1 Human Resources Management 33

1.	Which of the following characteristics best describe a matrix structure? A. The project manager maintains maximum project control (through the line managers) overall resources, including cost and personnel B. A strong technical base cannot be developed and knowledge is not available for all projects on an equal basis C. Authority and responsibility are not shared between project managers and line managers D. Functional managers serve little value to the wellbeing of the project A
2.	One of the major disadvantages of the projectized organization is: A. The lack of career continuity and opportunities for project personnel B. No one individual is directly responsible for the total project C. The communication channels are not well established D. Difficulty in budgeting and cost control on current project A
3.	When a project is about to conclude, project functional employees tend to concentrate more on potential future assignments than on the current one. Which needs are the employees trying to fulfill? A. Physiological B. Belonging C. Security D. Self-actualization C
4.	Many employees do not accept promotions within the project management area because they fear they will lose the source of fulfillment of their _____ needs A. Self-esteem B. Belonging C. Self-actualization D. Safety B
5.	Projects are finite time assignments. Project managers can help make project team members feel more secure on the job by: A. Letting members know why they are not the project manager B. Making employees feel that the team is more important than any individual C. Assigning individuals to jobs that are very technically challenging D. Letting people know how their efforts fit into the big picture D

6.	The work that a team member is expected to perform to complete project tasks is known as: A. Role B. Authority C. Responsibility D. Competency C
7.	Along with motivating the project team members toward the project goals, the project manager is expected to help team members fully understand that: A. Conflicting orders may be given by different managers B. Their future promotions depend solely on the project's success C. Technical knowledge is essential for project success D. New projects do not come easily to project team members A
8.	A newly formed project team typically exhibits which of the following characteristics? A. Clear channels of authority B. Struggles around role conflicts C. Questions about relative compensation D. Team understanding B
9.	The relationship between project manager and sponsor is based upon mutual trust and understanding. Trust is a condition in a relationship that may take ___ to develop and can be ___. A. Years, easily damaged B. No time, hard to damage C. Years, hard to damage D. No time, useful to team development A
10.	Which of the following Enterprise Environmental factors is NOT a relevant input for Human Resource Planning process: A. Hiring Freeze B. Supervisor-subordinate relationships C. Technical competencies of project staff D. Organizational Chart Templates D.
11.	Which of the following is the most important element of Project Management Plan that is useful in Resource Planning process: A. Risk Management activities B. Quality management plan C. Project charter D. Budget Control activities B
12.	All of the following can be used to document team member roles and responsibilities EXCEPT:

	A. Hierarchical-type Organizational Chart
	B. Matrix-based Responsibility Chart
	C. Text-oriented Format
	D. Functional Chart
	D.
13.	Resource Breakdown Structure is an example of:
	A. Hierarchical-type Organizational Chart
	B. Responsibility Assignment Matrix
	C. Text-oriented Format
	D. Functional Chart
	A
14.	The Project Manager has some issues on the team between three team members with different solutions to a critical path related problem. What is the best method to resolve the conflict?
	A. Problem solving
	B. Reward
	C. Withdrawal
	D. Compromise
	A
15.	The Project Manager is involved in Human Resources Planning on a project. All of the following would expect to be created except.
	A. Team development
	B. Role and responsibility assignments
	C. Staffing management plan
	D. Organizational chart
	A
16.	The Project Manager tells a team member on the project that she can attend some training for a new computer program. He further explains that this new skill will be used by the company in the future. He lets the team member know that he approved this training because of the good work the team member has done on the project. This is an example of what type of power?
	A. Formal
	B. Reward
	C. Award
	D. Compromise
	B
17.	The Project Manager has created the staffing plan and will be starting the project soon. Resumes are being reviewed, and interviewing will be starting soon for external candidates. The lead candidate for the senior programming position has been offered a position. What process is the Project Manager involved in?
	A. Developing the Project Team
	B. Acquire Project Team
	C. Resource requirements
	D. Hiring and interviewing

