rarely outweighed by the learning and development experience expected to come with the assignment.
- D. ...you should avoid the increased hassle coming with the assignment. It will not be enough for you to simply satisfy requirements and achieve objectives. You will have to learn a lot.

你的管理层通知，他们想让你参加一个拓展作业。在这种情形下，你应该考虑：

- A. 拓展训练是结束你资格权利的开始，不管你的教育，知识和技能是什么，你不能失败，祝贺你
- B. 关键的干系人必须及时完成关于的资格方面的信息来作出决策关于你是否符合作业的资格
- C. 拓展训练增加失败风险，很少能够在作业中获得更多的学习和发展经验
- D. 你应该避免与作业相关的争辩，这不足以让你简单满足需求，实现目标。你可以学到很多

24. What is typical for high-context cultures?

- A. Technical means for communications can focus on transfer of spoken and written language.
- B. Communication is preferred which avoids passing over a great deal of additional information.
- C. A message has little meaning without an understanding of the surrounding context.
- D. To understand a message, no information on history or personal opinions is needed.

高度相关的文化是什么？

- A.技术上意味着沟通可以集中在说话和写作语言翻译上
- B.沟通时最好避免忽略大量额外的信息
- C.在没了解前后关系时，一个信息可能只有少数含义
- D.理解一个消息时，不需要历史 and 个人的观点信息

25. During a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by these stakeholders. The BEST thing for the project manager to do would be to:

- A. let the sponsor know of the stakeholders request.
- B. evaluate the impact of adding the scope.
- C. tell the stakeholders the scope cannot be added.
- D. add the work if there is time available in the project schedule.

在与项目干系人开会期间，项目经理被要求增加一些工作到项目范围中。在签订项目章程之前，项目经理被授权为只是符合项目要求即可，他还记得，当时项目出资人明确地拒绝了用以支付这些项目干系人所提及范围的资金。对这位项目经理来说，最应该做的事情是？

- A. 让项目出资人知晓这些干系人的请求。
- B. 评估由范围增加所造成的影响。
- C. 告诉项目干系人不能增加项目范围。
- D. 如果在项目进度计划中发现尚有空余时间，则增加这些工作。

## 目 录

声明.....	2
项目管理概论.....	3
项目整体管理.....	4
项目范围管理.....	8
项目进度管理.....	11
项目成本管理.....	15
项目质量管理.....	18
项目人力资源管理.....	21
项目沟通管理.....	25
项目风险管理.....	28
项目采购管理.....	32
PMP职业守则.....	35

# 声明

本档由吴永达老师授权打印，供合作机构 PMP 考前辅导班学员学习使用。目的是帮助学员更好的理解 PMP 考试知识点，掌握答题思路与技巧。未经吴永达老师书面正式许可，任何个人或组织不得将此材料部分或完整用于其课堂讲授、培训讲义和其他正式出版物之中。

吴永达  
2009-08-10

## 说明

- 1、本书试题答案是编者研究分析之后个人观点，仅供参考；
- 2、书中解题分析参考部分“PMBOK2008”是指电子工业出版社出版的《项目管理知识体系指南（PMBOK 指南）（第 4 版）》；
- 3、书中解题分析所指页码是表示该试题所考察内容在 PMBOK2008 中的位置，有两种情况，第一种情况，该试题依据在该页某行（读者请自行寻找，以加深印象）；第二种情况，该知识点虽然书上没有原文，但是与该页内容相关。

## 项目管理概论

- 1.答案: C 解释: 产品生命期大于项目生命期, 一个产品生命期可以包括一个或多个项目生命期。参考: PMBOK2008 P18。
- 2.答案: A 解释: 产品的维护属于运营, 属于产品生命期的部分, 不属于项目生命期。参考: PMBOK2008 P18。
- 3.答案: C 解释: 项目管理办公室主要职责是向项目经理提供支持。参考: PMBOK2008 P11。
- 4.答案: D 解释: 标准和法规都属于事业环境因素, 对项目而言影响是不确定的。参考: PMBOK2008 P14。
- 5.答案: A 解释: 项目有三个特点: 临时、独特、渐进明细; 需要把渐进明细核变更区分开, 渐进明晰是指随着项目的进展, 对项目的了解会逐步增加。
- 6.答案: B 解释: 干系人的影响力, 随着项目进展会逐步递减。参考: PMBOK2008 P17。
- 7.答案: C 解释: 默认在矩阵组织中, 团队成员的绩效评估是职能经理的职责。参考: PMBOK2008 P26。
- 8.答案: A 解释: 选项 A 是项目团队成员的事情, 属于风险管理章节内容。参考: PMBOK2008 P25。
- 9.答案: D
- 10.答案: D 解释: 持续重复的是运营。参考: PMBOK2008 P5。
- 11.答案: D 解释: 项目是独特的, 运营是重复的; 项目是临时的, 运营是持续的。参考: PMBOK2008 P22。
- 12.答案: D 解释: 项目发起人就是出资人, 负责提供财务资源。参考: PMBOK2008 P25。
- 13.答案: B 解释: 项目的目标需要出资人参与制定, 此外项目的重大变更需要走 CCB (变更控制委员会), 项目出资人通常属于 CCB。其他几个选项都是项目经理的责任。参考: PMBOK2008 P25。



- 14.答案: C 解释: 这里说的是每日进行日报这个事情属于什么。参考: PMBOK2008 P12
- 15.答案: A 解释: 识别干系人是个持续性的过程, 贯穿项目始终。参考: PMBOK2008 P24。
- 16.答案: D 解释: 存在变更通常是因为某些干系人最初没有识别, 在项目进行中这些干系人提出新的需求。参考: PMBOK2008 P23。
- 17.答案: B 解释: PMO 负责为项目经理提供支持。参考: PMBOK2008 P11。
- 18.答案: C 解释: PMO 项目管理办公室负责识别和开发项目管理方法。参考: PMBOK2008 P11。
- 19.答案: B 解释: 项目阶段正式结束, 需要进行阶段末评审, 此刻并不一定要批准下一阶段。参考: PMBOK2008 P20。
- 20.答案: D 解释: 三角形约束为: 范围、进度、成本。参考: PMBOK2008 P6。
- 21.答案: A 参考: PMBOK2008 P29。
- 22.答案: A 解释: 过程组不同于项目阶段。大型项目划分多个阶段, 在每个阶段都要执行这些过程组。参考: PMBOK2008 P41。
- 23.答案: B 解释: 执行过程就是把人和资源整合起来完成项目管理计划中的工作的过程。参考: PMBOK2008 P55。
- 24.答案: D 解释: 对于任何给定的项目, 项目经理都要和项目团队共同负责, 确定应采取的哪些过程以及应多么严格地运用每个过程。参考: PMBOK2008 P38。
- 25.答案: C 解释: 项目管理办公室是项目经理的家, 为项目经理提供支持。参考: PMBOK2008 P11。

#### 项目整体管理

- 1.答案: B 解释: 资源平衡属于制定进度表的工具。参考: PMBOK2008 P93。
- 2.答案: C 解释: 变更控制委员会是由重要干系人组成的组织负责批准或否决变更请求。参考: PMBOK2008 P94 P420。

- 3.答案：D 解释：在监控中采取的纠正措施必须通过经验总结过程进行记录。
- 4.答案：A 解释：需要综合考虑风险，重新估算可行性，而不是直接接受发起人要求。
- 5.答案：D 解释：目标必须是符合 SMART 原则：具体、量化、可实现、与战略相关、有时间限制。参考：PMBOK2008 P77。
- 6.答案：A 解释：选项 B、选项 C、选项 D 都属于项目管理计划。参考：PMBOK2008 P77。
- 7.答案：C 参考：PMBOK2008 P93。
- 8.答案：C 解释：项目经理的作用：整合；技能是：沟通；素质是：与他人合作。
- 9.答案：B 参考：PMBOK2008 P95。
- 10.答案：C
- 11.答案：D 解释：工作授权系统用来确保工作由正确的组织在正确的时间按照正确的顺序来完成。参考：PMBOK2008 CH P444。
- 12.答案：B 解释：启动一个项目的原因包括：市场需球、组织需求、客户要求、技术改进、法律要求、社会要求等。参考：PMBOK2008 P75。
- 13.答案：B 解释：反推法，职能经理配合不到位最容易出现题干所描述问题。
- 14.答案：A 解释：题干指出团队成员抱怨，代表奖励系统可能需要改善。
- 15.答案：A 解释：新的工作等于新的项目，因为它要求不同的技能，对新项目首先确定项目目标，编写项目章程。
- 16.答案：C 解释：项目章程的作用：正式批准项目或阶段，授权项目经理在项目活动中使用组织资源。参考：PMBOK2008 P73。
- 17.答案：B 解释:项目经理首先需要评估变更的影响--找出新方式的特点和影响。参考：图解项目管理上册 4.5 实施整体变更控制 变更控制流程图。
- 18.答案：C 解释：题干表明此前项目经理策略是强制，这样容易导致团队出现问题，因此

