

200 道全真模拟题

共 200 题，正确 1 题，整卷得分 1 分，随机得分：0

一. 选择题（本大题共 200 小题）

1. In crashing a task, you would focus on:

- A. As many tasks as possible
- B. Non-critical tasks
- C. Accelerating performance of tasks on critical path
- D. Accelerate performance by minimizing cost

赶工一个任务时，你应该关注：

- A 尽可能多的任务。
- B 非关键任务。
- C 加速执行关键路径上的任务。
- D 通过成本最低化加速执行任务。

正确答案： C

2. 'I cannot test the software until I code the software.' This expression describes which of the following dependencies?

- A. Discretionary
- B. Soft
- C. Preferential
- D. Mandatory or hard

“在对软件编码前我不能进行软件测试。”这句话说明了哪种依赖关系？

- A 随意的
- B 软逻辑关系
- C 优先
- D 强制或硬逻辑关系

正确答案： D

3. Which of the following formulas provides the most accurate result for computing activity duration?

- A. $AD = \text{Work quantity} / \text{Production rate}$
- B. $AD = \text{Work quantity} / \text{Number of resources}$
- C. $AD = \text{Production rate} / \text{Work quantity}$
- D. $AD = (\text{Production rate})(\text{Work quantity}) / \text{Number of resources}$

以下哪个公式能最准确的计算活动历时？

- A AD （活动历时）= 工作数量 / 生产率
- B AD = 工作数量 / 资源数量
- C AD = 生产率 / 工作数量
- D AD = 生产率 × 工作数量 / 资源数量

正确答案： A

4. Resource leveling:

- A. deals with the effective use of resources through the scheduling of the project to
- B. minimize the resource time.
- C. typically tends to have no effect on the duration of the activities
- D. tends to increase the original project completion date
- E. is parallel working for decreasing the project completion date

资源平衡：

- A 通过对项目进行进度计划编制，使资源时间最小化，有效的利用资源。
- B 通常对活动历时没有影响。
- C 可能增加原来的项目工期。
- D 为了减少项目工期采用的平行工作法。

正确答案： C

5.Which one of the following is NOT a trade-off decision that must be made in the development of the project plan?

- A. Whether to use skilled or unskilled laborers
- B. The amount of profit vendors should make versus the profit other vendors have received in the past.
- C. Manufacturing in-house or sub-contracting out the work
- D. The importance of cost versus quality.

以下哪一项不是在编制项目计划时必须做出的权衡决策？

- A. 使用熟练还是不熟练的劳动力
- B. 比较供货方应该获得的利润和其他供货方以前收到的利润
- C. 自造还是把工作承包给分包商
- D. 成本/质量的重要性

正确答案： B

6.The most important role of PM in a Matrix organization is

- A. Communication
- B. Integration
- C. Negotiating
- D. Leadership

项目经理在矩阵组织中的最重要的作用是？

- A 沟通
- B 整合
- C 谈判
- D 领导

正确答案： B

7.When a process is in control, what do you want to do to the process?

- A. The process should not be adjusted.
- B. The process may be adjusted for continuous improvement.
- C. The process should be always adjusted for continuous quality.
- D. The process should be regularly adjusted.

当一个过程处于控制之中，你相对此过程作什么？

- A. 不应该调整该过程。
- B. 可以调整该过程达到连续改进。

C.

D.

为了连续改进质量应该不断调整该过程。

应该定期调整该过程。

正确答案： A

8. Your company has started a development project for a public sector. There are extenuating circumstances revolving around the project site, where it may destroy thousands of acres inhabited by hundreds of wildlife species. Your company has long supported the environment and has offered its name to non-profit groups to support 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 environmental leader's questions?

- A. Only answer questions regarding the project work, otherwise you should say "no comment" .
- 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 manager and try to handle all of the questions that you can.

你的公司已经开始某公共部门的一个开发项目。由于项目所在地周边的一些情有可原的情况，可能要破坏数百种野生物种的数千亩家园。你的公司长期以来就支持环境问题，并且加入非盈利小组支持政府的环境运动。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，否则回答“无可奉告”。
- B. 维护公司参与改项目的立场
- 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。

正确答案： C

9. During planning you sit down and estimate the time needed for each task and total them to come up with the project estimate. This duration is what you commit to complete the project.

What is wrong with the scenario?

- A. The team did not create the estimate and estimating takes too long using that method.
- B. The team did not create the estimate and a network diagram was not used.
- C. The estimate is too long and should be created by management
- D. The project estimate should be the same as the customer's required completion date

在进行计划编制时，你坐下来对每项任务所需的时间进行估算，这些时间的总和就是项目估算。这个历时就是你承诺完成项目的时间。以上描述有什么错误？

- A. 项目小组没有参与估算，而且这种方法耗时太长。
- B. 项目小组没有参与估算，而且没有使用网络图。
- C. 估算时间太久，应该有管理层完成。
- D. 项目估算应该和客户要求的完工日期吻合。

正确答案： B

10. "cost of quality" is a project management concept that includes cost of;

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

exceeding requirements

changes to the requirements

ensuring conformance to requirements

the quality control requirements

“质量成本”是一个项目管理概念，它包括下列哪项所需的成本？

- A. 超过要求
- B. 要求变更
- C. 保证符合要求
- D. 质量控制要求

正确答案： C

11. Mr. Huang is a project manager for a small company. Recently he was preparing a tough competition proposal. He knows that the calculated costs are too high and so does his supervisor,

Miss Liu. Miss Liu suggests to Mr. Huang to cut the costs by 15% to win the bidding. By doing so,

the company will not make a profit. What is the ethical thing that Mr. Huang should do?

- A. Huang tells Liu that he has difficulty in reducing the price below cost but wants

to

discuss ways to reduce the bid price.

B. Huang thinks that if he reduces the cost, the company will win the business and hopefully can pickup additional revenue from project changes.

C. Submit the proposal at the current cost calculation.

D. Let the marketing people decide.

黄先生是一个小公司的项目经理。最近他正在准备一个竞争十分激烈的建议书。他知道计算出的成本太高，他的主管刘小姐也明白。刘小姐建议黄先生降低成本的 15%以便能竞标成功。但是这样做，公司就不会盈利。从道德角度来说，黄先生应该怎么办？

A. 告诉刘小姐他很难把成本降得低于价格，但是他想探讨降低竞标价格的方法。

B. 认为如果他降低成本，公司就会赢得业务，并有希望从项目变更中获取其它的收入。

C. 采用目前的成本计算提交建议书

D. 让市场营销人员决定

正确答案： A

12.Which of the following is considered a conflict of interest?

A. Discussing your project with a friend.

B. Starting to working for a competitor just after resigning your position.

C. A modest gift to you from a company that you have done business with for years.

D. Use your company' s affiliation to promote your own business.

以下哪项被认为是利益冲突？

A. 和朋友谈论你的项目

B. 刚从你目前公司辞职就开始为竞争对手工作

C. 接受有多年业务往来的公司的一个小礼物

D. 利用公司的关系促进你自己的业务

正确答案： D

13.You are the project manager in a project where you should buy many off-the-shelf parts. For

some parts that are being designed now, the project sponsor indicated a certain vendor and asked

you to release a purchase order to the vendor. The cost of the vendor does not meet your cost and

the requirements. What should you do?

A. Release the purchase order as requested.

B. Refuse the sponsor' s request.

C. Withhold the purchase order until the budget and requirements are reviewed for the purpose.

D. Make a purchase order to specify less expensive parts that are believed to be required

for the project product.

你是一个需要购买许多标准部件的项目的项目经理。就某些正在设计的部件，项目发起人建议某供货商，然后让你给他发送一个采购订单。但是供货商的成本不能符合你的成本和要求。你应该怎么办？

- A. 按要求发出采购订单
- B. 拒绝项目发起人的请求
- C. 保留采购订单直到预算和要求已经经过审核
- D. 填写采购订单，订购项目产品所需的更便宜的部件。

正确答案： C

14.The principal sources of project failure are-

- A. Lack of a projectized or strong matrix structure, poor scope definition, and lack of a project plan
- B. Lack of commitment or support by top management, disharmony on the project team, and lack of leadership by the project manager
- C. Poorly identified customer needs, a geographically dispersed project team, and little communication with the customer until the project is delivered
- D. Organizational factors, poorly identified customer needs, inadequately specified project

requirements, and poor planning and control

以下哪项是项目失败的主要原因？

- A 缺少项目型或强矩阵结构，范围定义不充分，缺少项目计划
- B 没有高层管理的承诺和支持，项目小组不和谐，项目经理领导不力
- C 客户需求认识不充分，项目小组成员分散在不同地方，在项目交付前没有和客户充分沟通
- D 组织因素，客户需求认识不充分，项目需求不明确，计划编制和控制不力

正确答案： D

15.Contractor has performed the project upon customer' s requests. At the project completion,

Customer requested minor Scope Creep before Final Acceptance. What is the best resolution

which may satisfy both parties?

- A. Resolve with contingency budget
- B. Persuade the customer that the change is not necessary
- C. Ask the customer to submit the Change Request
- D. Let the project team to study the alternatives for the request

承包商按照客户要求执行了项目。在项目完工时，客户要求最终验收前进行小规模的范围蔓延。能够满足双方的最佳解决方案是：

- A. 利用应急预算来解决
- B. 劝服客户变更没有必要

C. 告知客户提交变更请求

E.

让项目小组研究请求的替代方案

正确答案： D

16. During closeout, many project managers tend to delay personnel reassignment as long as possible because—

A. They are reluctant to confront any interpersonal conflicts that may occur in the process

B. They believe that no one will want to leave the project

C. The functional managers do not want the team members to return

The team members do not want to move on to new assignments

在收尾阶段，许多项目经理都像尽可能的推迟人事上的重新分配，因为：

A. 他们不愿意使自己面临这个过程可能发生的任何人际冲突

B. 他们认为没有人想要离开项目

C. 职能经理不想小组成员回去

D. 小组成员不想又被分配新任务

正确答案： A

17. A CPI of .80 means?

A. As of now we expect the total project cost of 80% more than planned

B. When the project is completed we will have spent 80% more

C. Your project is only progressing at 80% of that planned

D. Your project is only getting 80 cents out of every dollar invested

成本绩效指数（CPI）为 .80 的意思是：

A. 目前我们预期总成本超过计划的 80%。

B. 项目完成是我们将超支 80%。

C. 你的项目现在已经进行了计划的 80%。

D. 你项目投入的每一美元只收到 80 美分的效果。

正确答案： D

18. To assess the implications of crashing a project, a project manager should first compute—

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

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

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

path

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

要评估项目失败的影响，项目经理应该首先计算：

A. 可以加速的每件关键活动的成本和时间坡度

B. 添加到项目关键路径的附加资源成本

C. 加速关键路径上的任务时整体进度计划节约的时间

D. 每个关键路径活动的 PERT 三个时间估算

正确答案： A

19. During the execution of a project the project manager determines that a change is needed to material purchased for the project. The project manager calls a meeting of their team to plan how to make the change. This is an example of?

- A. Management by Objectives
- B. Lack of a change control system
- C. Good team relations
- D. Lack of a clear work breakdown structure

制订项目期间，项目经理确定项目需要购买的材料有必要变更。项目经理召开项目小组会议计划如何进行变更。这是一个_____的范例？

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

正确答案： B

20. A.

- B.
- C.
- D.

目标管理

缺乏变更控制系统

良好团队关系

缺乏明确的工作分解结构

Project management techniques applied to ongoing operations is called as -
Code of account

Management by projects

Management by objectives

The work breakdown structure

在当前进行的运作中运用项目管理技术称为：

- A 帐目编码
- B 依靠项目进行管理
- C 目标管理
- D 工作分解结构

正确答案： B

21. The need for () is one of the major driving forces for communication in a project:

- A. Optimization
- B. Integrity
- C. Integration

D. Differentiation

_____的需求是项目沟通的一个巨大驱动力。

- A. 最优化
- B. 完整
- C. 整合
- D. 区别

正确答案： C

22. Who is responsible for determining the project cost variance acceptable range?

- A. Functional manager
- B. Department heads
- C. Upper management
- D. Project manager

应该由谁负责确定项目成本偏差可接受幅度？

- A. 职能经理
- B. 部门领导
- C. 高层管理
- D. 项目经理

正确答案： D

23. Two fundamental objectives of project control are to-

- A. Alter activities to achieve results and manage organizational assets
- B. Eliminate unexpected technical problems and identify technical difficulties that require more resources
- C. Ensure that resources are available when needed and avoid increases in the scope of work
- D. Have the required material, personnel, and equipment available when needed and ensure that

budgeting is adequate

项目控制的两个基本目标是：

- A 改变活动以达到目的；管理组织财产。
- B
- C
- D

正确答案： A

24. 消除预料外的技术问题；确认需要更多资源的技术困难。

保证在需要时可以获得资源；避免工作范围的延伸。

在需要时可以获得材料、人员和设备；保证预算是充分的。

A project team was composed of 5 members. Six (6) more members additionally joined to

this team. What is the increase in communication channel?

