

PMP 模拟题二

1. Your company is bidding for a major project from Company X. You have a friend in the company X and he requests your help in evaluating the proposals. What action you should take?
  - A. Accept the friend's request and work impartially while helping on the proposal evaluation.
  - B. Accept friend's request and take care of your company's interest while helping on the proposal evaluation.
  - C. Reject friend's request
  - D. Ask your Manager's opinion
1. 你的公司正在投标 X 公司的项目。你有个朋友在 X 公司，他请求你帮助评估投标建议书，你应该做什么？
  - A. 接受朋友的请求，公平地帮助评估建议书。
  - B. 接受朋友的请求，在评估建议书时照顾你公司的利益。
  - C. 拒绝朋友的请求。
  - D. 征求你的经理的意见。
2. An installer informs you that he can run cable at a rate of 200 ft. per hour. You estimate it will take him 4 hours to run 800 ft. of cable. This is an example of what type of estimating?
  - A. Analogous
  - B. Bottom-up
  - C. Top-down
  - D. Parametric
2. 一个安装人员告诉你，他每小时可以安装 200ft 电缆。你估算出将花费 4 个小时安装 800ft 电缆。这是什么估算类型的例子？
  - A. 类比估算
  - B. 自下而上
  - C. 自上而下
  - D. 参数估算
3. Which of the following is an output of Direct and manage project work?
  - A. Project Management Plan
  - B. Approved corrective actions
  - C. Approved preventive actions
  - D. Work performance data
3. 下列哪项是指导与管理项目工作的输出？
  - A. 项目管理计划
  - B. 批准的纠正措施
  - C. 批准的预防措施
  - D. 工作绩效数据
4. There is a team which is in performing stage of team development. One new team member is added to the team. What will happen to the team?
  - A. The team will continue in Performing stage

- B. The team will go to forming stage
- C. The team will go to storming stage
- D. It depends on the new team member and if he is co-operative, the team will continue in performing stage
4. 有个团队正处在成熟阶段，一个新成员刚加入这个团队，这个团队将会发生什么？
- A. 团队将继续在成熟阶段
- B. 团队将回到形成阶段
- C. 团队将回到震荡阶段
- D. 取决于这个新成员，如果他具有合作精神，团队将继续在成熟阶段
5. A hierarchically organized depiction of the project organization arranged so that work packages can be related to the performing organizational units is called
- A. Work Break Down structure
- B. Resource Breakdown structure
- C. Organizational Breakdown structure
- D. Product Breakdown structure
5. 将工作包与实施组织的单位相联系的一个按层级描述的组织单元被称为：
- A. 工作分解结构
- B. 资源分解结构
- C. 组织分解结构
- D. 产品分解结构
6. Which of the following statement is true regarding project Statement of Work?
- A. Statement of Work is created during the planning phase and it is created after WBS is created.
- B. Project Statement of Work is created after Preliminary Scope Statement is created. Statement of Work refines the Preliminary Scope Statement and contains the additional information collected.
- C. Project Statement of Work is created prior to project initiation and usually prepared by the customer
- D. Project Statement of Work is created during the define scope process
6. 下列哪个关于项目工作说明书的说法是正确的？
- A. 项目 SOW 是在规划阶段创建的，是在 WBS 创建后制定的
- B. 项目 SOW 是在初步范围说明书编制后创建的。SOW 细化了初步范围说明书并包括了进一步的信息
- C. 项目 SOW 是在项目启动之前创建的，通常由客户来准备
- D. 项目 SOW 是在定义范围过程创建的
7. You are dependant on a subcontractor for delivering a critical component for your system. You are expecting the delivery by next week and any further delay in getting the component will delay your project final delivery. Now you got a call from the subcontractor informing you of the probability of another week delay. Which will be the first risk document you will update?
- A. Risk Management Plan

- B. Risk Register
- C. Probability Impact Matrix
- D. Risk Trigger

7. 你的系统依赖一个由分包商提供的关键部件。你期待该部件将于下周交付，该部件的任何延误都将会延误你项目的最终交付。现在，你接到分包商的电话，通知你有可能再耽误一周时间。你首先会更新哪个风险文件？

- A. 风险管理计划
- B. 风险登记册
- C. 概率影响矩阵
- D. 风险征兆

8. The company chooses the project the policy-making basis realizes the investment rate of return maximization. According to may choose the project alternative to four analysis, the company to decide that implements the IT infrastructure promotion project. The company makes this choice the reason is?

- A、 the IT infrastructure promotion demonstration can provide the best investment rate of return.
- B、 this project to organize the resources to provide the biggest benefit.
- C、 the NPV analysis invests the IT infrastructure to be best.
- D、 the project choice process arranged has been possible to choose the plan the priority, like this might reduce as far as possible carries out the resources which the project needed.

8、 公司选择项目的决策依据是实现投资回报率最大化。根据对四个可选项目方案的分析，公司决定实施 IT 基础设施升级项目。公司做出这个选择的原因是？

- A、 IT 基础设施升级显示能够提供最佳的投资回报率
- B、 这个项目为组织资源提供了最大效益
- C、 NPV 分析投资 IT 基础设施最好
- D、 项目选择过程排列了可选方案的优先级，这样可以尽可能减少执行项目所需的资源

9. You are working on proposal and your friend working with another company which is also bidding on the same project provided you some confidential information. Which of the following action you must take?

- A. Tell the management that company should not bid for the project
- B. Inform the friend that he should not providing confidential information and check with management on whether somebody else can work on the proposal.
- C. Ask a fellow project manager to work on the proposal
- D. Tell your friend to not submit the proposal

9. 你对某项目的投标建议书有影响力，你的朋友在另一个公司工作，也在为同样的项目投标，他提供给你一些机密信息。下列哪个是你必须采取的行动？

- A. 告诉管理层那个公司不应该竞标此项目
- B. 告诉你的朋友不应该提供机密信息，并与管理层一起查看是否有其他人可能影响此投标建议书
- C. 要求其他项目经理来影响此招标
- D. 告诉你的朋友不要提交投标建议书

10. The amount of time an activity can be delayed without delaying the project completion date is called

- A. Total float
- B. Free float
- C. Project float
- D. Project Lag

10. 某活动在不耽误项目完工日期的前提下可以延迟的总时间量被称为:

- A. 总浮动时间
- B. 自由浮动时间
- C. 项目浮动时间
- D. 项目滞后时间

11. A work authorization system is

- A. The control mechanism used to track cost packages
- B. A variation of the work breakdown structure
- C. A formal procedure for sanctioning project work
- D. A policy and procedure that sets the days and hours for the project schedule

11. 工作授权系统是:

- A. 是一套用来跟踪成本包的控制机制
- B. 工作分解结构的变种
- C. 批准项目工作的正式程序
- D. 一套政策和程序用来设定项目进度是按照天还是小时安排

12. A company adopts the globalization to reduce the strategy as the risk, deals with in the developed economy to grow the question which the prospect reduces. In the status Meetings, project manager understood company's global income has not grown according to the anticipated speed. Which process is the project being in?

- A. Perform Quantitative Risk Analysis
- B. Plan Risk Responses
- C. Monitor and Control Risk
- D. Close risk

12. 一家公司采取全球化作为风险减轻战略,应对发达经济体中增长前景缩小的问题。在状态审查会上,项目经理了解到公司的全球收入并未按预期速度增长。项目正处于哪个过程?

- A. 实施定量风险分析过程
- B. 规划风险应对过程
- C. 控制风险过程
- D. 收尾风险过程

13. You are the project manager for Bright Idea Technologies. You are executing software development project and the lead designer had an accident and go on emergency leave for 2 months. You were able to hire a consultant and get the work done while the designer was on leave and now he is back. You are going to present earned value details to senior management. The details

you have are Actual cost = \$ 10,000, CPI = 0.8, BAC = \$20,000. What will be the EAC?

- A. \$25,000
- B. \$20,000
- C. \$22,000
- D. \$24,000

13. 你是 Bright Idea 技术公司的项目经理。你在进行一个软件开发项目，你的首席设计师因故请紧急事假 2 个月。在设计师休假期间，你雇佣了一个顾问负责此工作。现在设计师回来了，你准备向高层管理者汇报详细的挣值信息：详细信息如下：AC=10,000；CPI=0.8；BAC=20,000。EAC 是多少？

- A. \$25,000
- B. \$20,000
- C. \$22,000
- D. \$24,000

14. You have selected 2 project A and B from 3 projects due to resource constraints. The NPV for the 3 projects are Project A: \$30,500, Project B: \$21,200, Project C: \$11,000. What is the opportunity cost here?

- A. \$40,700
- B. \$11,000
- C. \$19,500
- D. \$30,500

14. 由于资源约束，你需从 3 个项目中选择 A 和 B 两个项目。3 个项目的 NPV 分别为：项目 A：30,500；项目 B：21,200；项目 C：11,000。这里的机会成本是多少？

- A. \$40,700
- B. \$11,000
- C. \$19,500
- D. \$30,500

15. Your lead engineer estimates that a work package will require most likely 50 hours to complete. It could be completed in 40 hours if all goes well but it could take 180 hours in the worst case. What is the PERT estimated duration of the work package?

- A. 65 hours
- B. 70 hours
- C. 75 hours
- D. 80 hours

15. 你的主要工程师估算一个工作包最可能需要 50 小时完成，如果一切顺利，40 小时可以完成，最糟糕的话，则要 180 小时。这个工作包的 PERT 估算历时是多少？

- A. 65 小时
- B. 70 小时
- C. 75 小时
- D. 80 小时

16. You are in charge of a project to implement a large Oil Refinery. You have completed your Risk identification and shared the risk register with the Customer. After reviewing the risk

register, the customer is concerned about the number of risks and the probability of occurrence and decides to reduce the scope of work. This is an example of

- A. Risk Avoidance
- B. Risk Transfer
- C. Risk Mitigation
- D. Risk Acceptance

16. 你在负责实施一个大型炼油厂项目。你完成了风险识别并将风险登记册给客户分享。在评估风险登记册之后，客户担心风险的数量和发生的概率决定缩减项目工作范围。这是一个什么的例子？

- A. 风险回避
- B. 风险转移
- C. 风险减轻
- D. 风险接受

17. Which of the following is true regarding Control Account?

- A. It is a management control point where scope, budget, actual cost and schedule are integrated and compared to earned value for performance management
- B. It is the body with overall administrative authority and control over an Account in the performing organization
- C. It is a quality control tool for controlling the defects to minimize delivered defects
- D. It is the major accounting book where all the cost details are entered for an active account

17. 哪项关于控制账户的说法是正确的？

- A. 是管理控制点，在该控制点上把范围、预算、实际成本和进度加以整合，并与挣值相比较来管理项目绩效
- B. 是在实施组织内拥有行政管理和控制权的一个实体组织
- C. 是个质量控制工具，用来控制缺陷使产生的缺陷最低
- D. 是个主要的会计账本，里面包括某个活期账户的所有成本细节

18. You are the Manager of Sharp Mind Technologies and your main constraint is quality. You are also concerned about your people and you don't want your team members to get burned out or phase schedule risk. What is the best activity estimating tool?

- A. Quantitatively based durations
- B. Reserve analysis
- C. Expert judgement
- D. Analogous estimating

18. 你是 Sharp Mind 技术公司的经理。你面临的主要约束是质量。你另外也关心你的人员，你不希望你的团队成员崩溃，或者出现阶段进度风险。最佳的估算活动的工具是？

- A. 量化活动历时
- B. 储备分析
- C. 专家判断
- D. 类比估算

19. You are in charge of a project to implement a large Oil Refinery. You are in the process

of analyzing the risk data and evaluating the degree to which the data is useful for risk management. What is the next process you are likely to perform?

- A. Qualitative Risk Analysis
- B. Quantitative Risk Analysis
- C. Plan Risk Response
- D. Risk Monitoring and Control

19. 你负责的项目是实施一个大型炼油厂。你正在分析风险数据并评估这些数据对风险管理的有用程度。你最可能执行的下一个过程是：

- A. 定性风险分析
- B. 定量风险分析
- C. 规划风险应对
- D. 控制风险

20. Which of the following statements regarding portfolios and portfolio management is false?

- A. Organizations manage their portfolios based on specific goals.
- B. If the relationship between projects is only that of a shared client, seller, technology, or resource, the effort should be managed as a portfolio of projects.
- C. Organizations manage their portfolios based on general goals.
- D. Projects or programs in the portfolio may not be necessarily interdependent or directly related.

20. 下列哪个关于项目组合和组合管理的说法是不正确的？

- A. 组织基于特定目标来管理他们的项目组合
- B. 如果项目间的联系仅限于共享顾客、供应商、技术或资源，那么这些项目就应作为一个项目组合来管理
- C. 组织基于常规的目标来管理他们的项目组合
- D. 项目组合中的项目或项目集不一定相互依赖或直接相关

21. You are working on a software development project and in the development phase, the team member has informed you that one of the tools you were planning to use is no longer supported by the company developed it and there is another tool which is better than the previously available one. You have decided to use the tool with the help of another software integration service provider with a profit sharing arrangement and completed the whole project with a profit of \$40,000. This is an example of (Choose the best answer)

- A. Change in Scope
- B. Pro-active project management
- C. Risk response strategy of Share
- D. Risk response strategy of Mitigation

21. 你正在一个软件开发项目的开发阶段，有个团队成员告知你，你原计划使用的一个工具不再得到工具开发公司的支持，有另一个工具比它更好用。你决定借助另一个软件集成商的帮助来使用这个工具，采用利润分享完成整个项目，利润为 40000 美元。这是个一个什么的例子（选择最好的答案）

- A. 变更范围
- B. 主动管理项目

- C. 风险应对策略之分享
- D. 风险应对策略之减轻

22. A manufacturing project has a schedule performance index (SPI) of 0.89 and a cost performance index (CPI) of 0.91. Generally, what is the BEST explanation for why this occurred?

- A. The scope was changed.
- B. A supplier went out of business and a new one needed to be found.
- C. Additional equipment needed to be purchased.
- D. A critical path activity took longer and needed more labor hours to complete.