新任项目经理需要确定管理策略来对团队进行有效管理。

19.答案: C 解释: 当识别出风险时, 接下来需要评估风险的影响(后果)。参考: PMBOK2008 P273。

20.答案: A 解释: “正式结束一个阶段时, 并不一定要批准下一个阶段。” 参考: PMBOK2008 P20。

21.答案: B 解释: 时差是对还没开始的活动根据最早开始日期、最晚开始日期来计算的。时差可以显示某项活动进度安排的灵活程度。参考: PMBOK2008 P155。

22.答案: C 解释: 配置管理活动包括: 1、配置识别; 2、配置状态记录; 3、配置核实和审计。参考: PMBOK2008 P95。

23.答案: D 解释: 预期现金流是针对未来的评估, 未来不确定, 需要考虑概率。

24.答案: D 解释: 选项 D 是项目章程的作用。工作授权系统: 工作授权系统保证每个活动在合适的时间按照合适的顺序进行。参考: PMBOK2008 P444。

25.答案: C 解释: 整体变更控制过程包括以下变更管理活动: 1、对变更因素施加影响; 2、管理已经批准的变更; 3、维护基准; 4、审查批准变更; 5、完整记录变更请求的影响。参考: PMBOK2008 P93。

26.答案: D 解释: 选项 D 等于是回避, 没有解决问题。参考: Vijay K. Verma, The Human Aspects of Project Management: Human Resources Skills for the Project Manager, Volume Two, page 152.

27.答案: C 参考: PMBOK2008 P73。

28.答案: A 参考: Kim Heldman, Project Management JumpStart, page 268.

29.答案: A 参考: PMBOK2008 P75。

30.答案: B 参考: PMBOK2008 P74。

31.答案: D 解释: 领导的作用: 规划远景指明方向、鼓舞团队。参考: PMBOK2008 P240。

32.答案: A 解释: 项目阶段的阶段末审查, 被称为阶段关卡。参考: PMBOK2008 P20。

- 33.答案：B 参考：图解项目管理（2008 版） 项目选择方法。
- 34.答案：D 解释：这道题反过来理解，下列哪些是大多数项目中的关键干系人，A 和 B、C 都是。参考：PMBOK2008 P25 P26。
- 35.答案：B 解释：经验总结是吸取教训，而不是找责任。参考：PMBOK2008 P33。
- 36.答案：B 解释：执行就是把人和资源结合起来完成项目管理计划中的工作。参考：PMBOK2008 P55。
- 37.答案：C 解释：“...干预那些规避整体变更控制的因素，确保只有经批准的变更才能付诸执行。” 参考：PMBOK2008 P59。
- 38.答案：B 解释：项目经理需要解决问题，选项 B 等于回避。参考：PMBOK2008 P64。
- 39.答案：B 解释：选项 B 等于回避问题参考：PMBOK2008 P64。
- 40.答案：A 解释：选项 A 是运营；项目可能基于很多原因启动：市场需求、技术改进、组织需要、商业需求等。参考：PMBOK2008 P75。
- 41.答案：A 解释：项目来自于组织或项目集、项目组合管理的主体。参考：PMBOK2008 P8
- 42.答案：C 解释：在出现大量变更时，需要重新修订基准。参考：PMBOK2008 P99。
- 43.答案：A 解释：接受项目后首先需要了解项目的目的和商业论证。参考：PMBOK2008 P75。
- 44.答案：C 解释：选项 C 属于采购文档的内容；采购文档是管理采购的输出。参考：PMBOK2008 P340。
- 45.答案：B 解释：选项 B 是软件本身，软件本身不会发生变化。这道题是描述与项目记录相关的记录管理系统。参考：PMBOK2008 P339。
- 46.答案：A 解释：这道题等于问下列哪个是制定项目章程过程的输入。参考：PMBOK2008 P76。
- 47.答案：B 参考：PMBOK2008 P341。

48.答案：B 参考：PMBOK2008 P73。

49.答案：B 解释：配置管理系统用来维持产品和服务和成果基准的完整性。参考：PMBOK2008 P94。

50.答案：B 解释：头脑风暴，在很短时间内收集大量信息，收集过程不能进行批判。选项 A 是 SWOT 分析；选项 C 是六顶思考帽。参考：PMBOK2008 P108。

#### 项目范围管理

1.答案：B 解释：根据变更流程图（见图解项目管理-整体变更控制过程），当有人有变更请求时，项目经理首先应该了解变更的内容。

2.答案：D 解释：本题干等于发生了镀金现象，镀金是指“小的范围增加，由团队成员发起”，项目经理需要避免此现象再发生。与之比较接近的是范围蔓延：未得到控制的变更，通常客户发起。参考：PMBOK2008 P125。

3.答案：A 解释：控制帐户，WBS 中的管理控制点，在该控制点上，把范围、预算（资源计划）、实际成本和进度加以整合，并把它和实现值做比较，以测量绩效。参考：PMBOK2008 P422。

4.答案：C 解释：核实范围就是与客户或发起人一起审查可交付成果，并得到其认可的过程。参考：PMBOK2008 P123。

5.答案：C 参考：PMBOK2008 P112。

6.答案：C 解释：可交付成果是可以变更的。参考：PMBOK2008 P115。

7.答案：B 解释：接下来应该做定义范围。参考：PMBOK2008 P113。

8.答案：B 解释：工作分解结构词典是工作分解结构的支持性文件，对每个组成部分的详细描述。参考：PMBOK2008 P121。

9.答案：D 解释：任何变更都需要走整体变更控制过程。参考：PMBOK2008 P94。

10.答案：B 解释：WBS 字典是单独的文档，是 WBS 的支持文件。参考：PMBOK2008 P121。

- 11.答案:C 解释:事先确定的预算、强制性日期、合同条款都是制约要素。参考:PMBOK2008 P115。
- 12.答案: B 解释: 题干表明 是在控制范围过程之中, 偏差分析是该过程的工具。参考: PMBOK2008 P127。
- 13.答案:A 解释:变更控制系统会说明不同变更的审批所需的人员层次。参考:PMBOK2008 P420。
- 14.答案: B 解释: 约束就是制约因素, 如事先制订的预算。参考: PMBOK2008 P421 115。
- 15.答案: C 解释: 题干表面需要进行核实范围, 选项 C 是核实范围的工具。参考: PMBOK2008 P124。
- 16.答案: A 解释: WBS 词典是核实范围的输入。参考: PMBOK2008 P124。
- 17.答案: A 参考: PMBOK2008 P115。
- 18.答案: D 参考: PMBOK2008 P115。
- 19.答案: B 解释: Code of Accounts 账户编码, 用来唯一的识别工作分解结构每个组成部分的编码系统, 可以直观的显示某个 WBS 元素所属层次。参考: PMBOK2008 P421。
- 20.答案: B 解释: 核实范围和质量控制不同; 核实范围是成果得到客户或干系人认可的过程, 不代表项目结束。参考: PMBOK2008 P123。
- 21.答案: B 解释: WBS 字典包括 WBS 中组成部分的详细描述: 如账目编码、工作说明书、责任组织和进度里程碑。参考: PMBOK2008 P121。
- 22.答案: B 解释: 控制范围需要确保所有变更请求都经过实施整体变更控制过程的处理。参考: PMBOK2008 P125。
- 23.答案: C 解释: 范围规划过程包括: 定义范围、创建 WBS, 这两个过程有助于在早期项目干系人对项目成果达成共识, 可以预防题干所出现的情况。参考: PMBOK2008 P115。
- 24.答案: A 解释: 核实范围在项目每个阶段收尾之前进行。参考: PMBOK2008 P123。
- 25.答案:A 解释:WBS 可以帮助跟踪项目成果完成情况, 避免工作重叠。参考:PMBOK2008

P121。

26.答案: A 解释: WBS 用图形方式直观的展示项目的成果组成,有助于与客户交流。参考: PMBOK2008 P445。

27.答案: D 解释: Not all questions will be difficult. The level of uncertainty in scope increases based on the scale of effort required to identify all the scope. For larger projects it is inore difficult to "catch" everything.