- A. Six (6)
- B. 4.5 times
- C. 2 times
- D. Twenty (2)

项目小组原来有 5 个成员。现在新增加 6 个成员。沟通渠道增加了多少？

- A. 6 条
- B. 4.5 倍
- C. 2 倍
- D. 2 条

正确答案： B

25. One of team members complains that the job condition is not safe. What is the best approach

of the project manager in dealing with this complaint?

- A. Since only one member complains, do nothing.
- B. Have the site inspected by your client's safety manager and notify your company's safety organization regarding the potential hazard. Then follow-up with the employee that made the complaint.
- C. Have a meeting with the employee to discuss the problem only to make them feel better about the situation.
- D. Turn the entire problem over to the client for them to resolve.

一个小组成员投诉说工作条件不安全。项目经理处理这个投诉时，采用的最佳方法是：

- A. 既然只有一个员工投诉，置之不理
- B. 让客户方安全经理查看现场，把潜在的危险通知公司安全部门。然后跟踪投诉的员工。
- C. 召开员工会议，讨论这个问题，目的是让他们感觉更舒服
- D. 把问题交给客户让他们自己解决

正确答案： B

26. The critical path has the float of minus 20 (-20) days. If the path has two activities, what may this mean?

- A. The critical path must be evaluated to determine the actual float.
- B. Project is expected to finish 20 days earlier.
- C. Each activity has -20 days float.
- D. Duration Compression may be required to satisfy the project completion.

关键路径的时差为负 20 (-20) 天。如果关键路径有两个活动，这可能意味着什么？

- A 必须评估关键路径以决定实际的时差。
- B 预期提前 20 天完成项目。
- C 每个活动时差为负 20 天。
- D 要满足项目完工要求，可能需要采取历时压缩。

正确答案： D

27. Schedule control is concerned with all the following except-

- A. Influencing the factors that create schedule changes to ensure that the changes are beneficial
- B. Determining that the schedule has changed
- C. Managing the actual changes when and as they occur
- D.

Changing the schedule based on customer demands

进度计划控制不考虑以下哪一项？

- A. 对造成进度计划变更的因素施加影响，保证变更是有利的。
- B. 确定进度计划已经变化。
- C. 管理实际发生的变更。
- D. 根据客户需求变更进度计划。

正确答案： D

28. Who should be in control of the project planning?

- A. The project manager
- B. The team member
- C. Functional manager
- D. The project manager's boss

项目计划编制应该由谁控制？

- A 项目经理
- B 项目成员
- C 职能部门经理
- D 项目经理的上司

正确答案： A

29. On an environmental remediation project, an example of a value-adding change is one that-

- A. Is caused by a new or revised government regulation necessitating that the design be resubmitted
- B. Takes advantage of cost-reducing technology that was not available when the scope was originally defined
- C. Uses a bill of materials to define the total scope of the project, including all assemblies and

subassemblies

Corrects omission of a required feature in the design of a system

在一个环境改造项目中，以下哪项是一个增值变更的范例？

- A 由于政府规定经过修订，需要重新提交设计。
- B 利用按照原来定义的范围不可获取的可以降低成本的技术。
- C 使用材料清单定义项目的整个范围，包括所有的组件和子组件。

D. 修正系统设计中遗漏的但应该有的特征。

正确答案： B

30. Which of the following approaches to quality improvement is least likely to produce positive results?

- A. continuous improvement
- B. increased inspection
- C. statistical quality control
- D. client tracking process

以下哪种质量改进方法最不可能产生积极作用？

- A. 持续改进
- B. 加强检验
- C. 统计质量控制
- D. 客户跟踪过程

正确答案： B

31. In the strong and weak matrix structures, the balance of power may be shifted to either the project manager or functional manager by changing the:

- A. Levels at which the project and the participating functional managers report
- B.
- C.

Support provided to the project and functional managers from top management
Physical distances between the people involved in the project
All the above

在强矩阵和弱矩阵结构中，通过改变以下哪项则可把均势转移到项目经理或职能经理？

- A. 项目经理和参与的职能经理的汇报级别
- B. 高层管理给项目经理和职能经理提供的支持
- C. 项目涉及者之间的物理距离
- D. 以上各项

正确答案： D

32. Lack of communication and unsolved arguments imply

- A. Complicated project
- B. Crashed schedule
- C. Inefficient project team
- D. Undefined responsibility of project team

缺少沟通和争议未解决意味着：

- A. 项目错综复杂
- B. 进度计划失灵
- C. 项目小组效率不高
- D. 项目小组职责不明确

正确答案： C

- 33.The customer wants to make a major change to the scope of work when the project is mostly complete. The project manager should?
- A. Make the change
 - B. Inform the customer of the impact of the change
 - C. Refuse the change
 - D. Report to Change Control Board

在项目快要结束时，如果客户想要对工作范围进行大的变更，项目经理应该：

- A 进行变更
- B 告诉客户变更带来的影响
- C 拒绝变更
- D 向变更控制委员会汇报

正确答案： B

34. “Only my boss can agree to that request, and he isn’ t here. Why don’ t we agree to only the schedule? I can agree to that.” What type of negotiation technique?
- A. Good guy, bad guy
 - B. Delay
 - C. Missing man
 - D. Limited authority

“只有我老板才可以同意这个变更，但是他现在不在。为什么我们不能坚持进度计划呢？我可以同意这一点。”这是哪一类谈判技术？

- A. 好人、坏人
- B. 拖延
- C. 失踪
- D. 权力有限

正确答案： C

- 35.In which type of contract, Contractor is most concerned in Cost Estimate?
- A. Firm Fixed
 - B. CPFI
 - C. Time & Material
 - D. CPPF

以下哪中合同让承包商最关心成本估算？

- A. 固定价
- B. 成本加激励费
- C. 时间和材料
- D. CPPF

正确答案： A

- 36.Which of the following statements is NOT true with regard to cost reimbursement contracts?
- A. The seller’ s interest in cost control diminishes.

- B. Payment is based solely by the delivery of goods and services.
 - C. The buyer's concern about the seller's performance increases.
- The buyer bears the greater financial risk.

以下关于成本补偿合同的陈述中，哪一句是不正确的？

- A. 卖方对成本控制的兴趣降低了
- B. 付款仅根据货物或服务的交付
- C. 买方更关心卖方的执行情况
- D. 买方的财务风险更大了

正确答案： B

37. An activity has the following estimated duration;

Optimistic = 6 days, Most likely = 21 days, Pessimistic = 36 days.

What is the possibility that the activity is finished from 16 days to 26 days?

- A. 54%
- B. 68%
- C. 95%
- D. 99.73%

一个活动的历时估算如下：

最乐观估算=6 天；最可能估算=21 天；最悲观估算=36 天。

那么，该活动在 16 天到 26 天的时间完成的几率有多高？

- A 54%
- B 68%
- C 95%
- D 99.73%

正确答案： B

38. Project plans are developed by the:

- A. Senior manager
- B. Functional managers
- C. Project manager
- D. Project team

项目计划由_____编制？

- A 高层经理
- B 职能经理
- C 项目经理
- D 项目小组

正确答案： D

39. The project has a problem with personnel performance. This is best handled through:

- A.
- B.
- Formal written communication
- Formal verbal communication

Informal written communication

Informal verbal communication

项目出现人事绩效问题。最好通过什么手段处理？

- A. 正式书面沟通
- B. 正式口头沟通
- C. 非正式书面沟通
- D. 非正式口头沟通

正确答案： D

40. During the project execution, a new PM was assigned. The project has been executed along

the plan and PM has found Customer had complaints against Reporting Method.

What is the first

thing for PM to do?

- A. Check Communication System
- B. Ask Customer's complaints and requirements and search for the solution
- C. Suggest the modified report to the customer
- D. Let the project team develop alternatives

项目执行期间重新委任了一名新项目经理。项目已经按照计划执行，但是项目经理发现客户对报告方法相当不满。项目经理应该首先做什么？

- A. 检查沟通系统
- B. 询问客户的不满和要求，找出解决方案
- C. 向客户建议修改报告
- D. 让项目小组制定替代方案

正确答案： A

41. Of the following factors, which one has the greatest effect on the project's communication

requirements?

- A. Stakeholder responsibility relationships
- B. External information needs
- C. Availability of technology
- D. The project's organizational structure

以下各因素中，哪一个对项目的沟通要求影响最大？

- A. 项目干系人职责关系
- B. 外部信息需求
- C. 技术可利用性
- D. 项目的组织结构

正确答案： D

42. Which of the following tools or techniques are used in the information distribution process?

- A. Communication management plan, project plan, and information distribution system

B. Information distribution system, information retrieval system, and performance reports

C. Communication skills, information retrieval system, and information distribution system

D. Communication skills, work results, and status reports

以下哪些工具或技术用于信息发布过程?

A. 沟通管理计划、项目计划、信息发布系统

B. 信息发布系统、信息检索系统、绩效报告

C. 沟通技巧、信息检索系统、信息发布系统

D. 沟通技巧、工作结果、状态报告

正确答案: C

43.A.

B.

C.

D.

The change control system must include all except -

The paperwork

The tracking system

Authorization approval levels

Incentives for successful negotiation

变更控制系统不包括下列哪项?

A 文书工作

B 跟踪系统

C 授权许可级别

D 成功谈判的激励

正确答案: D

44.The project plan is important in change control because it-

A. Provides the baseline against which changes are managed

B. Provides information on project performance

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

D. Is expected to change throughout the project

项目计划对于变更控制非常重要, 这是因为它可以:

A 针对管理哪些变更提供基准计划

B 为执行项目提供信息

C 提醒项目小组哪些问题将来可能引起问题

D 在整个项目期间变化

正确答案: A

45.The purpose of the project schedule as an input to schedule control is to-

A. Show how changes to the schedule will be managed

B. Provide information on schedule performance

C. Serve as the schedule baseline

D. Determine whether a schedule revision is needed

把项目进度计划作为进度计划控制输入的目的是：

- A 说明如何管理进度计划变更
- B 为执行进度计划提供信息
- C 作为进度基准计划
- D 决定是否需要修改进度计划

正确答案： C

46.Trend analysis is used to monitor—

- A. Causes of error
- B. The quality management plan
- C. Customer satisfaction
- D. Technical, cost, and schedule performance

趋势分析是用来监控：

- A. 错误成因
- B. 质量管理计划
- C. 客户满意
- D. 技术、成本、及进度绩效

正确答案： D

47.An input to team development is—

- A. General management skill
- B. The project plan
- C.

The schedule, so that each team member can be assigned responsibility for specific work

packages

- D. The reward and recognition system

以下哪项使团队建设的一个输入？

- A. 一般管理技巧
- B. 项目计划
- C. 进度计划，这样可以就具体的工作包为每个小组成员分配职责。
- D. 奖励和认可制度

正确答案： B

48.In attribute sampling the:

- A. Result does or does not conform
- B. Result is rated on a continuous scale that measures the degree of conformity
- C. Emphasis is on normal process variation
- D. Emphasis is on determining whether a result falls within specific control limits

在属性抽样中：

- A. 结果可能吻合，也可能不吻合。
- B. 可以采用评估吻合度的连续等级给。结果打分
- C. 强调常态过程偏差。
- D. 着重于确定结果是否处于特定的控制极限内。

正确答案： A

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

- A. Domineering behavior
- B. Scope management
- C. Project charter
- D. Scope decomposition

在项目小组会议上，一个小组成员建议扩大工作范围，他的建议已经超越了项目章程中的范围。这时，项目经理指出项目小组应该集中精力完成仅限于需要完成的所有工作。这是一个什么样的例子？

- A 专制行为
- B 范围管理
- C 项目章程
- D 范围分解

正确答案： B

50. Miss Zhen is a project manager for the AAA Company and has maintained a good performance in the projects. She was given an opportunity for a side-job, for which she works after hours and on weekends, managing a project for small company, BBB Company. Company BBB is not in competition with AAA. Company AAA does not know of her extra work activities for another company. What should she do just to be on the safe side with her current employer, AAA?

- A. Do nothing since it is on her own time and AAA is not in competition with this small company.
- B. Talk with her management to ensure there are no conflict of interest policy deviations.
- C. Just tell her direct supervisor and let him tell her what to do.
- D. Have the BBB Company assure her that they will not disclose to AAA her side-job.

