



PMI® PMP®/CAPM® Workshop

Project Human Resource Management Questions

141. The major processes of Project Human Resource Management are:

- a) Leadership, Management, Team Building and Negotiation.
- b) Develop Project Staffing Plan, Recruit Project Team, Administer Personnel Actions, and Manage Labor Relations.
- c) Plan Organizational Structure, Build Project Team, Develop Communications Plan, and Manage Team Conflicts.
- d) Plan Human Resource Management, Acquire Project Team, Develop Project Team, and Manage Project Team.



142. The responsibility assignment matrix (RAM) is:

- a) Used for development of the project budget and network diagrams.
- b) Developed at the activity level and used to closely link project roles and responsibilities to project network activities.
- c) Used to illustrate the connections between work packages or activities and project team members. It ensures that there is only one person accountable for any one task to avoid confusion of responsibility.
- d) Used to identify accountabilities and responsibilities in individual performance appraisals of project team members.



143. The Human Resource Management Plan should generally include all of the following EXCEPT:

- a) Roles and responsibilities.
- b) Project organization charts.
- c) Staffing management plan.
- d) Project interfaces.



144. Questions that arise when planning the acquisition of project team members generally include all of the following EXCEPT:

- a) Whether the human resources come from within the organization or from external, contracted sources.
- b) The costs associated with each level of expertise needed for the project.
- c) The compensation of senior executives.
- d) The level of assistance that the organization's human resource department and functional managers are able to provide to the project management team.



145. A resource histogram has all of the following characteristics EXCEPT:

- a) It is generally used by the project management team to show the project sponsor and other key stakeholders that the project has insufficient resources to be completed on schedule.
- b) It is a tool for charting human resources used as a means of providing a visual representation or resource allocation to all interested parties, as part of the staffing management plan.
- c) It illustrates the number of hours a person, department, or entire project team will be needed each week or month over the course of the project.
- d) It can include a horizontal line that represents the maximum number of hours available from a particular resource. Bars that extend beyond the maximum available hours identify the need for a resource optimization strategy.



146. The Acquire Project Team is the process the process of confirming human resource availability and obtaining the team necessary to complete project assignments. The enterprise environmental factors that can influence this process generally include all of the following EXCEPT:

- a) Organizational structure.
- b) Political philosophy.
- c) Competency levels, prior experience, and cost rate.
- d) Personnel administration policies such as those that affect outsourcing.



147. It is important that the staffing management plan addresses how team members will be released when they are no longer needed on the project for all of the following reasons EXCEPT:

- a) To reduce project costs.
- b) To improve morale when smooth transitions to upcoming projects are already planned.
- c) To optimize the utilization of enterprise material resources.
- d) To help mitigate human resource risks that may occur during or at the end of the project.



148. To be effective, recognition and rewards systems should have the following characteristics EXCEPT:

- a) Clear criteria for rewards and a planned system for their use to help promote and reinforce desired behaviors.
- b) Be based on activities and performance under a person's control.
- c) Cultural differences should be considered when determining recognition and rewards.
- d) The required performance for rewards should be made unachievable for most team members, to ensure that all team members strive for excellence throughout the project.



149. Tools and techniques to acquire the project team include all of the following EXCEPT:

- a) Pre-Assignment.
- b) Acquisition.
- c) Staffing management plan.
- d) Negotiation.



150. Co-location is one of the tools and techniques used to:

- a) Plan the organizational structure.
- b) Develop the project team.
- c) Acquire the project team.
- d) Control project human resources.



151. All of the following are true about conflict EXCEPT:

- a) It is inevitable in a project environment and should be addressed early.
- b) It should be addressed usually in private.
- c) It should be addressed only when it becomes disruptive and at a special team meeting.
- d) It should be addressed using a direct, collaborative approach.



152. Team-building has all of the following characteristics EXCEPT:

- a) Team-building activities can vary from a five-minute agenda item in a status review meeting to an off-site, professionally facilitated experience designed to improve interpersonal relationships.
- b) Team-building should be primarily considered after major conflicts within the project team, because they generally waste precious resource time and cause schedule delays.
- c) Team-building strategies are particularly valuable when team members operate from remote locations, without the benefit of face-to-face contact.
- d) Team-building is essential during the front end of a project and is an ongoing process. To effectively manage inevitable changes in the project environment, a continued or renewed team-building effort is required.



153. Training has all of the following characteristics EXCEPT:

- a) It includes all activities designed to enhance the competencies of the project team members.
- b) It can be formal or informal. Examples of training methods include classroom, online, computer-based, on-the-job training from another project team member, mentoring, and coaching.
- c) If project team members lack necessary management or technical skills, the project should be deemed outside the core competencies of the performing organization, outsourced, or abandoned.
- d) If project team members lack necessary management or technical skills, such skills can be developed as part of the project work.



154. Effective team development strategies and activities are expected to increase the team's performance, which increases the likelihood of meeting project objectives. The evaluation of a team's effectiveness may include all of the following indicators EXCEPT:

- a) Improvements in skills that allow individuals to perform assignments more effectively.
- b) Improvements in competencies that help the team perform better as a team.
- c) Improvements in the overall project performance as a result of increased intensity of conflict among project team members.
- d) Reduced staff turnover rate.



155. In many projects, negotiation is:

- a) Primarily the concern of contract administration.
- b) An integral part of project management and likely for staff assignments.
- c) A direct result of ineffective decision-making.
- d) Conducted by senior executives to increase the probability of project success.



156. Generally acknowledged techniques for resolving conflict include:

- a) Smooth, compromise, collaborate, and co-locating.
- b) Accept, compromise, attack and separate.
- c) Accommodate, compromise, force, and collaborate.
- d) Withdraw, force, elaborate, and sensitivity training.



157. Managing and leading the project team include:

- a) Being aware of, subscribing to, and ensuring that all team members follow professional and ethical behaviors.
- b) Subscribing to the code of professional conduct but does not involve ensuring that all team members follow professional and ethical behaviors.
- c) Influencing the project team to achieve the triple constraints of the project. However, professional and ethical behaviors of project team members are outside the domain of the project management team.
- d) Instructing the project team to avoid being caught in repetitive violations of the norms of professional and ethical behaviors specified by the performing organization.



158. All of the following are true about organizational theory EXCEPT:

- a) Organizational theory provides information regarding the way in which people, teams, and organizational units behave.
- b) Applicable organizational theories may recommend exercising a flexible leadership style that adapts to the changes in a team's maturity level throughout the project life cycle.
- c) Effective use of common themes identified in organizational theory can shorten the amount of time, cost, and effort needed to create the Plan Human Resource Management process outputs and improve planning efficiency.
- d) Skillful use of common themes identified in organizational theory can help the project manager in manipulating project team members and other project stakeholders to achieve professional and personal gains.



159. Team development stages include:

- a) Starting, organizing, preparing, executing, and closing.
- b) Forming, storming, norming, performing, and adjourning.
- c) Acquiring, managing, leading, decision making, and releasing.
- d) Initiating, planning, executing, monitoring and controlling, and closing.



160. Examples of interpersonal skills that a project manager uses most often include all of the following indicators EXCEPT:

- a) Leadership.
- b) Influencing.
- c) Biasing.
- d) Effective decision making.

