

Review of PMBOK Guide Chapter 5-6-7-8

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Agenda

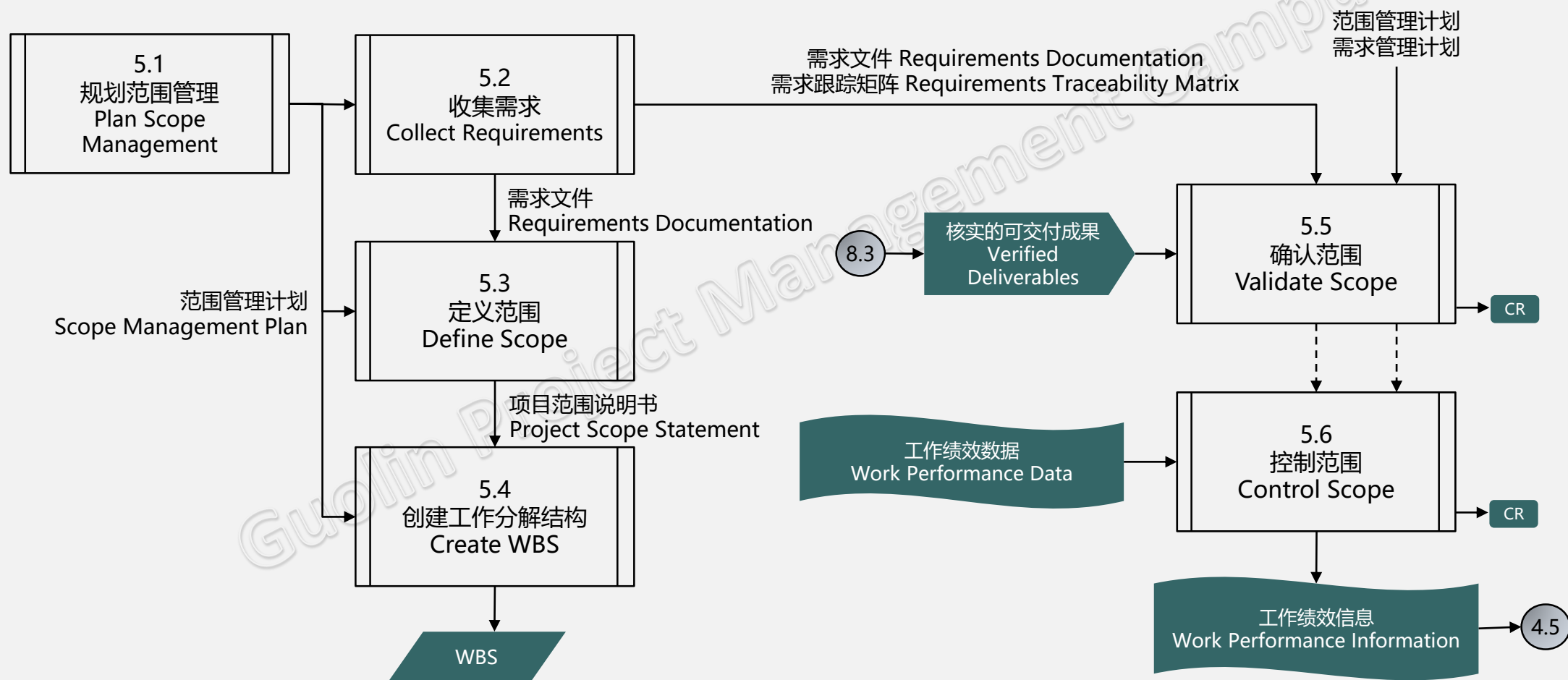
- ★ Process Interactions
- ★ Requirements
- ★ Scope Statement and WBS
- ★ Estimating Techniques
- ★ Scheduling Techniques
- ★ Cost Baseline
- ★ Quality Management Tools

