Module 7a - Human Resources Management
PMP Exam Questions

Question 1

You and your manager are discussing a project disagreement between two team members. You explain to your manager that whenever there is a conflict in a project, the project manager must find the most efficient way to resolve it. Which of the following conflict resolution techniques will generate the most lasting solution?

A. Forcing

B. Smoothing

C. Problem solving

D. Compromise

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Question 2

Your company develops products to meet the insurance needs of home owners. You company has many projects in progress with many competing demands within the company. The most common causes of conflict on a project are schedules, project priorities, and:

A. Personality.

B. Resources.

C. Cost.

D. Management.

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Question 3

At an institution of higher learning, which recently received a grant from the government to develop a new educational program to meet the needs of the local industry. During a project meeting a question is raised by the functional manager. What does a resource histogram show that a responsibility assignment matrix does not?

A. Activities

B. Interrelationships

C. The person in charge of each activity

D. Time

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Question 4

At a business consulting company, you have just been assigned as project manager for a large high technology project. This two-year project is about 60% done. The project team consists of 7 sellers and 25 of you company's employees. You want to understand who is responsible for doing what on the project. Where would you find such information?

A. Resource histogram

B. Bar chart

C. Responsibility assignment matrix

D. Project organization chart

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Question 5

In a project for a major hospital, the sponsor, the customer and the functional managers met, right after the meeting the project manager is told that he must publish the project schedule. Activities, start/end times, and resources are identified. What should the project manager do next?

A. Distribute the project schedule according to the communications management plan.

B. Refine the project management plan to reflect more accurate costing information.

C. Publish a bar chart illustrating the timeline.

D. Confirm the availability of the resources

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Question 6

In a project for a large wireless carrier, during every project team meeting, the project manager asks each team member to describe the work he or she is doing, and the project manager assigns new activities to team members. The length of these meetings has increased because there are many different activities to assign. This could be happening for all the following reasons except:

A. Lack of resource leveling.

B. Lack of a WBS.

C. Lack of a responsibility assignment matrix.

D. Lack of team involvement in project planning.

Question 7

You work for a ship building company, and you are the project manager leading a cross-functional project team in a weak matrix environment. None of your project team members report to you functionally and you do not have the ability to directly reward their performance. The project is difficult, involving tight date constraints and challenging quality standards. Which of the following types of project management power will likely be the most effective in this circumstance?

A.   Referent

B.   Penalty

C.   Formal

D.   Expert

Question 8

The project manager, in a hardware development project, has identified a team member that is not performing well on the project because she is inexperienced in this type of work. There is no one else available who is better qualified to do the work. What is the best solution for the project manager?

A. Arrange for the team member to get training.

B. Consult with the functional manager to determine project completion incentives for the team member.

C. Obtain a new resource more skilled in development work.

D. Allocate some of the project schedule reserve.

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Question 9

A project, developing a new navigation system for a supersonic airplane for the government, has several teams. Team Red has repeatedly missed deadlines in the past. This has caused team Blue to have to crash the critical path several times. As the team leader for team Blue, you should meet with:

A. The leader of team Red.

B. The project manager.

C. The project manager and the leader of team Red.

D. The project manager and management.

Question 10

The project is under a lot of pressure from the customer that needs to launch the product being developed. The project manager is trying to settle a dispute between two team members. One says the systems should be integrated before testing, and the other maintains each system should be tested before integration. The project involves over 40 people, and 16 systems need to be integrated. The sponsor is demanding that integration happen on time. What is the best statement the project manager can make to resolve the conflict?

A. Do it my way.

B. Let's calm down and get the job done.

C. Let's deal with this again next week after we all calm down.

D. Let's do limited testing before integration and finish testing after integration.

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Question 11

A project, for the government of a large city in the North, is in the middle of the executing effort when a stakeholder suggests a major new change. This change will cause the third major overhaul of the project. At the same time, the project manager discovers that a major work package was not completed because a team member's boss moved him to another project that had a higher priority. Which of the following is the best person for the project manager to address these issues with?

A. The sponsor

B. The team

C. Senior management

D. The customer

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Question 12

You are in an interview for a project management position within your company when the hiring manager asks you the following question: a project manager must be well versed in ways to motivate the individuals working on the project. What theory proposes that employees' efforts will lead to effective performance and the employees will be rewarded for accomplishments?

A. Conditional reinforcement

B. Expectancy

C. Maslow's hierarchy

D. McGregor's

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Question 13

The project to build a new bridge has a CPI of 1.05 and an SPI of 1.0. There are 17 team members, and each team member had input into the final project management plan. The customer has accepted the three deliverables completed so far without complaint, and the responsibility assignment matrix has not changed since the project began. The project is being completed in a matrix environment and there are no contracts needed for the project.