22. 一制造项目的进度绩效指数 (SPI) 为 0.89, 费用绩效指数 (CPI) 为 0.91。一般来说, 发生这种情况的最佳解释是:

- A. 范围发生了改变
- B. 一供应商倒闭了, 需要寻找一个新的供应商
- C. 需要购置额外的设备
- D. 一关键路径活动需要更多的时间和工时来完成

23. Expectancy theory as applied to project management implies that:

- A. The team will work the hardest on those goals that are clearly explained by the project manager
- B. The more rewards that the project manager provides, the better the performance of the team
- C. The people believed that they will have diligently possibly the successful result, because and they its success will obtain the corresponding repayment.
- D. Employees will work hardest for those project goals which are accompanied by high levels of authority for the individual team members

23. 应用于项目管理的期望理论是指:

- A. 团队对于项目经理清晰解释的目标投以最努力的工作。
- B. 项目经理提供的奖励越多, 团队的表现越好。
- C. 人们相信他们的努力很可能会产生成功的结果, 并且他们会因其成功得到相应的回报。
- D. 对于伴随着较高程度个人授权的项目目标, 雇员将工作最努力。

24. Which of the following is NOT TRUE?

- A. Project phases in a project are always sequential
- B. Project phases are marked by completion of one or more deliverables
- C. The project life cycle serves to define the beginning and end of a project
- D. The project life cycle definition determines whether the feasibility study is treated as the first phase of the project or as a separate stand-alone project

24. 下列哪个说法不正确?

- A. 项目阶段在项目中总是按顺序排列的
- B. 项目阶段是以完成一个或多个可交付成果为标记
- C. 项目生命期用作定义项目的开始和结束
- D. 项目生命期的定义确定了可行性研究是否作为项目的第一个阶段或作为一个单独的项目

25. You have been hired as a manager for large Supply chain management project. There are 8



departments reporting to you on the project status and financial data. You are unable to compare them and make decisions because of the differences in the way in which these reports are prepared. You request PMO team support to streamline this and assigned a project manager to standardize this and asked him to work on this project. This project came in to existence because of

- A. Technological advance
- B. Customer request
- C. Organizational need
- D. Legal Requirement

25. 你被聘任为一个大型供应链管理项目的项目经理。有 8 个部门向你汇报项目状态和财务数据。你无法比较它们并做出决策，因为这些报告采用了不同的方式来准备。你请求 PMO 团队支持确保顺利，并分配了一位项目经理，要求就形成标准化而做项目。这个项目的来临是因为：

- A. 技术改进
- B. 客户需求
- C. 组织需求
- D. 法律需求

26. In Conduct the Procurements process, you discovered that your tender price is not in all tenders is lowest, to win this project, you prepare to the customer demonstration team's outstanding technology and ability, increases the customer by this to your trust. Which method do you need to use the following?

- A、Leadership
- B、Team building
- C、Motivation
- D、Negotiation

26、在实施采购过程中，你发现你的投标价格不是所有投标书中最低的，为了赢得这个项目，你准备向客户展示团队优异的技术和能力，以此增加客户对你们的信任。你需要使用下列哪一项方法？

- A、领导力
- B、团队建设
- C、激励
- D、谈判

27. Your project brings together team members from all over your company. Some are from accounting, some from operations and others again from sales and marketing. Although they report to you on questions regarding the project they will continue to perform their usual work for their "home" departments at 40% of the time. What type of organizational structure do you have on your project

- A. Collocation
- B. Projectized
- C. Matrix
- D. Functional

27. 你的项目团队来自你公司所有部门。有些来自于财务部，一些来自运营部，还有些来自销售和市场部。尽管他们向你汇报项目的问题，他们仍然需要为自己“家”部门的工作花费 40%的时间。你在项目中使用

的是什么组织类型？

- A. 集中办公
- B. 项目型
- C. 矩阵型
- D. 职能型

28. Critical Path is the:

- A. Longest path through the project.
- B. Late finish date is smaller than late start date.
- C. Path where the deliverables are more critical than other paths.
- D. Path with maximum float.

28. 关键路径是：

- A. 项目中最长的路径
- B. 最晚完成时间小于最晚开始时间
- C. 在该路径上的可交付成果比其他路径的更关键
- D. 拥有最大浮动时间的路径

29. A high risk project has many sub-projects, a sub-project will possibly rework. You and team members in recognition risk. Following which does have the help to you?

- A. Control Charts
- B. Flowcharting
- C. Scatter Diagram
- D. Pareto Chart

29. 一个高风险项目有多个子项目，其中一个子项目可能会返工，你和团队成员在识别风险，下列哪个对你们有帮助？

- A. 控制图
- B. 流程图
- C. 散点图
- D. 帕累托图

30. What is the duration of a milestone?

- A. The sum of all activities required to be performed before reaching the milestone.
- B. Zero
- C. The shortest activity in the path
- D. Unknown

30. 里程碑的历时是：

- A. 在达到里程碑之前必须完成的所有活动的总和
- B. 0
- C. 路径中历时最短的活动
- D. 未知的

31. Which of the following statements is false

- 
- A. If the project is terminated early, the Verify Scope is not necessary.
- B. Quality control is primarily concerned with meeting the quality requirements specified for the deliverables
- C. Verify Scope primarily concerned with Acceptance of the deliverables
- D. Quality control is generally performed before Verify Scope
31. 下列哪个说法是不正确的?
- A. 如果项目提前终止, 确认范围是不必要的
- B. 控制质量的主要关注是满足具体可交付成果的质量要求
- C. 确认范围的主要关注是获得可交付成果的认可
- D. 控制质量通常是在核实范围之前进行
32. Does the following which technology use in distinguishing the risk, except that?
- A. Cause and Effect Diagrams
- B. system or process flow charts
- C. Histogram
- D. Brainstorming
32. 下列哪项技术用于识别风险, 除了?
- A. 因果图
- B. 系统或过程流程图
- C. 直方图
- D. 头脑风暴
33. Plan Risk Responses is performed
- A. With the project management plan
- B. At the beginning of the project
- C. Throughout the life of the project
- D. After the project is threatened with a risk
33. 规划风险应对是\_\_\_\_\_进行的?
- A. 与项目管理计划
- B. 在项目开始时
- C. 贯穿项目生命期
- D. 当项目受到风险威胁时
34. The lowest-level WBS components that can be scheduled, cost estimated, monitored and controlled are called
- A. Activities
- B. Work Packages
- C. WBS elements
- D. Data Element WBS
34. 可用来估算成本和进度并进行监控的最底层的 WBS 组成部分被称为:
- A. 活动
- B. 工作包
-

- C. WBS 元素
- D. 数据元素 WBS

35. You are in the middle of a major new facility construction project. The structural steel is in place and the heating conduits are going into place when senior management informs you that he is worried that the project will not meet the quality standards. What should you do in this situation?

- A. Assure senior management that during quality planning it was determined the project would meet the quality standards.
- B. Analogously estimate future results.
- C. Form a quality assurance team.
- D. Check the results from the last quality management plan.

35. 你在某重要的新工厂建筑项目的中期，建筑钢材已经到位，热导管也将要到位。这时高层管理人员通知你，他很担心项目达不到质量标准，在这种情况下，你该怎么办？

- A、向高层管理人员保证，在规划期间已经确定项目将满足质量标准
- B、类比估算未来结果
- C、组成一个质量保证小组
- D、从上一个质量管理计划中检查结果

36. The review of key deliverables and project performance at the conclusion of a project phase is called

- A. Kill point
- B. Phase gate
- C. Phase review
- D. All of the above

36. 在项目阶段结束时对项目的主要可交付成果和项目绩效进行评估，被称为：

- A. 关键决策点
- B. 阶段门
- C. 阶段审查
- D. 上述所有

37. The dependencies between 3 activities are as follows - Activity B can start only after Activity A finishes. Activity C can start only 3 days after Activity B starts. What is the dependency type between B and C?

- A. Start to Finish (SF)
- B. Finish to Start (FS)
- C. Finish to Finish (FF)
- D. Start to Start (SS)

37. 有三个活动的依赖关系如下：活动 B 可在活动 A 结束后开始。活动 C 可在活动 B 开始之后三天开始。活动 B 和活动 C 是什么依赖关系？

- A. 开始—结束(SF)
- B. 结束—开始(FS)

- C. 结束—结束 (FF)
- D. 开始—开始 (SS)

38. A project has 4 team members at the same project location and 2 team members in a different location. A third person joins the remote team. How many communication channels are added because of this?

- A. 7
- B. 6
- C. 9
- D. 12

38. 一个项目有 4 个团队成员在同一个工作地点, 还有 2 个人在不同的地点, 又有一个人加入到远程团队。增加多了多少沟通渠道?

- A. 7
- B. 6
- C. 9
- D. 12

39. To the company very important project, project manager decided that joins the redundant part in a system, may reduce the influence which the main part breakdown creates. Which kind of risk measure this takes?

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

39. 在对公司至关重要的项目中, 项目经理决定在一个系统中加入冗余部件, 可以减轻主部件故障所造成的影响。这是采取哪一类风险措施?

- A. 减轻
- B. 接受
- C. 开拓
- D. 提高

40. All of the following are true regarding the Executing processes except:

- A. Execution approved Change Requests
- B. The majority of the project budget is spent here
- C. The greatest conflicts are schedule conflicts
- D. Project performance is measured to identify variances

40. 下列关于执行过程组的说法都是正确的除了:

- A. 执行批准的变更请求
- B. 项目的大部分预算花费在此
- C. 最大的冲突是进度冲突
- D. 对项目绩效进行衡量以识别偏差

41. Which of the following is true regarding the critical path?

- A. It should never be compressed
- B. It allows for looping and branching
- C. The critical path technique is the same as PERT
- D. All activity's total float is zero.

41. 下列哪个关于关键路径的说法是正确的?

- A. 绝不能压缩
- B. 可允许循环和分支
- C. 关键路径法和 PERT 相同
- D. 所有活动的总浮动时差都是零

42. You are a project manager for Botwisch Construction, a building contractor. Your company won the bid to build a new elementary school. You subcontracted the plumbing portion of the contract to Water Tight. Part of the subcontractor's work involves digging and laying pipe for a grease interceptor. You've discovered the subcontractor's work is inaccurate because the interceptor is not buried to specified depth. Which of the following is true?

- A. You are in the Quality Assurance process and have performed a quality audit to assure correctness of work
- B. You are in the Verify Scope process and have performed a quality audit to assure correctness of work
- C. You are in the control procurements process and have completed Inspections and Audits to assure the subcontractor's performance meets the contract requirements
- D. You are in the control procurements process and have completed a performance review of the contractor's work

42. 你是 Botwisch 建筑公司的项目经理。你的公司获得一个建设小学的项目。你将项目中的 Plumbing 部分工作分包给 Water Tight。分包商的部分工作包括为油脂拦截机做挖掘和打地基等工作。你发现工作是不正确的，因为拦截机没有被掩埋到指定的深度。下列哪个说法是正确的?

- A. 你正在质量保证过程，执行了质量审计去确保工作正确
- B. 你正在确认范围过程，执行了质量审计去确保工作正确
- C. 你正在控制采购过程，执行了检查和审计去确保分包商的工作符合合同要求
- D. 你正在控制采购过程，完成了对分包商工作的绩效评估

43. You are the project manager of a Fixed price with Incentive (FPIF) contract. You are currently operating at a SPI of 1.2. Your CPI is 1.4. Your customer comes to you with a change that might affect your schedule. What is the best thing to do in this situation?

- A. Meet with the sponsor
- B. Hold a team meeting to discuss the impact on the project
- C. Follow the change control system in place
- D. Renegotiate the contract so that the new change is incorporated

43. 你是一个固定价加激励合同的项目经理。你目前的绩效是 SPI=1.2, CPI=1.4。你的客户向你提出一项变更将会影响到你的进度。在这种情况下，你最好应该做什么?

- A. 会见出资人

- B. 召开团队会议讨论对项目的影响
- C. 遵循设定的变更控制系统
- D. 重新谈判合同，将新的变更包括进来
44. As a project manager, you are professionally responsible for all of the following except:
- A. Be truthful in all dealings with vendors while maintaining confidentiality
- B. Make sure all procedures completed by the team are legal and within cultural confines
- C. Provide accurate cost estimates throughout the project
- D. Inform appropriate people or organizations when something is wrong or inaccurate on the project
44. 作为一名项目经理，除了哪项以外都是你的专业职责：
- A. 诚实的维持卖方的机密
- B. 确保团队在合法的、文化允许的范围内完成所有的流程
- C. 在整个项目期间提供精确的成本估算
- D. 当项目出现问题或错误时通知合适的组织和人员
45. Which of the following is true regarding the risk management plan except:
- A. The risk management plan is an output of the plan Risk Management process
- B. The risk management plan includes a description of the responses to risks and triggers
- C. The risk management plan includes thresholds, scoring and interpretation methods, responsible parties, and budgets
- D. The risk management plan is an input to all the remaining risk-planning process
45. 下列哪项关于风险管理计划的说法是正确的，除了：
- A. 风险管理计划是规划风险管理过程的输出
- B. 风险管理计划描述了应对风险和风险征兆的应对措施
- C. 风险管理计划包括临界值，评分解释方法，责任分工，预算
- D. 风险管理计划是所有其他风险规划过程的输入
46. Sensitivity analysis and brainstorming are two of many different methods to identify risk. What are the advantages of using sensitivity analysis?
- A. It determines the risk to the public only
- B. It allows for independent answers
- C. Management understands that there is a range of possible outcomes
- D. It provides insight into the project that the PM may be lacking.
46. 敏感性分析和头脑风暴法是两种不同的风险识别方法。敏感性分析的优点有：
- A. 仅针对公众确定风险
- B. 考虑独立的答案
- C. 让管理层理解可能会有种种不同的结果
- D. 可以提供项目经理所缺乏的对项目的深入理解
47. What is the risk essential factor?
- A. Positive, negative

- B. Event, probability, influence
- C. stakeholders' tolerances, Response strategies
- D. Known, unknown

47. 风险的要素是什么？

- A. 积极, 消极
- B. 事件, 概率、影响
- C. 干系人承受力, 应对策略
- D. 已知, 未知

48. Your company, Badlands Consulting, has a myriad of clients. One of your clients is a national company that offers its line of specialty food items in retail malls, but is interested in potentially offering their products on-line also. They are interested in the demographics of their customers so they can customize their website. The stakeholders have accepted the project scope, and you are confirming some of the initial work results with the stakeholders. You have asked for acceptance of the work results. Which process are you in?