项目范围管理

Project Scope Management



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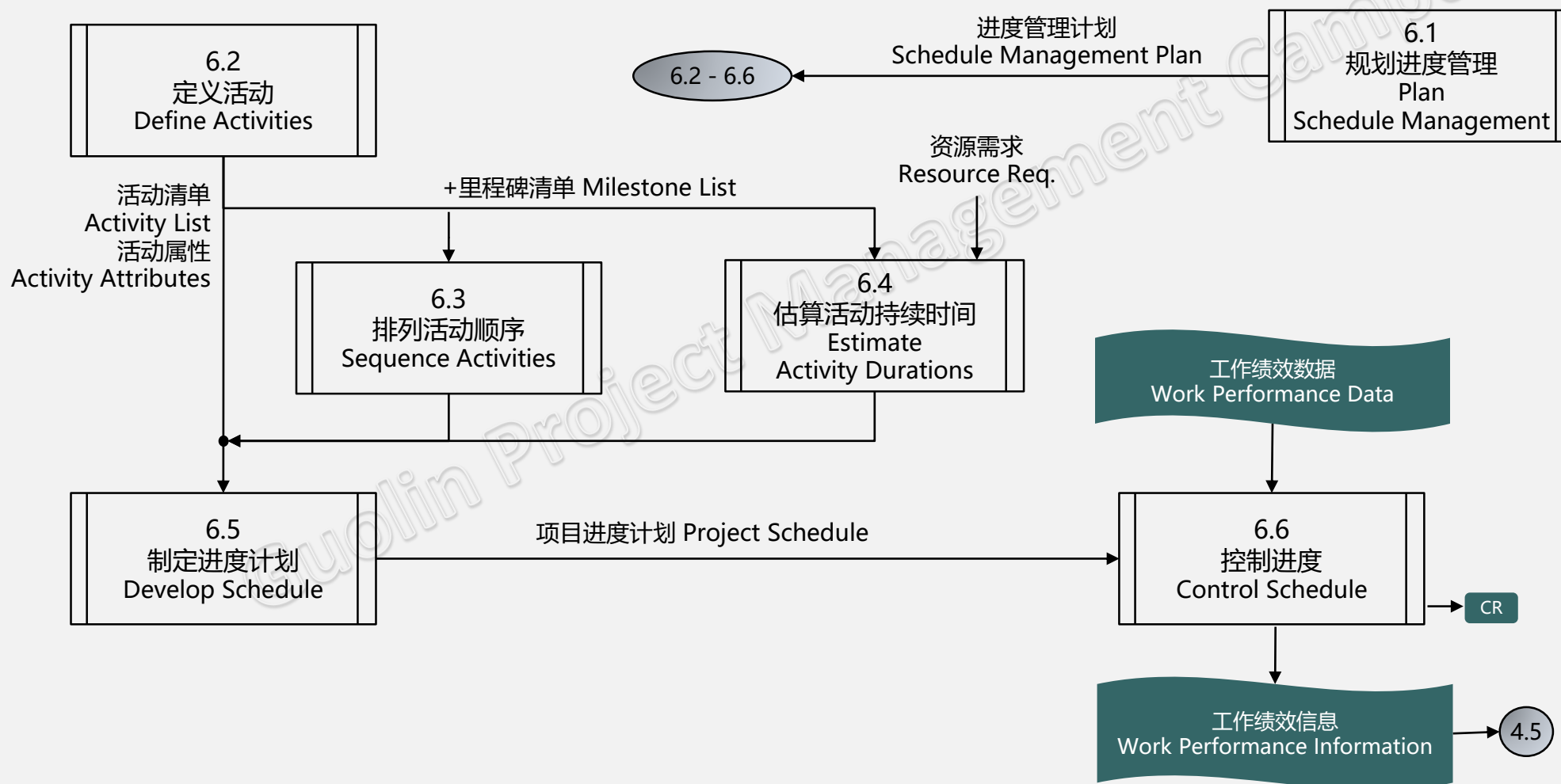


