Question 249: The PMBOK® Guide processes that organize, recruit, reward, manage, and lead the project team are collectively known as what?A

A: Project Human Resource Management

B: Project Team Management

C: Project Management

D: Project Team Building and Development

Question 250: The project sponsor has several responsibilities while working with the project management team. Which of the following is not a responsibility of the project sponsor?B

A: Influencing others in support of the project.

B: Completing the WBS.

C: Monitoring progress.

D: Project funding.

Question 251: A team member is studying towards obtaining the PMP® credential and has asked for your assistance with her study. She is having difficulty remembering the generally correct order of activities in the PMBOK® Guide Project Human Resource Management knowledge area. What is your answer to this question?A

A: Plan Human Resource Management, Acquire Project Team, Develop Project Team, Manage Project Team

B: Develop Project Team, Acquire Project Team, Plan Human Resource Management, Manage Project Team

C: Acquire Project Team, Plan Human Resource Management, Develop Project Team, Manage Project Team

D: Plan Human Resource Management, Develop Project Team, Acquire Project Team, Manage Project Team

Question 252: You have completed your human resource management plan for your project. You recognize that the profession of project management features a lot of interdependencies, and you want to make sure that the human resource plan is used in other appropriate parts of your project work. This plan is used as an input into all of the following processes except?C

A: Identify Risks

B: Estimate Costs

C: Estimate Activity Resources

D: Acquire Project Team

Question 253: While completing initial planning work on your project, you begin to develop your human resource plan. Which of the following inputs would not be of use to you to complete this plan?B

A: Activity resource requirements

B: WBS

C: Enterprise environmental factors

D: Organizational process assets

Question 254: You are showing your project team members the organizational structure, and you point out where in the structure their role is located. What tool would be useful to you in preparing this information?D

A: Responsibility assignment matrix (RAM)

B: Work breakdown structure (WBS)

C: Resource breakdown structure (RBS)

D: Organizational breakdown structure (OBS)

Question 255: You are using a matrix-based chart to give a clear indication of the connection between work packages and team members. Additionally, the chart shows who is responsible, accountable, consulted, and informed about the work. What is the common name of this type of chart? A

A: RACI chart

B: Organizational breakdown structure

C: Work breakdown structure

D: Responsibility assignment matrix

Question 256: As a competent project manager you should be aware of the leading and foundational theories relating to the management of human resources and their practical application. Which of the following is not one of these theories?A

A: Colbin’s Intuitive Behavior Modification Theory

B: Maslow’s Hierarchy of Needs

C: McGregor’s Theory X and Theory Y

D: Herzberg’s Motivation-Hygiene Theory

Question 257: As a competent project manager you should be aware of the leading and foundational theories relating to the management of human resources and their practical application. Which of the following is not one of these theories?C

A: Vroom’s Expectancy Theory

B: Ouchi’s Theory Z

C: McLachlan’s Theory of External Motivation

D: McClelland’s Human Motivation, Achievement, or Three Needs Theory

Question 258: While completing initial planning work on your project, you begin to develop your human resource management plan. The human resource management plan can include all the following information except?C

A: Project organization charts

B: Staffing management plan

C: Cost estimates for staff time

D: Roles and responsibilities

Question 259: What does a resource calendar show?C

A: The annual leave for staff throughout the project

B: The cost of staff members over time

C: The human resource level, constraints, and commitment over time

D: Any programmed team-building activities throughout the project

Question 260: You are currently attempting to acquire project team members

on a project that is just about to start. You are meeting resistance from the functional managers of the staff you want to use on your project, and it appears that you may have to seek help from external consultants. Your project sponsor is concerned about the impact this process is having on the project. All of following are potential adverse effects of not acquiring your project team except?C

A: Reduced quality

B: Decreased customer satisfaction C: Reduced project costs

D: Delays to project schedules

Question 261: Your construction manager approaches you about a particular team member that has just been assigned to the project. She thinks that he does not have the required skills to complete the work expected of him and suggests that this team member be assigned to a different project. What is your BEST course of action?A

A: Arrange for the team member to get the necessary training.

B: Tell your construction manager to fire the team member

immediately.

C: Tell your construction manager that it is ok if the team member learns on the job.

D: Arrange for the team member to be assigned to another project.

Question 262: You are in the process of obtaining the staff members you require

on your project from other functional areas within your organization. You have made a request to a particular functional manager to have one of her staff members assigned part time to your project. The functional manager is concerned about the effect this will have on her operational goals and suggests instead that the staff member be assigned to your project for 30% of her time instead of 50%. What technique are you engaged in?A

A: Negotiation

B: Pre-assignment of staff

C: Acquisition

D: Acquire project team

Question 263: The software project you are working on is using developers from different geographic areas around the world because the high level of experience required for this project could not be obtained locally. With the different time zones you are having difficulty organizing regular meetings between all the project team members. What would be the BEST thing you could do to improve communication between your virtual team? D

A: Only meet with those team members in your office and tell them to let the other team members know what was discussed.

B: Insist they all make themselves available at 10 AM your time once a week.

C: Run multiple meetings on the same topic so that everyone gets the same message.

D: Use real-time and recorded web-based video conferencing.