- A. Quality Assurance
- B. Quality Control
- C. Scope Verification
- D. Performance Reporting

48. 你所在的 Badland 咨询公司拥有很多客户，其中一个客户是 national 公司，他们在零售卖场提供特产食品，但他们也有兴趣通过网络在线提供产品。他们希望了解客户的特征以便定制销售网站。项目干系人已接受了项目范围。你提交了一些最初的工作成果给干系人，你需要获得他们对这些工作成果的认可。你现在处在哪个过程中？

- A. 质量保证
- B. 质量控制
- C. 确认范围
- D. 绩效报告

49. You are a project manager working in the automotive industry. You are performing quality control and decide to rank order the frequency of problem occurrences using which of the following:

- A. Control chart
- B. Pareto diagram
- C. Cause-and-effect diagram
- D. Scatter diagram

49. 你是个汽车行业的项目经理。你在实施质量控制，决定按问题发生的频率进行排序，你需要使用下列哪个工具？

- A. 控制图
- B. 帕累托图
- C. 因果图
- D. 散点图



50. Your project progressed as planned up until yesterday. Suddenly, an unexpected risk event occurred. You quickly devised a response to deal with this negative risk event using which of the following outputs of Risk Monitoring and Control?

- A. Risk management plan updates
- B. Workarounds
- C. Prevention action
- D. Additional risk identification

50. 直到昨天你的项目进展还在计划之内，突然，发生了一个未预料的风险。你迅速地采取了措施应对这个负面风险事件。这是监控风险过程的哪个输出？

- A. 更新风险管理计划。
- B. 权变措施。
- C. 预防措施。
- D. 额外的风险识别。

51. A project manager who allows the team to make the majority of the decisions is demonstrating a(n) \_\_\_\_ leadership style.

- A. Laissez-faire
- B. Boss-centered
- C. Subordinate centered
- D. Autocratic

51、允许团队进行多数人决策的项目经理展示出 \_\_\_\_ 领导风格。

- A. 自由式
- B. 老板主导
- C. 下属主导
- D. 独裁

52. Your procurement department has obtained independent estimates. The vendor's proposal is substantially different than the independent estimates. All of the following are true except:

- A. The procurement statement of work was deficient
- B. The vendor failed to respond according to the terms of the proposal
- C. The seller failed to respond fully to the procurement statement of work.
- D. the seller either misunderstood

52. 你的采购部门已经获得了独立估算。卖方的建议书和独立估算完全不同。所有下列说法都是正确的除了：

- A. 采购工作说明书存在缺陷和不明确
- B. 卖方没有对建议书里的条款做出响应
- C. 卖方未能完全响应采购工作说明书
- D. 卖方误解了采购说明书的内容

53. When producing Lessons Learned, who should create these documents?

- A. Stakeholders
- B. Project Manager and Team

- C. Project Sponsor  
D. Project Coordinator
53. 当总结吸取的经验教训时，谁需要参与创建这些文档？
- A. 项目干系人  
B. 项目经理和团队  
C. 项目出资人  
D. 项目协调员
54. Which of the following are the tools and techniques of determine Budget process?
- A. Project management information systems, analogous estimating, bottom-up estimating, mathematical analysis  
B. Analogous estimating, bottom-up estimating, mathematical analysis, computerized tools  
C. Project management software, analogous estimating, bottom-up estimating, parametric modeling  
D. Cost aggregation, reserve analysis, Historical Relationships, funding limit reconciliation
54. 下列哪个是制定预算过程的工具和技术？
- A. 项目管理信息系统，类比估算，自下而上估算，数学分析  
B. 类比估算，自下而上估算，数学分析，计算机工具  
C. 项目管理软件，类比估算，自下而上估算，参数模型  
D. 成本汇总，储备分析，历史关系，资金限制平衡
55. When should the Human Resource Plan be established ?
- A. throughout the project  
B. in the early project stage  
C. in the early stage of each project stage  
D. after project initiation
55. 何时制定人力资源计划？
- A. 自始至终贯穿于项目  
B. 在项目早期阶段  
C. 在每个项目阶段的早期阶段  
D. 在项目启动之后
56. You are a project manager for Lutenc Contracting. Lutenc designs custom billing applications for several industries. A scope change has been requested. You know change is concerned with all of the following except
- A. Managing the approved changes;  
B. Approved Change Requests Review  
C. Documenting the complete impact of change requests.  
D. Coordinating changes across the entire project
56. 你是 Lutenc 公司的项目经理。Lutenc 公司为几个行业设计客户计费应用软件。项目提出了一项范围变更请求。你知道变更涉及到下列所有内容除了：
- A. 管理已批准的变更

- B. 审核已批准的变更请求
- C. 完整地纪录变更请求的影响
- D. 协调整个项目中的各种变更

57. You are responsible for one lay down the correspondence fiber optics project. The project plan spends 10 months to lay down the 10KM fiber optics, the estimate cost is \$10,000/KM. 4 months later, the project team had already completed 6KM, the actual cost is 15,000/KM. Which one following describes is correct.

- A. The project cost saving, the project progress falls behind.
- B. The project cost overspending, the project progress falls behind .
- C. The project cost saving, the project progress ahead of time .
- D. The project cost overspending, the project progress ahead of time .

57. 你负责一个铺设通信光缆项目。项目计划花费 10 个月铺设 10KM 光缆，估算的成本是每千米花费 \$10,000。6 个月后，项目团队已经完成了 4KM，实际成本是每千米花费 15,000。以下描述哪一项是正确的。

- A. 项目的成本节约，项目的进度落后
- B. 项目的成本超支，项目的进度落后
- C. 项目的成本节约，项目的进度提前
- D. 项目的成本超支，项目的进度提前

58. Network templates which contain only portions of a network are often referred to as

- A. Subnets or fragnets
- B. Subprojects
- C. Programs
- D. WBS items

58. 只包含部分网络的网络模板通常被称作：

- A. 子网络或网络片段
- B. 子项目
- C. 项目集
- D. WBS 组件

59. Your company has started a development project for a public sector. The project may destroy the environment. You company has long supported the environmental movement. You are the project manager and are confronted by one of the non-profit environmental group leader' s regarding your company' s involvement in managing this “environmentally destructive” project. How should you react to the environment leader' s questions?

- A. Only answer questions regarding the project work.
- B. Speak out in opposition to your company' s involvement with this project.
- C. State that you are the project manager on the project and are not qualified to answer any environmental questions regarding the project; then refer them to the public relations office for any further answers.
- D. Admit that you are the project manger and try to handle all of the questions that you can.

59. 你的公司已经开始某公共部门的一个开发项目。这个项目有可能会破坏环境。你的公司长期以来就支持环境问题。你是项目经理，现在面临非盈利小组的一领导关于你公司参与管理的这个“破坏环境”的项目的质问。你对此质问应该做何反应？

- A. 只回答针对项目工作的问题
- B. 反对公司参与该项目的立场
- C. 声明你是项目经理，没有资格回答关于该项目的任何环境问题。然后告诉他们如有进一步的问题请向公关部咨询
- D. 承认你是项目经理，处理你能回答的所有问题

60. You have been criticized that certain specifications in your Scope Statement do not meet the test for SMART objectives. But what are SMART objectives?

- A. Objectives specified in far more detail than necessary for a execution of a successful project.
- B. Easily achievable objectives which help you reducing the pressure on yourself and the team.
- C. Objectives that should be achieved in order to attain formal recognition by both the customer and the project sponsor.
- D. Objectives that are described using specific, measurable, realistic and time Frame

60. 你被指责你的范围说明书里某些规格描述不符合 SMART 目标原则，何谓 SMART 目标？

- A. 目标远比成功完成一个项目所必需的更加详细
- B. 容易实现的目标可帮助团队和你减少压力
- C. 目标必须是是可以实现的，以便得到客户和项目出资人的正式承认
- D. 目标的描述必须是具体的、可衡量、切合实际的和有时间限制的

61. The project budget at completion is 6000, the completion time is 10 days, carries out 2 days later carries on the measure,  $CPI=1.5$ . Question: Carries out according to this condition, how many estimates finishes the time is?

- A、15 days
- B、10 days
- C、6.6 days
- D、The result is unable to estimate

61、项目完工预算为 6000，完工工期是 10 天，执行 2 天后进行度量，其 CPI 为 1.5。问题：按这个状况执行下去，估计的完工工期是多少？

- A、15 天
- B、10 天
- C、6.6 天
- D、结果无法估算

62. Which of the following statements describes best the relationship between project phases and the Project life cycle?

- A. The Project life cycle includes the time when the project is performed and the expected product lifespan after that.
- B. In project management, the sequence of project phases and phase gates is often referred to as Project life cycle.

- C. The Project life cycle is regarded as a sequence of project activities while phases are defined to control overlapping activities.
- D. The Project life cycle describes how iterations of project management processes are used when a project schedule is developed.
62. 下列哪个最好的描述了项目阶段和项目生命期之间的关系?
- A. 项目生命期包括项目执行的时间和项目后的产品生命期
- B. 在项目管理中, 相关联的项目阶段和阶段关卡通常称为项目生命期
- C. 项目生命期是按次序的项目活动, 而阶段是用来控制重叠的活动
- D. 项目生命期描述了项目管理过程与制定一个项目进度时是如何相互影响的
63. Which of the following should not be reason for "rebaselining" in a project?
- A. Scope changes
- B. Cost variances
- C. Major schedule changes
- D. New information indicating that the basis for the original project cost estimates was incorrect
63. 哪项不是项目重新制定基准的理由?
- A. 范围变更
- B. 成本偏差
- C. 重大进度变更
- D. 新的信息显示原来成本估算的基础是不正确的
64. You have used estimates made by your team members and applied Critical Path Method to compute a network logic diagram for your project. Then you found out that it cannot sufficiently be optimized for scarce resources and fast progress against a deadline. What should you do next?
- A. Apply resource smoothing to uncritical activities only.
- B. Reduce estimates on duration and work efforts by an adequate percentage.
- C. Apply 3-point estimation and Critical Chain Project Management.
- D. Remove physical constraints and replace hard logic with soft logic.
64. 你采用团队成员编制的估算, 并使用关键路径法计算你项目的网络路径, 之后你发现这样还不足以使稀缺资源的使用最优化, 快速达到完工期, 下一步该做什么?
- A. 仅在非关键活动上应用资源平滑。
- B. 将历时估算和工作投入量减少到一个适当的百分比。
- C. 应用三点估算和关键链项目管理。
- D. 删除物理约束并用选择性依赖关系代替硬逻辑关系。
65. A project is handled by departments of an organization and expedited by a project coordinator. Which of the following statements is most likely to be true?
- A. The performing organization is a weak matrix.
- B. The performing organization is doing "management by projects".
- C. The performing organization is a strong matrix.

- D. The performing organization is projectized.
65. 项目由一个组织的多个部门来实施，通过项目协调员来联络。下列哪个说法最可能是正确的？
- A. 实施组织是弱矩阵
  - B. 实施组织是“按项目来管理”
  - C. 实施组织是强矩阵
  - D. 实施组织是项目型
66. What is defined by control limits?
- A. A measuring instrument solely used to describe process capability. The process is found capable if the  $\pm 3$  Sigma range is exceeded by not more than 0.3% of a tested sample lot.
  - B. The limits of the six sigma area on either side of a control chart to plot measured values; data found outside the area are out of specification and can lead to rejection of an entire batch.
  - C. The area consisting of typically three standard deviations on either side of a mean Value of a control chart to plot measured values found in statistical quality control
  - D. The area consisting of typically three standard deviations on either side of a mean value of a control chart to plot measured values found in quality assurance
66. 控制界限的定义是什么？
- A. 是一种测量工具，仅仅用来描述过程的能力。如果超出正负 3 西格玛界限的测试样本不超过 0.3%，该过程是可行的。
  - B. 是控制图中上下六西格玛界限，如果测量数据出现在区域以外表示不符合规格，会导致该批次产品被拒绝。
  - C. 介于控制图中均值两侧、通常是左右各 3 西格玛的区域，用以绘制统计质量控制中发现的测量值。
  - D. 介于控制图中均值两侧、通常是左右各 3 西格玛的区域，用以绘制质量保证中发现的测量值。
67. You found the following Earned Value Analysis information for a recently closed out project: SPI = 0.7, CPI = 1.0
- A. The project has been cancelled while it was executed. At that time the project was behind schedule and on budget
  - B. The project's deliverables have all been finished. The project came in behind schedule but on budget.
  - C. The project's deliverables have all been finished. The project came in ahead of schedule but on budget
  - D. The project's deliverables have all been finished. The project came in on schedule but over budget.
67. 你发现最近刚关闭的一个项目的挣值分析信息如下：SPI=0.7，CPI=1.0
- A. 项目在实施时已经被取消，取消时项目延期但在预算之内
  - B. 项目的可交付成果都已经完成，项目进度落后，但在预算之内
  - C. 项目的可交付成果都已经被完成，项目进度提前，成本符合预算
  - D. 项目的可交付成果都已经完成，项目按进度计划，但成本超支
68. The seller and the supplier signs some kind of contract. The supplier is paid \$206,000.

And the actual cost is 180,000. The contract target cost is \$200,000, the target profit is \$20,000. Regarding the cost saving part, the supplier obtains 30%. This is which of the following types of contracts?

- A、Cost-plus-fixed-fee
- B、Fixed-price incentive-fee
- C、Cost-plus-incentive-fee
- D、Cost-Plus-Award-Fee Contracts

68、卖方和供应商签订某种合同。供应商被支付\$206,000。其中实际成本是\$180,000。合同的目标成本是\$200,000，目标利润是\$20,000。对于成本节约部分，供应商获得其中30%。这属于哪一种合同类型？

- A、成本加固定费用合同
- B、总价加激励费用合同
- C、成本加激励费用合同
- D、成本加奖励费用合同

69. Your project management team includes two external consultants each from a different company. You found that repeated conflicts between the two consultants already slow down project progress and jeopardize achievement of objectives. Which stage of team development can be difficult to overcome in such a situation?

- A. Storming from Forming.
- B. Panic from Enthusiasm.
- C. Kickoff from Assignment.
- D. Frustration from Direction.

69. 你的项目管理团队包括两个外聘的顾问，他们分别来自不同公司。你发现他们两人之间反复发生冲突，已经拖延了项目进程而且将威胁到要实现的目标。哪个团队建设阶段度过这种情景时比较困难？

- A. 从形成到震荡
- B. 从狂热到恐慌
- C. 从委派到启动
- D. 指导到挫折

70. In a cost plus fixed fee contract , how can the fee change?

- A. It cannot change
- B. It can change if change orders are issued
- C. It can only be increased by 10% if there is an unexpected cost overrun
- D. It can be decreased under certain circumstance

70. 在一个成本加固定费合同内，费用如何能改变？

- A. 不能改变
- B. 如果变更请求被批准，则可以改变
- C. 如果发生意外成本超支，只能增加10%
- D. 在某些情况下，可以降低

71. During a walk-through, you discover that a seller has neglected to properly produce a major component of its deliverable. What should you do?