郑小姐是 AAA 公司的项目经理，她的工作绩效一直很优良。她现在下班后和周末兼职为一个公司 BBB 管理项目。BBB 公司不是 AAA 公司的竞争对手。AAA 公司不知道她在为另

一家公司工作。她应该怎么做才能维持她在 AAA 公司的安全？

- A. 什么也不用做，因为她利用自己的时间，而且 AAA 公司和 BBB 公司不是竞争对手。
- B. 和她的管理层谈话，保证没有任何违勃利益政策的冲突。
- C. 只给她的直接上司讲，让她告诉她该怎么做。
- D. 让 BBB 公司保证不把她兼职的事情告诉 AAA 公司。

正确答案： B

51. Cost forecasting can be best described by which of the following?

- A. The process of developing the future trends along with the assessment of probabilities, uncertainties, and inflation that could occur during the project.
- B. The process of assembling and predicting costs of a project over its life cycle.
- C. The process of establishing budgets, standards, and a monitoring system by which the investment cost of the project can be measured and managed.
- D. The process of gathering, accumulating, analyzing, monitoring, reporting, and managing the costs on an on-going basis.

以下哪句话最适合描述成本预测？

- A. 拟制概率评估、不确定性、以及项目期间可能发生的通货膨胀的未来走势的过程。
- B. 集合并预测项目生命周期成本的过程。
- C. 建立可以用来评估和管理项目投资成本的预算、标准和监控系统的过程。
- D. 一个连续的收集、累计、分析、监控、汇报、管理成本的过程。

正确答案： A

52. Considering the project schedule during the cost budgeting process-

- A. Identifies the project elements so that costs can be allocated
- B. Allows costs to be assigned to the time period when they will be incurred
- C. Provides another way to help measure and monitor cost performance
- D. A and B

在成本预算过程中考虑项目进度计划：

- A. 可以确认项目因素，然后进行成本分配。
- B. 允许把成本分配到产生成本的时间段。
- C. 提供另外一种帮助评估和监控成本执行情况的方法。
- D. A 和 B

正确答案： B

53. A Pareto diagram helps the project manager to?

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

帕累托图可以帮助项目经理：

- A. 关注最关键的问题改进质量。

- B. 关注激发思考
- C. 了解想要达到的未来产出
- D. 确定一个过程是否失去控制

正确答案： A

54.All the following are inputs to project initiation except the-

- A. Product or service description
- B. Organization’ s strategic plan

- C.
- D.

Project selection criteria

Project charter

以下哪项不是项目启动的输入？

- A 产品或服务说明
- B 组织战略计划
- C 项目筛选计划
- D 项目章程

正确答案： D

55.You are the project manager for a large IT company. One of the software named “PX” is developed by a software developer and will be integrated to your system. Recently you have

learned that “PX” has some bug and will not be delivered without correction. The “PX” company

does not want your client to know about this problem, since the problem will not arise until long

after the project completes. They can also sell the next Version of “PX” after correction, and make

another profit to them and also to your company. How can you overcome this conflict?

- A. Meet with the client and teach them how to ask “PX” engineer about the function of new software so that the client can find the problem.
- B. Ignore the situation since you will be gone after the project completes.
- C. Discuss this situation with the Manager of “PX” and try to dissuade him from using this approach.
- D. Say nothing to the client for now, but have a meeting with your supervisor and the “PX”

Manager and his sales team to discuss alternatives.

你是一个大型 IT 公司的项目经理。“PX” 软件由一家软件开发公司开发，并将合成到你的系统。最近你发现“PX”有错误，如不纠正就无法交付。“PX”公司不想让你的客户知道这个问题，因为这个问题要在项目完工后很久才会出现。他们也可以在纠正或出售下一个版

本的“PX”，“PX”公司和你的公司都可以在从中获取利润。你如何克服这个冲突？

- A. 会见客户，告诉他们如何向“PX”的工程师询问新软件的功能，这样客户就能发现问题了。
- B. 忽略这个问题，因为项目完成后你将要离开。
- C. 和“PX”公司经理讨论这个情况，劝服他不要使用这种方法
- D. 暂时不向客户透露，会见你的主管和“PX”经理和销售小组探讨备选方案。

正确答案： D

56. Project Plan is completed and the Project is launched with the fixed schedule. When

customer requests the additional work to be done, what is the most proper way?

- A. Include the additional scope to the scope and execute the project.
- B. Execute the initially planned project and plan a separate project.
- C. Report to the CCB and find the resolution.
- D. Since it is out of scope, it may not be performed.

项目计划完成了，项目按照固定进度计划开始了。当客户请求完成附加工作时，最恰当的方法是：

- A. 把附加范围纳入项目范围，执行项目
- B. 执行最初制订的项目，在计划一个单独的项目
- C. 向 CCB 汇报，找出解决方案
- D. 因为不再范围内，所以可以不执行

正确答案： A

57. Re-baselining may be needed to-

- A. Show that the project is not behind schedule
- B.
- C.

Provide realistic data to measure performance

Report schedule updates

- D. Show special forms of corrective actions taken

可能需要重新制定基准计划来：

- A. 表明项目进度没有落后
- B. 提供实际数据评估绩效
- C. 报告进度更新
- D. 表示采取纠错行动的特殊形式

正确答案： B

58. The purpose of the review of deliverables and project performance at the conclusion of a project phase is to-

- A. Determine how many resources are required to complete the project according to the project baseline
- B. Adjust the schedule and cost baselines based on past performance

- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

在一个项目阶段结束的时候进行可交付成果和项目绩效评估的目的是：

- A. 根据项目基准计划确定要完成项目需要多少资源

根据前期绩效调整进度和成本基准计划

得到客户对项目可交付成果的验收

决定是否继续进行项目下个阶段

——59. ~ 61. In the network diagram below, each activity has the duration of;

A=4, B=5, C=3, D=5,

E=4, F=5, G=6, H=6,

K=3, M=2, N=3 [unit: weeks]

在如下网络图中，每个活动的历时

如下：

A=4, B=5, C=3, D=5,

E=4, F=5, G=6, H=6,

K=3, M=2, N=3 [单位：星期]

正确答案： B

59.What is the total duration?

A. 20 weeks

B. 17 weeks

C. 18 weeks

D 16 weeks

总历时是多少？

A. 20 星期

B. 17 星期

C. 18 星期

D 16 星期

正确答案： C

60.What is the critical path?

A. Start-A-C-F-M-Finish

B. Start-A-D-G-M-Finish

C. Start-B-E-H-N-Finish

D.

Start-B-E-K-N-Finish

关键路径是：

A. Start-A-C-F-M-Finish

B. Start-A-D-G-M-Finish

C. Start-B-E-H-N-Finish

D. Start-B-E-K-N-Finish

正确答案： C

61.If you decrease the duration of activity H by 2 weeks (DU of H = 4), what will be the total duration?

- A. 16 weeks
- B. 17 weeks
- C. 15 weeks
- D. 18 weeks

如果把活动 H 的历时缩短两个星期 (H 的历时 = 4)，那么总历时是多少？

- A. 16 星期
- B. 17 星期
- C. 15 星期
- D. 18 星期

正确答案： B

62.Conditional diagramming methods such as GERT are used-

- A. To show the four types of dependencies (finish-to-start, finish-to-finish, start-to-start, and start-to finish)
- B. For a graphical representation of the network that is easier to interpret than PERT charts
- C. Because PDM and ADM do not allow nonsequential activities, such as loops or conditional branches
- D. To help expedite the preparation of a project network diagram

条件图法如 GERT 用于：

- A. 表示四种依赖关系（完成 - 开始，完成 - 完成，开始 - 开始，和开始 - 完成）。
- B. 创建一个比 PERT 图还容易解释的网络图形。
- C. 因为 PDM 和 ADM 不允许非序列活动，如回环或条件分支。
- D. 帮助促进项目网络图的准备。

正确答案： C

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

- A. The project manager must assume the primary burden of responsibility to ensure that messages sent have been received.
- B. Effective meetings, a war room, and a tight matrix promote effective communication
- C. If a project consists of 12 people, 48 potential channels of communication exist.
- D. Most project managers spend 30 percent of their working hours engaged in communication.

在项目环境中，以下哪句关于沟通的话是正确的？

- A. 项目经理必须承担确保信息接收者已经收到信息的主要任务。

- B. 高效会议、战争室、紧矩阵促进有效沟通。
- C. 如果项目有 12 个人，则有 48 条沟通渠道。
- D. 大多项目经理在沟通上花掉工作时间的 30%。

正确答案： B

64.Which is considered important at the time of completion of a large and important project?

- A. Financial record
- B. Document and record of procurement

C.

D.

Formal Acceptance

Technical specification

在一个重大的项目完工时，以下哪项被认为是重要的？

- A 财务记录
- B 采购文件和记录
- C 正式验收
- D 技术规范

正确答案： C

65.You have worked as a project manager in your own. You are assigned to manage a global project where EU countries are involved. Among many things, what should you prepare for this international project?

- A. No specific actions are required. Just start planning your project.
 - B. Gain knowledge about the countries and their business customs.
 - C. Align your Chinese team to help implement the project in EU.
- Analyze the project team members, and choose only proper members that have some knowledge in the countries.

你自己有过项目经理的经验。你被委任管理一个涉及到欧盟国家的全球项目。你应该怎样准备这个国际项目？

- A. 不需要特殊行动。开始进行项目计划贬值。
- B. 了解这些国家以及当地的商业习俗。
- C. 协调小组中国成员帮助在欧盟执行项目。
- D. 分析项目小组成员，只选择对这些国家有一定了解的成员。

正确答案： B

66.What does having a project charter do for the project managers?

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

项目章程对项目经理的意义在于：

- A 描述需要完成工作的详细情况
- B 说明项目小组成员的名字
- C 授权于项目经理
- D 描述项目的历史信息

正确答案： C

67.A project manager considers many things in organizational planning. Which of the

followings best describes the project manager' s consideration?

- A. Project interfaces, informal reporting relationship among different individuals, preference of the project management team
- B. Project interfaces, organizational policies, preference of the project management team, and competence of each staff
- C. Project interfaces, organizational policies and/or agreement with labor union, preference of the project management team
- D. Organizational interfaces, project interfaces management, interpersonal interfaces, and organizational policies

项目经理在组织计划编制中考虑很多事情。以下哪句话最能描述项目经理考虑的事项？

A. 项目接口、不同个体间的非正式报告关系、项目管理小组的偏好

B.

C.

D.

正确答案： C

68.项目接口、组织政策、项目管理小组的偏好、各成员的能力

项目接口、组织政策和/或同工会达成的协议、项目管理小组的偏好

组织接口、项目接口管理、人际接口、组织政策

In which of the following project characteristics would it be most appropriate to use a

projectized organizational form over a strong matrix?

- A. The uncertainty is complex and the technology is medium
- B. The size is small and the uncertainty is high
- C. The size is large and the technology is new
- D. The time criticality is moderate and the duration is long

在以下哪中项目特征中最适合采用强矩阵的项目型组织形式？

- A. 复杂的不确定性、中等技术
- B. 规模小、不确定性高
- C. 规模大、新技术
- D. 时间紧急程度一般、历时久

正确答案： C

69. You are managing an internal R&D project. The initial test results are very poor. You are afraid

your management might cancel the project, and this could reflect poorly upon you. Verification

testing could be done quickly and inexpensively. You should:

- A. Be the first to recommend canceling the project
- B. Inform management about the results and wait for a response
- C. Inform management immediately and recommend retesting for verification
- D. Withhold the information from management until you perform additional tests to verify the initial results

你正在管理一个内部的研发项目。起初的测试结果非常不好。你担心管理层会取消这一项目，这将对您非常不利。进行核实测试可以很快完成且花费不多。你应该：

- A. 第一个提出取消项目
- B. 把结果通知管理层且等待回应
- C. 立即通知管理层且建议为核实进行再次测试
- D. 直到进行进一步的测试以核实最初的结果以后再把这些信息告知管理层

正确答案： D

70. In all projects, needs must be tempered by schedule, cost, and resource constraints. Project

success depends primarily on-

- A. The quality of the schedule and cost control analysis
- B. Customer satisfaction
- C. Customer compromise in defining its needs
- D. Exceeding customer requirements through gold-plating

所有项目中，需求都必须由进度、成本和资源约束进行调节。项目的成功主要依赖于：

- A 进度计划的质量和成本控制分析。
- B 客户满意度。
- C 客户在定义需求上妥协。
- D 通过镀金的方法来超过客户要求。

正确答案： B

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

and sharing of several functional specialties. The project manager is considering the appropriate

organizational structure for a new project. The likely choice would be-

A. Matrix

B.