Although the sponsor is happy with the status of the project, one of the team members is always complaining about how much time his project work is taking. Which of the following would be the best thing for the project manager to do?

A. Try to improve schedule performance of the project.

B. Meet with the customer to try to extend the schedule.

C. Gain formal acceptance in writing from the customer.

D. Review the reward system for the project.

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Question 14

The project is designing a new website for the government and has been challenging to manage. Everyone has been on edge due to pressure to complete the project on time. Unfortunately, the tension has grown to the point where team meetings have become shouting matches and little work is accomplished during the meetings. One team member asks to be excused from future team meetings, as all the shouting upsets him. Meanwhile, the sponsor has expressed interest in attending future team meetings in order to better understand how the project is going and the issues involved in completing the project, and the customer has started discussions about adding scope to the project. In this situation, it would be best for the project manager to:

A. As the sponsor if the information needed could be sent in a report rather than have her attend the meetings.

B. Inform the team member who asked to be excused from the meetings of the value of communication in such meetings.

C. Hold a team-building exercise that involves all the team members.

D. Involve the team in creating ground rules for the meetings.

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Question 15

At a project for an international bank, the project team includes 15 experts from 4 different functional areas. The project manager had a complex problem to solve and facilitated a team decision about what needed to be done. A few months later, the problem resurfaced. What did the project manager most likely not do?

A. Perform proper risk analysis

B. Have the project sponsor validate the decision

C. Use an Ishikawa diagram

D. Confirm the decision solved the problem

Question 16

In a project with for a large customer, you just found out that a major subcontractor for your project consistently provides deliverables late. The subcontractor approaches you and asks you to continue accepting late deliverables in exchange for a decrease in project costs. This offer is an example of:

A. Confronting.

B. Smoothing.

C. Forcing.

D. Compromise.

Question 17

In a project, for a foreign country and a tight deadline, during the first half of the project, six team members left for other projects without being replaced, three team members went on vacation without informing you, and other team members expressed uncertainty about the work they were to complete. In this situation, it is best if you create a _____ for the second half of the project.

A. WBS

B. Resource histogram

C. Responsibility assignment matrix

D. Staffing management plan

Question 18

In a commercial construction project, the project manager is looking at the project's resource needs and lessons learned from past projects. This information causes the project manager to be concerned about the ability to acquire enough resources for the project in six months. Which of the following would be the least effective preventive action?

A. Show the sponsor the data, and explain the project manager's concern.

B. Determine metrics to use as an early warning sign that resources will not be available.

C. Make sure functional managers have a copy of the resource histogram.

D. Ask functional managers for their opinions.

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Question 19

At a financial institution, a large project is underway when one of the team members reviews the project status report. He sees the project is currently running late. As he looks at the report further, he notices the delay will cause one of his activities to be scheduled during a time he will be out of the country and cannot work on the activity. This is of great concern to the team member because he is very committed to the success of the project and he does not want to be the cause of the project being further delayed. What is the best thing for him to do?

A.   Contact the project manager immediately to provide the project manager with his schedule.

B.   Recommend preventive action.

C.   Include the information in his next report.

D.   Request that the issue be added to the project issue log.

Question 20

You have been hired as a project manager to work on a project with 21 team members and 13 stakeholders. You are working on the reward system for the project when you remember that It is very important for a project manager to understand what motivates team members in the project. The highest point of Maslow's hierarchy of needs is:

A. Esteem

B. Physiological satisfaction.

C. Attainment or survival.

D. Need for association.

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Question 21

Your team wants to know why the project sponsor attends some of the project meetings when he is not responsible for any of the work packages. You explain to your team that every project must have a person or organization responsible for funding the project. The sponsor's role on a project is best described as:

A.   Helping to plan activities.

B.   Identifying unnecessary project constraints.

C.   Helping to develop the project management plan.

D.   Helping to prevent unnecessary changes to project objectives.

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Question 22

At a medium size company in the home interiors industry, a project is just starting out and consists of people from 17 different departments. The project charter was signed by one person and contains over 40 major requirements that must be met on the project. The sponsor has informed the project manager that the SPI must be kept between 0.95 and 1.1. A few days of investigation resulted in the identification of 34 stakeholders, and the schedule objectives on the project are constrained. The project manager has just been hired. Which of the following types of project management power will best help the project manager gain the cooperation of others?

A.   Referent

B.   Penalty

C.   Expert

D.   Formal