28.答案:A 解释:WBS 字典包括 WBS 每个组成部分的详细描述。参考:PMBOK2008 P121。

29.答案: A 解释: 范围基准是项目管理计划的组成部分包括: 范围说明书、工作分解结构、工作分解结构词典。参考: PMBOK2008 P122。

30.答案: B 解释: 选项 B 等于识别干系人。

31.答案:C 解释:WBS字典包括所有 WBS 组成部分的详细描述。参考:PMBOK2008 P121。

32.答案: C 解释: 核实范围是个过程,来获得干系人对成果的认可。过程不同于阶段,过程需要在每个阶段进行。参考: PMBOK2008 P123。

33.答案: B 参考: PMBOK2008 P125。

34.答案: B 解释: 范围说明书是定义范围的输出,定义范围属于规划过程组。参考: PMBOK2008 P115。

35.答案: B 解释: 核实范围就是与客户或发起人一起审查可交付成果,并得到其认可的过程。参考: PMBOK2008 P123

36.答案: C 解释: 实现项目目标的方法属于项目范围,定义范围过程来选择这些方法。参考: PMBOK2008 P112。

37.答案: D 解释: 事先确定的预算、强制性日期、合同条款、政府法律都是制约要素。参考: PMBOK2008 P115。

38.答案: C 解释: WBS (工作分解结构)是面向成果的工作层级分解,用来组织并定义项目的范围。参考: PMBOK2008 P116。

- 39.答案: C 解释: 为了计划的目的, 把某些事情想象成真实的、正确的、确定的。参考: PMBOK2008 P116 P419。
- 40.答案: C 解释: 事先确定的预算、强制性日期、合同条款、政府法律都是制约要素。参考: PMBOK2008 P115。
- 41.答案:C 解释: BOM 是材料清单是用来显示某个产品的组成部分的列表, 不包括财务信息。也可以反推, 其他三个选项都是正确的。参考: PMBOK2008 P280 RBS; P220 OBS 资源分解结构。
- 42.答案: B 参考: PMBOK2008 P123。
- 43.答案: A 参考: PMBOK2008 114。
- 44.答案: C 解释: 范围说明书用来描述项目的成果及相关需要完成的工作。参考: PMBOK2008 P115。
- 45.答案: C 解释: WBS (工作分解结构) 是面向成果的工作层级分解, 用来组织并定义项目的范围。参考: PMBOK2008 P116。
- 46.答案: C 解释: 配置管理系统是整体变更控制过程的工具。参考: PMBOK2008 P114。
- 47.答案: C 解释: WBS (工作分解结构) 是面向成果的工作层级分解, 用来组织并定义项目的范围。参考: PMBOK2008 P116。
- 48.答案: C 参考: PMBOK2008 P103。
- 49.答案: C 解释: Code of Accounts 账户编码, 用来唯一的识别工作分解结构每个组成部分的编码系统, 可以直观的显示某个 WBS 元素所属层次。参考: PMBOK2008 P421。
- 50.答案: B 解释: 假设分析是风险识别过程的工具; 选项 C 说的是制约因素; 选项 D 是事后推卸责任, 不好。参考: PMBOK2008 P419。

#### 项目进度管理

- 1.答案: B 解释: 在项目进度表没有确认资源之前, 始终是初步进度表, 不能发布。参考: PMBOK2008 P157。



- 2.答案：A 解释：SPI 小于 1 代表进度滞后。参考：PMBOK2008 P183。
- 3.答案：D 解释：里程碑：项目进度表中的重大事件标志着主要成果的完成时间，历时为 0。里程碑报告用来显示摘要信息。参考：PMBOK2008 P157。
- 4.答案：B 解释：快速跟进（Fast tracking）是一种进度压缩技术，特点是将原本按照顺序作的活动改为同时进行，从而加速项目进展，相对增大了风险。参考：PMBOK2008 P157。
- 5.答案：C 解释：此类题的做法：将给出的活动历时代入每条路径中，然后计算每条路径的总历时，最长历时的路径就是关键路径。参考：PMBOK2008 P154。
- 6.答案：D 参考：PMBOK2008 P152。
- 7.答案：D 解释：活动属性不包括成本基准。参考：PMBOK2008 P136。
- 8.答案：B 解释：WBS 是创建 WBS 过程的输出。参考：PMBOK2008 P135。
- 9.答案：A 解释：里程碑：项目进度表中的重大事件标志着主要成果的完成时间，历时为 0。参考：PMBOK2008 P157
- 10.答案：C 参考：PMBOK2008 P150。
- 11.答案：A 解释：赶工是拿资源换时间。参考：PMBOK2008 P156。
- 12.答案：B 解释：项目经理需要和职能经理进行谈判，以便获得合适的资源。参考：PMBOK2008 P227。
- 13.答案：D 解释：Sink 就是某个网络的节点，前面有多个前置活动。参考：Larry Richman, Improving Your Project Management Skills, page 92.
- 14.答案：D 解释：活动初始历时，即最初所进行类比估算所获得的历时。随着项目信息增加会活动的历时会被更新，可初始历时要保留不更新。参考：PMBOK2008 P151。
15. Answer: 1 Reference: PMBOK Guide, Third Edition, page 147.
- 16.答案：D 参考：PMBOK2008 P140。
- 17.答案：B 参考：PMBOK2008 P157。

- 18.答案：B 参考：PMBOK2008 P135。
- 19.答案：B 解释：为了在 20 周完成你需要进行进度压缩。
- 20.答案：C 解释：关键路径越多，项目进度风险越大。参考：PMBOK2008 P154。
- 21.答案：B 解释：总时差是不影响完工日期的前提下可以耽误的时间；自由时差是不影响后续活动最早开始日期的前提下可以耽误的时间；参考：PMBOK2004 P443。
- 22.答案：D 解释：项目的历时取决于项目关键路径的长度，而且还要考虑滞后、资源日历的影响。
- 23.答案：A 解释：定义活动就是对工作包进行分解确定需要进行的必要活动。参考：PMBOK2008 P133。
- 24.答案：C 解释：里程碑：项目进度表中的重大事件标志着主要成果的完成时间，历时为 0。里程碑报告用来显示摘要信息。参考：PMBOK2008 P157
- 25.答案：B 参考：PMBOK2008 P164。
- 26.答案：C 解释：类比估算是根据过去类似项目进行判断，特点是不准确，所以不能选择 A 和 B；选项 D 是监控过程，用不上类比估算。参考：PMBOK2008 P149。
- 27.答案：D 解释：这个活动总时差是 10 天；关键路径上活动时差为 0，因此选择 D。参考：PMBOK2008 P155。
- 28.答案：C 解释：根据过去项目的历时来估算现在是类比估算。参考：PMBOK2008 P172
- 29.答案：D 解释：题干表明已经完成排序、估算活动资源、估算活动历时，制定进度表。所以接下来需要得到批准。
- 30.答案：C 解释：题干表明已经完成排序、估算活动资源、估算活动历时，接下来需要制定进度表。参考：PMBOK2008 P152。
- 31.答案：D 解释：进度管理计划包括对进度变更控制的方法的具体描述。参考：PMBOK2008 P161。

