

# 考題

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**Exam : PMI-001**

**Title : Project Management  
Professional**

**Version : Demo**

1.Which of the following represents the BEST process to accomplish resource planning?

- A. Identifying the required resources in the project charter
- B. Identifying the available resources and allocate them to all activities in the current phase of the project.
- C. Identifying the required resources and allocate them to all project activities.
- D. Identifying the resources that performed past similar projects, and allocate them to all project activities
- E. None of the above

Answer: C

2.When preparing the probability distribution of cost outcomes for a project, what is the estimate with a 15% probability of being exceeded approximately one standard deviation \_\_\_\_\_?

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

Answer: A

3.What would be the cost performance index if BCWP =350, ACWP = 400, and BCWS = 325? Note: Budgeted Cost of

Work Performed (BCWP), Actual Cost of Work Performed (ACWP) and Budget Cost of Work Schedule (BCWS)

- A. 0.813
- B. 1.078
- C. 1.143
- D. 0.875

Answer: D

4.Which technique would you be using if you analyze which sequence of activities has the least amount of flexibility when you need to predict project duration?

- A. Critical path
- B. Dependency diagramming
- C. PERT
- D. Gantt chart
- E. Monte Carlo method

Answer: A

5. Taking the following table into account, where would corrective action be MOST effective when you make use of Pareto's Rule?

Origin of Problem    Percent of Problems

Design 60

Development 15

Prototype 10

Testing 10

Fabrication 5

- A. Development
  - B. Prototype
  - C. Fabrication
  - D. Design
  - E. Testing
- Answer: D

6. Which of the following describes Fast Tracking?

- A. Circumventing loopholes.
  - B. Developing workarounds for previous problems.
  - C. Increased project risk.
  - D. Getting people to work longer hours in overtime.
  - E. Meeting schedule objectives by adding resources.
- Answer: C

7. Which of the following are included in cost control? (Choose all that apply.)

- A. Informing stakeholders of changes.
  - B. Preparing cost estimates.
  - C. Recording appropriate changes to the cost baseline.
  - D. Monitoring cost performance.
- Answer: A, C, D

8. Which of the following statements depicts the key difference between contract close-out and administrative closure?

- A. Contract close-out formalizes project completion.
  - B. Contract close-out includes product verification.
  - C. Contract close-out includes updating records with final results.
  - D. Administrative closure includes procurement audits.
  - E. None of the above.
- Answer: B

9.Which of the following factors are NOT included in cost control?

- A. Preparation of cost estimates.
- B. Informing stakeholders of changes.
- C. Monitoring cost performance.
- D. Recording appropriate changes to the cost baseline.

Answer: A

10.Where does comparing actual to baseline schedules, examining the statement of work, understanding cost overruns, and assessing risk all occur?

- A. Stakeholder meeting.
- B. Resource leveling activity.
- C. Project audit.
- D. Contract negotiation.

Answer: C

11.Which of the following is illustrated by a resource histogram?

- A. The expected requirements for critical path activities.
- B. The expected resource usage by time period.
- C. The resource assignments by work package.
- D. The resource assignments by activities.
- E. All of the above.

Answer: B

12.The "Cost of quality" project management concept includes \_\_\_\_?

- A. The costs involved when changes are made to the requirements
- B. The costs of ensuring that requirements are conformed to.
- C. The costs incurred when requirements are exceeded.
- D. The costs involved with quality control requirements.

Answer: B

13.Consider the following situation: The customer was given a monthly report that indicates zero schedule variance. One of the teams members are aware of at least one milestone that has not been achieved. This missed milestone will result in an overall delay in the project.

Which of the following items were not reported on adequately?

- A. Critical path status
- B. Risk analysis
- C. Communication plan variance

- D. Resource management plan
- E. All of the above

Answer: A

14.Which of the following is NOT an indirect cost?

- A. Insurance costs.
- B. Payroll tax cost.
- C. Subcontract costs.
- D. Accounting support costs.