- A. Insist that the seller follow their quality assurance plans.
  - B. Inform the project sponsor of the discrepancy.
  - C. Insist that the contract be adhered to via correspondence.
  - D. Schedule a meeting to discuss the discrepancy.
71. 在进行巡检期间，你发现一个卖方没有正确地生产可交付成果的一个重要部件。你应该做什么？
- A、坚持要求卖方遵循他们的质量保证计划
  - B. 将差异情况通知项目发起人
  - C. 通过往来函件，坚持要求遵守合同
  - D. 安排一个会议来讨论差异
72. Fast tracking means to:
- A. Speed up a project through parallel tasks
  - B. Swap one task for another
  - C. Reduce the number of tasks if possible
  - D. Team members works overtime
72. 快速跟进是指：
- A. 采用并行执行任务，加速项目进展
  - B. 用一个任务取代另外的任务
  - C. 如有可能，减少任务的数量
  - D. 员工加班
73. which of the following is the merit of Centrized contracting
- A. is easy to use expertise of subscribing contract
  - B. to improve the specific knowledge of subscribing contract for the company
  - C. to string along with the project better.
  - D. contract administrators has not home.
73. 以下哪项是集中签署合同的好处
- A、易于使用合同签订方面的专门技术
  - B、改进公司在签订合同方面的专门知识
  - C、更加忠于项目
  - D、合同管理人员没有家
74. the following are the tools and technologies which Conduct Procurements, except:
- A. Expert Judgment
  - B. Proposal Evaluation Techniques
  - C. Bidder Conferences
  - D. Source selection criteria
74. 以下均是实施采购的工具和技术，除了：
- A、专家判断
  - B、建议书评价技术
  - C、投标人会议
  - D、供方选择标准



75. Most projects lifecycle explanation have some common characteristics:
- A. Project phase always ranking from beginning to end, commonly confirm by some sort of technology information transfer or technology parts handover. Human source devotion and fee is low from the beginning and higher as follow, quickly dropped at the end of the project
  - B. At the beginning of the project, stakeholder has the strongest force to the project product finally characteristic and project finally cost, with the project performance, this effect is weaken step by step
  - C. At the beginning of the project, the possibility of accomplish the project successfully is the lowest, while the risk and uncertainty is highest. As for project performance, the possibility of accomplish the project commonly ascend gradually.
  - D. A、B and C
75. 大多数项目生命周期的解释都具有若干共同特点:
- A. 项目阶段总是从开始到结尾, 通常以某种形式的技术信息转移或技术部件交接来确认。人力投入和费用开始时低, 随后增高, 在项目结束时迅速下降。
  - B. 在项目开始时, 项目干系人对项目产品最终特点和项目最终成本的影响力最强, 随项目进展, 这种影响逐步减弱。
  - C. 在项目开始时, 成功完成项目的可能性最低, 因此风险和不确定性最高。随项目继续推进, 成功完成项目的可能性通常都逐渐上升。
  - D. A、B 和 C
76. Which of the following is true?
- A. An experienced Project Manager will avoid project that contain uncertainty
  - B. There can be a project life cycle stage before the actual and approval to proceed with the project
  - C. Risk probability is always highest toward the end of a project when time is running out
  - D. A project doesn't really finish because the product and/or services that were delivered need supporting
76. 下列哪项是正确的?
- A. 一个有经验的项目经理会避免含有不确定性的项目
  - B. 在实际决策和批准项目进行之前可以有一个项目生命周期阶段
  - C. 项目在接近结束时的风险概率总是最高
  - D. 因为所交付的产品或服务需要支持, 所以一个项目没有真正的结束
77. In the initiation phase of your project, it is apparent that factions within the client's company have significantly different views on how the project should be structured and how the deliverables should be defined. Which of the following is the BEST thing to do?
- A. Ask the client when they will be in agreement on the project requirements.
  - B. Work with the leadership from each area to collaboratively engineer a mutually acceptable solution.
  - C. Make sure the items and conditions of the contract are clear.
  - D. List the consequences of changes in the contract's requirements section.

77. 在你项目的启动阶段，客户公司内部明显有部分人对项目应如何构建和如何定义可交付成果存在非常不同的观点。以下哪项是最佳的做法？
- A. 询问客户何时能就项目需求达成一致
  - B. 与各领域的领导层一起工作，以合作的方式设计一个相互都能接受的解决方案
  - C. 确保合同的条款是清楚的
  - D. 在合同需求部分列出变更的后果
78. To obtain support for the project throughout the performing organization , it's the BEST if the project manager :
- A. Ensures there is a communication plan .
  - B. Correlates the need for the project to the organization's strategic plan
  - C. Connects the project to the personal objectives of the sponsor.
  - D. Ensures the management plan includes the management of team members.
78. 为获得实施组织从上到下对项目的支持，项目经理最好：
- A. 确保有一个沟通计划
  - B. 把项目需求与组织的战略计划相联系
  - C. 把项目与发起人的个人目标相联系
  - D. 确保管理计划包括对团队成员的管理
79. many companies cannot achieve all of the goals in project management the reason is:
- A. Project management only need go-aheadism
  - B. Lacking of sustain and consent from upper management
  - C. It is the business of auditing department
  - D. Lacking of the management control from function department
79. 许多公司在项目管理中不能达到全部目标，其原因是：
- A. 项目管理只需要主动性
  - B. 缺乏高层管理人员的支持和承诺
  - C. 是公司审计部门的事情
  - D. 缺少职能部门的管理控制
80. The following types of costs are relevant to making a financial decision except:
- A. Opportunity costs.
  - B. Direct costs
  - C. Sunk cost
  - D. Unavoidable costs
80. 在下列成本类型中，除了\_\_\_\_\_之外都与财务决策相关。
- A. 机会成本
  - B. 直接成本
  - C. 沉没成本
  - D. 不可避免的成本

81. The contractor informed you that a project had been delayed for 6 weeks, what should you do?
- A. Carry through risk management planning
  - B. Execute an emergency plan
  - C. Ask the contractor to crashing?
  - D. Replace the contractor
81. 承包商通知你，项目的进度拖延了6周，你应该做什么？
- A. 完成风险管理规划
  - B. 执行应急计划
  - C. 要求承包商赶工
  - D. 更换承包商
82. Which of the following is CORRECT?
- A. The critical path define how long the project will take
  - B. There can be only one critical path
  - C. The network diagram will change every time the end date changes
  - D. A project can never have negative float.
82. 下列哪个说法是正确的？
- A. 关键路径确定项目需要多长时间
  - B. 项目只能有一条关键路径
  - C. 当结束日期变更时网络图将会改变
  - D. 项目绝不能有负浮动时间
83. Which of the following BEST describes product analysis?
- A. Working with the customer to determine the product description
  - B. Mathematically analyzing the quality desired for the project
  - C. Gaining a better understanding of the product of the project in order to create the project scope statement
  - D. Determining if the quality standard on the project can be met
83. 下列哪个最好的描述了产品分析？
- A. 和客户一起确定产品描述
  - B. 数学方法分析项目的质量
  - C. 对项目产品获得更好的理解，以便创建项目范围说明书
  - D. 确定项目的质量标准是否可满足
84. Which is not a goal in both Project management and Quality management?
- A. Prevention over inspection
  - B. Customer satisfaction
  - C. Management responsibility
  - D. Triple constraint
84. 下列哪个不是项目管理和质量管理的共同目标？
- A. 预防胜于检查

- B. 客户满意
- C. 管理层责任
- D. 三角约束

85. Project sponsors have the GREATEST influence on the scope, quality, time, and cost of the project during the:

- A. Concept phase.
- B. Development phase.
- C. Execution phase.
- D. Close-down phase.

85. 在下列哪一个阶段项目发起人对项目的范围、质量、时间和成本有最大的影响力:

- A. 概念阶段
- B. 制定阶段
- C. 实施阶段
- D. 收尾阶段

86. You live in Boston, you discovered that this urban bridge construction item has not installed the public security warning signal. You had participated in the similar project. You knew that the warning signal has not been very dangerous. How should you do?

- A. informs own company, suggested that the bridge construction company installs warning signal .
- B. the position bridge construction company to install warning signal .
- C. Does not adopt any behavior.
- D. Propagandizes this matter, and stops the project to continue to construct

86. 你居住在波士顿, 你发现该城市一个桥梁施工项目没有安装公共安全警告标志, 你曾经参与过类似的项目, 你知道没有警告标志是很危险的。你应该怎么做?

- A. 通知自己的公司, 建议桥梁建筑公司安装警告标志
- B. 主张桥梁建筑公司安装警告标志
- C. 不采取任何行为
- D. 宣传这个事情, 并制止项目继续施工

87. What following is correct about the change management plan view is?

- A. Changes are generally not predictable, therefore planning for change management cannot be sensible.
- B. Planning for change management should be done while the various change control processes are being applied.
- C. The change management plan may take a part of the project management plan, and documents how changes will be monitored and controlled,
- D. Changes are a sign of bad planning. One should avoid changes during a project thus eliminating the need to manage them.

87. 下列关于变更管理计划说法正确的是?

- A. 变更通常是不可预测的, 因此规划变更管理是不明智的
- B. 当应用不同的变更控制过程时, 才需要规划变更管理

- C. 变更管理可以作为项目管理计划的一部分，用来明确如何对变更进行监控
- D. 变更是规划不佳的信号，我们应在项目中回避变更，也就排除了管理变更的需要

88. Is the following which item very important to the product acceptance, except: ?

- A. The Project scope statement, it describes the acceptance criteria.
- B. The Project scope management plan, it describes the acceptance process.
- C. The Work breakdown structure (WBS), it describes the deliverables for acceptance.
- D. The RACI matrix, it describes accountabilities in case of product rejection.

88. 下列哪项对产品验收很重要，除了：

- A. 项目范围说明书，它描述了验收标准
- B. 项目范围管理计划，它描述了验收过程
- C. 工作分解结构，它描述了验收的可交付成果
- D. RACI 矩阵，它描述了产品拒绝时的责任

89. At the end of the Closing Process Group,

- A. It is verified that the defined processes are completed within all the process groups to close the project phase
- B. To ensure the project deliverables are completed satisfactorily
- C. Project management plan is written off by the project sponsor
- D. New change requests are initiated as required

89. 在收尾过程组结束时：

- A. 核实按计划定义的要求完成所有过程组的工作，结束项目阶段
- B. 确保可交付成果满意地完成
- C. 项目管理计划被项目出资人取消
- D. 新的变更请求被启动

90. You are the project manager of a new project, which will construct a bridge on the River Nile in Egypt. Before initiating the project, you should:

- A. Create a scope management plan to document how the project scope will be defined, verified and controlled.
- B. Develop a project management plan.
- C. Determine specific activities that need to be performed to produce the various project deliverables.
- D. Facilitate the formal authorization to start a new project

90. 你是一个新项目的项目经理，将在埃及尼罗河建设一座桥梁。在项目启动之前，你应该：

- A. 创建范围管理计划，记录如何定义，确认和控制范围。
- B. 编制项目管理计划
- C. 确定创造不同的项目可交付成果需执行的具体活动
- D. 推动正式授权启动新项目

91. In your project, you want to monitor and control project processes associated with initiating, planning, executing and closing. This will help you take corrective or preventive action to

control project performance. In this context, what should you do first?

- A. Review all project forecasts
- B. Detail all the activities of project team members involved in executing administrative closure for the project
- C. Review the project management plan and work performance information for your project
- D. Manage Project Risks

91. 在你的项目中，你想监控与项目启动、规划、执行、收尾有关的项目过程，这将有利于你采取纠正措施或预防措施来控制项目绩效。在这个背景下，你首先应该做什么？

- A. 回顾所有项目预测
- B. 在实施管理收尾时细化项目团队的所有活动
- C. 检查项目管理计划和你项目的工作绩效信息
- D. 管理项目风险

92. You recently joined as the project manager of ABC Company. The outgoing project manager mentioned that of late, she had been facing several issues with new change requests. The customers were located in the same office and they interacted directly with the project team and, at times, informally asked for some changes in the project's product. If the changes were small, the project team members usually agreed to do the changes. The project manager found it difficult to prioritize activities and ensure that tasks are done as per schedule. The project had 50 team members and there was some discontent amongst them about the work they were supposed to do. What should be your first priority in this project?

- A. Create a detailed project scope statement
- B. Align the project objectives with the organizational goals
- C. Ensure proper project scope control
- D. Call a meeting of all the project stakeholders to determine and resolve any outstanding issues

92. 你作为一名项目经理最近加入 ABC 公司。即将离职的项目经理提到，她面临几个新变更请求的问题。客户与项目团队在同一个办公室工作，她们相互直接沟通，有时客户会非正式地要求项目团队对项目产品做变更。如果变更较小，项目团队成员通常同意变更。项目经理发现很难确定活动的优先级，并确保按进度完成任务。这个项目有 50 个团队成员，团队中有些成员对该做的工作表示不满。你在这个项目中的首要事情是什么？

- A. 创建一个详细的项目范围说明书
- B. 使项目目标和组织目标保持一致
- C. 确保适当的项目范围控制
- D. 召集所有干系人开会，以确定和解决任何突出的问题

93. When deciding which project to select,

- A. Select the project with higher Life Cycle Cost
- B. Select the project with lower Life Cycle Cost
- C. Select the project with higher Sunk Cost
- D. Select the project with lower Sunk Cost

93. 当做项目选择决策时：

- A. 选择生命期成本更高的项目

- B. 选择生命期成本更低的项目
- C. 选择沉没成本更高的项目
- D. 选择沉没成本更低的项目

94、PMI Code of Ethics and Professional Conduct, which one item most important?

- A、Organization, stakeholder, customer and team member
- B、Responsibility , respect , fairness , and honesty
- C、Benefit, respect , integrity , and honesty
- D、Risk, schedule , scope , and cost

94、项目经理道德行为规范中, 哪一项是最重要?