C.

D.
Tight matrix
Functional
Projectized

项目经理所在的公司从事高科技领域，需要综合并共享几个职能特性。项目经理现正为一个新项目选择合适的组织结构。以下哪项选择可能适合？

- A 矩阵
- B 强矩阵
- C 职能型
- D 项目型

正确答案： A

72. Which of the following is not part of an effective change control system?

- A. Procedures
- B. Standards for reports
- C. Meetings
- D. Lessons learned

下列哪项不属于有效变更控制系统的一部分？

- A 步骤
- B 报告标准
- C 会议
- D 经验教训

正确答案： D

73. Customer is requiring scope changes. In order to analyze the influences to the project, PM

should review WBS, change request, scope management plan and –

- A. Performance Report
- B. RAM
- C. Pareto Diagram
- D. Monte Carlo Simulation

客户要求范围变更。为了分析变更对项目的影响，项目经理应该回顾工作分解结构、变更请求、范围管理计划和_____？

- A 绩效报告
- B 职责分配矩阵
- C 帕累托图
- D 蒙特卡洛模拟

Read the following paragraph to answer 74 and 75.

阅读以下文字回答 74、75 题。

Due to an unexpected employee walkout at a vendor site, Bob' s project was influenced with

increased lead time on a critical component. Bob' s company should pay the delay penalty of

\$5,000 per day of delay. The contract states the vendor must pay Bob' s company

damages of
\$10,000 per day for every day they are late. Bob can hire another vendor to
manufacture the
part; however, it will cost an additional \$25,000, but the part will be delivered on
time.

由于供货方员工意外罢工，Bob 的项目受到影响，即某关键元件交货时间延长。Bob 的公
司

每延迟一天就要支付 5000 美元的延迟罚金。合同申明供货方每延迟一天就要支付 Bob
公司 10000 美元的赔偿。Bob 可以聘请另一个供货商制造该元件，需多花 25000 美元，
但是可以
按时交货。

正确答案： A

74.As far as risk is concerned, the above is an example of:

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

risk retention

an unknown-unknown

risk avoidance

contingency reserve

就风险而言，以上是什么的范例？

- A. 保留风险
- B. 未知-已知
- C. 风险规避
- D. 应急储备

正确答案： B

75.If Bob and the management team decide their reputation and their customer'
s satisfaction are

not worth the risk, and decide to hire the second vendor to manufacture the part,
how will the

project fund the \$25,000 of additional cost?

- A. Assume the \$25,000 is a risk that will be retained as a budget overrun
- B. Use money from the project contingency fund
- C. Obtain insurance to cover the risk
- D. The cost should be covered by the management reserve

如果 Bob 和管理小组决定为了他们的声誉和他们客户的满意，不值得冒这个风险，并且决
定聘请另一个供货商生产该部件，那么项目如何提供这 25000 美元附加成本的资金？

- A. 假设 25000 美元是保留风险造成的预算超支。
- B. 使用项目应急资金
- C. 获取保险处理风险
- D. 由管理储备支付成本

正确答案： D

76.A project manager calls his project team to quantify and assess the risks of their project. The benefits the team will gain from this exercise include all but which of the following?

- A. Thoroughly understand the project, the associated risks and the impact of risk on all parts of the project.
- B. Develop risk mitigation strategies for dealing with issues identified.
- C. Ensure all identified risk issues are incorporated into project planning.
- D. Identify alternatives which may exist

项目经理要求项目小组对其项目风险进行量化和评估。这样做的好处有以下几点，除了：

- A. 彻底理解项目、相关风险、以及风险对项目各部分的影响
- B. 制订处理已经识别的问题的风险降低策略
- C. 保证所有已经识别的风险问题纳入项目计划编制
- D. 识别可能存在的替代方案

正确答案： B

77.After preparing the probability distribution of cost outcome for a project, the estimate, with a 15% probability of being exceeded, is approximately one standard deviation.

- A. Below the mean
- B. Below the median
- C. Above the mean
- D. Above the median

在做好项目成本结果概率分布后，有 15%可能被超过的估算大约_____一个标准差。

- A. 低于平均数
- B. 高于中数

- C.
- D.

正确答案： C

78.高于平均数
高于中数

The concept of standard deviation is important in risk analysis since standard deviation

measure an estimate' s variability. Therefore, the () the standard deviation of an estimate, the

() its variability and risk.

- A. larger, greater
- B. larger, lesser
- C. smaller, greater
- D. smaller, normalcy

在风险分析中标准差非常重要，因为它可以测量一个估算的可变性。因此，估算的标准差

____，其可变性和风险就_____。

- A. 越大、越大
- B. 越大、越小
- C. 越小、越大
- D. 越小、为常态

正确答案： A

79.What is the function of Change Control Board?

- A. Baseline change
- B. Specification & Standard Change
- C. Project Performance Review
- D. Determination of the Management Reserve

变更控制委员会的作用是：

- A 基准计划变更
- B 规范和标准变更
- C 项目绩效评审
- D 决定管理储备

正确答案： A

80.Integration is done by:

- A. Senior management
- B. Project team member
- C. Project management consultant
- D. Project manager

整合由谁执行？

- A 高层管理
- B 项目小组成员
- C 项目管理顾问
- D 项目经理

正确答案： D

81.Written change orders should be required on-

- A. All projects, large and small
- B. Large projects
- C. Projects with a formal configuration management system in place
- D. Projects for which the cost of a change control system can be justified

以下哪种情况需要书面变更命令？

- A 所有项目，不论大小
- B 大项目
- C 实施正规配置管理系统的项目
- D. 需要进行成本变更控制系统的项目

正确答案： A

82.With a clear SOW a contractor completes work as specified, but the buyer is

not pleased with

the result. The contract is considered to be:

- A. Incomplete because the buyer is not pleased.
- B. Incomplete because the specs are incorrect
- C. Complete because the contractor is satisfied
- D. Complete because the contractor met the terms and conditions of the contract

根据明确的工作说明书，承包商按规定完成工作，但是买方对结果不满意。这个合同被认为是：

- A. 不完整的，因为买方不满意
- B. 不完整的，因为规格不正确
- C. 完整的，因为承包商满意
- D. 完整的，因为承包商满足了合同的条款和条件

正确答案： D

83. In which of the following contract type is it easier to change the scope of the contract?

- A. Firm Fixed Price
- B. Fixed Price Plus Incentive Fee
- C. Cost Plus Percentage Of Cost
- D. None of the above

在以下那种合同中，更容易进行合同范围变更？

- A. 固定价
- B. 固定价加激励费
- C. 成本加成本百分比
- D. 以上都不是

正确答案： C

84. The three project situations that require the most negotiation skills are—

- A. Working with functional managers to ensure that resources are available to support the project, providing performance appraisals to project team members, and developing the WBS
- B. Developing the WBS, determining the master schedule, and managing project changes
- C. Using subcontractors, developing the project scope statement, and managing changes after the project is under way
- D. Securing upper management support for the project, working with functional managers, and building the project team

要求谈判技巧最多的三种项目情况是：

- A. 和职能经理合作保证资源支持项目的可获取性；向项目小组成员提供绩效评估；制定 WBS

- B. 制定 WBS; 确定主进度计划; 管理项目变更
- C. 使用分包商; 编制项目范围说明; 项目开始后管理变更
- D. 确保高层管理提供项目支持; 同职能经理合作; 建设项目小组

正确答案: C

85. Which of the following administrative tasks must the seller perform before final payment on

a contract can be authorized?

- A. preparation of a contract completion statement
- B. audit of the procurement process
- C. updating and archiving of contract records
- D. settlement of subcontracts

以下哪项行政任务必须在批准合同最终付款前由买方执行?

- A. 准备一份合同完成说明
- B. 审计采购过程
- C. 更新并归档合同纪录
- D. 分包商结算

正确答案: B

86. A contract is legally binding and must comprise all but one of the following

- A. Mutual assent
- B. Approved negotiation
- C. Consideration
- D. Legality

合同具有法律约束力, 它必须包含以下各项, 除了:

- A. 双方同意
- B. 批准了的谈判
- C. 报酬
- D. 合法性

正确答案: B

87. The project manager is evaluating the bids of two vendors. Both vendors offer to sell similar

electronic components, which are integrated at the vendor' s site. To avoid the most risk, the

project manager views such items as the vendor' s ;

- A. price, sales volume, profit margin
- B. price, promised delivery, inspection schedule
- C. price, experience, delivery means
- D. experience, personnel skills, material control procedures

项目经理正在评估量个供货商的标书。两个供货商出售类似的电子元件, 并且在供货商方进行集成。为了避免最大的风险, 项目经理审查供货商的:

- A. 价格、销售额、利润率
- B. 价格、交付承诺、检验进度计划

- C. 价格、经验、交付方式
- D. 经验、个人技能、材料控制步骤

正确答案： D

88.The EVMS report shows $CV=SV=0$. However, a milestone has been missed that will cause an overall delay to the project. Which one of the following is being inadequately reported?

- A. Risk analysis report
- B. Communication plan variance
- C. Resource management plan
- D. Critical path status

EVMS 报告显示 $CV=SV=0$ 。然而，由于遗漏了一个里程碑，整个项目将推迟。以下那项报

告不充分？

- A. 风险分析报告
- B. 沟通计划偏差
- C. 资源管理计划
- D. 关键路径状态

正确答案： D

89.The project manager may realize that some terms of the contract and project objectives will not be met. It would be costly and time consuming to meet some specifications. The project has a high degree of exposure to risk at this point. Negotiation with the customer to reduce the risk exposure is a means that:

- A. could eliminate all risk to the project and customer at no cost to either party.
- B. could redefine the risk exposure to one of opportunities for both the project and customer.
- C. could result in reduced scope for the project and an improved product for the customer.
- D. may cost less to pay penalties and meet a modified specification to meet minimum customer requirements.

项目经理可能意识到不能满足某些合同条款和项目目标。要到达某些规范既费成本又花时间。这是项目出现风险可能性较高。同客户协商降低风险可能性这种手段：

- A. 可以消除所有项目和客户风险而不需要任何成本。
- B. 可以重新定义风险对项目和客户发生的可能性。
- C. 可以使项目范围减小并改进交付给客户的产品。
- D. 可能减少支付罚款的成本并且满足修订过的规范达到客户的最低要求。

正确答案： D

90. Decision trees are best used for:

- A. determining the interaction of the amount at stake and the expected value.
- B. association of the probabilities with the risk events.
- C. an illustration of how to see the interactions between decisions and the associated events.
- D. a flow chart which determines the standard deviation of the risk event.

决策树最好用于:

- A. 确定风险涉及总额和预期值的相互作用
- B. 把概率和风险事件联系起来
- C. 阐释如何观察决策和相关事件间的相互作用
- D. 决定项目事件标准差的流程图

正确答案: C

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

- A. The project manager must assume the primary burden of responsibility to ensure that messages sent have been received.
- B. Effective meetings, a war room, and a tight matrix promote effective communication
- C. If a project consists of 12 people, 48 potential channels of communication exist.
- D. Most project managers spend 30 percent of their working hours engaged in communication.

在项目环境中, 以下哪句关于沟通的话是正确的?

- A. 项目经理必须承担确保信息接收者已经收到信息的主要任务。
- B. 高效会议、战争室、紧矩阵促进有效沟通。
- C. 如果项目有 12 个人, 则有 48 条沟通渠道。
- D. 大多项目经理在沟通上花掉工作时间的 30%。

正确答案: B

92. The project status report is an example of which form of communication?

- A. Formal written communication
- B. Formal verbal communication
- C. Informal written communication
- D. Informal verbal communication

项目状态报告是哪类沟通的范例?