项目进度管理

Project Schedule Management



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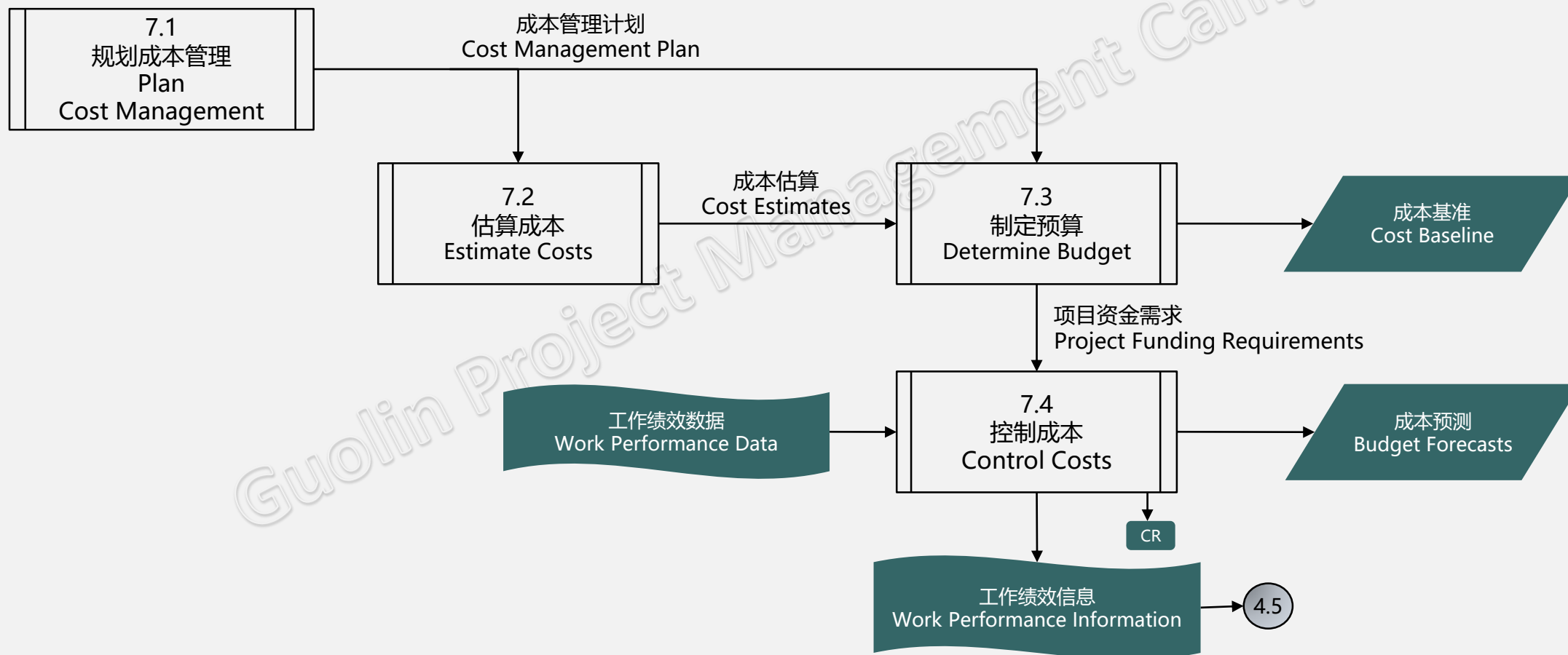