- 32.答案: D 解释: 储备金分析是 估算活动历时过程的工具。参考: PMBOK2008 P151。
- 33.答案: B 参考: PMBOK2008 P140。
- 34.答案: C 解释: 出现此问题表面项目范围没有确定, 出资人是主要干系人, 项目经理需要和干系人交流确定项目范围。
- 35.答案:B 解释: 题干提到你自己估算历时, 表明没有让团队参与, 题干也没表明你使用网络图进行排序。
- 36.答案: D 解释: 首先进度压缩: 即在不改变范围的情况下, 缩短项目历时。参考: PMBOK2008 P156。
- 37.答案: B 参考: PMBOK2008 P152。
- 38.答案: A 解释: 项目有两条路径: 1-2-3; 1-4; 第一个历时为 10 周; 第二个是 9 周。
- 39.答案:A 解释: 赶工和快速跟进都属于进度压缩方法, 都存在一定的风险。参考: PMBOK2008 P156。
- 40.答案: C 参考: PMBOK2008 P156。
- 41.答案: B 解释: PDM (前导图) 可以清楚表达 4 种逻辑关系: FF、SS、FS、SF。参考: PMBOK2008 P138。
- 42.答案: C 解释: 题干表明 需要控制每月投入的资源数量, 资源平衡是根据资源限制来安排项目进度的方法。参考: PMBOK2008 P156。
- 43.答案: D 解释: 时差是对还没开始的活动根据最早开始日期、最晚开始日期来计算的。时差可以显示某项活动进度安排的灵活程度。时差包括总时差、自由时差。参考: PMBOK2008 P443。
- 44.答案: C 解释: 标准差越大, 代表项目风险越大, 即估算不准确。
- 45.答案: B 解释: 准确说是关键路径法, 来找出项目关键路径, 网络图是活动排序的工具, 在活动排序滞后才可以找关键路径。参考: PMBOK2008 P138。
- 46.答案: C 解释: 滞后是 让后置活动等待一段时间再开始。参考: PMBOK2008 P140。

47.答案:A 解释: 标准差= (最悲观-最乐观)/6=1。参考: PMBOK2008 P150。

48.答案: D 解释: 横道图显示历时、项目进展非常直观; 网络图显示逻辑关系最清楚。参考: PMBOK2008 P157。

49.答案: C 解释: 注意看题干“必须完成”代表是硬逻辑参考: PMBOK2008 P139。

50.答案: B 解释: SV 大于 0 代表项目进度提前。参考: PMBOK2008 P182。

#### 项目成本管理

1.答案: C 解释: 假设你做的估算是客观的, 那么只有砍掉活动 (范围), 才能降低估算。

2.答案: A 解释: 管理储备不是项目基准一部分, 但包含在项目总预算中。参考: PMBOK2008 P177。

3.答案: A 解释: 项目 C 和 D 无法判断收益; 项目 A 和 B 对比, 内部收益率是计算的纯利润; BCR 是收入比成本。

4.答案: C 解释: 类比估算基于经验, 不准确, 自下而上估算可以避免遗漏活动的费用预算。参考: PMBOK2008 P172。

5.答案: A 解释: 没有项目章程, 意味着项目没有正式批准。参考: PMBOK2008 P73。

6.答案: B 解释: 沉淀成本, 又名沉没成本, 是过去花的钱, 在作项目决策时不再需要考虑

7.答案: C 解释: 制定预算是汇总所有单个活动或工作包的估算成本, 建立一个经批准的成本基准的过程。参考: PMBOK2008 P174。

8.答案: B 解释: 制定预算是汇总所有单个活动或工作包的估算成本, 建立一个经批准的成本基准的过程。制定预算属于规划过程。参考: PMBOK2008 P174

9.答案: A

10.答案: C 解释: 支持细节 即 估算依据, 会显示成本估算的依据、假设、制约因素等。参考: PMBOK2008 P174。

- 11.答案: D 解释: NPV 即净现值, 越大越好。
- 12.答案: B 解释: NPV (Net Present Value) 净现值: 按一定的折现率将项目各年净现金流量折现到同一时点的现金累加值。项目的净现值越大越好
- 13.答案: C 解释: 内部收益率 (IRR) 定义: 是项目现金流入量现值等于现金流出量现值时折现率。--在项目寿命期内项目内部为收回投资每年的净收益率。内部收益率要大于行业收益率, 项目才可以做。对项目而言, IRR 越大越好。
- 14.答案: A 解释: EV, 挣值(实现值)指到特定日期已完成工作的预算值。参考: PMBOK2008 P182。
- 15.答案: D 解释: 价值分析的定义: 以最低的成本识别所要求的功能, 为识别的功能确立价值, 以最低的成本提供所要求的价值。
- 16.答案: A
- 17.答案: B 解释: 成本绩效基准是经过批准且按时间段分配资金的完工预算, 通常用 S 曲线表示。可以用来评估项目费用的需求。参考: PMBOK2008 P178
- 18.答案: C 解释: CPI 小于 1 代表项目成本超支, 需要进行评估。参考: PMBOK2008 P183。
- 19.答案: B 解释: 估算需要重复进行, 需要遵循指南。
- 20.答案: A 解释: 当项目发生重大变更时, 需要重新修订成本基准, 作为实现值分析的依据。
- 21.答案: C 解释: SPI 小于 1 代表进度落后; CPI 等于 1 代表预算一致。因为进度落后所以不可能“项目整个工作已经结束”。参考: PMBOK2008 P183。
- 22.答案: D 解释:  $CV=0$ ;  $SV=2,100,000$  代表进度提前, 预算一致。参考: PMBOK2008 P182。
- 23.答案: D 解释: 如果影响在未来还会出现, 表示是典型偏差, 使用公式:  $EAC=BAC/CPI$ ;  $BAC=BTC+EV$ ,  $BAC=2$  百万; 所以  $EAC=2.4$  百万。参考: PMBOK2008 P184。
- 24.答案: D 解释: 其他三个选项都是制定预算过程的输入。参考: PMBOK2008 P176。

- 25.答案: C 解释: 偏差不再出现, 使用公式:  $EAC=AC+BAC-EV=1,100,000$ 。参考: PMBOK2008 P184。
- 26.答案: A 解释: 一般在项目需要避免某个期间大量成本支出, 需要通过资金平衡来实现此目标。参考: PMBOK2008 P178。
- 27.答案: B 解释: 考虑三角形约束, 当预算被降低时, 需要调整项目的历时和资源投入。
- 28.答案: D 解释: 成本基准是制定预算过程的输出。参考: PMBOK2008 P174。
- 29.答案: C
- 30.答案: B 解释: 固定成本不会因为产品数量而改变。
- 31.答案:D 解释: 选项 D 不是项目选择指标。
- 32.答案: B 解释: 预算估算的等级是-10%——+15%。参考: PMBOK2008 P168。
- 33.答案: A 解释: 参数估算根据某个参数 (如每平方米价格) 来估算项目活动所需费用。参考: PMBOK2008 P172。
- 34.答案:C 解释: $SPI=EV/PV$ ; EV 是实际完成工作; PV 是计划完成工作。参考:PMBOK2008 P183。
- 35.答案: D 解释: 生命周期成本就是产品生命周期成本, 包括项目本身的成本和项目成果 (产品) 在使用中的运营和维护成本。参考: PMBOK2008 P167。
- 36.答案: D 解释: 请理解机会成本的概念: 选择另一个机会而所放弃的某个机会的收益。如卖白菜可以赚 1000 元, 写程序可以赚 10000, 如果选择卖白菜, 而不能去写程序, 那么说明卖白菜的机会成本为 10000 元。
- 37.答案: C 解释: 双倍余额法是加速折旧法的一种形式。折旧越快, 交税越少。
- 38.答案:D 解释:  $CV=EV-AC=-50$ 。
- 39.答案: B 解释: 参数估算根据某个参数 (如每平方米价格) 来估算项目活动所需费用。参考: PMBOK2008 P172。

- 40.答案：C 解释：项目预算在规划过程中完成。参考：PMBOK2008 P178。
- 41.答案：B 解释：历史信息属于组织过程资产的一部分，作为成本估算的输入。参考：PMBOK2008 P171。
- 42.答案：C 解释：培训的效果可以用到多个项目上，因此培训费用属于间接成本。
- 43.答案：D 解释：未来还出现表明典型偏差， $EAC=BAC/CPI=2$  百万除  $5/6=2.4$  百万。
- 44.答案：A 解释：因为  $EAC=BAC/CPI$ ；所以， $CPI=BAC/EAC$
- 45.答案：C 解释：租借场地的费用不会因为参加的人数而改变，所以是固定成本。
- 46.答案：C 解释：回收期就是某个项目的成本全部收回所需的时间，从第一天投入成本开始到所有成本收回之日。
- 47.答案：A 解释：因为未被识别的成本条目所引发的偏差，今后不再出现，属于非典型偏差；所以使用公式  $EAC=AC+BAC-EV=BAC-CV$ 。
- 48.答案：B 解释：回收期计算：一个月收回 2 万，5 个月收回所有投资 10 万。
- 49.答案：D
- 50.答案：B 解释：自下而上估算，首先需要估算每个活动所需费用。参考：PMBOK2008 P172。

