Self-Assessment Questions for Module 09 Project Human Resources Management

Question 1: Which of the following is not a constraint a project manager may face during the Acquire Project Team process?

    A.) Project budget
    B.) Pre-Assignments
    C.) Negotiations
    D.) Matrix Project Environment

Question 2: Which of the following is the most critical for Virtual Teams?

    A.) Time zones
    B.) Electronic communication
    C.) Costs
    D.) Tracking performance

Question 3: Lucy's project team members are having serious conflicts with each other regarding work practices and office etiquette. What is the first step Lucy should take to handle this situation?

    A.) Issuing warnings to the offenders
    B.) Firing the offenders
    C.) Setting Ground Rules.
    D.) Escalating the matter to the Human Resources department

Question 4: Nancy is managing a construction project. During the execution of the project, the project customer requests significant changes. Some of the requested changes can negatively impact the project. Nancy schedules a meeting and invites all the important stakeholders from the customer company. During the meeting, Nancy succeeds in having the stakeholders revoke some of the requested changes in return for a fee adjustment. She then accepts the remainder of the change requests. Which type of conflict management technique has Nancy used?

    A.) Compromising
    B.) Smoothing
    C.) Forcing
    D.) Avoid

Question 5: Which of the following documents is not updated as a result of performing the Acquire Project Team process?

    A.) Project Charter
    B.) Project Management Plan
    C.) Organizational Charts
    D.) Project Schedules

Question 6: The Staffing Management Plan does not document which of the following items during the Plan Human Resource Management process?

    A.) Compliance Considerations
    B.) Confirmed Resource Calendars
    C.) Safety Issues
    D.) Training Requirements

Question 7: Shannon is managing a software development project. One of her project team members is not performing up to the expectations and exhibiting a careless attitude. Shannon is very anxious since some of the project's critical tasks are heavily dependent on this team member. What should Shannon do first?

    A.) Discuss the issue with the functional manager.
    B.) Discuss the issue with the project sponsor.
    C.) Discuss the issue with the team member in person.
    D.) Discuss the issue with the project team.

Question 8: Which of the following is not a suitable format to use to document team member roles and responsibilities?

    A.) Text-oriented
    B.) Hierarchical
    C.) RACI Chart
    D.) Tornado Diagram

Question 9: For a project manager, performing the Acquire Project Team process is the most difficult and challenging in which of the following types of organizations?

    A.) Functional Organization
    B.) Weak Matrix Organization
    C.) Strong Matrix Organization
    D.) Projectized Organization

Question 10: Which of the following must be avoided by a project manager when a conflict arises between project team members?

      A.) Collaborating
      B.) Withdrawing
      C.) Updating the Issue Log
      D.) Discussing the issue with the members in conflict

Question 11: Jim is managing a construction project. Some parts of the project scope are complex. Jim doesn't have the required skills inside the organization to perform these complex tasks. Which of the following techniques can help Jim in this situation?

      A.) Pre-Assignment
      B.) Negotiation
      C.) Virtual Teams
      D.) Acquisition

Question 12: Angelina's project team members are star performers who like to work independently. However, they trust each other and occasionally support each other as needed. Earlier in the project, they were having conflicts with each other but as a result of Angelina's team management skills, these issues have been resolved. In which of the following stages of Tuckman's Ladder of Team Development is Angelina's team currently engaged?

      A.) Performing
      B.) Storming
      C.) Forming
      D.) Norming

Question 13: The timetable for staff acquisition and release on a project is produced during which of the following processes?

      A.) Acquire Project Team
      B.) Develop Project Team
      C.) Plan Human Resource Management
      D.) Develop Project Management Plan

Question 14: During project planning, it is very important to understand the political and interpersonal factors that can impact the effectiveness of various project staffing options. Which of the following techniques can help in gathering this information?

    A.) Networking
    B.) Organizational Theory
    C.) Brainstorming
    D.) Expert Judgment

Question 15: Virtual Teams offer which of the following benefits as compared to Co-Located Teams?