- A、组织、干系人、客户和团队成员
- B、责任、尊重、公正和诚实
- C、利益、尊重、诚信和诚实
- D、风险、进度、范围和成本

95. As a project manager, you advocate active participation of your team members – this is because you believe in:

- A. Theory Y (McGregor Model)
- B. Theory X (McGregor Model)
- C. Maslow's hierarchy of needs
- D. Referent power

95. 作为一个项目经理, 你主张你的团队成员积极参与, 这是因为你相信:

- A. Y 理论 (麦格里戈模型)
- B. X 理论 (麦格里戈模型)
- C. 马斯洛层次需求
- D. 参考权

96. Cost performance measurement is BEST done through which of the following?

- A. Asking for a percent complete from each team member and reporting that in the monthly progress report
- B. Calculating earned value and using the indexes and other calculations to report past performance and forecast future performance
- C. Using the 50–50 rule and making sure the life cycle cost is less than the project cost
- D. Focusing on the amount expended last month and what will be expended the following month

96. 成本绩效测量最好通过下列哪个来实现?

- A. 询问每个团队成员的完成百分比并将其汇报在月度进展报告中
- B. 计算挣值, 使用指数和其他计算来报告项目的过去绩效并预测未来绩效
- C. 使用 50-50 规则, 确保生命期成本少于项目成本
- D. 聚焦上个月花费的数额以及下个月将花费多少

97、Following which item isn't Cost plus fixed fee (CPFF) characteristic

- A、 The seller is reimbursed for all allowable costs for performing the contract work, and pays a fixed cost to the seller
- B、 The seller receives according to the project actual cost certain percentage computation fixed remuneration for services rendered payment.
- C、 Seller receives a fixed fee payment calculated as a percentage of the initial estimated project costs.
- D、 Fee amounts do not change unless the project scope changes.

97、 以下哪项不是成本加固定酬金（CPFF）合同的特点？

- A、 为卖方报销履行合同工作所发生的一切可列支成本，并向卖方支付一笔固定费用
- B、 卖方收到按项目实际成本一定百分比计算的固定酬金付款
- C、 卖方收到按项目估算成本一定百分比计算的固定酬金付款
- D、 除非项目范围发生变更，费用金额维持不变

98、 Which of the following are outputs of the Control Scope Process?

- A. Requested Changes
- B. Work performance information
- C. Lessons learned
- D. All of the above

98. 下列哪项是控制范围过程的输出？

- A. 变更请求
- B. 工作绩效信息
- C. 经验教训
- D. 上述所有

99. Major difficulties arise when multiple projects need to be managed in the functional organizational structure because of:

- A. The project manager's technical level is low
- B. Conflicts over the relative priorities of different projects in competition for limited resources
- C. The project team members concentrate the project work.
- D. The need for the project manager to use interpersonal skills to resolve conflicts informally

99. 当需要在职能型组织结构中管理多项目时，会出现很大的困难，因为：

- A、 项目经理的技术水平低
- B、 优先级不同的项目在竞争有限资源时发生冲突
- C、 项目团队成员专注于项目工作
- D、 需要项目经理运用人际关系技能非正式地解决冲突

100. Which of the following is included in a project charter?

- A. Identification of risks
- B. Work package estimates
- C. Detailed resource estimates



D. The business need for the project

100. 下列哪项包含在项目章程内？

- A. 识别的风险
- B. 工作包估算
- C. 详细的资源估算
- D. 项目的业务需求

101 In the following which process, project manager will decide the baseline again to the project plan?

- A、Initiating Process Group
- B、Planning Process Group
- C、Executing Process Group
- D、Monitoring Process Group

101、在下列哪一个过程中，项目经理会确定对项目计划重定基线？

- A、启动过程组
- B、计划过程组
- C、执行过程组
- D、监控过程组

102. Change requests can occur due to:

- A. An external event such as a change in government regulation.
- B. An error or omission in defining the scope of the product.
- C. An error or omission in defining the scope of the project.
- D. All of the above.

102. 变更请求的发生是由于：

- A. 一个外部事件，如政府法规的变化
- B. 在定义产品范围时的错误或疏漏
- C. 在定义项目范围时的错误或疏漏
- D. 以上所有

103. The client demands changes to the product specification that will add only two weeks to the critical path. Which of the following is the best thing for the project manager to do?

- A. Compress the schedule to recover the two weeks.
- B. Cut scope to recover the two weeks.
- C. Consult with the sponsor before taking any action.
- D. Advise the client of the impact of the change.

103. 客户提出对产品规格做变更，这将会增加 2 周时间到关键路径上，下列哪个是项目经理最应该做的？

- A. 压缩进度来恢复 2 周时间
- B. 削减范围来恢复 2 周时间
- C. 在采取任何行动之前征求出资人的意见
- D. 将变更的影响通知客户

104. A project manager learns that corrective action was implemented by a team member, but not documented. What should the project manager do NEXT?

- A. Report the violation to the functional manager.
- B. Clarify the reasoning behind the team member's action.
- C. Add the implemented corrective action to the historical record.
- D. Find out who caused the problem.

104. 项目经理得知一个团队成员实施的纠正行动，但没有记录。项目经理接下来应该做什么？

- A. 将这个违反情况报告给职能经理
- B. 澄清团队成员采取这个行动背后的原因
- C. 将实施的纠正行动添加到历史记录中
- D. 查处谁引发的这个问题

105. You are assigned as the project manager in the middle of the project. The project is within the baselines, but the customer is not happy with the performance of the project. What is the FIRST thing you should do?

- A. Discuss it with the project team.
- B. Recalculate baselines.
- C. Renegotiate the contract.
- D. Meet with the customer.

105. 在项目中期，你被分配为项目经理。该项目在基准之内，但是客户却对项目的绩效不满意。你首先应该做什么？

- A. 和团队成员讨论此事
- B. 重新计算基准
- C. 重新谈判合同
- D. 与客户会面

106. The previous project manager for your project managed it without much project organization. There is a lack of management control and no clearly defined project deliverables. Which of the following would be the BEST choice for getting your project better organized?

- A. The definite project's life cycle, divides into the project many phases.
- B. Develop lessons learned for each phase.
- C. Develop specific work plans for each work package.
- D. Develop a description of the product of the project.

106. 你项目的前任项目经理在管理项目时缺乏项目的条理性。如，缺乏管理控制，没有明确地定义项目的可交付成果。下列哪项能使你管理的项目的组织性更强？

- A. 确定项目的生命周期，将项目分为多个阶段
- B. 为每个阶段编制吸取的经验教训
- C. 为每个工作包准备具体的工作计划
- D. 为项目产品编写产品描述

107. Company procedures require the creation of a lessons learned document. Which of the following is the BEST use of lessons learned?

- A. Historical records for future projects
- B. Planning record for the current project
- C. Informing the team about what the project manager has done
- D. Informing the team about the project management plan

107. 公司流程要求创建吸取的经验教训文档。下列哪项最好地描述了吸取经验教训的作用？

- A. 用于未来项目的历史记录
- B. 用于当前项目的规划记录
- C. 将项目经理做的事通知团队
- D. 将项目管理计划通知团队

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

- A. Make the change happen as soon as possible.
- B. Contact the project sponsor for permission.
- C. Go to the change control board.
- D. Evaluate the other components of the "triple constraint."

108. 项目经理刚接到客户发来的变更请求，该变更不会影响项目进度并且容易完成。项目经理首先应做什么？

- A. 尽快进行变更
- B. 联系项目发起人获得许可
- C. 提交给变更控制委员会
- D. 评估“三角约束”的其他因素

109. A project's team member distributes in the world. Project manager also needs to determine a detailed project management plan. Is following which one item completes this project management plan the most efficacious device?

- A、 project manager calls all team members to draft in the identical place, the discussion and determines finally plans.
- B、 project manager convenes project various teams to lead in the identical place, holds the teleconference with other team members.
- C、 project manager requests various teams to lead the collection to suggest that gives project manager concurrently. Then project manager drafts the whole plan, and its transmission for all team members. Finally, project manager holds the video frequency conference, determines finally in the team common consent plans.
- D、 project manager requests various teams to lead the transmission suggestion. Project manager drafts and determines finally plans, does not let the team examine.

109. 一个项目的团队成员分布在世界各地。项目经理还需要确定一份详细的项目管理计划。下列哪一项是完成这份项目管理计划的最有效方法？

- A、 项目经理召集所有团队成员在同一地点起草，讨论并最终确定计划
- B、 项目经理召集项目各团队领导在同一地点，与其他团队成员召开电话会议
- C、 项目经理要求各团队领导收集建议，并发送给项目经理。然后项目经理起草整体计划，并将其发送给所有团队成员。最后，项目经理召开视频会议，在团队一致同意最终确定计划。

D、项目经理要求各团队领导发送建议。项目经理起草并最终确定计划，不让团队审查。

110、Stores the experience knowledge library's information in Close Project process to contain the following that content?

- A、Work Authorization System
- B、Change control system
- C、The success complete the project technology information
- D、Project management information system

110、在项目收尾过程中存入经验教训知识库的信息包含下列那一项内容?

- A、工作授权系统
- B、变更控制系统
- C、成功完成项目的技术信息
- D、项目管理信息系统

111. What does estimate at complete (EAC) mean?

- A. Each anticipated cost for project
- B. Estimated average cost at project completion
- C. Anticipated total cost at project completion
- D. Anticipated expenses at project completion

111. 完工估算的意思是什么?

- A. 项目的每项预期成本
- B. 项目完工时估算的平均成本
- C. 项目完工时的预期总成本
- D. 项目完工时的预期开支

112. Which of the following indicates the acceptable range of variation of a process as represented on the control chart?

- A. Mean
- B. Specification limit
- C. Rule of seven
- D. Upper and lower control limits

112. 下列哪项指出了在控制图中一个过程可接受的偏差范围?

- A. 均线
- B. 规格界限
- C. 七点规则
- D. 控制上限和下限

113. As per PMBOK, all are parts of the executing process group except which of the following?

- A. Acquire Project Team
- B. Develop Project Team
- C. Manage communication
- D. Identify Stakeholder

113 根据 PMBOK，除了哪项以外都是执行过程组的一部分？

- A. 组建项目团队
- B. 建设项目团队
- C. 管理沟通
- D. 识别项目干系人

114. While evaluating the Gantt chart, the project manager determines that the project is behind schedule. What should she do?

- A. Obtain approval from the customer to slip the project.
- B. Report findings to management.
- C. Evaluate the alternatives with the team.
- D. Evaluate the alternatives with the customer.

114. 当评估甘特图时，项目经理发现项目落后于进度，她应该做什么？

- A. 获得客户的批准推迟项目
- B. 向管理层报告情况
- C. 与团队成员一起评估可选方案
- D. 与客户一起评估可选方案

115. Which of the following is not used in the quality control process?

- A. Gantt charts
- B. Control charts
- C. Pareto charts
- D. Statistical sampling

115. 下列哪项不用于质量控制过程？

- A. 甘特图
- B. 控制图
- C. 帕累托图
- D. 统计抽样

116. You are a new project manager who has never managed a project before. You have been asked to plan a new project. it would be BEST in this situation to rely on during planning in order to improve your chance of success.

- A. Your intuition and training
- B. Stakeholder analysis
- C. Historical information
- D. Configuration management

116. 你是一个新的项目经理，此前从未管理过项目。你被要求规划新的项目。在这个情况下，最好依赖什么来进行规划以提高你成功的概率？

- A. 你的直觉和培训
- B. 干系人分析
- C. 历史资料
- D. 配置管理

117. A particular stakeholder has a reputation for making many changes on projects. What is the BEST approach a project manager can take at the beginning of the project to manage this situation?

- A. Say "No" to the stakeholder a few times to dissuade him from submitting more changes.
- B. Get the stakeholder involved in the project as early as possible.
- C. Talk to the stakeholder's boss to find ways to direct the stakeholder's activities to another project.
- D. Ask that the stakeholder not be included in the stakeholder listing.

117. 某个干系人以制造变更而闻名。下列哪项是项目经理在项目开始时可采用的管理此情况的最佳方法?

- A. 多次向这个干系人说“不”，阻止他提交更多变更
- B. 尽早让该干系人参与到项目中
- C. 与该干系人的老板交流，寻找方法让该干系人去其他项目
- D. 要求将该干系人排除出干系人的清单

118. Requirements Documentation is an input to:

- A. Scope control and scope verification.
- B. Direct and manage project execution and integrated change control.
- C. Develop project management plan and develop project charter.
- D. Develop project management plan and schedule development.

118. 需求文件是哪个过程的输入?

- A. 控制范围和确认范围
- B. 指导与管理项目执行和整体变更控制
- C. 制定项目管理计划和制定项目章程
- D. 制定项目管理计划和制定项目进度计划

119. The project manager is making sure that the product of the project has been completed according to the project management plan. What part of the project management process is he in?

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

119. 项目经理要确认项目产品已经按照项目管理计划完成了。项目经理是在哪个项目管理过程?

- A. 规划
- B. 执行
- C. 监控
- D. 收尾

120. A project manager does not have much time to spend planning before the mandatory start

date arrives. He therefore wants to move through planning as effectively as possible. Which of the following would you recommend?

- A. Make sure you have a completed preliminary project scope statement and then start the WBS.
- B. Create an activity list before creating a network diagram.
- C. Document all the known risks before you document the high-level assumptions.
- D. Finalize the quality management plan before you determine quality metrics.

120. 项目的强制开始日期即将到来，在此之前项目经理没有太多时间可用于规划，因此，他希望尽可能高效地进行规划。你会推荐下列哪项？

- A. 确保你拥有完整的初步范围说明书，然后开始创建 WBS
- B. 先创建活动清单，然后创建网络图
- C. 先记录下所有已知风险，然后记录概要层假设
- D. 先确定项目质量管理计划，然后确定质量指标

121. The high-level project schedule constraints have just been determined. What project management process group are you in?

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

121. 概括性的项目进度约束刚刚确定。你处在哪个项目管理过程组？

- A. 启动
- B. 规划
- C. 执行
- D. 监控

122. A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?

- A. Project manager
- B. Project team
- C. Project sponsor
- D. Stakeholder

122. 某项目要发生一个针对项目章程的变更。决定这些变更是否必要的主要责任由谁承担？

- A. 项目经理
- B. 项目团队
- C. 项目发起人
- D. 项目干系人

123. Near the end of your last project, additional requirements were demanded by a group of stakeholders when they learned they would be affected by your project. This became a problem because you had not included the time or cost in the project management plan for these requirements. What is the BEST thing you can do to prevent such a problem on future projects?

- A. Review the WBS dictionary more thoroughly, looking for incomplete descriptions.

- B. Review the project charter more thoroughly, examining the business case for "holes."
- C. Do a more thorough job of procurement planning.
- D. Pay more attention to stakeholder management.