#### 项目质量管理

- 1.答案：C 解释：鱼骨图显示某个事件和结果之间的关系。参考：PMBOK2008 P208。
- 2.答案：C 参考：PMBOK2008 P208。
- 3.答案：C 解释：因为进行了测量，才知道没达到要求，测量是控制的工具。
- 4.答案：B
- 5.答案：C 解释：规划质量是识别项目相关质量标准以及如何实现这些标准的过程。参考：

PMBOK2008 P192。

6.答案：B 解释：计划的顺序范围、进度、成本、质量、人力、沟通、风险、采购。按顺序该规划质量。

7.答案：B 解释：这道题干描述的质量达到的好处，是书上所描述“如果质量没达到”的现象的反过来的描述。参考：PMBOK2008 P189 P190。

8.答案：C 解释：质量控制衡量结果是实施质量保证过程的输入。参考：PMBOK2008 P203。

9.答案：B 参考：PMBOK2008 P200。

10.答案：A 参考：PMBOK2008 P200。

11.答案：C 解释：鱼骨图用于质量控制过程，来分析引发问题的原因。参考：PMBOK2008 P208。

12.答案：D

13.答案：B 解释：鱼骨图用来识别已经发生的问题的原因。参考：PMBOK2008 P208。

14.答案：D

15.答案：C 参考：PMBOK2008 P209。

16.答案：C 参考：PMBOK2008 P204。

17.答案：D

18.答案：B 解释：中数又叫中位数，是一组样本中介于中间的那个样本数字，如 1，3，4，5，6；4 就是中数。

19.答案：B 解释：PMBOK2008 P195。

20.答案：A 解释：这道题是说明要懂得使用统计抽样。参考：PMBOK2008 P198。

21.答案：D 参考：PMBOK2008 P196。



- 22.答案：A 参考：PMBOK2008 P210。
- 23.答案：B 参考：PMBOK2008 P204。
- 24.答案：C
- 25.答案：C 解释：质量就是符合产品规格要求。参考：PMBOK2008 P190。
- 26.答案：A
- 27.答案：C 解释：规划质量就是确定项目质量标准以及如何实现这些标准。参考：PMBOK2008 P192。
- 28.答案：B 解释：这个题干是说明，质量方面的投入需要考虑收益成本分析。参考：PMBOK2008 P195。
- 29.答案：A
- 30.答案：A 解释：结果表明 数据偏差是在可接受范围内的，所以可以被接受。参考：H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 796.
- 31.答案：B 解释：帕累托图是一种特殊的柱状图，根据问题发生的频率排列，表示有多少结果是由已确认类型或范畴的原因所造成。参考：PMBOK2008 P210。
- 32.答案：B 解释：质量审计结构性的、独立的检查项目活动是否符合项目所在组织策略、过程、手续。其目的在于确定在项目中使用的有效的或无效的策略、过程、和手续，从而改进项目绩效。参考：PMBOK2008 P204。
- 33.答案：A 解释：控制图 用来监视过程是否在控制之内。参考：PMBOK2008 P196。
- 34.答案：A 解释：5 个方法就是 因果图要从 5 个方面来考虑引发问题的原因：人、机器、原材料、方法、环境。参考：Forrest W. Breyfogle III, James M. Cupello and Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, page 112.
- 35.答案：D 解释：发现问题需要调查原因，及时解决。参考：Timothy J. Kloppenborg and Joseph A. Petrick, Managing Project Quality, page 70.

- 36.答案：B 参考：PMBOK2008 P210。
- 37.答案：D 解释：与项目需求一致就是 适用性。参考：PMBOK2008 P190。
- 38.答案：B 解释：对于破坏性的检查，最好采用统计抽样。参考：PMBOK2008 P198。
- 39.答案：C 参考：PMBOK2008 P198。
- 40.答案：D 解释：审计由受过培训的第三方或内部人员进行。参考：PMBOK2008 P204。
- 41.答案：B 解释：质量管理计划将说明如何实施执行组合的质量政策。参考：PMBOK2008 P200。
- 42.答案：A 参考：PMBOK2008 P196。
- 43.答案：D 参考：PMBOK2008 P195。
- 44.答案：C 解释：其他三个都是过程控制图中标出来的边界。参考：PMBOK2008 P196。
- 45.答案：D 解释：质量政策由高层来发布。参考：PMBOK2008 P194。
- 46.答案：B 解释：质量就是客户满意，客户满意涉及到“适合需求”和“适合使用”。参考：PMBOK2008 P190。
- 47.答案：B 解释：低质量成本又称失败成本，可分为内部失败和外部失败成本两种。参考：PMBOK2008 P195。
- 48.答案：A 解释：核对表是一种结构化的工具，通常具体列出各项内容，用来核实所要求得一系列条目（步骤）是否执行。参考：PMBOK2008 P201。
- 49.答案：C
- 50.答案：C 解释：因果图，又名鱼刺图，用来分析引发问题的原因。参考：PMBOK2008 P208。

#### 项目人力资源管理

- 1.答案：B 参考：PMBOK2008 P240。

- 2.答案：A 解释：花费用在新位子上属于保健因素，不能有效提供绩效，代表项目经理没有真正理解双因素理论。
- 3.答案：B 解释：决策或问题解决，最后一个步骤是，对结果和过程进行评估，显然项目经理没有进行。参考：PMBOK2008 P412。
- 4.答案：A 解释：其他三个都是 团队绩效评估的内容。参考：PMBOK2008 P235。
- 5.答案：A 参考：PMBOK2008 P240。
- 6.答案：B
- 7.答案：D 解释：这种情形需要和职能经理进行交流，题干表明项目经理权力有限，出资人是对项目经理授权的人，共同进行有助于解决问题。
- 8.答案：D
- 9.答案：A 解释：项目经理早期使用正式权力。参考：图解项目管理人力资源管理章节：5 种权力（影响力）。
- 10.答案：C 解释：针对专家团队进行管理时，要多倾听，鼓励他们进行讨论。
- 11.答案：D 解释：解决冲突，最好的沟通方式是面对面，要和团队 C 的领队共同见项目经理。参考：PMBOK2008 P240。
- 12.答案：B 解释：项目经理希望双方都妥协-双方都作出让步。参考：PMBOK2008 P240。
- 13.答案：C 解释：如果成员不符合要求，可以安排培训计划。参考：PMBOK2008 P225。
- 14.答案：B 解释：在弱矩阵中，项目经理正式权力很小，所以不能选择 C 和 D，只有项目经理具有良好人脉时才有参考权力，题干没有指出来你人脉如何，所以选择专家权力。
15. 答案：C 解释：资源平衡是用来确保项目活动投入资源处于稳定水平的。缺乏 WBS，导致不断出现新活动；缺乏职责分配矩阵，导致职责不明；规划缺少成员参与，导致团队成员对计划不认可。
- 16.答案：B 解释：在矩阵型组织中，职能经理控制资源。参考：PMBOK2008 P29。

- 17.答案: A 解释: 资源直方图显示某个时间段内, 某个团队或单位投入项目的资源工时。  
参考: PMBOK2008 P224。
- 18.答案: C 解释: 现在不解决, 表明要拖延到以后解决, 是撤退。参考: PMBOK2008 P240。
- 19.答案: B
- 20.答案: D 参考: PMBOK2008 P240。
- 21.答案: D 解释: 矩阵型多重管理, 会导致团队成员关系选项 A、B、C。参考: PMBOK2008 P28。
- 22.答案: D 解释: 在给定的选项中选
- 23.答案: A 解释: 其他三个都是人的驱动力, 基于马斯洛需求层次说。参考: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 347.
- 24.答案: B 解释: 情景式领导, 即针对团队所出不同阶段分别采用指导、教练、支持、授权等不同领导风格。参考: 图解项目管理人力资源章节-管理项目团队。
- 25.答案: C 解释: 找最好的选项来处理人员离职问题。参考: PMBOK2008 P224。
- 26.答案: A 解释: 在管理全球式、跨文化虚拟团队时, 对文化差异的理解非常重要。参考: PMBOK2008 P230。
- 27.答案: B 解释: 项目管理团队需要职能经理、执行组织中的其他项目管理团队进行谈判, 以便获得合适的资源。参考: PMBOK2008 P227。
- 28.答案: C 解释: 项目经理负责具体项目; 项目管理办公室负责整体协调、为项目经理提供支持。参考: PMBOK2008 P25 26。
- 29.答案: A 解释: 项目经理有责任进行团队建设, 确保每个成员具有归属感。参考: PMBOK2008 P232。
- 30.答案: B 解释: 凡是实的都是保健因素(又称外部激励因素)参考: 图解项目管理-人力资源章节-双因素理论。

31.答案: A 解释: 360 度考核的特点是全面、公平。参考: Timothy J. Kloppenborg and Joseph A. Petrick, Managing Project Quality, page 66.