Answer: C

15.Which of the following represents a consequence to the project in the event of a resource being added to the project team during execution?

- A. Shorter project completion schedule.
- B. An indeterminable effect.
- C. A requirement for a scope change.
- D. An increase in project quality.

Answer: B

16.Which of the following statements BEST describes what project progress reports are?

- A. It is used to predict future status and progress.
- B. The project sponsor makes the most use of it.
- C. It is an important communications element.
- D. It is needed on a weekly basis.

Answer: C

17.Which of the following requires an expenditure of the resources when working within an arrow diagramming method?

- A. Histograms.
- B. Accounting support costs.
- C. Pareto diagram.
- D. Milestone events.
- E. Path activities.

Answer: B

18.What does a benefit-cost ratio of 3.22 indicate?

- A. A profit of \$3.22 per unit produced.

- B. A payback of \$3.22 for each dollar expended.
- C. The percentage of resources assigned to other tasks on the critical path.
- D. The gold plating result.
- E. A profit of \$3.22 for each dollar expended.

Answer: B

19. Which of the following is NOT included in activity duration estimation?

- A. Project team knowledge.
- B. Commercial duration databases.
- C. Time studies.
- D. Information from previous experience.
- E. None of the above.

Answer: C

20. What is the job title of the person who is primarily responsible for the quality of deliverables?

- A. The quality control inspector.
- B. The quality controller.
- C. The design engineer.
- D. The project manager.
- E. The quality manager.

Answer: D

21. Which of the following is NOT an essential regarding a project close-out?

- A. Documenting formal acceptance of the product.
- B. Documenting the final risk assessment.
- C. Documenting the lessons learned.
- D. Documenting the final project scope
- E. None of the above.

Answer: B

22. Which of the following is the distinguishing characteristic between the network diagram and the Gantt chart?

- A. Few resources
- B. Key milestones
- C. Critical dates
- D. Critical dependencies

Answer: D

23.Which of the following are indicative of duration estimates?

- A. How many hours a resource will work on an activity.
- B. When an activity is expected to start.
- C. How many work periods an activity is expected to last.
- D. When an activity is expected to finish.

Answer: C

24.Certain resources have been added to tasks on the critical path so as to reduce the project duration. As a result the plan should then be reviewed for the:

- A. Possible lag time on other paths.
- B. Resource assigned to other tasks on the critical path.
- C. The most time consuming task remaining in the plan.
- D. Emergence of a new critical path.

Answer: D

25.Under which of the following circumstances would project management is the NOT be the preferred management approach?

- A. Cross functional tasks.
- B. Unique operations.
- C. Product manufacturing environment.
- D. Time-constrained deliverables.

Answer: C

26.Which of the following should be done by the project manager upon completion of the project?

- A. Planning a turnover meeting.
- B. Obtaining a sign-off from the customer.
- C. Team celebration.
- D. Project evaluation.
- E. Performance evaluation of team members.

Answer: B

27.Which of the following is the MAIN reason for including incentive clauses in a contract?

- A. Reducing costs to the buyer.
- B. Controlling contractor costs.
- C. Aligning contractor and buyer goals.
- D. Reducing production costs.



E. Reducing contractor risk.

Answer: C

28. In which of the following circumstances is it BEST to make use of the project management approach? (Choose all that apply.)

A. Cross functional tasks.

B. Unique operations.

C. Product manufacturing environment.

D. Time-constrained deliverables.

E. Production-line environment.

Answer: A, B, D

29. Which of the following represents the pinnacle of Maslow's hierarchy of needs?

A. Survival.

B. Self-actualization.

C. Safety.

D. Esteem.

E. Physiological satisfaction.

Answer: B

30. Which of the following represents the final task during project close-out?

A. Reassignment of team member.

B. Verification that contractual obligations were met.

C. Transferring the deliverables to the client.

D. Completion of performance/lessons-learned records.

Answer: C