	B
18.	A Responsibility Assignment Matrix would eliminate which of the following? A. Confusion on how long the tasks are B. Confusion on who is on the team C. Confusion on what order tasks come in D. Confusion on who is responsible for doing what D
19.	The project is in a Balanced Matrix environment. There are significant challenges with the schedule and resource constraints of the project. Project personnel have been complaining to the Project Manager about the environment. In this type of environment, who controls the resources? A. Project Manager B. Functional Manager C. Senior Management D. Project Coordinator B
20.	In performing Human Resources Management on a project, an organizational breakdown structure (OBS) is also known as what? A. Staffing Management Plan B. Organizational chart C. Resource Histogram D. Responsibility Assignment Matrix B
21.	The Project Manager is in the process of planning the project. The company wants to ensure the team members know who is accountable for completion of various tasks and processes associated with the projects. What document can he include in the Project Management Plan that will help eliminate this problem? A. Organization Chart B. Responsibility Assignment Matrix C. Gantt Chart D. Staffing Plan B
22.	The auto-driving project has some challenges. The Project Manager has continually had to tell the team what to do. The team members also do not seem to trust management that much and often appear unmotivated. This is an example of what? A. Theory X environment B. Bad performance C. Theory Y environment D. Forcing A
23.	The team is going through some resource over-utilization issues on the project. The linemen are working excessive hours installing electrical and data communication lines. The Project Manager has gone back to planning to re-evaluate the situation. Which of

	the following can provide help in seeing how serious the issue is? A. Pareto diagram B. Control chart C. Staffing Management Plan D. Resource Histogram D	
24.	Which of the following types of Organizational Charts can be BEST used to track project costs: A. Hierarchical-type Organizational Chart B. Organizational Breakdown Structure C. Resource Breakdown Structure D. Responsibility Assignment Matrix C.	
25.	Which of the following is not true for a Responsibility Assignment Matrix (RAM): A. Defines what project team is responsible for each WBS component B. Defines what project member is responsible for each activity C. Text description of roles, responsibilities, authorities D. Defines all people associated with each activity C	
26.	Competencies developed as a result of project performance appraisals conducted during the controlling process of project management are an example of: A. Unplanned Training B. Planned Training C. Project Performance Measurement output D. Recognition and Rewards A	
27.	War room creation during project deployment phase is an example of: A. Team Building activity B. Establishing Ground Rules C. Co-Location D. General Management Skills C	
28.	Building a virtual team for a project will limit the usability of which of the following tools and techniques for Team Development: A. Team Building B. Establishing Ground Rules C. Co-Location D. Reward and Recognitions C	
29.	Samuel is managing a project where the morale of the team is very low. The team members have been on the project for more than a year and though the project is due to end in a few weeks' time, they do not know what is in store for them. What should Ken have planned better to avoid such a situation? A. Staff release plan	

	B. 360-degree feedback
	C. Ground rules
	D. Job rotation within the project
	A
30.	Which of the following is not a tool and technique of the Plan Resource Management process? A. Rewards and recognition B. Organization charts C. Networking D. Organizational theory A
31.	You are managing a project and find that you need to apply resource leveling. Which of the following tools can help you identify resources that are over allocated? A. Resource Breakdown Structure B. Network diagram C. Resource Assignment Matrix D. Resource Histogram D
32.	Ground rules are established to set clear expectations regarding acceptable behavior by the project team members. Whose responsibility is it to enforce ground rules? A. The project manager B. All project team members share the responsibility for enforcing the rules once they are established C. The HR team D. The project manager and senior team members B
33.	You are the project manager of a project whose team has interacted with a number of stakeholders. You feel that in order to have a very objective project performance appraisal, you would like to obtain feedback for the project team members from all the people they have worked with, including superiors, peers and subordinates. Project performance appraisals are carried out during which of the following processes? A. Close Project or Phase B. Acquire Project Team C. Manage Project Team D. Develop Project Team C