Question 264: What is the PMBOK® Guide process of improving the competencies, team interaction, and the overall team environment to enhance project performance known as? C

A: Acquire Project Team

B: Plan Human Resource Management C: Develop Project Team

D: Manage Project Team

Question 265: You are holding a weekly project meeting when a disagreement between two members of the project team begins. The disagreement is over a technical detail of the project. It is important that the conflicting opinions of the two team members be resolved as quickly as possible. It is even more important that the difference of opinion be resolved correctly. What is your BEST course of action?C

A: You should make the decision right away to save time and not let the two disagreeing parties stay in disagreement very long.

B: End the meeting and give everyone a few days to cool off.

C: Assign someone to find out more factual information about

the problem.

D: You should suggest a compromise between the two disagreeing team members.

Question 266: Which of the following is not an objective of developing your project team?B

A: Improve team members’ knowledge and skills.

B: Get everyone to align themselves with the culture of the

project office.

C: Improve trust and agreement between team members.

D: Create a dynamic and cohesive team culture.

Question 267: The Tuckman theory of team development states that team development generally follows a sequence of stages. Which is the correct order of those stages?B

A: Storming, Norming, Forming, Performing, Adjourning

B: Forming, Storming, Norming, Performing, Adjourning

C: Forming, Norming, Storming, Performing, Adjourning

D: Performing, Forming, Norming, Storming, Adjourning

Question 268: You have offered everyone on your team an individual financial bonus if they are the first to complete a particular piece of work. Instead of motivating the team, your offer has caused unhealthy competition in some staff and apathy in others. What could be the problem with your offer?D

A: Your team does not respect you as project manager.

B: You offered too little money.

C: You offered too much money.

D: Your team culture does not support individualism.

Question 269: You have decided that all of your project team members must move into their own space within the organization’s main headquarters to improve efficiency and team building. What is this commonly called?C

A: Assignment

B: Project team residential compatibility

C: Co-location

D: War room

Question 270: After completing some work required to develop your project team members, you have noted several outputs that have been produced. Which of the following is an output that you would expect to produce?A

A: Team performance assessments

B: Team building activities

C: Staff assignments

D: WBS dictionary elements

Question 271: As a project manager, your greatest challenge has been managing your project team. You have decided to gain extra skills to help you in this task. All of the following are areas you should focus on except?C

A: Negotiation

B: Communication

C: Remuneration

D: Leadership

Question 272: Your project is more than halfway through and you have a CPI of 1.08 and an SPI of 1.03. You attribute a lot of the success so far to the work being done by the team and the way in which they are working together. This has been as a result of the work you have done as project manager in managing the project team. In order to complete the work associated with managing the project team successfully, you have used a variety of inputs to help your efforts. Which of the following is not an input that you would have used?D

A: Team performance assessments

B: Project staff assignments

C: Project management plan

D: Project performance appraisals

Question 273: In his theory of motivation of employees, Herzberg divided motivation factors into two classes: satisfiers and dissatisfiers. Which of the following are examples of satisfiers according to Herzberg?D

A: Vacation time, assignment of a personal staff assistant

B: Work satisfaction, fringe benefits

C: Plush office space, performance-based salary raise

D: Sense of personal achievement, work satisfaction

Question 274: As a project manager, you understand how important effective management of your team is to the success of the project. Which of the following is not a key interpersonal skill that you should have as a project manager to help you manage your team?C

A: Strong leadership skills with the ability to communicate the vision and inspire the project team to achieve high performance

B: The ability to be persuasive and have high levels of active and effective listening skills

C: A focus on prevention over inspection and an eye for detail when reporting your project status reports

D: Effective decision-making skills

Question 275: Your project has been underway for 18 months and currently has

a CPI of 1.02 and an SPI of 1.07. During the project, two of your project team members have disagreed constantly over non-technical issues and on occasion have shown open hostility towards each other, often in front of other team members. Lately the situation has escalated, and during your last project team status meeting they openly shouted at each other. As project manager, you decide to call both team members into your office and explain to them that the best way to resolve this conflict is a give-and-take attitude and open dialogue. What conflict resolution technique are you using? B

A: Collaborating and forcing

B: Confronting and problem solving

C: Smoothing and accommodating

D: Withdrawing and avoiding

Question 276: As part of your own professional development plan, you have approval from your senior manager to undertake leadership training. As part of your training, you have asked your team members for their opinion on what constitutes the key elements and characteristics of an effective leader. What are the key elements of effective leadership?D

A: Fear and submission

B: Friendship and admiration

C: Vision and humor

D: Respect and trust

Question 277: Which of the following is not one of the four basic decision-making

styles normally used by project managers? A

A: Ideas to action

B: Coin flip

C: Command

D: Consensus

Question 278: You are faced with a large decision to make on your project. After fully defining the problem, you call in your team to brainstorm multiple solutions. You then define the evaluation criteria and rate the pros and cons of different options. Prior to making a decision, you go through a process of problem definition, solution generation, ideas to action, solution action planning, solution evaluation planning, and evaluation of the outcome and process. What process are you using?C

A: Kouzes and Posner six-step decision making process

B: Shewhart and Deming’s plan-do-check-act cycle

C: Six-phase decision making model

D: Turner and Muller’s six-phase decision making process