123. 你负责的上一个项目快结束了，当一些项目干系人得知你的项目会对他们造成影响，他们提出了一些额外的需求。由此产生了问题，因为你的项目管理计划并未包括额外需求所需的成本或进度时间。为了避免类似问题出现在未来的项目中，你最应该做什么预防？

- A. 更加彻底地检查 WBS 字典，查找不完整的描述
- B. 更加彻底地检查项目章程，检查商业论证的漏洞
- C. 更加彻底地做好采购规划工作
- D. 把更多的精力放在项目干系人管理上

124. When checking the calendar of a team member to schedule a meeting, you see she has scheduled a meeting with a key stakeholder that you were not informed of. The BEST approach would be to:

- A. Avoid mentioning it to the team member but continue to watch her activities.
- B. Notify your boss about the problem.
- C. Address the concern with the team member's boss.
- D. Address the concern with the team member.

124. 当你检查一个团队成员的日历为会议做计划时，发现她与一个关键的项目干系人安排了一个会议，并没有通知你。你最佳的做法是：

- A. 避免在这位成员面前提及这件事，但是，继续观察她的活动。
- B. 把这个问题告诉你的老板。
- C. 将这个担心告诉这位成员的老板。
- D. 与这位成员讨论这个问题。

125. You are in the middle of a new product development for your publicly traded company when you discover that the previous project manager made a U.S. \$3,000,000 payment that was not approved in accordance with your company policies. Luckily, the project cost performance index (CPI) is 1.2. What should you do?

- A. Contact your manager.
- B. Put the payment in an escrow account.
- C. Bury the cost in the largest cost center available.
- D. Ignore the payment.

125. 你正在为你的公共贸易公司开发新产品，这时，你发现以前的项目经理支付了一笔高达 3,000,000 美元的费用，这笔费用并没有得到公司政策的允许。幸运的是，项目的成本绩效指数 (CPI) 是 1.2。你应该做什么？

- A. 联络你的经理
- B. 将这笔支出归到代管账户中
- C. 将这笔支出隐藏到最大的成本中心里
- D. 忽略这笔支出

126. The following information is available about a particular activity in your project plan: Early Start (ES. :25 days Late Start (LS. :30 days Early Finish (EF. :50 days Late Finish (LF. : 55



days Based on this information, you can deduce that:

- A. The project float is 5 days
- B. The project may get delayed
- C. The activity is not on the critical path
- D. The activity is on the critical path

126. 在你计划中的某个活动有如下信息：最早开始(ES) 25 天；最晚开始(LS) 30 天；最早结束(EF) 50 天；最晚结束(LF) 55 天。基于这些信息，你可以推断出：

- A. 项目的浮动时间是 5 天
- B. 项目可能会延误
- C. 这个活动不在关键路径上
- D. 这个活动在关键路径上

127. You are managing tooling for an aircraft part. Your team members tell you that they found a few defective parts. When you asked them the reasons for the defect, they mentioned that it could be because of several reasons including the material used, the measurement system, inaccurate tolerances in the machine or other factors. To help them to illustrate better how various factors might have contributed to the defect, you will:

- A. Use a control chart
- B. Create a flowchart
- C. Draw a fishbone diagram
- D. Draw a pareto chart

127. 你在管理一个飞机部件的加工项目。你的团队成员告诉你他们发现少许缺陷。当你询问他们缺陷的原因时，他们提及的可能原因包括使用的材料、衡量系统、机器错误的容差或其他因素。为了帮助他们更好地说明哪些原因可能引发缺陷，你将：

- A. 使用控制图
- B. 创建流程图
- C. 绘制鱼骨图
- D. 绘制帕累托图

128. Cost of quality is the total cost of all efforts to achieve product/service quality, and includes all work to ensure conformance to requirements. All of the following are costs that are incurred EXCEPT:

- A. Cost of poor quality
- B. Opportunity cost
- C. External failure cost
- D. Appraisal cost

128. 质量成本是指为了实现产品或服务质量而投入的所有努力的总成本，包括确保与需求一致的所有工作。除了哪项以外都是所发生的质量成本：

- A. 低质量成本
- B. 机会成本
- C. 外部失败成本
- D. 评估成本

129. Which of the following not is a tool of the define activity process?

- A. Rolling wave planning
- B. Control Account
- C. Decomposition
- D. Expert judgment

129 下列哪项不是定义活动过程的工具?

- A. 滚动式规划
- B. 控制账户
- C. 分解
- D. 专家判断

130. Approved change requests is an input to:

- A. Verify Scope
- B. Direct and Manage Project Work
- C. Develop Project Charter
- D. Develop Schedule

130. 批准的纠正措施是哪个过程的输入:

- A. 确认范围
- B. 指导与管理项目工作
- C. 制定项目章程
- D. 制定项目进度计划

131. In which phase of the project life cycle, are cost and staffing levels high?

- A. Intermediate stage
- B. Final stage
- C. Pre-intermediate stage
- D. Initial stage

131. 在项目生命期的哪个阶段, 成本和资源投入水平最高?

- A. 中间阶段
- B. 最终阶段
- C. 中间靠前阶段
- D. 启动阶段

132. Executing processes are concerned with:

- A. Recognizing that a project or phase should begin
- B. Coordinating people and other resources to carry out the plan
- C. Devising and maintaining a workable method to accomplish the business need that the project was undertaken to address
- D. Ensuring that the project objectives are met by monitoring and measuring progress and taking corrective action when necessary

132. 执行过程组关注:

- A. 获得项目或项目阶段启动的认可
- B. 协调人和其他资源以便执行项目计划
- C. 设计和维持可使用的方法来完成项目最初所预期的商业需要
- D. 通过监视与控制进展确保实现项目目标，必要时采取纠正行动

133. For an activity, the optimistic, most likely and pessimistic estimates are 12, 16 and 18 respectively. Which of the following statement is correct?

- A. There is 68.26% chance that the activity will be completed in 15 to 17 days
- B. There is 95.44% chance that the activity will be completed in 15 to 17 days
- C. There is 68.26% chance that the activity will be completed in 14.67 to 16.67 days
- D. There is 93.73% chance that the activity will be completed in 15 to 17 days

133. 某个活动的最乐观估算是 12；最可能估算是 16；最悲观估算是 18。下列哪个说法是正确的？

- A. 该活动有 68.26%的可能将在 15 到 17 天之内完成
- B. 该活动有 95.44%的可能将在 15 到 17 天之内完成
- C. 该活动有 68.26%的可能将在 14.67 到 16.67 天之内完成
- D. 该活动有 93.73%的可能将在 15 到 17 天之内完成

134. Which of the following description belongs to the content which in the project regulation mentions?

- A. Project scope statement
- B. The business needs
- C. Risk register
- D. Activity list

134. 下列哪一项描述属于项目章程中提及的内容？

- A. 项目范围说明书
- B. 业务需要
- C. 风险登记册
- D. 活动清单

135. You are looking at the following data. Project A has a CPI of 0.8 and SPI of 1.2 and EV of 450 Project B has CPI of 1.2 SPI of 0.8 and EV of 650. Which of the following statement is true

- A. Project B is performing better because it has a higher Earned Value
- B. Project A has schedule slippage and Project B is ahead of schedule
- C. Crashing Project A is a good option
- D. Crashing project B is a good option

135. 你在查看下列数据。项目 A 的 CPI 是 0.8, SPI 是 1.2, EV 是 450；项目 B 的 CPI 是 1.2, SPI 是 0.8, EV 是 650。下列哪个说法是正确的？

- A. 项目 B 业绩比较好，因为它的 EV 比较高。
- B. 项目 A 的进度落后，项目 B 进度提前。
- C. 赶工项目 A 是不错的选择。
- D. 赶工项目 B 是不错的选择。

136. Which of the following is NOT a method for progress reporting for work packages?

- A. Percent Complete
- B. Fast Tracking
- C. 20/80 Rule
- D. 50/50 Rule

136. 下列哪个不是报告工作包进度时采用的方法?

- A. 完成百分比
- B. 快速跟进
- C. 20/80 法则
- D. 50/50 法则

137. You are the project manager of a large software development project. There is a conflict between two module leads on where the changes have to be made. You intervene and tell them the importance of getting the project on time and ask them to find a solution which is acceptable to both of them. Which conflict resolution technique are you using here?

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

137. 你是一个大型软件开发项目的项目经理。两个模块组长就在何处变更发生了冲突。你介入并告诉他们按时完成项目的重要性，并要求他们找出一个双方都可接受的解决方案。你在这使用的是哪种冲突解决方案?

- A. 面对
- B. 妥协
- C. 缓解
- D. 强制

138. Who has the highest cost risk in case of a Fixed price contract?

- A. Buyer
- B. Seller
- C. Sponsor
- D. Team

138. 在固定总价合同内谁拥有最高的成本风险?

- A. 买方
- B. 卖方
- C. 出资人
- D. 团队

139. You are in the development phase of a software project and meeting the development team to collect the status. You want to show the team members the actual dependencies of different activities. Which scheduling tool will be using to explain them?(Choose the best answer)

- A. Milestone Chart
- B. Flow Chart
- C. Network Diagram
- D. Gantt Chart

139. 你在软件项目的开发阶段，你与开发团队会面收集项目状态。你想向团队成员展示不同活动之间的依赖关系。哪个进度工具可以用于解释这个（选择最好的答案）？

- A. 里程碑图标
- B. 流程图
- C. 网络图
- D. 甘特图

140. The project already completed. May pay to satisfy the contract requirement successfully. The customer still hoped you before final approves makes some small changes. For can prevent this kind of situation, which process well should carry out the following?

- A, Define Scope
- B, Plan Communications
- C, Perform Quality Control
- D, Perform Change Control

140、项目已经完成。可交付成功满足合同要求。客户仍希望你在最终验收前做一些小的变更。为了能够预防这种情况，应更好地执行下列哪个过程？

- A、定义范围
- B、规划沟通
- C、实施质量控制
- D、变更控制

141. Estimate at Completion (EAC) is

- A. Actual Cost (AC)+Budgeted Cost (BC)
- B. Actual Cost (AC)+Estimate to Complete (ETC)
- C. Budgeted Cost (BC) - Actual Cost (AC)
- D. Actual Cost (AC) - Planned Value (PV)

141. 完工估算是：

- A. 实际成本 (AC)+预算成本 (BC)
- B. 实际成本 (AC)+完工尚需估算 ( ETC)
- C. 预算成本 (BC) -实际成本 (AC)
- D. 实际成本 (AC) -计划值 (PV)

142. Earned Value Technique is used in which process

- A. Direct and Manage Project Work
- B. Monitor and Control Project Work
- C. Integrated Change Control
- D. Develop Project Management Plan

142. 挣值技术用于哪个过程：

- A. 指导与管理项目执行
- B. 监控项目工作
- C. 整体变更控制
- D. 编制项目管理计划

143. Which of the following process involves determining project roles, responsibilities, and reporting relationships, and develops the staffing management plan?

- A. Manage Project Team
- B. Plan Human Resource Management
- C. Develop Project Team
- D. Acquire Project Team

143. 下列哪个过程包括确定项目角色、责任和报告关系，并编制人员配备管理计划？

- A. 管理项目团队
- B. 规划人力资源管理
- C. 建设项目团队
- D. 组建项目团队

144. What is done after a feasibility study?

- A. Prepare a Project Charter.
- B. Create a Project Plan.
- C. Create a project scope statement.
- D. All of the above.

144. 在可研报告完成之后做什么？

- A. 准备项目章程
- B. 创建项目计划
- C. 创建项目范围说明书
- D. 上述所有

145. In a project status meeting, you identified that a team member has not completed the task which he was supposed to complete this week. What action you will take as a project manager in a matrix organization?

- A. Update the details in Work Product Information and share that with functional manager
- B. Update the details in Performance measurement baseline and share that with functional manager
- C. Have an informal discussion with the team member to find out the reason
- D. Formally communicate the slippage from the team member to the Functional manager and request him to discuss with the employee to ensure that this will not happen in the future

145. 在项目状态会上，你发现有个团队成员没有完成他应该在本周完成的任务。你作为矩阵组织中的项目经理应该采取什么行动？

- A. 更新工作产品的细节信息并共享给职能经理
- B. 更新绩效测量基准的细节信息并共享给职能经理
- C. 与该成员进行非正式讨论找出拖延的原因
- D. 正式地与管理该团队成员的职能经理交流，请求他与该职员讨论以确保未来不再发生此事

146、A project contains 500 duties, plans 5 weeks to complete, now 2 weeks complete 100, asked that also how many weeks do want to be able to complete?

- A、9 weeks
- B、5 weeks
- C、8 weeks
- D、10 weeks

146、一个项目包含 500 个任务，计划 5 周完成，现在 2 个周完成 100 个，问还要多少个周才能完成？

- A、9 周
- B、5 周
- C、8 周
- D、10 周

147. A paint manufacturer authorizing a project to establish guidelines to handle toxic material is an example of a project initiate because of

- A. Market demand
- B. A customer request
- C. A leagal requirement
- D. A technological advance

147. 某油漆制品厂批准一个项目来编写有毒物质处理指南。这是因为下列哪个原因启动项目的例子？

- A. 市场需要
- B. 客户需要
- C. 法律要求
- D. 技术改进

148、The project team completed the first stage to be possible to pay the achievement, has completed may pay the achievement already through the customer approval. Which project process at present is carrying out the following?

- A、Verify Scope
- B、Perform Quality Assurance
- C、Close Project or Phase
- D、Perform Quality Control

148、项目团队完成了第一阶段的可交付成果，已完成的交付成果已通过客户验收。目前正在执行下列哪一个项目过程？

- A、确认范围
- B、实施质量保证
- C、收尾项目或阶段
- D、实施质量控制

149. In case of conflicts of interest among stakeholders, whom should the Project manager give priority to ?

- A. Project Team
- B. Project Manager takes his own decision

C. Senior Management

D. Customer

149. 项目干系人之间发生利益冲突，项目经理应该优先考虑谁？

A. 项目团队

B. 项目经理采纳自己的决定

C. 高级管理层

D. 客户

150. Who is responsible for quality management in the project

A. Project Leader

B. Quality control department

C. Project Manager

D. Team member

150. 谁对项目的质量管理负责？

A. 项目领导

B. 质量控制部门

C. 项目经理

D. 团队成员

151. In your software development project you have to wait for 5 days after ordering a new software and then only you can start integration testing. The 5 Days in this case is an example of

A. Lead

B. Lag

C. Delay

D. Float

151. 在你的软件开发项目中，调整新软件之后你必须等待 5 天才能开始整体测试。这里的 5 天是什么的例子？

A. 提前量

B. 滞后量

C. 延误

D. 浮动时间

152. Which statement about a WBS decomposition is true

A. All deliverables have different levels of decomposition

B. All deliverables have the maximum level of decomposition

C. Different deliverables can have different levels of decomposition

D. All deliverables have the same level of decomposition

152. 下列关于 WBS 分解的说法正确的是？

A. 所有可交付成果都具有不同的分解层次

B. 所有可交付成果都具有最大的分解层次

C. 不同可交付成果可以具有不同的分解层次

D. 所有可交付成果都具有相同的分解层次



153. 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. Control quality
- D. Plan Quality Management

153. 一项目经理用因果图决定可变因素和潜在问题是如何相关的。这是质量管理流程的哪个环节?