    A.) Increased efficiency
    B.) Reduced project costs
    C.) Better communication
    D.) Increased customer satisfaction

Answer Sheet for Self-Assessment 09

Question Number	My Answer	Correct	Incorrect
Question 01		☐	☐
Question 02		☐	☐
Question 03		☐	☐
Question 04		☐	☐
Question 05		☐	☐
Question 06		☐	☐
Question 07		☐	☐
Question 08		☐	☐
Question 09		☐	☐
Question 10		☐	☐
Question 11		☐	☐
Question 12		☐	☐
Question 13		☐	☐
Question 14		☐	☐
Question 15		☐	☐
Total Number			
% Correct		_____%	

To calculate the % correct, divide the "total correct" by 0.15. Example: If you have 13 correct then calculate 13 / 0.15 = 86.6%

Answers for Self-Assessment 09

Question Number	Correct Answer
Question 01	C
Question 02	B
Question 03	C
Question 04	A
Question 05	A
Question 06	B
Question 07	C
Question 08	D
Question 09	A
Question 10	B
Question 11	D
Question 12	D
Question 13	C
Question 14	A
Question 15	B

Answers & Explanations for Self-Assessment 09

Question 1: Which of the following is not a constraint a project manager may face during the Acquire Project Team process?

A.) Project budget
B.) Pre-Assignments
C.) Negotiations
D.) Matrix Project Environment

Correct answer is **C**

Explanation: A constraint limits a project manager's options. Project budet, Pre-Assignments and Matrix environments may limit a project manager's options regarding team selection. Negotiation is not a constraint, it is a technique used by a project manager to overcome these constraints.

Reference: PMBOK Guide 5th Edition, page 267

Question 2: Which of the following is the most critical for Virtual Teams?

A.) Time zones
B.) Electronic communication
C.) Costs
D.) Tracking performance

Correct answer is **B**

Explanation: Electronic communication provides the foundation for creating Virtual Teams. Without electronic communication Virtual Teams cannot operate.

Reference: PMBOK Guide 5th Edition, page 271

Question 3: Lucy's project team members are having serious conflicts with each other regarding work practices and office etiquette. What is the first step Lucy should take to handle this situation?

A.) Issuing warnings to the offenders
B.) Firing the offenders
C.) Setting Ground Rules.
D.) Escalating the matter to the Human Resources department

Correct answer is **C**

Explanation: Lucy should first establish some clear expectations regarding acceptable behavior by the team members. Setting Ground Rules is the first step Lucy should take to handle this situation.

Reference: PMBOK Guide 5th Edition, page 277

Question 4: Nancy is managing a construction project. During the execution of the project, the project customer requests significant changes. Some of the requested changes can negatively impact the project. Nancy schedules a meeting and invites all the important stakeholders from the customer company. During the meeting, Nancy succeeds in having the stakeholders revoke some of the requested changes in return for a fee adjustment. She then accepts the remainder of the change requests. Which type of conflict management technique has Nancy used?

A.) Compromising
B.) Smoothing
C.) Forcing
D.) Avoid

Correct answer is **A**

Explanation: Nancy has taken a give-and-take approach. This technique is called Compromising/Reconciling.

Reference: PMBOK Guide 5th Edition, page 283

Question 5: Which of the following documents is not updated as a result of performing the Acquire Project Team process?

A.) Project Charter
B.) Project Management Plan
C.) Organizational Charts
D.) Project Schedules

Correct answer is **A**

Explanation: The Project Charter contains high-level project information and is usually not updated. However, acquiring the project team influences the entire project and this may result in updating the Project Management Plan, Organizational Charts and the Project Schedule.

Reference: PMBOK Guide 5th Edition, page 272

Question 6: The Staffing Management Plan does not document which of the following items during the Plan Human Resource Management process?

A.) Compliance Considerations
B.) Confirmed Resource Calendars
C.) Safety Issues
D.) Training Requirements

Correct answer is **B**

Explanation: Resource Calendars are confirmed and finalized during the Acquire Project Team process. The Staffing Management Plan contains proposed resource calendars but not confirmed resource calendars.

Reference: PMBOK Guide 5th Edition, page 265

Question 7: Shannon is managing a software development project. One of her project team members is not performing up to the expectations and exhibiting a careless attitude. Shannon is very anxious since some of the project's critical tasks are heavily dependent on this team member. What should Shannon do first?

A.) Discuss the issue with the functional manager.
B.) Discuss the issue with the project sponsor.
C.) Discuss the issue with the team member in person.
D.) Discuss the issue with the project team.