- A. 正式书面沟通
- B. 正式口头沟通
- C. 非正式书面沟通
- D. 非正式口头沟通

正确答案: A

93. When a project manager is engaged in negotiations, non-verbal communication skills are of:

- A. Little importance
- B. Major importance
- C. Important only when cost and schedule objectives are involved
- D. Important only when dealing with other cultures

当项目经理进行谈判时，非口头沟通技巧：

- A. 不太重要
- B. 非常重要
- C. 涉及到成本和进度目标时才重要
- D. 涉及到异文化时才重要

正确答案： B

94. All the following are objectives of the kickoff meeting except—

- A. Establishing working relationships and lines of communication
- B. Reviewing project plans
- C. Establishing individual and group responsibilities and accountabilities
- D. Discussing specific legal issues regarding the contract

以下哪项不是开工准备会议的目标？

- A. 建立工作关系和沟通线路
- B. 回顾项目计划
- C. 建立个人和集体义务、职责
- D. 讨论合同相关具体法律事宜

正确答案： D

95. All the following are barriers to communication except—

- A. Detrimental attitudes associated with low compensation
- B. Difficulties with technical language
- C. Liquidated damages provisions in fixed-price contracts
- D. Lack of clear communication channels

以下各项都是沟通障碍。除了：

- A. 低补偿引起的不利态度
- B. 技术语言造成的困难
- C. 固定价合同的清算损害条款
- D. 缺少明确的沟通渠道

正确答案： C

96. In general, disagreements among stakeholders should be resolved in favor of the—

- A. Sponsor
- B. Senior management
- C. Performing organization
- D. Customer

总体说来，项目干系人间的分歧的解决应该有利于：

- A. 发起人
- B. 高层管理

- C. 执行组织
- D. 客户

正确答案： D

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

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

A project scope of work

A project charter

A WBS dictionary

A risk management plan

项目经理可以使用_____来保证项目小组清楚的了解到他们的每一项任务包含的工作。

- A 项目工作范围
- B 项目章程
- C WBS 词典
- D 风险管理计划

正确答案： C

98.To successfully motivate a team in today' s high-tech environment, which motivational

theories should the PM use to maintain a happy, productive team?

- A. Expectancy and Theory x
- B. Theory Y and Maslow' s Hierarchy
- C. Theory Y, Expectancy and Herzberg' s Hygiene Factors
- D. Herzberg' s Hygiene Factors and Expectancy.

在当今的高科技环境中, 要成功的激励一个团队, 项目经理要使用哪些激励理论才能保持一个快乐高效的团队?

- A. 期待、理论 X
- B. 理论 Y 和 Maslow 等级制度
- C. 理论 Y, 期待、Herzberg 保健因素
- D. Herzberg 保健因素、期待

正确答案： C

99.According to the Douglas McGregor' s Theory, Theory Y anticipate that:

- A. people need to be watched every minute.
- B. People are incapable and a void responsibility
- C. People avoid work when even possible.
- D. People can direct their own efforts.

根据 Douglas McGregor 理论, 理论 Y 期望:

- A. 人每分钟都需要被注意
- B. 人是无能的, 责任是虚无的
- C. 人尽可能的逃避工作

D. 人可以指挥自身努力

正确答案： D

100. Project expeditor is different from a project coordinator in that it:

- A. can make more decisions
- B. reports to a higher-level management
- C. can make no decisions
- D. has some authority

项目促进员和项目协调员的区别在于项目促进员：

- A. 可以做更多的决策
- B. 向高层管理汇报
- C. 不能决策
- D. 有一定的权利

正确答案： C

101. Which of the following parameters are affected by scheduling and allocating resources to multiple projects?

- A.
 - B.
 - C.
 - D.
- Resource use and resource leveling
Duration compression and simulation
Activity lists and the WBS
Schedule slippage and in-process inventory

对多项目进行进度计划编制和资源时，以下哪项参数将受到影响？

- 资源使用和资源平衡
- B. 历时压缩和模拟
 - C. 活动清单和工作分解结构
 - D. 进度计划滑动和进行中存货

正确答案： D

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

- A. Lag
- B. Lead
- C. Float
- D. Slack

以下哪个术语用于描述延迟后续活动的逻辑关系的调整？

- A. 滞后
- B. 超前
- C. 时差
- D. 闲置 (Slack)

正确答案： A

103.You have an opportunity to make a good profit of a new service product to a new

customer. Although you had enough experiences in the similar projects, the general manager asks

you to exaggerate your experiences to make a quick contract. What is the best way you can do in

this situation?

A. Refuse that suggestion.

B. Offer that you have performed similar project installations.

C. Tell the general manager that you cannot misrepresent your qualifications, but would explain

D. your past experiences of similar projects to the new client and seek training on the new

product line before the installation.

D. Recommend another project manager to assist such sales promotion.

你现在有机会为客户提供一个服务产品获得丰厚利润。尽管你有丰富的类似项目经验，但是总经理叫你夸大你的经验以便尽快签订合同。这种情况下，你最好的做法是：

A. 拒绝建议

B. 提出你执行过类似的项目安装

C. 告诉总经理你不能夸大自己的资历，但是你可以跟信客户讲述你过去类似项目经验然后在安装之前可以参加新产品相关培训。

D. 推荐别的项目经理协助促销

正确答案： C

104.If the optimistic estimate for a task is 12 days, pessimistic is 18 days, what is the most likely

estimate?

A. 15 days

B. 13 days

C. 16 days

Not enough information

如果一个任务的最乐观估算为 12 天，最悲观估算为 18 天，那么最可能估算为多少？

A 15 天

B 13 天

C 16 天

D 以上都不是

正确答案： D

105.The four types of costs that are found in the Life Cycle Costing concept are:

A. operating/maintenance, discard, direct, and variable

B. indirect, auxiliary, development, and production

C. operating/maintenance, development, and production

D. indirect, auxiliary, indirect, and direct

生命周期成本预算概念阶段的四类成本是：

- A. 运营/维护、报废、直接、可变
- B. 间接、辅助、开发、生产
- C. 运营/维护、开发、生产
- D. 间接、辅助、间接、直接

正确答案： C

106. Random variance in a process, as measured by the standard deviation, can be directly reduced by ;

- A. studying scatter diagrams
- B. increasing the number of quality inspectors
- C. improving the overall system of production
- D. identifying patterns of variance

通过标准差测定的过程随机偏差可以手段直接通过什么降低？

- A. 研究散点图
- B. 增加质量检验员的数量
- C. 改进全面生产系统
- D. 确认偏差模式

正确答案： D

107. A change control system should include all the following except-

- A. Procedures for automatic approval of defined categories of change
- B. Paperwork, tracking systems, and approval levels necessary for authorizing changes
- C. A description of the powers and responsibilities of the change control board
- D. Procedures for conducting a midproject control system review

变更控制系统应该包括以各项，除了：

- A. 自动批准已定义变更范畴的步骤
- B. 文书工作、跟踪系统、授权变更所需的批准级别
- C. 变更委员会权力职责说明
- D. 执行项目中期控制系统评估的步骤

正确答案： D

108. Each of the following is a destructive role on a project team except—

- A. Withdrawer
- B. Topic jumper
- C. Gate keeper
- D. Dominator

以下各项均对项目小组起破坏作用，除了：

- A. 撤退者
- B. 话题转移者
- C.

门卫

D. 统治者

正确答案： C

109.If project A has an NPV of \$30,000 and project B of \$50,000, what is the opportunity cost if project B is selected?

- A. \$23,000
- B. \$30,000
- C. \$20,000
- D. \$50,000

如果项目 A 的净现值为 30000 美元，项目 B 的为 50000 美元，那么选取项目 B 的机会成本是多少？

- A. \$23,000
- B. \$30,000
- C. \$20,000
- D. \$50,000

正确答案： B

110.Which of the followings is an example of change requests due to external event?

- A. An error in defining the scope of the project due to the application of the former version of a government regulation
- B. A secondary risk brought after the implementation of workaround plan
- C. A changed environmental regulation applicable to the current project
- D. A supplier' s new development enabled us to use one component instead of originally defined

three-components assembly

以下哪项是由于外部事件引起的变更请求的实例？

- A 使用政府规定旧版本造成的项目范围定义错误。
- B 执行权变措施方案带来的次级风险。
- C 适用于当前项目的环境规定发生变化。
- D 由于供货商研发出新的技术使得我们可以使用单个元件替代原来定义的 3 件套。

正确答案： C

111.Categories of risk response are—

- A. Technical, marketing, financial, and human
- B. Identification, quantification, response development, and response control
- C. Avoidance, transference, mitigation, and acceptance
- D. Avoidance, retention, control, and deflection

风险应对措施可分为：

- A. 技术、市场营销、财务、人为

- B. 识别、量化、应对措施编制、应对措施控制
- C. 规避、转移、降低、接受
- D. 规避、保留、控制、转移

正确答案： C

112.What is the difference between Administrative Closure and Contract Closure?

- A. Product Verification
- B. Scope Verification
- C. Procurement Audit
- D. Record & Final Result Update

行政收尾和合同收尾的区别是什么？

- A. 产品核实
- B. 范围核实
- C. 采购审计
- D. 记录和终局结果更新

正确答案： C

113.A project has a tight schedule. What is the most useful way for early start of the project?

- A. Contract Firm Fixed contract
- B. Send the Letter Of Intent for expediting the start
- C. Contingency planning against the late completion
- D. Establish a time-constrained schedule

项目进度计划很紧。要在最早开始日期开始项目的最有用的方法是：

- A. 签订固定价合同
- B. 发出提前开始项目意向书
- C. 制订应急计划防止推迟完工
- D. 建立受时间约束的进度计划

正确答案： A

114.Which term describes the failure by either party to perform part or all of the duties of a contract?

- A. Termination
- B. Partial performance
- C. Breach of contract
- D. Contract waiver

下列哪个术语指合同某方不能履行部分或全部合同义务？

- A. 终止
- B. 部分履行
- C. 合同违约
- D. 自动放弃合同

正确答案： C

115. Which of the following should not be considered when developing activity duration estimates?

- A. Resource capabilities
- B. The number of resources assigned to a task
- C. Historical data if available
- D. Overhead rates

进行活动历时估算时不应考虑以下哪一项？

- A. 资源能力
- B. 分配给活动的资源数量
- C. 历史资料（如可以获取的话）
- D. 管理费用比率

正确答案： D

116. In a proactive approach to project risk management, the amount of a contingency reserve should be based on—

- A. Percentages based on past experience
- B. The sum total of the most likely probability and impact of the various risk events
- C. A set amount allocated to each item proportionately
- D. An allowance of 10% for each phase in the project life cycle

在前瞻性的项目风险管理方法中，应急储备金额应该根据：

- A. 过去项目中的比例

B.

C.

D.

最可能概率和各种风险事件影响的乘积

按比例分配到每一项的固定金额

项目生命周期每一个阶段储备 10% 的金额

正确答案： B

117. Additional risk response development is needed when the—

- A. WBS is changed
- B. Cost baseline is changed
- C. Risk event was unexpected or the effect is greater than anticipated
- D. Project plan is updated

什么时候需要制定附加风险应对措施？

- A. WBS 发生变化
- B. 成本基准计划发生变化
- C. 预料之外的风险事件或影响大于预期影响
- D. 项目计划更新时

正确答案： C

118.As the project becomes more complex, the level of uncertainty in the scope:

- A. Remains the same
- B. Decreases
- C. Decreases then increases
- D. Increases

随着项目的复杂程度增大，范围的不确定性级别：

- A 保持不变
- B 下降
- C 先降后升
- D 上升

正确答案： D

119.The legal contractual relationship that exists between the buyer and the seller is called:

- A. apparent authority
- B. contract privity
- C. terms and conditions
- D. force majeure

买卖双方之间存在的法律合同关系称为：

- A. 明显权力
- B. 合同当事人关系
- C. 条款和条件
- D. 不可抗力

正确答案： B

120.Mr. Han is a project manager on internet-based software project. With some technical problems, Mr. Han had a discussion with his friends, Miss Lee and Mr. Ren, Miss Lee has offered a suggestion. Following her suggestion, Mr. Han made a good solution. Mr. Han told his supervisor that he developed this solution, and would implement for the future projects. Mr. Ren knows that Mr. Han takes credit for Miss Lee' s idea. What is the proper way Mr. Ren should do about Mr. Han' s improprieties?

- A. Support Mr. Han and use the idea for her future projects.
- B. Tell Miss Lee about that Mr. Han has taken credit for the idea.
- C. Persuade Mr. Han to jointly share the credit with Miss Lee for this new idea and suggest that both Mr. Han and Miss Lee document the procedure and distribute it to the project management group.
- D. Report to Mr. Han' s supervisor that Mr. Han took credit for someone else' s idea.

韩先生是一个 Internet 依托软件项目的项目经理。他和朋友李小姐、任先生探讨了一些技术

问题。李小姐提出了一个建议。根据这个建议，韩先生制订出很好的解决方案。韩先生告诉他的主管他制订出了解决方案，并且将在今后项目中实施。任先生知道韩先生利用李小姐的主意邀功请赏。对于韩先生的不妥行为，任先生应该采取何种恰当的方法？

- A. 支持韩先生，在他今后的项目中采纳这个主意
- B. 告诉李小姐关于韩先生的做法
- C. 劝韩先生同李小姐一起分享这个主意的功劳，并建议韩先生和李小姐把步骤形成文档，然后分发给项目管理小组。
- D. 向韩先生的主管汇报，韩先生把别人的主意归功于自己。

正确答案： C

121. When a process is considered to be out of control, you should first -

- A. Adjust the process.
- B. Correct the product and find the way to eliminate the cause.
- C. Find special causes
- D. Find special causes and correct products if the product is out of specification limit.