- A. 质量分析
- B. 实施质量保证
- C. 控制质量
- D. 规划质量管理

154. You are working on a project for Bright Idea Inc and working on a project for a Large Retail Bank. You have already prepared the WBS and got it signed off. Because of some new government regulations, you need to add some more activities to the WBS. You have got the change requests approved through the CCB. The WBS changes in turn require which of the following?

- A. Cost changes
- B. Scope changes
- C. Schedule revisions
- D. Risk response change

154. 你为 Bright Idea 公司做一个大型零售仓库的项目。你已经编制了 WBS 并获得了签字。由于有些新政府法规，因此你需要给 WBS 增加更多的活动，你的变更请求已经通过 CCB 的批准。当更改 WBS 时会引发下列哪项变更?

- A. 成本变更
- B. 范围变更
- C. 进度计划修订
- D. 风险应对变更

155. Which one item speeds up the project progress to be possible to realize through?

- A. Fast tracking
- B. Resource leveling
- C. Subduction cost
- D. Gold-plating

155. 加快项目进度可以通过哪一项实现?

- A. 快速跟进
- B. 资源平衡
- C. 消减成本
- D. 镀金

156. During a team meeting, the team adds a specific area of extra work to the project because they have determined it would benefit the customer. What is wrong in this situation?

- A. The team is gold plating.
- B. These efforts shouldn't be done in meetings.
- C. Nothing. This is how to meet or exceed customer expectations.
- D. Nothing. The project manager is in control of the situation.

156. 团队会议时，团队给项目增加了一部分额外的工作，因为团队决定这会使客户受益。此时他们做错了什么？

- A. 团队在镀金
- B. 这些工作不应该在会议上完成
- C. 什么也没做错。这就是满足或超越客户的预期
- D. 什么也没做错。项目经理可以控制局面

157. During the execution phase of project, you realize that one of the product functionalities has been omitted in the project plan, which will not eventually satisfy the requirement, you should

- A. Update the project schedule and budget
- B. Submit a change request to change control board and re-baseline
- C. Negotiate with the client for a new delivery date based on the revised schedule
- D. Informing management and take necessary measures for changes in budget and schedule

157. 在项目实施阶段，你意识到在项目计划中遗漏了一项产品功能，这将最终导致无法满足需求，这时你应该：

- A. 更新项目进度计划和预算
- B. 向变更控制委员会提交变更申请，并重新修订基准计划
- C. 依据修改的进度计划与客户协商一个新的交付日期
- D. 通知高级管理层，并为变更的预算和进度计划做必要测量

158. In which process group does the team measure and analyze the work being done on the project?

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

158. 在哪个过程组团队成员测量和分析项目已经完成的工作？

- A. 启动
- B. 执行
- C. 监控
- D. 收尾

159. What does the acronym RACI commonly stand for in project management?

- A. Responsible, Accountable, consult, to be informed.
- B. Remote, Attached, Connected, Integrated
- C. Risk Analysis and Caution Initiative
- D. Randomly Accessible Cash flow Information

159. 在项目管理中 RACI 分别代表什么？

- A. 有责，负责，咨询，知会

- B. 遥远, 附加的, 连接的, 整合的
- C. 风险分析和谨慎主动
- D. 随机获取现金流信息

160、 Which quality tool does use in determining that causes most flaws the reasons?

- A、 Ishikawa diagram
- B、 Control charts
- C、 Histogram
- D、 Pareto chart

160、 下列哪一项质量工具用于确定导致最多缺陷的原因?

- A、 石川图
- B、 控制图
- C、 直方图
- D、 帕累托图

161. All the following statements are true except

- A. The quality control principle is the income is bigger than the cost.
- B. Quality should mainly be achieved by testing and inspections of work results on a regular base.
- C. The primary cost of meeting quality requirements is the expense associated with project quality management activities.
- D. The primary benefit of meeting quality requirements is less rework, which means higher productivity, lower costs, and increased stakeholder satisfaction.

161. 下列所有描述都是正确的除了:

- A. 质量管理原则是收益大于成本
- B. 质量主要应该通过定期检查和测试项目成果来实现
- C. 满足质量需求的主要成本是花费在项目质量管理活动上
- D. 符合质量需求的主要好处是减少返工, 意味着生产力更高、成本更低、干系人的满意度更高。

162. Which of the following statements is not true?

- A. Attribute sampling is the process of assessing whether results conform to specifications or not.
- B. Prevention means keeping errors out of the process by applying actions before the process starts changing its input.
- C. Variables sampling means that the result is classified into one of the 3 categories: "acceptable" - "acceptable after rework" - "rejected".
- D. Inspection is often mainly done to keep errors out of the hands of the customer .

162. 下列哪个说法是不正确的?

- A. 属性抽样是一个评估结果是否符合规格的过程
- B. 预防的意思是在过程开始之前采取行动保证错误不出现在过程内
- C. 变量抽样是指结果分为三类之一: 可接受的, 返工后可接受的, 拒绝
- D. 检查是保证错误不落到客户手中。

163. Project manager and the team members implement the audit to the project, independent review to determine whether project activities comply with organizational and project policies, processes, and procedures. Does the following which process group implement this audit

- A. Planning Process Group
- B. Executing Process Group
- C. Monitoring and Controlling Process Group
- D. Closing Process Group

163. 项目经理和团队成员对项目实施审计，用来确定项目活动是否遵循了组织和项目的政策、过程和程序。下列哪个过程组实施这个审计？

- A. 规划过程组
- B. 执行过程组
- C. 监控过程组
- D. 收尾过程组

164. A project management team wants to procure some customized products which are available in identical grade and quality from many vendors. What should be included in the procurement package to ensure that their offers will be comparable?

- A. A statement of work describing the needs of the project in sufficient detail to enable vendors to make suitable proposals
- B. A statement of work specifying attributes and metrics of the requested deliverables in detail to allow vendors submission of bids
- C. The approved project scope statement, the WBS which should be broken down to Work Package level and the WBS dictionary
- D. The risk management plan and the reports from those risk management reviews which have been made so far

164. 项目管理团队想采购一些定制产品，可从许多具有相同等级和质量的厂商处获取。采购文件包应该包括什么以确保厂商的报价是可比较的？

- A. 以足够详细的程度描述项目需求的 SOW，以便厂商能编制合适的建议书
- B. 详细描述项目所需可交付成果的属性和指标的 SOW，以便让厂商投标
- C. 批准的项目范围说明书，分解到工作包层的 WBS 和 WBS 字典
- D. 风险管理计划以及到目前为止所做的风险管理评估报告

165. During execution of a project which is performed for a customer on a T&M (Time and Material) contract base, a new project manager is taking over the assignment. He discovers that two members assigned to the project have charged time without performing any work for the project customer. Upon further investigation, he determines that this occurred because there have been no other project assignments open for these employees. The customer is unaware of these facts.

- A. Try to find some productive work for these staff members in the project and leave them on the team
- B. The best thing is to do nothing. The customer will not realize the problem anyway.
- C. Try to find a responsible person for the over-assignment who can be made accountable

D. Take the two people off the team immediately and arrange for the refund of the excess charges to the customer.

165. 当为一个工料合同的客户实施项目时，指派了一个新项目经理。他发现分配给项目的两个成员没有为客户做任何工作却计时收费。经过进一步了解，他确定发生这个情况的原因是因为没有其它工作可安排给这些人员。客户不知道这个实情。

- A. 在项目中找些富有成效的工作给这些员工，让他们留在团队
- B. 最好什么都不做，客户无论如何也不会意识这种问题
- C. 就这项过度分配找出能负责的责任人
- D. 立即调离这两个人，并将收取的额外费用退还客户

166. When management conflict, which method after project manager does use the following, the conflict most has the possibility to occur once more?

- A、Withdrawing
- B、Smoothing
- C、Forcing
- D、Confronting

166、在管理冲突时，项目经理采用下列哪种方法后，冲突最有可能再次发生？

- A、撤退
- B、缓解
- C、强迫
- D、面对

167. 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. Control project
- C. Perform quality control
- D. Plan Quality management

167. 在项目执行期间，一项目团队成员告诉项目经理有一个工作包没有达到质量标准，她相信达到质量标准是不可能的。项目经理会见了与分析该问题有关的各方。这是质量管理流程的那个阶段？

- A. 实施质量保证
- B. 项目控制
- C. 控制质量
- D. 规划质量管理

168. A project manager spent some days to create a multi-page document which he called Project Charter. The document should have been issued by the project sponsor. The sponsor found the document outsized and asked for a condensed document. Which of the following is not normally an element of the Project Charter?

- A. The formal authorization to apply organizational resources to project activities
- B. Detailed control account and work package descriptions
- C. The business need that the project was undertaken to address

D. Summary budget

168. 项目经理花了几天时间创建一个多页面文件，称为项目章程。该文件应该由项目出资人签发。出资人发觉该文件太大并要求一个浓缩的文件。下列哪些通常不是项目章程的内容？

- A. 正式授权动用组织资源到项目活动中
- B. 详细的控制账户和工作包描述
- C. 项目的商业需求
- D. 总体预算

169. \_\_\_\_\_ is typically not referred to as a buffer type in Critical Chain project management.

- A. Resource buffer
- B. Free buffer
- C. Feed buffer
- D. Project buffer

169. 下列哪项通常不是关键链项目管理的缓冲类型？

- A. 资源缓冲
- B. 自由缓冲
- C. 接驳缓冲
- D. 项目缓冲

170. During half way to the project execution, you were assigned as a project manager. After careful reviewing of the project, you found that the project might take double the time that the previous manager estimated. However, the upper management has been told that the project is on schedule. The previous manager is an old friend of yours, what will you do?

- A. Report your evaluation to the upper management
- B. Have a team meeting to find the alternatives to meet the project schedule
- C. Meet the previous project manager and turn the project back
- D. Execute the project as planned by the previous manager

170. 在项目执行中期，你被任命为项目经理。经过对项目认真评估后，你发现项目工期要比前任项目经理所估算的工期时间长一倍。但是，高层管理者却被告知该项目是按计划进行的。前任项目经理是你的老朋友，你将做什么？

- A. 将你的评估汇报给高层管理者
- B. 召开一个团队会议，寻求能满足项目进度计划的备选方案
- C. 与前任项目经理会晤，恢复项目进度
- D. 按照前任项目经理制定的计划执行项目

171. A procurement audit is a structured review of the procurement process from plan procurement through control procurement. What is the primary objective of a procurement audit?

- A. Determine the issues with your present contract so that the contract terms can be modified or improved
- B. Identify successes and failures that warrant transfer to other procurement items on this project or to other projects within the performing organization
- C. To ensure that the seller is following all the terms listed in the contract

D. To ensure that the buyer is following all the terms listed in the contract

171. 采购审计指对从规划采购过程到控制采购过程的所有采购过程进行结构化审查。采购审计的主要目标是什么？

- A. 确定当前合同的问题，以便对合同条款进行修订和改进
- B. 鉴别成功经验和失败教训，以供本项目的其它采购事项或实施组织内其它项目借鉴
- C. 确保卖方遵循合同所列的所有条款
- D. 确保买方遵循合同所列的所有条款

172. You are a newly built highway project manager. The management project team is the most major difficulty which you faced with. Which tools can below you use to manage the project team?

- A、Conflict Management、Pre-Assignment、Resource Calendars
- B、Team Performance Assessments、ground Rules、RACI chart
- C、observation and Conversation、Project Performance Appraisals、Conflict management
- D、Issue Log、Performance Reports、Recognition and Rewards

172. 你是一个新建高速公路项目的项目经理。管理项目团队是你面临的最大困难。你可以使用以下哪些工具来管理项目团队？

- A. 冲突管理，预分派，资源日历
- B. 团队绩效评价，基本规则，责任分配矩阵
- C. 观察与交谈，项目绩效评估，冲突管理
- D. 问题日志，绩效报告，认可与奖励

173. In a cost plus incentive fee contract , the target cost is \$100000 , the target fee is \$10000 , the share ratio is 70/30 , the actual cost is \$120000 , what is the aggregate amount that the buyer will pay\_\_\_\_\_?

- A. \$130000
- B. \$4000
- C. \$124000
- D. \$110000

173. 在一个成本加激励合同中，目标成本100000美元，目标费用10000美元，分摊比率 70/30，实际成本120000美元，买方应支付的总金额是多少？

- A. \$130000
- B. \$4000
- C. \$124000
- D. \$110000

174. As a practicing PMP, you have a responsibility to all of the following EXCEPT:

- A. Satisfy the scope and objectives of your professional services.
- B. Provide accurate and truthful representations in the preparation of estimates regarding costs, services and expected results.
- C. Ensure that each project has a fully developed project charter in strict accordance with PMBOK Guide dictates.
- D. Respect the confidentiality of sensitive information.

174. 作为一个从业的 PMP，你对下列各项负有责任，除了：

- A. 满足你职业服务的范围和目标
- B. 在成本、服务和期望结果估算准备中提供准确和真实的表述
- C. 确保每一个项目都有根据 PMBOK 指南规定而充分制定的项目章程
- D. 尊重敏感信息的机密性

175. In your project, you have identified list of identified risks, 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

175. 在你的项目内，你列出了识别出的风险，列出了风险的核心原因和潜在应对反应。你必须记录这些信息在：

- A. 风险管理计划
- B. 风险数据库
- C. 项目计划
- D. 风险登记册

176. A change control system should be created:

- A. As needed on the project.
- B. By management.
- C. As a formal documented procedure.
- D. By the team.