项目成本管理

Project Cost Management



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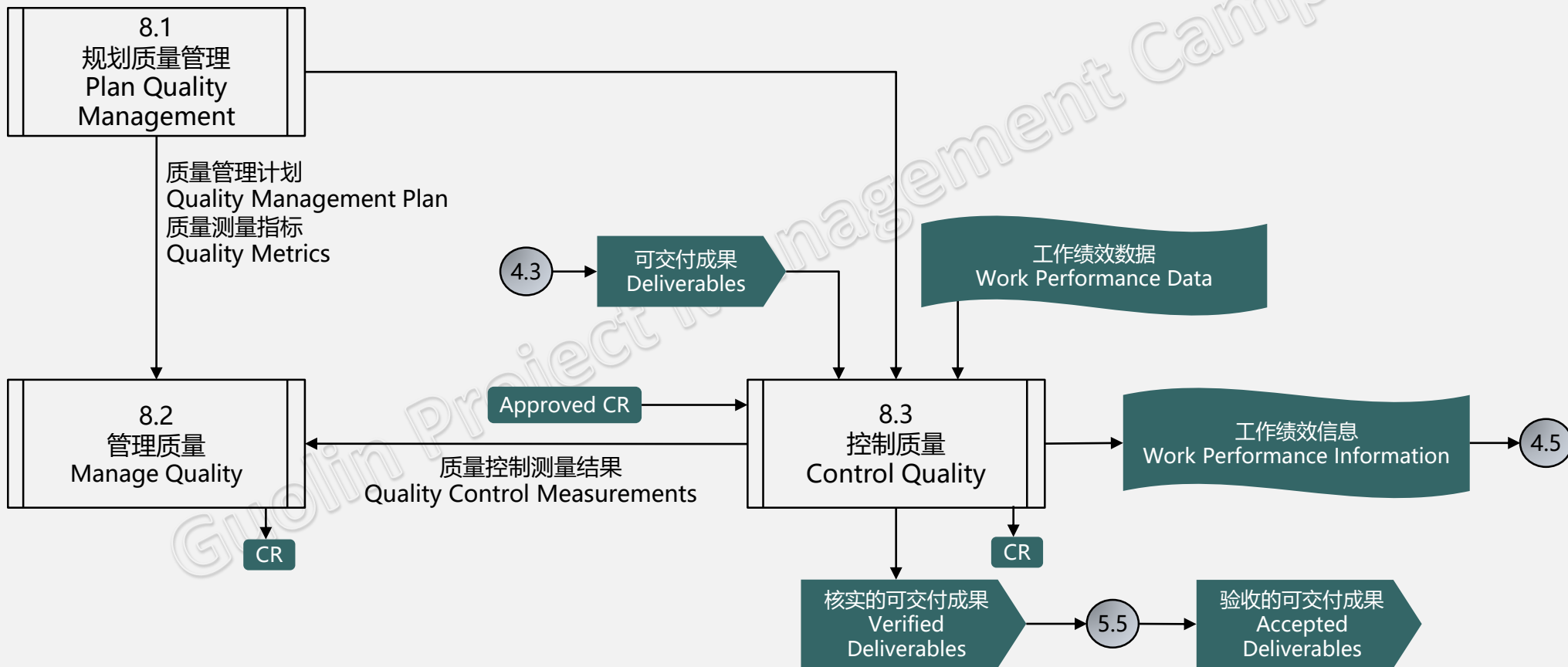


项目质量管理

Project Quality Management



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1. In what sequence would the following Project Scope Management processes be used?

- A. Create WBS, Collect Requirements, Define Scope, Validate Scope, and Control Scope
- B. Define Scope, Collect Requirements, Create WBS, Validate Scope, and Control Scope
- C. Collect Requirements, Define Scope, Create WBS, Validate Scope, and Control Scope
- D. Collect Requirements, Define Scope, Validate Scope, Create WBS, and Control Scope

项目范围管理诸过程的使用次序是：

- A. 创建工作分解结构，收集需求，定义范围，确认范围，控制范围
- B. 定义范围，收集需求，创建工作分解结构，确认范围，控制范围
- C. 收集需求，定义范围，创建工作分解结构，确认范围，控制范围
- D. 收集需求，定义范围，确认范围，创建工作分解结构，控制范围

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

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

当评估甘特图时，项目经理发现项目落后于进度，她应该做什么？

- A. 获得客户的批准去加速项目
- B. 向管理层报告发现
- C. 和团队成员评估可选方案
- D. 和客户评估可选方案

3. Costs incurred in one area of a project can offset costs in another area of the same project. However, it is not the best practice to consider only the costs of project execution when making project decisions. What must also be considered?

- A. Return on Investment
- B. Total Cost of Ownership
- C. Project Lifecycle Costs
- D. Environmental Impact

成本可以在项目的不同领域间权衡。最佳实践表明，在项目决策时仅考虑项目的执行成本并不恰当，还应该考虑：

- A. 投资回报
- B. 总体拥有成本
- C. 项目生命周期成本
- D. 环境影响

4. The Quality Policy is the intended direction of a performing organization with regard to quality. As a project manager in a performing organization, you find that the organization lacks a formal quality policy. What should be done in such a case?

- A. The project management team need not develop a quality policy since the performing organization does not have one.
- B. The project management team needs to obtain the quality policy from the customer.
- C. A quality policy is a 'nice-to-have' and is not required for every project.
- D. The project management team will need to develop a quality policy for the project.

质量方针是执行组织对待质量问题的方向。作为项目经理，你发现组织没有正式的质量方针，你该怎么办？

- A. 由于执行组织没有，项目管理团队也不需要开发质量方针
- B. 项目管理团队应该问客户拿质量方针
- C. 对每个项目而言，质量方针并不是必须的，虽然有比较好
- D. 项目管理团队需要建立项目的质量方针

Requirements

- ★ Tools and Techniques for Collect Requirement
- ★ Requirements Document
- ★ Requirements Traceability Matrix

5. Which of the following inaccurately describes a prototype?

- A. A prototype is tangible and allows stakeholders to fine-tune their expectations.
- B. Requirements from a prototype are usually insufficient to move to the design phase.
- C. Prototypes support the concept of progressive elaboration.
- D. A prototype is a working model of the expected product.