当你认为一个过程失去控制时，你应该首先：

- A. 调整过程
- B. 修正产品，找出消除起因的方法
- C. 找出特殊起因
- D. 找出特殊起因，如果产品超出规范限制，则修正产品

正确答案： D

122. Sponsor decreased the Project funding significantly. What is the alternative?

- A. Request to the sponsor for additional fund
- B. Perform financial analysis and plan the scope and project within the decreased fund
- C. Due to the decreased fund, it is not possible to continue the project
- D. Meet the customer and explain the situation and adjust the scope

项目发起人大量减少项目资金。其替代方案是什么？

- A. 要求发起人提供额外资金
- B. 在现有资金范围内，进行财务分析、制订项目计划和范围计划
- C. 由于资金减少，不可能再继续进行项目
- D. 会见客户，说明情况，调整范围

正确答案： B

123. A project manager discovers during planning that part of the scope of work is undefined.

They should?

- A. Continue to plan the project because the scope of work is not ready
- B. Do what they can to get the scope of work defined
- C. Wait until the scope of work is defined and issue a change to the project

D. Complain to management

项目经理在计划编制期间发现部分工作范围没有定义。他们应该？

- A. 继续编制项目计划，因为工作范围尚未准备好
- B. 尽力使工作范围得到定义
- C. 等待直到工作范围得到定义，然后发布一个项目变更
- D. 向管理层抱怨

正确答案： B

124. In determining the effect of prospective schedule changes, all the following may be required except-

- A. New or revised activity duration estimates
- B. Modified activity sequences
- C. Analysis of alternative schedules
- D. Schedule updates

在确定潜在的进度计划变更对项目的影响时，以下哪项是不需要的？

- A 新的或已修订活动历时估算
- B 修改过的活动排序
- C 替代进度计划分析
- D 进度计划更新

正确答案： D

125. Company WWW's employees are all out-sourced workers and dispatched to numerous companies. One of WWW's out-sourced workers was transferred from Company A to the Company B. He has worked in Company A as a technical proposal manager. Company B is a competitor of Company A. Several weeks after when this worker began to work in Company B, the Sales manager of Company B asked of the worker to advise some contents of the proposal, which this worker was recently involved. How does this worker respond to the Sales manager of Company B for such information?

- A. Ignore the Sales Managers meeting requests and find another job.
- B. Ask the Sales Manager what he wants to know, before taking any action.
- C. Inform WWW Company of the potential impropriety before meeting with the Sales Manager to determine a strategy in dealing with any sensitive questions.
- D. Tell Company A, your previous assignment, that there is a potential "conflict of interest" situation and let them deal with the problem.

WWW 公司的员工都是外派职员，他们被派到各种公司工作。其中一个员工从 A 公司调

到

B 公司。在 A 公司时，他是一个技术建议书经理。B 公司是 A 公司的竞争对手。该员工在

B 公司工作了几个星期后，B 公司的销售经理想让他对建议书中他最近参与的某些内容提点

建议。这是该员工应该对 B 公司的销售经理做何反应？

- A. 不理睬销售经理的会议要求，寻找别的工作
- B. 采取行动前询问销售经理想了解什么
- C. 在会见销售经理前，通知 WWW 公司可能出现这种不恰当的事情，然后决定采取何种战略处理任何敏感问题。
- D. 告诉之前工作过的 A 公司这种“利益冲突”情况，让他们自己处理这个问题。

正确答案： C

126.Incentive clauses in a contract are designed to do which of the following?

- A. Increase cost for the buyers
- B. Enhance project quality by increasing costs
- C. Reduce risk for the seller by transforming risk to the buyer
- D. Provide an avenue for refining the contract to align the buyer' s and seller' s goals

合同中的激励条款的作用是：

- A. 增加买方成本
- B. 通过增加成本提高项目质量
- C. 把风险转移给买方降低卖方的风险
- D. 提炼合同协调买卖双方目标的途径

正确答案： D

127.Although they may have a variety of side effects, the primary objective of incentive clauses in a contract is to:

- A. reduce costs for the buyer
- B. help the contractor control costs
- C. help bring the contractor' s objectives in line with that of the buyer
- D. reduce risk for the contractor by shifting risk to the buyer

尽管可能有大量副作用，但是合同中的激励条款的主要目的是：

- A. 降低买方成本
- B. 帮助承包商控制成本
- C. 帮助协调承包商和卖方的目标
- D. 把风险转移给卖方降低承包商的风险

正确答案： C

128.Contract closeout and administrative closure are similar in that they both require

- A. That someone other than the PM manages the activities involved
- B. Verification that no errors occurred at any time while the work was being

performed

- C. That a WBS be prepared
- D. Verification that the work was completed satisfactorily

合同收尾和行政收尾的相似处在于二者都要求：

- A. 由项目经理之外的另一个人管理相关活动
- B. 在执行工作时核实任何时候都没有错误发生
- C. 准备好 WBS
- D. 核实工作令人满意的完成了

正确答案： D

129. In a cost plus fixed fee contract, the fee?

- A. Never changes
- B. Changes if change orders are issued
- C. Is small
- D. Will always decrease

在成本加固定费合同中，费：

- A. 不会变化
- B. 如果发布变更命令，就要变化
- C. 少
- D. 总是减少

正确答案： B

130. When it comes to changes, the project manager's attention is best spent on:

- A. Handling changes when they come to light
- B. Recording changes
- C. Letting management know about changes
- D. Preventing unnecessary changes

关于变更，项目经理最应该关注的是：

- A 发现变更时，就着手进行处理。
- B 对变更进行记录。
- C 让管理层知道变更。
- D 防止不必要的变更。

正确答案： D

131. The first requirement for effective risk management is—

- A. Clear visibility of the information needed for decision making
- B. Ownership of the risks that are identified
- C.
- D.

Appointment of the project manager early in the process to manage the identified risks

Project team members who are trained in risk and understand its causes to help construct and

implement risk mitigation strategies

有效风险管理的首要要求是：

- A. 决策所需信息的透明度高
- B. 风险所有关系明确
- C. 在管理已识别风险的过程中尽早的委任项目经理
- D. 受过风险培训并能理解风险起因的项目小组成员帮助创建和实施风险降低策略

正确答案： A

132. Which organization is most effective in many cross-functional activities?

- A. Matrix
- B. Projectized
- C. Functional
- D. Any organization

在多数跨部门活动中，那类组织最有效？

- A 矩阵组织
- B 项目型
- C 职能型
- D 任何组织

正确答案： A

133. Management by Objectives works only if?

- A. supported by management.
- B. The rules are written down.
- C. The project does not impact the objectives.
- D. The project includes the objectives in the charter.

只有在以下那种情况下目标管理才有效？

- A 得到管理层的支持
- B 形成书面规章制度
- C 项目不影响目标
- D 项目章程包含目标

正确答案： A

134. The greatest of uncertainty is encountered during which phase of the project life cycle?

- A. Concept
- B. Planning
- C. Implementation
- D. Closeout

项目哪个阶段有对大程度的不确定性？

- A 概念
- B 计划编制
- C 执行
- D 收尾

正确答案： A

135. What does the standard deviation have to do with risk?
A. Nothing
B. Standard deviation tells you if the estimate is accurate
C. Standard deviation tells you how unsure the estimate is
D. Standard deviation tells you if the estimate includes a pad

标准差和风险有何关系?

- A. 没有关系
- B. 标准差告诉你估算是否准确
- C. 标准差告诉你估算的不确定性有多高
- D. 标准差告诉你估算包含衬垫

正确答案: C

136. A project has three critical paths. What difference does this make to the project?

- A. It makes it easier to manage
- B. It increases the project risk
- C. It requires more people
- D. The situation is not possible

一个项目有 3 条关键路径。这对项目意味着什么?

- A. 降低了管理的难度
- B. 增加了项目风险
- C. 要求更多人手
- D. 这种情况不可能出现

正确答案: B

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

- A. The total duration of both activities is 8 days.
- B. Calendar time between the start of A to the finish of B is 11 days.
- C. The finish date of B is Wednesday the 13.
- D. Calendar time between the start of A to the finish of B is 14 days.

活动 A 历时为 3 天, 开始于 4 号星期一一早。后续活动 B 和 A 的关系为结束 - 开始。结束 - 开始关系有 3 天的滞后, 活动 B 历时为 4 天。星期天为非工作日。从这些数据可以得到什么?

- A. 两个活动总历时为 8 天。
- B. 活动 A 开始日期和活动 B 结束的日历时间为 11 天。
- C. 活动 B 的结束日期为 13 号星期三。
- D. 活动 A 开始日期和活动 B 结束的日历时间为 14 天。

正确答案: B

138. An activity has an early start date of the 10 and a late start date of the 19. The

activity also

has a duration of 4 days. There are no nonworkdays. From the information given, what can be

concluded about the activity?

- A. Total float for the activity is 9 days.
- B. The early finish date of the activity is the end of the day on the 14 .
- C. The late finish date is the 25 .
- D. The activity can be completed in 2 days if the resources devoted to it are doubled.

一项活动的历时为4天，最早开始日期为10日，最迟开始日期为19日。没有非工作日。根据以上信息，可以总结出什么？

- A. 该活动总时差是9天。
- B. 该活动最早完成日期是14日结束时。
- C. 该活动最迟完成日期是25日。
- D. 如果分配双倍资源的话，可以在两天之内完成此活动。

正确答案： A

139.Assumptions are valid output of the scope initiation processes. Prior to project execution,

each assumption must be resolved identified as a;

- A. Constraint
- B. Risk.
- C. Deliverable.
- D. Problem.

假设时范围启动过程的有效输出。执行项目前，每个假设必须被确定为：

- A. 约束条件
- B. 风险
- C. 可交付成果
- D. 问题

正确答案： B

140.Which of the following is NOT an input to the risk management process?

- A. Historical data
- B. Lessons learned
- C. WBS
- D. Project status reports

以下哪项不是风险管理过程的输入？

- A. 历史资料
- B. 经验教训
- C. WBS
- D. 项目状态报告

正确答案： C

141.Which of the following is useful in risk identification because it permits a

systematic
evaluation of the work?

- A. Project charter
- B. Design specification
- C. Project flow chart
- D. WBS

以下哪项因为允许对工作进行系统评估所以在识别风险时非常有用?

- A. 项目章程
- B. 设计规范
- C. 项目流程图
- D. WBS

正确答案: C

142. Guarantees in a project agreement give some degree of assurance to the buyer that the end product will meet the specified requirements, but they also represent potential future costs to the seller, or cost risk, if the system fails. The four express (as compared to implied) guarantee categories are:

- A. scope, cost, schedule, quality
- B. design, safety, fabrication, functional
- C. operational, functional, maintainability, repairability
- D. design, workmanship, equipment, performance (process)

项目管理中的一些保证使买方在一定程度上确信最终产品将满足要求。但是如果这些担保失败了,也意味着给卖方带来未来成本或成本风险。这四种明确的(相对于暗示的)保证是:

- A. 范围、成本、进度、质量
- B. 设计、安全、制造、功能
- C. 可操作性、功能、可维护性、可维修性
- D. 设计、工艺、设备、性能(过程)

正确答案: D

143. The Delphi method is a particularly useful risk quantification technique to –

- A. Present a sequence of decision choices graphically to decision makers
- B. Determine probability assessments relating to future events
- C. Help take into account the attitude toward risk of the decision maker
- D. Formalize management's attitude toward risk

Delphi 方法是一种特别有用的风险识别技术,它可以:

- A. 用图形向决策者表示一序列的决策选择
- B. 确定未来事件的概率评估
- C. 帮助考虑决策者对待风险的态度
- D. 使管理层对风险的态度正式化

正确答案: B

144.If the rework became inevitable due to the lack of employee training and proper production controls, how much of this cost is directly attributable to the employees on the production line?

- A. Approximately 15%
- B. Approximately 50%
- C. None
- D. 100%

如果因为缺少员工培训和恰当的生产控制而必须返工,那么多少返工成本可以直接归因于生产线的员工?

- A. 大约 15%
- B. 大约 50%
- C. 没有
- D. 100%

正确答案: A

145.Which of the following best describes the results of an increase in quality?

- A. increased productivity, increased cost effectiveness, decreased cost risk
- B. increased productivity, decreased cost effectiveness, and increased cost risk
- C. reduced productivity and no change to cost effectiveness and cost risk
- D. reduced productivity and an increase in overall product or service cost

以下哪项可以最好的描述质量提高了的结果?