176. 变更控制系统的创建应该：

- A. 根据项目的需要
- B. 由管理层创建
- C. 作为一个正式的书面程序
- D. 由项目团队创建

177. You had 8 people in your project; one more person will be joining next week. You know that once the new person joins, the number of communication channels will increase by:

- A. No change in number of communication channels
- B. 8
- C. 12
- D. 20

177. 在你的项目内有 10 个人，下周会再来两个人。你知道一旦新人加入，沟通渠道会增加：

- A. 沟通渠道没变化
- B. 8
- C. 12
- D. 21



178. You are a PM, you are preparing a invitation for bid, with invite public bidding surrogate the following are the content of the file, except:

- A. Procurement statement of work
- B. Description of response
- C. Procurement management plan
- D. A model contract

178. 作为一名项目经理，你正和招标公司一起准备一份投标邀请书，以下均是该文件的内容，除了：

- A. 采购工作说明书
- B. 应答格式要求
- C. 采购管理计划
- D. 合同条款

179. To be successful in a functional organization , the project manager must reply on :

- A. Referent power and informal power structure
- B. Formal authority
- C. Penalty authority
- D. Broad span of control

179. 为了在职能型组织中获得成功，项目经理必须依靠

- A. 参考权力和非正式的权力
- B. 正式的职权
- C. 惩罚的权力
- D. 宽广的控制幅度

180. In comparing the Project Life Cycle , the Project Management Life Cycle and Product Life Cycle , which of the following is most true?

- A. The project management cycle changes and evolves with the project
- B. The project management life cycle is unique to every project
- C. The project life cycle is can be referred to as the Project Management Life Cycle
- D. Project life cycles occur in one or more phases of a product life cycle.

180. 当对项目生命周期、项目管理生命周期和产品生命周期做比较时，下列哪项是最正确的？

- A. 项目管理生命周期的变化随项目而变
- B. 项目管理生命周期对于每个项目都是独特的
- C. 项目生命周期可以称为项目管理生命周期
- D. 项目生命周期包含在一个或多个产品生命周期中

181、Project team members before has not worked together, time are many everybody each other coordinates to complete the project work. But sometimes also has the argument and the conflict because of some different viewpoints and the opinion. Which team construction phase will have the above problem?

- A、Formation
- B、Norming
- C、Performing
- D、Adjourning

181、项目团队成员以前没有一起工作过，很多时候大家彼此配合完成项目工作。但有时也会因为一些不同的观点和意见而发生争论和冲突。哪个团队建设阶段会出现上述问题？

- A、形成阶段
- B、规范阶段
- C、成熟阶段
- D、解散阶段

182. Which of the following statements is true:

- A. Properly operated projects often go through progressive elaboration , not remaining fixed even though the scope has been defined and agreed.
- B. The project to create the Sanxia (three-Gorges) Dam can' t be considered temporary because of the operations such as power generation , transformation of electric power , transportation , etc . are following after the Dam has been completed .
- C. Projects can go on indefinitely when there is support and maintenance involved .
- D. Projects are not unique because there is always some aspect that has been done before.

182. 下列哪项说法是正确的？

- A. 尽管项目范围经过定义和批准，但是，正常运行的项目通常要经过渐进明细的过程，并非一成不变
- B. 因为三峡大坝完成后尚有如发电、电力输送和运输等日常运营工作，所以建造三峡大坝的项目不能认为是临时性的
- C. 当涉及支持和维护时，项目可能没有一个明确的结束时间
- D. 项目不是独特的，因为总有某些方面是以前做过的

183. A project manager is worried about the costs on the project. There is a lot of rework and scrap and inventory costs are rising. If you were a mentor to this project manager, what is the BEST advice you could offer?

- A. Such effects are the nature of the project and not to worry
- B. Improve quality training
- C. Look at sunk costs
- D. Look at marginal costs

183. 一个项目经理担忧项目的成本，存在大量返工和报废，库存成本逐步上升。如果你是这名项目经理的导师，你能提供的最佳建议是？

- A. 这种情况是项目的特性，不需要忧虑
- B. 改进质量培训
- C. 查看沉没成本
- D. 查看边际成本

184、Following which process clear expectations regarding acceptable behavior by project team members?

- A、Develop Human Resource Plan management
- B、Plan Communication management
- C、Acquire Project Team
- D、Develop Project Team

184、下列哪个过程明确对项目团队成员的可接受行为做出规定？

- A、制定人力资源管理
- B、规划沟通管理
- C、组建项目团队
- D、建设项目团队

185. Resource smoothing is\_\_\_\_\_?

- A. Allocates resources to activities to minimize the variation of resource requirement.
- B. Smooths out resource requirements by rescheduling activities within their float time.
- C. Smooths out resource requirements by substituting activities with unassigned resources.
- D. A &B

185. 资源平滑是：

- A. 为活动分配资源，尽可能减少资源需求变动
- B. 通过在活动的浮动时间范围内重做进度计划来平衡资源需求
- C. 通过减少未分配资源的活动来平衡资源需求
- D. A 和 B

186. You are a project manager for residential construction. As a project manager, you must be especially concerned with building codes particularly in the quality planning process. You must ensure that building codes are reflected in your project plans because

- A. Standards and regulations are an input to quality planning
- B. Quality audits serve to ensure there is compliance with regulations
- C. They are a cost associated with quality initiatives
- D. Compliance with standards is the primary objective of quality control

186. 你是一个住宅建筑工程的项目经理。作为一个项目经理，你必须特别关注建筑业法规，尤其在质量计划编制阶段。你必须确保建筑业法规反映在你的项目计划中，因为

- A. 标准和法规是规划质量的输入
- B. 质量审核用来确保符合规则
- C. 这些是与品质领先有关的成本
- D. 符合标准是质量控制的主要目标

187. Normally it becomes more difficult to change the project scope in the late period of project. The reason is\_\_.

- A. The chance for change is less
- B. Customer require the change
- C. The cost of change is higher
- D. The customer do not allowed change

187. 通常，在项目后期改变项目范围越来越难，原因是：

- A. 更改的机会更少
- B. 客户要求变更
- C. 变更的成本更高
- D. 客户不允许变更

188. You are working in a country where it is customary to exchange gifts between contactor and customer. Your company code of conduct clearly states that you cannot accept gifts from any client. Failure to accept the gift from this client may result in termination of the contract. The action to take in this case would be:

- A. Provide the customer with a copy of your company code of conduct and refuse the gifts
- B. Exchange gifts with the customer and keep the exchange confidential
- C. Contact your project sponsor or your legal or public relations group for assistance
- D. Ask the project sponsor or project executive to exchange gifts

188. 你的项目工作所在国有一个风俗习惯，即在承包商和客户之间交换礼物。你公司的行为准则明确地说明不能接受来自任何客户的礼物。若不接受这个客户的礼物，有可能导致终止合同。在这种情况下你能采取的行动是：

- A. 提供一份你公司的行为准则给顾客并拒绝礼物
- B. 与顾客交换礼物并保守秘密
- C. 联系你的项目发起人或你的法律部门或公共关系部门寻求协助
- D. 要求项目发起人或者项目主管人员交换礼物

189. In project development, schedule information such as who will perform the work, where the work will be performed, activity type, and WBS classification are examples of

- A. Activity attributes
- B. Constraints
- C. Data in the WBS repository
- D. Refinements

189. 在项目计划编制过程，进度信息诸如谁将执行这个工作，该工作在哪里执行，活动的类型以及工作分解结构（WBS）标识都是下面哪一项的例子？

- A. 活动属性
- B. 制约因素
- C. 在工作分解结构库中贮存的数据
- D. 细化

190. Which of the following is the output of the activity duration estimation?

- A. Activity time estimation
- B. The base of the estimate
- C. The activity list
- D. Work breakdown structure

190. 以下哪项是估算活动持续时间的输出？

- A. 活动持续时间估算
- B. 估算的基础
- C. 活动清单
- D. 工作分解结构

191. The primary objective of contract negotiations is to:

- A. get the most from the other side.
- B. protect the relationship.
- C. get the highest monetary return.
- D. define objectives and stick to them.

191. 合同谈判的主要目的是：

- A. 从另一方取得最多的东西
- B. 维护合作关系
- C. 取得最多的货币收益
- D. 定义目标并坚持目标

192. You are the project manager for a large project with a core team of eight senior-level staff members, each a technical expert in his or her field. The team members are creative people and like to do tasks when they want to, regardless of the order in which these tasks appear in a project schedule. You are concerned that this informal method of task completion will be detrimental, particularly with the project's schedule constraints, numerous interfaces, and external dependencies. Therefore, you call a team meeting to discuss procedures to follow to ensure that work is done at the right time and in the right sequence. Which example is the above following?

- A. Schedule management plan
- B. Work authorization system
- C. Change control system
- D. Project management information system

192、你正管理着一个大型项目，这个项目的核心团队由 8 名高级专业人士组成，他们每个人都是各自领域的专家、都具非常高的创造性，他们工作的时候不喜欢受到约束，通常是想什么时候去做就什么时候去做，完全不顾这项工作在项目进度中的顺序。你担心这种工作方法会给项目带来麻烦，特别在项目进度约束、众多接口和外部依赖的情况下更加担忧。因此，你召开一个团队会议讨论一套让大家遵守的程序，以此来保证工作按照正确的时间和正确的顺序执行。以上是下列哪项的实例？

- A. 进度管理计划
- B. 工作授权系统
- C. 变更控制系统
- D. 项目管理信息系统

193. Comparing actual or planned practices to those of other projects to provide standard measurements refers to:

- A. Analogous modeling
- B. Benchmarking
- C. Using historical information
- D. Parametric modeling

193. 以下哪项是将实际或规划中的项目实践与其它项目进行对照，以便提供一种绩效衡量标准：

- A. 类比模型
- B. 标杆对照
- C. 历史信息

## D. 参数模型

194. A formal status report was sent to the client today. It stated that: 1. 25% of the total project is complete. 2. The current cost of the project is \$75,000. 3. The project is on schedule and will be completed by December 10. A team member noted a miscalculation in your figures which will result in an estimated project completion date of December 31. What should you do?

- A. Stand by your original estimation
- B. Wait until the next report is due and report the changes then
- C. Send the client a corrected report
- D. Wait until the project is at 75% complete to see if action is even necessary

194. 今天将一份正式的项目状态报告提交给了你的客户，报告指出：1. 项目完成了 25% 2. 项目当前花费为\$75,000 3. 项目按计划进行，将于 12 月 10 日完成，一名团队成员指出你在报告中的数据存在错误，导致项目的预计完成日期推迟到 12 月 31 日。你该怎么做？

- A. 坚持你的原始估算
- B. 等到下个报告期再更正
- C. 向客户提交一份更正的报告
- D. 等到项目完成 75%再看是否真有必要进行更正

195. Due to a lack of an employee training and proper production control, defects in a production run caused rework which cost the company \$250,000. How much of this cost is directly attributable to the employees on the production line?

- A. \$75,000
- B. \$37,500
- C. \$212,500
- D. \$145,000

195. 由于缺乏员工培训和适当的生产控制，生产过程出现了缺陷导致返工，因此公司付出\$250,000。在这些成本中有多少是直接归属于生产线的员工的？

- A. \$75,000
- B. \$37,500
- C. \$212,500
- D. \$145,000

196. A project is in progress and the project manager is working with the quality assurance department to improve stakeholders confidence that the project will satisfy the quality standards. Before they can begin this process, which of the following do they need to have?

- A. Quality problems
- B. Results of process Analysis
- C. Quality audits
- D. Quality management plan

196. 项目正在进展中，项目经理正与质量保证部门一起，致力于提高干系人对项目将会满足质量标准的信心。在开始此过程之前，他们需要下面哪项内容？

- A. 质量问题

- B. 过程分析的结果
- C. 质量审计
- D. 质量管理计划

197. Which of the following is not an tool to plan quality management ?

- A. Benchmarking
- B. Cost of Quality
- C. Quality audit
- D. Cost-Benefit Analysis

197. 以下哪项不是规划质量管理的工具？

- A. 标杆对照
- B. 质量成本
- C. 质量审计
- D. 成本效益分析

198. You have set up the project team, in the personnel name insertion name management plan, you gave each team members to have the memorandum, and had determined convened kick-off meeting the time and the agenda, what following was correct to the kick-off meeting description was?

- A. The discussion will work the outsourcing, as well as how to choose the supplier.
- B. The member assigns the role and the responsibility for the team.
- C. Detailed planned project scope.
- D. Definite project technical detail.

198. 你组建了项目团队，人员姓名插入姓名管理计划中，你给每个团队成员发生了备忘录，并确定了召开项目开踢的时间和议程，下列对项目开踢的描述正确的是？

- A. 讨论将工作外包，以及如何选择供应商
- B. 给团队成员分配角色和责任
- C. 详细规划项目范围
- D. 确定项目的技术细节

199. A decision is being made whether to invest \$120M to build a new plant or to instead invest only \$50M to upgrade the existing plant. For each decision, the demand must be accounted for. strong demand leads to \$200M revenue with the new plant but only \$120M for the upgraded plant, Weak demand leads to \$90M revenue with the new plant but only \$60M for the upgraded plant. The strong demand's possibility is 60%, The weak demand's possibility is 40%. Which kind of plan does the final company choose, and how many this plan's is EMV?

- A. Choose to build a new plant, \$36M
- B. Choose o upgrade the existing plant, \$46M
- C. Choose to build a new plant, \$80M
- D. Choose o upgrade the existing plant, \$70M

199. 公司现在就投资1.2 亿建设新厂或投资 5 千万扩建旧厂进行决策。进行决策时，必须考虑需求。在强需求情况下，建设新厂可得到 2 亿收入，而扩建旧厂只能得到 1.2 亿收入。在弱需求情况下，建设新厂可得到 9 千万收入，而扩建旧厂只能得到 6 千万收入。强需求的可能性都是 60%，弱需求的可能性都是

40%。最终公司选择哪种方案，该方案的 EMV 是多少？

- A、选择建设新厂，3600 万
- B、选择扩建旧厂，4600 万
- C、选择建设新厂，8000 万
- D、选择扩建旧厂，7000 万

200. You take over a project that is in a lot of trouble. There are apparently problems with the team dynamics, scope, sponsors, and timeline. The project has a CPI of .75 and SPI of 1.2. The FIRST step you should take is to:

- A. Meet with the project sponsors.
- B. Review all the project deliverables.
- C. Meet with the team.
- D. Meet with each team member individually.

200. 你接手的一个项目有很多麻烦。这显然是团队人员变动、范围、项目发起人、和时间表方面的问题。这个项目的 CPI 为 0.75，SPI 为 1.2。你首先应该做什么？

- A. 会见项目发起人
- B. 检查项目的所有可交付成果
- C. 会见项目团队成员
- D. 分别会见每个团队成员