32.答案: D 解释: 通过团队建设可以改善信任、提高凝聚力从而提升团队生产力。参考: PMBOK2008 P235。

33.答案: A 解释: 要公平、公正。参考: PMI Code of Ethics and Professional Conduct, page 4 ([www.pmi.org/info/AP\\_PMICodeofEthics.pdf](http://www.pmi.org/info/AP_PMICodeofEthics.pdf)).

34.答案: A 解释: 集中办公又叫“作战室”有助于提高团队绩效。参考: PMBOK2008 P234。

35.答案: B 参考: PMBOK2008 P237。

36.答案: C 解释: 其他三个都是不利于团队建设的。参考: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 208

37.答案: D 解释: 正式或非正式的奖励决定有助于提高团队绩效。参考: PMBOK2008 P234。

38.答案: A 解释: 这种情况表明需要进行资源平衡, 平衡的后果通常项目进度拖延。参考: PMBOK2008 P224。

39.答案: B 参考: Vijay K. Verma, The Human Aspects of Project Management: Managing the Project Team, Volume Three, page 94

40.答案: B 参考: PMBOK2008 P225。 “培训需求”

41.答案: A 解释: 根据柯维 (《高效能人士的七个习惯》), 团队发展的三个层次: 依赖期、独立期、相互依赖期。参考: Vijay K. Verma, The Human Aspects of Project Management: Managing the Project Team, Volume Three, page 70.

42.答案: C 解释: 团队规则是团队建设的工具。参考: PMBOK2008 P233。

43.答案: D 参考: PMBOK2008 P234。

44.答案: A 参考: PMBOK2008 P238。

45.答案: B 参考: PMBOK2008 人力资源章节。

46.答案：C 参考：PMBOK2008 P239。

47.答案：D 解释：当使用虚拟团队时，沟通是个挑战。参考：PMBOK2008 P228。

48.答案：C 解释：管理风格有独裁、民主、自由、官僚之分。独裁就是管理者一个人说了算。参考：图解项目管理-人力资源章节-管理风格。

49.答案：B 解释：马斯洛需求理论：五种需要包括：生理、安全、社会、尊重、自我实现，认为人们只有满足低层次需要之后才可能有高层次需求。经济安全属于安全需求。

50.答案：B 参考：PMBOK2008 P220。

#### 项目沟通管理

1.答案：D 解释：解决问题的第一步骤是了解原因。参考：PMBOK2008 P264 管理干系人期望

2.答案：D 解释：题干表明干系人之间缺乏理解。参考：PMBOK2008 P264。

3.答案：A 解释：沟通模型：接受者需要给出反馈，确认收到了信息，选项 A 是反馈的一种。参考：PMBOK2008 P255。

4.答案：B 解释：项目进度报告属于绩效报告的一部分，展示项目当前位置。参考：PMBOK2008 P266。

5.答案：D 解释：会议管理技巧：首先要创建议程。

6.答案：B 解释：正式书面防止信息走样，适合同时和多人沟通。参考：PMBOK2008 P245。

7.答案：D 解释：当两个人在争论时，注意观察非语言沟通部分，因为传递信息占 55%以上。参考：图解项目管理沟通章节补充知识点。

8.答案：D 解释：尽管这些信息也可以从项目管理计划中找到，但沟通管理计划（选项 D）是最好的答案，因为直接回答了这个问题。参考：PMBOK2008 P257。

9.答案：A 解释：项目状态报告是关于项目状态的正式的描述，需要根据沟通管理计划给很多项目干系人传阅，因此需要采用正式书面沟通。书面方式的特点：保证很多人传阅时仍是

看到同样的内容。参考：PMBOK2008 P245。

10.答案：C

11.答案：A 解释：识别干系人、分析他们的需求，可以避免出现此类问题。参考：PMBOK2008 P246。

12.答案：B 解释：注意看英文，其他三个都有 Review。

13.答案：B 解释：积极管理干系人期望，可减少项目过程中的混乱。参考：PMBOK2008 P262。

14.答案：C 参考：PMBOK Guide, Third Edition, page 354.

15.答案：D 解释：倾听中最忌讳的就是打断对方的发言。参考：PMBOK2008 P245。

16.答案：C 参考：PMBOK2008 P257。

17.答案：B 解释：Email 属于非正式书面沟通。参考：PMBOK2008 P245。

18.答案：C 解释：面对面沟通时，非语言沟通占 55%以上，需要多加注意。参考：PMBOK2008 P245。

19.答案：B 参考：PMBOK2008 P262。

20.答案：D 解释：在团队成员内部最好先采用选项 D-非正式口头方式沟通，如果无效果，再采用选项 A-正式书面沟通。请注意这并不意味，不需要保留问题的书面记录。

21.答案：B 解释：所有我们需要做的与合同相关的事情都要比与项目其他活动的更正式。因为选项 B 涉及到合同内容，所以是最佳答案。

22.答案：D 解释：理解接收者的看法有助于你采用能够直接满足其需要的方式进行沟通。

23.答案：D 解释：无论在项目内部还是在外部，WBS 都有助于项目就范围问题进行沟通

24.答案：B 解释：使用书面方式时，你需要用文字分析、记录问题。可以保证每个人获得相同格式的信息。因为便于理清思路，有助于解决复杂的问题。参考：PMBOK2008 P245。

- 25.答案: D 解释: 每个项目干系人都需要进行经验总结。
- 26.答案: D 解释: 人力资源规划属于项目人力资源管理章节。参考: PMBOK2008 P243。
- 27.答案: C 参考: PMBOK2008 P253。
- 28.答案: D 解释: 绩效报告需要根据沟通管理计划中的规定, 提供给合适的干系人。参考: PMBOK2008 P270。
- 29.答案: B 解释: 上述信息是 工作绩效信息, 是报告绩效过程的输入。参考: PMBOK2008 P268。
- 30.答案: C 解释: 同级之间的叫水平沟通, 如同学、同事; 上下级之间的叫垂直沟通, 如与领导、父母交流。参考: PMBOK2008 P245。
- 31.答案: B 解释: 接受者有责任完整的接收信息, 正确地理解信息。参考: PMBOK2008 P255。
- 32.答案: D
- 33.答案: B 解释: 服从领导安排。
- 34.答案: C 参考: PMBOK2008 P43。
- 35.答案: B
- 36.答案: B 解释: 以“人际关系导向、以人为本”的人 的特点是比较关注和他相关的人际影响。相关知识: 还有以管理为导向的、以利润为导向的等等。
- 37.答案: C 解释: 状态报告就是用来汇总信息向干系人汇报的。参考: PMBOK2008 P270。
- 38.答案: D 解释: 会议准备需要制定议程、明确成员责任。参考: 图解项目管理-沟通章节, 高效会议管理。
- 39.答案: D
- 40.答案: C 解释: 过滤是指由于文化、环境、传递介质导致的信息衰减现象。



- 41.答案：C 解释：沟通模型中，接受者最重要的事情就是给出明确的反馈，四个选项只有这个提到了沟通模型。参考：PMBOK2008 P255。
- 42.答案：D 解释：会议主席负责主持会议，选项 D 是会议准备工作，不一定由会议主席负责。
- 43.答案：C 解释：第一次见面首先需要了解团队成员之间的沟通关系。
- 44.答案：C 解释：选项 C 属于头脑风暴法的内容，属于发散思维。
- 45.答案：D 解释：沟通渠道计算： $N(N-1)/2$ ，N 为干系人数量。所以这道题是 10 个渠道。参考：PMBOK2008 P253。
- 46.答案：A 解释：沟通模型中，倾听者需要给出明确的反馈。参考：PMBOK2008 P255。
- 47.答案：A 参考：PMBOK2008 P253。
- 48.答案：A 解释：沟通管理计划描述干系人的沟通需求。参考：PMBOK2008 P257。
- 49.答案：D 解释：当口头语言不通的时候，肢体语言更加重要。参考：PMBOK2008 P245。
- 50.答案：A 解释：行动导向的人，喜欢行动，不喜欢花太多时间沟通，所以与其沟通要简短。