- A. 生产率提高了、成本效率提高了、成本风险降低了
- B. 生产率提高了、成本效率下降了、成本风险增加了
- C. 生产率下降了、成本效率和成本风险没有变化
- D. 生产率下降了、产品或服务整体成本提高了

正确答案: A

146. "JIT" is the concept of:

- A. Zero defect
- B. Zero inventory
- C. 100% inspection
- D. Attribute sampling

JIT 这个概念意味着:

- A. 零缺陷
- B. 零库存
- C. 100%检验
- D. 属性抽样

正确答案: B

147.Which of the following is a tool used in administrative closure?

- A. Project archives
- B. Documentation of the product of the project
- C. Performance reporting methods

D. Procurement audit

以下哪个工具用于行政收尾?

- A. 项目档案
- B. 项目产品文档
- C. 绩效报告方法
- D. 采购审计

正确答案: C

148. Which is the characteristic of quality that satisfies Customer' s real needs?

- A. Conformance to specification
- B. Fitness to use
- C. Safety and environment
- D. High Grade

以下哪项是满足客户实际需求的质量特征?

- A. 符合规范
- B. 适合使用
- C. 安全性和环境
- D. 高等级

正确答案: B

149. The Percentage Complete is 60%, BAC is \$20,000, and Actual Cost (AC or ACWP) is

\$15,000. What are the Cost Variance and Schedule Variance?

- A. Not enough information for the calculation of CV and SV.
- B. $CV = SV = -\$3,000$
- C. $CV = -\$3,000$ and $SV = +\$3,000$
- D. $CV = -\$3,000$ and not enough information for the calculation of SV

如果完工比例是 60%，完工预算是 20000 美元，实际成本（实际成本或已完成工作实际成

本 15000 美元。则成本偏差（CV）和进度计划（SV）偏差是多少？

- A. 信息不充分，无法计算 CV 和 SV.
- B. $CV = SV = -3000$ 美元
- C. $CV = -3000$ 美元、 $SV = +3000$ 美元
- D. $CV = -3000$ 美元、信息不充分无法计算 SV

正确答案: D

150. Your customer notifies you that the project must be completed two days earlier. What do you do?

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

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

客户通知你项目必须提前两天完工。你将如何处理？

A. 告诉客户项目的关键路径不允许提前完成项目。

B. 向老板汇报。

C. 召开项目小组会议，商量在关键路径上进行赶工或快速跟进法的方案。

D.

努力工作，观察下月的项目状态。

正确答案： C

151.A project manager is employed by Company A and was involved in a competitive bidding.

Before the bid was awarded, the project manager resigned from Company A, and was hired by

Company B, also one of the bidders in bidding. The sales manager of Company B asked the

project manager to join the sales strategy session. How should the project manager respond?

A. Decline the invitation.

B. Join the meeting but do not offer any information that would jeopardize the outcome of the

bidding process.

C. Participate in the meeting and offer suggestions to assist Company B to win the business.

D. Discuss some of the sales strategy of Company A, but only give short answers that will only

give Company B a slight advantage.

某项目经理受聘于 A 公司参与一个竞争性投标。在授标之前，项目经理从 A 公司辞职并受

聘于 B 公司。B 公司也是一个投标者。B 公司的销售经理要求项目经理加入销售战略会议。项目经理应该如何反应？

A. 拒绝邀请

B. 参加会议但是不提供任何可能危及竞标过程结果的信息。

C. 参加会议并且提出建议帮助 B 公司竞标成功

D. 探讨 A 公司的某些销售战略，简短的提供可以让 B 公司受益很小的答案

正确答案： B

152.Each item of the Work Breakdown Structure is assigned a unique identifier.

What is the name

of this identifier?

A. Quality inspection identifier.

B. Chart of accounts

C. Project activity code

D. Code of accounts

工作分解结构中的每一项都被标以一个独特的标示符。标示符的名称是什么？

- A 质量检测标示符
- B 帐目图表
- C 项目活动编码
- D 帐目编码

正确答案： D

153.All the following are root-cause analysis techniques used in quality management except—

- A. Fishbone diagrams
- B. Ishikawa diagrams
- C. System or process flowcharts
- D. Checklists

以下哪项不属于质量管理中使用的根原因分析技术？

- A. 鱼骨图
- B. Ishikawa 图
- C. 系统或过程流程图
- D. 检查清单

正确答案： D

154.A frequent complaint of matrix organizations is that communications are:

- A. simple
- B. open and accurate
- C. complex
- D. hard to automate

矩阵组织常有的一个毛病是沟通：

- A. 简单
- B. 公开、准确
- C. 复杂
- D. 难以自动发生

正确答案： C

155.In some cases, contract termination refers to

- A. Contract closure by mutual agreement
- B. Contract closure by delivery of goods or services
- C. Contract closure by successful performance
- D. Certification of receipt of final payment

某些时候合同终止指：

- A. 双方达成一致后的合同收尾
- B. 交付货物或服务后的合同收尾
- C. 成功履行合同后的合同收尾
- D. 证明收到最终付款

正确答案： A

156.Formal notification that the contract has been closed should be provided to

the seller by the

- A. Project Manager
- B. Person responsible for contract administration
- C. Project control officer
- D. Project sponsor or owner

合同已经结束的正式通知应该由_____提供给买方。

- A. 项目经理
- B. 合同管理负责人
- C. 项目控制官员
- D. 项目发起人或业主

正确答案： B

157. Which term is NOT a common name for a procurement document that solicits an offer from prospective seller?

- A. Invitation for bid
- B. Request for information
- C. Request for quotation
- D. Invitation for negotiation

以下哪项不是向预期买方询价的采购文件的名称?

- A. 邀标函
- B. 信息邀请函
- C. 报价邀请函
- D. 谈判邀请函

正确答案： B

158. Appointing someone other than the project manager to be responsible for the project closeout

phase may be useful. However, a disadvantage of this approach is that the—

- A. Closeout manager probably lacks technical knowledge about the project
- B. Closeout manager may get all the credit for the project
- C. Project manager is the only person who can guarantee that no loose ends remain on the project
- D.

Project manager is the only person who will ensure that the closeout process is not dragged

out unnecessarily

委派项目经理外的另一个人负责项目收尾阶段可能有用。但是，这个方法有一个缺点，即：

- A. 收尾经理可能缺乏项目相关的技术知识
- B. 项目的功劳可能被收尾经理一人占有
- C. 项目经理是唯一能够保证项目没有遗留问题的人。
- D. 项目经理是唯一确保收尾过程不被不必要拖延的人。

正确答案： A

159. The tool or technique used for communication planning is—

- A. Stakeholder analysis
- B. Communication skills
- C. Information retrieval systems
- D. Information distribution systems

以下哪项是用于沟通计划编制的工具或技术？

- A. 项目干系人分析
- B. 沟通技巧
- C. 信息检索系统
- D. 信息发布系统

正确答案： A

160. “Why can't we solve this problem by all sides giving in a little?” This is an example of what type of conflict resolution technique?

- A. problem solving
- B. forcing
- C. withdrawal
- D. compromising

“为什么我们不能大家都让一小步来解决这个问题？”这是以下哪类冲突解决技术的范例？

- A. 解决问题
- B. 强迫
- C. 撤退
- D. 妥协

正确答案： D

161. Which one of the estimating techniques may use Prototyping?

- A. Parametric
- B. Extrapolation
- C. Analogy
- D. Historical results

以下哪种估算技术可以使用原型法？

- A. 参数
- B. 外推
- C. 类比
- D. 历史结果

正确答案： B

162. Which of the depreciation methods offers the least tax advantage?

- A. Double declining balance
- B. Straight line
- C. Sum of the years digit
- D. Salvage value

以下哪类折旧方法在税收方面最为不利？

- A. 双重余额递减
- B. 直线
- C. 年度位数总和
- D. 残值

正确答案： B

163. Which is the most conservative of the work completion rules:

- A. 50/50 Rule
- B. 0/100 Rule
- C. 20/80 Rule
- D. 100/100 Rule

以下哪项是最为保守的工作完工原则？

- A. 50/50 原则
- B. 0/100 原则
- C. 20/80 原则
- D. 100/100 原则

正确答案： B

164. The highest risk impact generally occurs during which of the following project life-cycle phases?

- A. Concept and planning
- B. Planning and implementation
- C. Implementation and closeout
- D. Concept and closeout

最高风险影响通常发生在项目生命周期的哪些阶段？

- A. 概念和计划编制
- B. 计划编制和执行
- C. 执行和收尾
- D. 概念和收尾

正确答案： C

165. All the following are examples of team-building techniques except:

- A. Off-site activities to improve interpersonal relationships among team members
- B. Reward and recognition systems
- C. The kickoff meeting
- D. Smoothing over of team conflicts by the project manager

以下各项均为团队建设技术，除了：

- A. 工作场地外搞活动改善小组成员间人际关系
- B. 奖励和认可制度
- C. 开工准备会议
- D. 项目经理平息小组冲突

正确答案： D

166.Contingency planning involves:

- A. Defining the steps to be taken if an identified risk event should occur
- B. Establishing a management reserve to cover unplanned expenditures
- C. Preparing a stand-alone document that is separate from the overall project plan
- D. Determining needed adjustments to make during the implementation phase of a project

应急计划编制包括：

A. 定义一旦已识别风险发生后要采取的步骤

B.

C.

D.

建立一个管理储备用于未计划的花销

准备一个独立文件，和整体项目计划分隔开

确定在项目执行阶段需要进行的调整。

正确答案： A

167.During execution a major problem occurs that you did not include in your risk management plan, you should?

- A. Create a workaround
- B. Have a brainstorming meeting
- C. Report to the top management
- D. Fund the cost from management reserve

在执行项目期间，发生一个在风险管理计划中没有涵盖的重大问题。这时你将：

- A. 建立一个权便措施
- B. 召开会议采用头脑风暴法
- C. 向高层管理汇报
- D. 从管理储备抽出资金作为处理成本

正确答案： A

168.The final project budget is created during which life cycle phase:

- A. Initiation
- B. It is given to the project manager before the project management life cycle
- C. Planning
- D. Execution

在哪一个项目阶段进行终局项目预算？

- A 启动阶段
- B 在项目生命期开始前交给项目经理。
- C 计划编制阶段
- D 执行阶段

正确答案： C

169. In what organization project member feel most anxiety at closing phase?

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

在哪种组织中，项目成员在项目收尾阶段最为焦虑？

- A 职能型
- B 矩阵
- C 项目型
- D 强矩阵

正确答案： C

170. Which is the latest activity done at closing phase of the project?

- A. Formal Acceptance from Owner
- B. Lessons learned
- C. Relocation of the project participants
- D. Scope verification

项目首尾阶段最后完成的是？

- A 业主正式验收
- B 总结经验教训
- C 重新安置项目参与者
- D

范围核实

正确答案： C

171. Many of the team members soon leave the company all together. What should the project manager do first?

- A. Revise the WBS.
- B. Recruit team members.
- C. Implement the risk response.
- D. Revise the linear responsibility chart.

许多小组成员就快要一起离开公司。项目经理应该首先做什么？

- A. 修订 WBS
- B. 招募小组成员
- C. 实施风险应对
- D. 修订线性职责图

正确答案： C

172. It is most appropriate to use the Delphi technique when:

- A. Simulation models are complete
- B. Historical data is abundant
- C. Algorithms are heuristic
- D. Collective group knowledge is sought

在什么情况下最适宜使用 Delphi 技术?

- A. 模拟模型已完成
- B. 拥有丰富的历史资料
- C. 规则是启发式的
- D. 需要集体知识

正确答案: D

173. In the area of legal risks, there are two reasons for licensing of projects. One reason is for

revenue generation by the community; the other is for:

- A. harassment of the project manager
- B. bureaucratic safety of the product
- C. public safety of the product
- D. monitoring of the project schedule

关于法律风险, 有两个原因需要项目得到许可。一是因为社区创造的收入, 二是:

- A. 项目经理的磨难
- B. 产品的官僚安全
- C. 产品的公众安全
- D. 项目进度的监控

正确答案: C

174. Of the following, the contract type with the highest cost risk for the contractor is:

- A. Cost plus incentive fee
- B. Fixed price plus incentive fee
- C. Cost plus fixed fee
- D. Fixed price

下列哪类合同对承包商的成本风险最大?

- A. 成本加激励费
- B. 固定价加激励费
- C. 成本加固定费
- D. 固定价

正确答案: D

175. The direct responsibility for monitoring quality conformance is borne by:

- A. project engineer assigned to the project team
- B. project manager
- C. each functional manager
- D. quality manager

监控质量达标的直接责任有谁承担?