下列哪项对“原型”的描述不够精确？

- A. 原型是有形的，使得相关方能够微调其期望
- B. 从原型所获得的需求通常不足以支持进入到设计阶段
- C. 原型支持渐进明细的概念
- D. 原型是预期产品的工作模型

Scope Statement and WBS

- ★ Contents and Purposes of Scope Statement
- ★ WBS Decomposition Process
- ★ 80 Hours Rule and 100% Rule
- ★ Code of Account and Control Account
- ★ WBS and WBS Dictionary
- ★ Project Scope Baseline

6. You have been assigned as a project manager to a software project. While you and your team are working on a WBS (Work breakdown structure) you notice that you are spending a lot of time discussing the level of granularity needed to create a sufficiently decomposed document. Which of the following criteria should probably not support your discussion at this moment?

- A. Status/completion of WBS items is measurable
- B. Time/cost of WBS items and activities is easily estimated
- C. Start/end events of work packages are clearly defined
- D. Resource availability can be reliably foreseen

你是某个软件项目的项目经理，你和团队正在使用WBS。你注意到你花费了很多时间讨论创建充分分解的文档所需要达到的粒度层次。下列哪个准则对你此刻的讨论没价值？

- A. 可衡量WBS条目的状态和完成
- B. 容易估算WBS条目和活动的时间和成本
- C. 可以清晰定义工作包的开始和结束事件
- D. 能可靠预估资源可利用性

Estimating Techniques

- ★ Expert Judgment
- ★ Top-Down Estimating
- ★ Bottom-up Estimating
- ★ 3 Point Estimating
 - Beta distribution
 - Triangle distribution

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

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

下列哪个是类比项目估算好处？

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

Scheduling Techniques

- ★ Dependencies
- ★ Project Schedule Network Diagram
- ★ CPM/PERT: Float/ Critical Path
- ★ Critical Chain Method (CCM)
- ★ Resource Leveling and Resource Smoothing
- ★ Schedule Compression Techniques
- ★ Bar Chart/ Milestone Chart

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

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

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

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

Cost Baseline

- ★ Cost Aggregation
- ★ Cost Baseline: S-Curve
- ★ Performance Measurement Baseline (PMB)
- ★ Budget and Reserves

9. Jack is the project manager of a project and is looking at the schedule of work. He adjusts a few of the schedule milestones and imposes date constraints for some of the work packages. The most likely reason that may need him to do this is:

- A. Many of the work packages have been completed and he wants to change the dates on subsequent ones.
- B. His manager has requested him to change the milestone dates.
- C. To allow time for a project status presentation.
- D. To regulate expenditure of funds so that they can be reconciled against the disbursement of funds for the project.

Jack是项目经理，在查看项目工作日程安排时，他调整了几个工作包的计划里程碑和强制日期约束。他这么做最可能的原因是：

- A. 很多工作包已经完成，因此调整后续其他工作包的日程
- B. 他的经理要求调整里程碑时间
- C. 为了获得做项目状态报告的时间
- D. 为了控制资金花费，以便与项目的资金分配平衡

Quality Management Tools

- ★ Cause-and-Effect Diagram
- ★ Control Chart
- ★ Pareto Diagram/ Histogram
- ★ Cost of Quality
- ★ Sampling: Attribute/Variable
- ★ Quality Audit

10. You are a project manager for Enormous Co. and are currently engaged in a highly visible project. The company is about to implement an independent review to ensure that the project work is continuing to comply with the project's policies, processes, and procedures. During which process would this review occur?

- A. Control Communications
- B. Control Quality
- C. Control Risks
- D. Manage Quality

你在某公司管理一个高可见度项目。公司准备对项目做一次独立审查，以保证项目工作遵从了项目的策略、过程和程序。这个审查会发生在那个过程？

- A. 控制沟通
- B. 控制质量
- C. 控制风险
- D. 管理质量

Q&A

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