Correct answer is **C**

Explanation: According to the PMI Code of Ethics and Professional Conduct, one should first directly approach those team members with whom one has a conflict or disagreement. Shannon must first discuss the issue with the project team member in person.

Reference: PMBOK Guide 5th Edition, pages 282, 283

Question 8: Which of the following is not a suitable format to use to document team member roles and responsibilities?

A.) Text-oriented
B.) Hierarchical
C.) RACI Chart
D.) Tornado Diagram

Correct answer is **D**

Explanation: Team member roles and responsibilities can be documented as a hierarchical chart, matrix-based chart, or a text-oriented document. The RACI is a matrix-based chart used to document roles and responsibilities. However, a Tornado Diagram cannot be used to document team member roles and responsibilities.

Reference: PMBOK Guide 5th Edition, pages 261, 262

Question 9: For a project manager, performing the Acquire Project Team process is the most difficult and challenging in which of the following types of organizations?

A.) Functional Organization
B.) Weak Matrix Organization

C.) Strong Matrix Organization
D.) Projectized Organization

Correct answer is **A**

Explanation: A project manager has the least amount of authority in Functional Organizations. Performing the Acquire Project Team is most difficult and challenging in such environments.

Reference: PMBOK Guide 5th Edition, page 22

Question 10: Which of the following must be avoided by a project manager when a conflict arises between project team members?

A.) Collaborating
B.) Withdrawing
C.) Updating the Issue Log
D.) Discussing the issue with the members in conflict

Correct answer is **B**

Explanation: The project manager is responsible for managing conflicts between the project team members. The Withdrawal conflict management technique should never be used by the project manager when project team member conflicts arise.

Reference: PMBOK Guide 5th Edition, page 283

Question 11: Jim is managing a construction project. Some parts of the project scope are complex. Jim doesn't have the required skills inside the organization to perform these complex tasks. Which of the following techniques can help Jim in this situation?

A.) Pre-Assignment
B.) Negotiation
C.) Virtual Teams
D.) Acquisition

Correct answer is **D**

Explanation: The required skilled resources do not exist in the company. To successfully perform these complex tasks, Jim needs to acquire these resources from outside sources.

Reference: PMBOK Guide 5th Edition, page 270

Question 12: Angelina's project team members are star performers who like to work independently. However, they trust each other and occasionally support each other as needed. Earlier in the project, they were having conflicts with each other but as a result of Angelina's team

management skills, these issues have been resolved. In which of the following stages of Tuckman's Ladder of Team Development is Angelina's team currently engaged?

A.) Performing
B.) Storming
C.) Forming
D.) Norming

Correct answer is **D**

Explanation: The team members have not become a well-organized and interdependent unit yet. This means that they are not in the Performing stage as yet. Since the conflicts have been resolved and they have started trusting each other, they have moved out of the Storming stage into the Norming stage.

Reference: PMBOK Guide 5th Edition, page 276

Question 13: The timetable for staff acquisition and release on a project is produced during which of the following processes?

A.) Acquire Project Team
B.) Develop Project Team
C.) Plan Human Resource Management
D.) Develop Project Management Plan

Correct answer is **C**

Explanation: The timetable for staff acquisition and release on a project is documented in the Staffing Management Plan. The Staffing Management Plan is a part of the Human Resource Plan. This plan is produced during the Plan Human Resource Management process.

Reference: PMBOK Guide 5th Edition, page 265

Question 14: During project planning, it is very important to understand the political and interpersonal factors that can impact the effectiveness of various project staffing options. Which of the following techniques can help in gathering this information?

A.) Networking
B.) Organizational Theory
C.) Brainstorming
D.) Expert Judgment

Correct answer is **A**

Explanation: This should be a tool and technique of the Plan Human Resource Managment process. Networking is the technique that can help in

gathering this information. It includes proactive correspondence, luncheon meetings, and informal conversations such as meetings and events.

Reference: PMBOK Guide 5th Edition, page 263

Question 15: Virtual Teams offer which of the following benefits as compared to Co-Located Teams?

A.) Increased efficiency
B.) Reduced project costs
C.) Better communication
D.) Increased customer satisfaction

Correct answer is **B**

Explanation: Co-Located teams are more efficient and effective as compared to Virtual Teams. However, Virtual Teams offer reduced project costs since travel, office and collocation expenses are minimized and sometimes eliminated.

Reference: PMBOK Guide 5th Edition, pages 271, 277

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