#### 项目风险管理

- 1.答案：A 解释：如果客户不参与，会导致项目范围或成果不符合客户要求；为应对此风险，可以要求客户进行范围核实；选项 B 是被动接受；选项 D 不能解决问题；选项 C 没有说明项目经理的责任。
- 2.答案：A 解释：题干表明，这个团队没有人进行风险管理，所以首先进行风险管理规划来确定如何管理项目的风险。参考：PMBOK2008 P276。
- 3.答案：B 解释：对新识别的风险首先进行风险分析，然后再考虑应对策略。只有选项 B 是在做分析。参考：PMBOK2008 CH P298。
- 4.答案：A 解释：题干表明项目有很大的风险，所以需要重新识别和分析风险。

- 5.答案：A 解释：决策树常和 EMV 共同使用，用于风险定量分析中。参考：PMBOK2008 P298。
- 6.答案：C 解释：当项目牵涉到多个组织时，项目管理团队需要开发质量政策，来获得所有组织的共识。参考：PMBOK2008 P194。
- 7.答案：C 解释：被动的接受表明现在什么都不作，当风险发生时再进行应对。参考：PMBOK2008 P304。
- 8.答案：D 解释：项目存在不确定因素，随着项目进展发生变化，导致出现不同模拟结果。参考：PMBOK2008 P299。
- 9.答案：B 解释：龙卷风图 展示敏感性分析的结果。参考：PMBOK2008 P298。
- 10.答案：D 解释：积极的接受包括建立应急储备，安排一定的时间、资金或资源来应对风险。参考：PMBOK2008 P304。
- 11.答案：B 解释：定性风险分析有助于排列风险优先级，并判断出哪些风险需要进一步的定量分析。参考：PMBOK2008 P294。
- 12.答案：A 解释：项目经理无法控制所有的风险。
- 13.答案：B 解释：风险注册表来自风险识别过程，贯彻风险管理过程，被不断更新。参考：PMBOK2008 P288。
- 14.答案：D 解释：风险注册表来自风险识别过程包括：已识别风险清单；潜在应对措施清单。参考：PMBOK2008 P288
- 15.答案：B 解释：风险管理计划来自规划风险管理包括如何安排与实施项目风险管理。参考：PMBOK2008 P279。
- 16.答案：B 解释：德尔斐属于专家判断的一种，特点是背靠背，优点：防止任何人对结果产生不恰当那个的影响；缺点是时间比较长。参考：PMBOK2008 P286。
- 17.答案：A 解释：针对未知的风险发生时采取的临时措施叫权变措施。参考：PMBOK2008 P312。P445。
- 18.答案：B 解释：识别风险后需要进行分析，只有正在发生的风险才采用权变措施。参考：

PMBOK2008 P445。

19.答案：C 解释：选项 A 属于转移；选项 D 属于回避；选项 B 是积极的接受；选项 C 监控天气是属于降低概率和后果，算缓解。参考：PMBOK2008 P304。

20.答案：D 解释：这个是 访谈 属于信息收集技术。参考：PMBOK2008 P287。

21.答案：D 解释：德尔斐特点，背靠背，专家不需要碰面。参考：PMBOK2008 P286

22.答案：D 解释：题干说明项目有很大的风险，所以需要执行识别风险。

23.答案：D 解释：识别分析时需要干系人参与。参考：PMBOK2008 P287。

24.答案：C 解释：题干在定性风险分析过程，选项 C 是该过程的工具。参考：PMBOK2008 P291。

25.答案：C 解释：风险转移是指把某风险的部分或全部责任转给第三方。参考：PMBOK2008 P303。

26.答案：D 解释：权变措施是针对未知风险发生时采取的临时性措施，是监控过程的输出。参考：PMBOK2008 P312。P445。

27.答案：A 解释：残留风险属于规划风险应对过程输出的风险登记册的内容。选项 B 是识别风险的；选项 C、D 是定性风险分析后的。参考：PMBOK2008 P306。

28.答案：C 解释：定性就是写：高，中，低

29.答案：D 解释：在规划风险应对的输出中包括：与风险相关的合同决策、项目管理计划（更新）；所以只能在 C 和 D 中选择，相对而言，项目章程变更的概率较低。参考：PMBOK2008 P306。

30.答案：A 解释：风险容忍度，又翻译为“风险承受力”属于事业环境因素，是规划风险管理过程的输入。组织的风险承受力会影响团队成员对某个风险的等级划分。参考：PMBOK2008 P278。

31.答案：D 解释：历史信息、经验总结属于组织过程资产；WBS 属于范围基准，都是识别风险的输入。参考：PMBOK2008 P286 284。

- 32.答案: B 解释: 低优先级风险观察清单, 来自定性风险分析; 这些风险需要持续监测。  
参考: PMBOK2008 P294。
- 33.答案: B 解释: 识别风险、监控风险过程都需要识别新的风险。参考: PMBOK2008 P273。
- 34.答案: C 解释:  $EMV = P(\text{概率}) * V(\text{后果})$  参考: PMBOK2008 P298。
- 35.答案: B 解释: 风险在每个月发生的概率都是一样的。因为事件是独立的。
- 36.答案: A 解释: 选项 B 和 C 可能引发成本目标方面的风险; 选项 A 会导致进度风险。
- 37.答案: C 解释:  $EMV = 0.6 * 100,000 - 0.4 * 100,000 = 20,000$ 。参考: PMBOK2008 P298。
- 38.答案: D 解释: 风险本身是个事件, 可能发生也可能不发生这叫做概率, 一旦发生就会造成后果。前三个选项都是评估风险使用的指标。参考: PMBOK2008 P275。
- 39.答案: A 解释: 回避、转移、减轻用来应对负面风险; 开拓、共享、提高用来应对正面风险; 接受两种风险都可以使用。参考: PMBOK2008 P303。
- 40.答案: C 解释: 头脑风暴、德尔斐技术、访谈、核心原因分析都是识别风险的工具。参考: PMBOK2008 P286。
- 41.答案: A 解释: 找出影响项目的风险是识别风险过程的内容。参考: PMBOK2008 P282。
- 42.答案: C 解释: 定性风险分析就是评估概率和影响确定优先级的过程; 选项 A 是应对; 选项 B 是识别; 选项 D 是规划风险管理。参考: PMBOK2008 P289。
- 43.答案: C 参考: PMBOK2008 P298。
- 44.答案: D 参考: PMBOK2008 P298。
- 45.答案: D 解释: 个别风险属于风险登记册参考: PMBOK2008 P279。
- 46.答案: C 解释: 首先评估影响并和供应商寻找解决方案。其他选项是极端措施, 不到万不得已不考虑。
- 47.答案: B 解释: Trigger 触发因素: 风险即将发生或已发生的标示。在风险识别过程发现, 并在风险监控时进行监控。参考: PMBOK2008 P444。

48.答案：C 解释：找 PMI 推崇的做法：做好计划、考虑风险、及时沟通等。

49.答案：A 参考：PMBOK2008 P304。

50.答案：C 解释：德尔斐技术特点背对背，专家不需要见面，避免了受他人影响，使结果相对客观。参考：PMBOK2008 P286。

#### 项目采购管理

1.答案：A 解释：寻求双赢的方式进行谈判。参考：PMBOK2008 P413。

2.答案：D 解释：首先需要确定项目是否会被取消，从而避免不必要的谈判。

3.答案：B 解释：资金断裂，首先收尾项目。参考：PMBOK2008 P99。

4.答案：D 解释：采购程序属于组织过程资产的一部分。参考：PMBOK2008 P321。

5.答案：C 解释：固定总价合同，对卖方而言利润是未知的，需承担成本超支的风险。参考：PMBOK2008 P322。

6.答案：D

7.答案：D 解释：选项 D 是非正常的合同提前终止。参考：PMBOK2008 P342。

8.答案：D 解释：供方选择标准参考：PMBOK2008 P327 328。

9.答案：B 解释：如果产品很容易获得，重点关注是价格。参考：PMBOK2008 P327。

10.答案：B 解释：时间材料合同适合项目范围不明确的时候。参考：PMBOK2008 P324。

11.答案：C 解释：质量审计需要对质量文档进行审查。参考：PMBOK2008 P339。

12.答案：A 解释：索赔：根据具有法律约束力的合同条款，一方向另一方提出关于报酬、补偿或款项的权利请求、要求或主张。参考：PMBOK2008 P420。

13.答案：A 解释：假定你做的估算是客观的，选项 A 等于减少工作数量，会影响项目范围，

所以不适合。

14.答案：B 参考：PMBOK2008 P324。

15.答案：B 参考：PMBOK2008 P326。

16.答案：D 解释：采购管理计划描述如何管理从编制采购文直到合同收尾的各个采购过程。  
参考：PMBOK2008 P324。

17.答案：C 解释：PTA 是指卖方成本最高点，当等于此点时，买方支付最高限价；超过此点意味着卖方利润降低。公式： $PTA = \{[(Ceiling Price - (Target Cost + Fixed fee)) / buyer's Share Ratio] + Target Cost\} = \{[(120 - (100 + 10)) / buyer's Share Ratio] + 100\} = 10 / buyer's Share Ratio + 100 = 10 / 0.8 + 100 = 12.5 + 100 = 112.5$  万。