- A. 委派到项目小组的项目工程师
- B. 项目经理
- C. 每位职能经理
- D. 质量经理

正确答案： D

176. Most quality problems are caused by:

- A. lack of caring by the staff
- B. lack of staff motivation
- C. lack of management attention
- D. specification errors

大多质量问题的起因是：

- A. 员工不关心
- B. 员工缺乏激励
- C. 管理层不重视
- D. 规范有问题

正确答案： C

177. The most common causes of conflict on a project are?

- A. Schedules, project priorities, personalities
- B. Schedules, project priorities, resources
- C. Schedules, project priorities, cost
- D. Schedules, project priorities, management

项目冲突最常见的起因是：

- A. 进度计划、项目优先权、个性
- B. 进度计划、项目优先权、资源
- C. 进度计划、项目优先权、成本
- D. 进度计划、项目优先权、管理

正确答案： B

178. A supplier has informed that they would increase the price of their products soon. Such price increase, due to the increased costs of raw materials, is acceptable by the contractual terms and conditions. Your supervisor indicated you to find another vendor and to get out of the contract with this supplier. The supplier has made a good working relationship with your company for many years. What is the best resolution in this case?

- A. Read over the contract to see if there is any way to cancel the contract.
- B. Find another vendor and cancel the contract with your current supplier.
- C. Work with the supplier to see if any costs can be reduced by purchasing more products at one time, but at fewer times during the year and then discuss the new approach with your supervisor.
- D. Have a meeting with your supervisor's manager to report on this situation.

供货商通知他们很快将会提高产品价格。根据合同条款和条件，这种由于原材料成本增加的价格上涨是可以接受的。你的主管给你指出去寻找另外的供货商并且停止和当前供货商的合

同。但是供货商和你所在的公司已经有了很好的工作关系。这种情况下最好的解决方案是：

- A.
- B.
- C.

仔细阅读合同看看是否有办法取消合同。

寻找另一个供货商，取消和当前供货商的合同。

和供货商协商如果一次购买更多产品、但年度购买次数减少是否可以降低成本，然后和主管讨论这种新的方法。

D. 会见你主管的经理汇报这种情况。

正确答案： C

179.The internal rate of return is a measure of a project's expected profitability that can be

thought of as the-

- A. After-tax profit reported to the government
- B. Maximum rate of interest that may be paid for the capital used over the life of the investment without loss on the project
- C. EAC minus BAC
- D. Ratio of discounted revenues over discounted costs

内部回报率是项目预期利率的评定标准，可以把它看作：

- A. 项政府汇报的税后利润
- B. 在投资生命期利用的没有项目损失的资金应该支付的最大利率。
- C. 完工估算（EAC）减完工预算（BAC）
- D. 贴现收入和贴现成本的比率

正确答案： B

180.EAC is a periodic evaluation of:

- A. Cost of work complete
- B. Value of work performed
- C. Anticipated total cost at project completion
- D. What it will cost to finish the job

完工估算是_____的定期评估。

- A. 完成工作的成本
- B. 已完成工作的价值
- C. 项目完工时的预期总成本
- D. 完成工作需要花的成本

正确答案： C

181.Doubling declining balance is a form of:

- A. Decelerated depreciation
- B. Straight line depreciation
- C. Accelerated depreciation
- D. Life cycle costing

双重余额递减法是一种：

- A. 减速折旧
- B. 直线折旧
- C. 加速折旧
- D. 生命其成本计算

正确答案： C

182.A chief characteristic of the Delphi technique is:

- A. Extrapolation from historical data
- B. Intuitive expert opinion
- C. Analytical hierarchy process
- D. A guess

Delphi 技术的主要特征是：

- A
- B
- C
- D

根据历史数据进行外推

专家直觉和观点

解析层次过程

猜测

正确答案： B

183.A work authorization system is used to:

- A. Control who does each task
- B. Control gold plating
- C. Let management know what tasks are planned
- D. Let functional managers know what tasks are planned

工作授权制度的作用是：

- A 对由谁来执行每一件任务进行控制
- B 控制镀金
- C 使管理层了解哪些是已计划的任务
- D 使职能经理了解哪些是已计划的任务

正确答案： B

184.Change requests may result from-

- A. A review of the project charter
- B. A review of the performing organization' s strategic plan
- C. Enhanced problem-solving skills on the part of the project team
- D. An error or omission in scope definition

变更请求可能来自：

- A 对项目章程的回顾
- B 对执行项目的组织的战略计划的回顾

- C 项目小组解决问题的技能得以提高
- D 范围界定出错或遗漏

正确答案： D

185. Effective project integration usually requires an emphasis on:

- A. The personal capability of the team members
- B. Timely updates to the project plan
- C. Effective communications at key interface points
- D. Senior management control

有效的项目整合通常需要强调：

- A 项目小组成员个人能力
- B 及时更新项目计划
- C 对主要交接点进行有效沟通
- D 高层管理控制

正确答案： C

186. Resource leveling:

- A. deals with the effective use of resources through the scheduling of the project to minimize the resource time.
- B. typically tends to have no effect on the duration of the activities
- C. tends to increase the original project completion date
- D. A and C

资源平衡：

- A 通过对项目进行进度计划编制，使资源时间最小化，有效的利用资源。
- B 通常对活动历时没有影响。

C

D

可能延迟原来的项目工期。

A 和 C。

正确答案： C

187. The decision to request and increase the resources for a project is the responsibility of the:

- A. functional manager
- B. project manager
- C. director of project management
- D. the customer

需要请求和增加项目资源时，由谁做出决定？

- A 职能经理
- B 项目经理
- C 项目管理主任
- D 客户

正确答案： B

188. Once the durations of the activities are calculated for a completed network, a forward pass

and a backward pass will provide:

- A. the float of the activities
- B. the early start and late start only
- C. the critical path
- D. A and C

计算出已完工网络的活动历时后，前推法和逆推法可以提供：

- A 活动浮动时间
- B 最早开始日期和最迟开始日期
- C 关键路径
- D A 和 C。

正确答案： D

189. During the duration compression you increased the resources to a critical path activity or

activities. What must be further considered?

- A. The delay of the other activity
- B. New critical activities come out
- C. The resources assigned to the other tasks on the critical path
- D. The longest task which resides in the schedule

进行活动历时压缩时，你可以在关键路径活动上增加资源。这时必须进一步考虑什么？

- A 其他活动的延迟。
- B 出现新的关键活动。
- C 分配给关键路径上其他任务的资源。
- D 进度计划中历时最长的任务。

正确答案： B

190. What is the term of adjusting the duration of tasks for the efficient allocation of resources?

- A. Fast Tracking
- B. Resource loading
- C. Crashing
- D. Resource Leveling

以下哪个术语表示通过调整任务历时达到资源的有效分配？

- A 快速跟进
- B 资源装载
- C 赶工
- D 资源平衡

正确答案： D

191. When developing a project's scope statement which of the following is not included?

- A. Cost/benefit analysis

- B. Project history
- C. Project deliverables
- D. Measurable objectives

编制项目范围说明书时不需要包含以下哪项？

- A 成本/利益分析
- B 项目历史
- C 项目可交付成果
- D 可测量的目标

正确答案： B

192.A WBS numbering system should allow project staff to:

- A. Estimate costs of WBS elements
- B. Provide project justification
- C. Identify the level at which individual WBS elements are found
- D. Use it in project management software

工作分解结构编号系统允许项目员工：

- A 估算 WBS 元素的成本
- B 提供项目论证
- C 确定在哪个级别可以找到 WBS 元素
- D 在项目管理软件中使用编码系统

正确答案： C

193.A project stakeholder may include:

- A. End-users
- B. Suppliers
- C. Citizens
- D. All of the above

项目干系人包括：

- A 终端用户
- B 供货商
- C 市民
- D 以上都是

正确答案： D

194.A frequent complaint of matrix organizations is that communications are:

- A. Simple
- B. Open and accurate
- C. Complex
- D. Hard to automate

矩阵组织中常见的一个毛病是沟通：

- A 简单
- B 公开且准确
- C 复杂

D 那以自动进行

正确答案： C

195.A detailed project schedule can be created only after?

A. A project plan is created.

B.

C.

D.

A WBS is created.

A budget is created.

A project control plan is created.

详尽的项目进度计划只能在_____后创建?

A 创建好项目计划

B 创建好工作分解结构

C 创建好预算后

D 创建好项目控制计划

正确答案： B

196.You are a project manager working for a public project. In the past, you have worked with a

supplier of special equipment, which is essential to you project' s success. The supplier took you to

dinner one night. After a nice meal and several drinks he told you that if he did not win this

business, his company might go bankruptcy. He would like to rely upon your assistance in wining

the business. How should you deal with this situation?

A. Try to find something to do, because the equipment is critical to project success.

B. Try to reason with him and reaffirm that he understands that this is a competitive bidding

arrangement, and that you have no direct influence over contractor selection process. Afterwards

discuss the conversation with your supervisor.

C. Try to reason with him and reaffirm that he understands that this is a competitive bidding

arrangement, and that you have no direct influence over what contractor is selected. However, that

you will discuss it with those individuals who are making the selection to see what can be done.

D. Tell him that you will think about it and let him know what might be done.

你是一个公众项目的项目经理。过去你和一个特殊设备供货商打过交道，而这种设备对项目的成功非常关键。一天晚上，供货商请你去吃晚餐。酒足饭饱后，他告诉你如果他做不成这桩生意，它的公司就可能要破产。他希望通过你的帮助争取到这笔生意。你怎样处理这种情形？

A. 试试看能不能帮他，因为这个设备对项目的成功举足轻重。

- B. 试着和他讲道理并且重申他要理解这是一个竞争性招标安排，而且你对承包商筛选过程没有直接影响。之后和你的主管讨论你们的谈话。
- C. 试着和他讲道理并且重申他要理解这是一个竞争性招标安排，而且你对承包商筛选过程没有直接影响。然而，你将和承包商筛选人员单独谈话看看能不能帮忙。
- D. 告诉他你会考虑，让他知道可能要做什么。

正确答案： B

197.A project is an ideal environment in which to use the technique of management by objectives

because-

- A. Project management involves setting organizational objectives
- B. Projects generally are handled through a matrix management environment
- C. Project managers' responsibilities are defined in terms of corporate objectives
- D. All projects should be strongly oriented toward goals and objectives

项目是运用目标管理技术的理想环境，这是因为：

- A 项目管理包含设定组织目标。
- B 项目通常是在矩阵管理环境中进行。
- C 项目经理的职责是由企业目标定义的。
- D 所有项目都应该以目标为中心。

正确答案： D

198.Sensitivity Analysis can be used in risk analysis to:

- A. Substitute for uncertainty analysis in risk quantification,
- B. Estimate the level of risk aversion adopted by management.
- C. Estimate the effect of change of one project variable on the overall project.
- D. A and B

在风险分析中使用灵敏度分析可以：

- A. 取代风险量化中的不确定性分析
- B. 估算管理层对风险的厌恶级别
- C. 估算一个项目变量变更对整个项目的影响
- D. A 和 B

正确答案： C

199.The three major cause of change on a project are-

- A. Replacement of the project manager or key project team members, changes in priorities by senior management, and contractual difficulties
- B. Changes in the relative importance of time, resources, or cost; new knowledge about the deliverable; and technological uncertainty
- C. Errors in the initial assessment of how to achieve the goal of the project, new information

about the project deliverable, and new mandate

Unavailability of resources promised by the functional managers, cost overruns, and changes in

customer requirements

项目变更的三大起因是：

- A 更换项目经理或其他关键项目小组成员；高层管理更改了优先排序；合同上的困难。
- B 时间、资源或成本的相对重要性产生了变化；对可交付成果有了新的了解；技术上的不确定性。
- C 就如何达到项目目标进行初次评估时出了错；有了关于可交付成果的新信息；新的要求。
- D 职能经理作出的资源承诺不能兑现；成本超支；客户要求变更。

正确答案： C

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

- A. Uses that distribution' s mean (expected value) in computing the schedule
- B. Uses the most likely estimate to compute float
- C. Focuses on calculating float to determine which activities have the least scheduling flexibility
- D. Includes nonsequential activities such as loops or conditional branches as part of the diagram

PERT 和 CPM 的主要区别在于 PERT：

- A. 在计算进度计划时使用分布的平均值（预期值）。
- B. 计算时差时使用最可能估算。
- C. 通过计算时差来确定哪些活动的进度最不灵活。
- D. 在图中包括了非序列活动，如回环或条件分支。

正确答案： A