18.答案：B 解释：权重就是给不同项打分；筛选系统是制定门槛。

19.答案：A 解释：投标人会议是实施采购的工具，用来确保卖方对本项采购都有清楚一致的认识。参考：PMBOK2008 P331。

20.答案：C 参考：H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 817.

21.答案：B 解释：及时和供应商交流提醒风险。

22.答案：D 解释：采购工作说明书的详细程度要根据采购品的性质、买方的需要或拟用的合同形式而异。参考：PMBOK2008 P325。

23.答案：A 解释：成本补偿类合同，需要你审计卖方成本。参考：PMBOK2008 P323。

24.答案：C

25.答案：D 解释：采购有集中、分散两种模式；集中采购优点：便于利用其他项目的采购经验；分散采购不具备此特点。参考：图解项目管理-采购章节。

26.答案：C 解释：评估标准，可以主观也可以是客观的。参考：PMBOK2008 P327。

27.答案：D 解释：合同提前终止是结束采购的一个特例。参考：PMBOK2008 P342。

- 28.答案: C
- 29.答案: A 解释: 自制外购分析, 当涉及专利时, 应该自制。参考: PMBOK2008 P321。
- 30.答案:B 解释: 题干表明没有进行招投标活动, 那需要更多关注供应商资格。
- 31.答案: B 解释: RFP 属于招标文件是规划采购的输出。参考: PMBOK2008 P326。
- 32.答案: B 解释: 自制外购分析是规划采购的工具。参考: PMBOK2008 P321。
- 33.答案: D 解释: 选择卖方属于实施采购过程。参考: PMBOK2008 P328。
- 34.答案: D 解释: 谈判是实施采购过程的工具。参考: PMBOK2008 P332。
- 35.答案: C 解释: 合同中的激励条款, 可以让买卖双方目标更一致。
- 36.答案: A 解释: 固定价格合同对卖方而言要承担成本风险, 所以最关心范围是否明确。  
参考: PMBOK2008 P322。
- 37.答案: B 解释: 采购有集中、分散两种模式; 集中采购优点: 便于利用其他项目的采购经验; 分散采购不具备此特点。参考: 图解项目管理-采购章节
- 38.答案: C 解释: 最终期限, 就是说明一个时间点, 谈判会结束, 意味着必须在那个点之前, 达成共识; 推迟: 就是找借口或理由, 当前不表态, 将谈判拖延; 不见了的人: 又叫有限授权, 先和对方谈, 需要表态时, 自己说老板不在或自己没权力决策。参考: 《双赢谈判》-《优势谈判》-罗杰道森
- 39.答案: D 参考: PMBOK2008 P339。
- 40.答案: A 解释: 固定总价合同, 对卖方而言利润是未知的, 需承担成本超支的风险; 对买方而言成本风险最低。参考: PMBOK2008 P322
- 41.答案: B 解释: 成本补偿类合同, 需要你审计卖方成本。参考: PMBOK2008 P323
- 42.答案: B 解释: 成本补偿类合同, 需要你审计卖方成本。参考: PMBOK2008 P323
- 43.答案: D 解释: 选项 D 属于投标人会议的内容。参考: PMBOK2008 P331。

44.答案：A 解释：自制或购买分析是规划采购的工具。参考：PMBOK2008 P321。

45.答案:A

46.答案：C 解释：投标人会议是实施采购的工具。参考：PMBOK2008 P331。

47.答案:D 解释：只要合同签订不违法就需要执行。

48.答案: C 解释：合同中会包括 变更请求处理。参考：PMBOK2008 P334。

49.答案：A 参考：PMBOK2008 P326。

50.答案：B 解释：如果长期使用最好是自制；短期使用可以租赁。

#### PMP 职业守则

1.答案：C 解释：尊重文化差异的开始是了解文化差异。参考：PMBOK2008 P412。

2.答案：D 解释：实事求是。

3.答案：B 解释：选项 B 是真正的解决问题。

4.答案：C 解释：在未经客户授权之前不能将客户信息提供给第三方。

5.答案：D 解释：成本估算不能确保信息完全正确和真实。

6.答案：B 解释：首先提醒其他项目经理可能出现的风险。

7.答案：C 解释：实事求是，提供尽可能客观的估算。

8.答案：D 解释:题干说明某些其他项目进度实际落后了，你需要首先找其他项目经理了解原因。选项 A 是不符合西方人习惯的。

9.答案：C 解释：题干表明客户希望增加范围，所以建议遵循变更控制流程。

10.答案：B 解释：当变更发生时，首先要评估变更对项目的影响。

11.答案：B 解释：诚实，真实地汇报项目状况。



12.答案：A 解释：假设项目启动时，管理层已经充分考虑你的要求，现在已经在执行期间，项目经理要遵循高层的要求。

13.答案：A 解释：给成员机会让他修改自己的错误；不建议选择 D，不利于培养下属；选项 B、C 会对成员造成伤害。

14.答案：C 解释：如果是国家、政府要求的不算贿赂；如果警察直接要求算贿赂。

15.答案：B 解释：个人要求算勒索；政府要求算正当行为。参考: Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed, Second Edition, page 70.

16.答案：A 解释：本道题摘自职业道德规范。参考：PMI Code of Ethics and Professional Conduct, page 3 ([www.pmi.org/info/AP\\_PMICodeofEthics.pdf](http://www.pmi.org/info/AP_PMICodeofEthics.pdf)).

17. 答 案 ： A 参 考 ： PMI CCR Credential Handbook, page 6 ([www.pmi.org/info/PDC\\_CCRHandbook.pdf](http://www.pmi.org/info/PDC_CCRHandbook.pdf)).

18.答案：C 解释：项目经理要以身作则，用行动来领导。参考：Steven W. Flannes and Ginger Levin, Project Manager: Leader, Manager, Facilitator, Mentor, page 64.

19.答案：A 解释：因为目前全球化趋势，集中办公会使与客户市场距离变远。参考：PMBOK2008 P234。

20.答案：C 解释：遵守公司职业规范。参考: Charles Mitchell, The Personal Ethics Battle, Chapter 9 (Practical Ethics: The Art Of Gift Giving—And Refusing).

21.答案：D 解释：决策过程需要透明、公开。参考：PMI Code of Ethics and Professional Conduct, page 4 ([www.pmi.org/info/AP\\_PMICodeofEthics.pdf](http://www.pmi.org/info/AP_PMICodeofEthics.pdf)).

22.答案：C 解释：在跨文化团队工作需要考虑团队所处不同国家的文化；在和外部组织工作时需要注意组织文化；在和其他部门成员合作时需要注意该部门的职能文化。参考：Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed, Second Edition, page 56.

23.答案：B 解释：诚实的向干系人说明自己的资格信息。参考：PMI Code of Ethics and Professional Conduct, page 2 ([www.pmi.org/info/AP\\_PMICodeofEthics.pdf](http://www.pmi.org/info/AP_PMICodeofEthics.pdf)).

24.答案: C 解释: 有些国家文化中, 某个词需要结合上下文语境才能分析具体含义, 如“和谐”这个词在中国。参考: Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed, Second Edition, page 56.

25.答案: C 解释: 坚持原则。