

PROJECT HUMAN RESOURCE MANAGEMENT

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Here is a list of sample questions which would help you to understand the pattern of questions on **Project Human Resource Management** being asked in PMP Certification Exams.

1 From HR perspective, the project manager's responsibility in the planning role includes:

1. Hiring the team
2. Preparing org charts
3. Developing Staffing management plan
4. Feedback sessions
5. Both b and c

Answer: E

Hint: PMBOK 5, Page 264 Sec 9.1.3 Plan Human Resource Management: Outputs

2 Expert power is the power that comes from the amount of knowledge a person has obtained in a specific area. This type of power is:

1. Critical to a project manager because the PM has to have as much or more knowledge than any of the team members to make sure the project is completed successfully
2. Used by the PM to influence upper management and the critical stakeholders
3. Important if the project manager wants to maintain the respect of the project team
4. Used sparingly if at all by the PM because the PM is not required to be an expert apart from managing the project

Answer: D

Hint: PMBOK 5, Page 16, Sec 1.7 Role of the Project Manager

3 To successfully motivate a team in today's high tech - high demand environment, which motivational theories should the PM use to maintain a happy, productive team?

1. Expectancy and Theory X
2. Theory Y and Maslow's Hierarchy
3. Herzberg's Hygiene Factors and Expectancy
4. Theory Y, Expectancy and Herzberg's Hygiene Factors

Answer: D

Hint: These theories are finding widespread acceptance in today's business environment.

4 To successfully manage a project, the project manager must play both a manager and leadership role. In a manager's role, the project manager will do all but which of the following:

1. Define Roles and Responsibilities
2. Extend favors to some important team members
3. Provide feedback to team members
4. Resolving interpersonal conflicts
5. Both b and d

Answer: B

Hint: PMBOK 5, Page 257, Fig 9-1

5 To be successful in a functional organization, the PM must rely on:

1. Referent power
2. Formal authority
3. Informal power structure
4. Broad span of control

Answer:A

Hint: Referent power is based on the authority extended by a more powerful person. A project manager can exercise the power given by project sponsor to take decisions in the project interest.

6 Which form of power is the LEAST effective from the project manager's viewpoint in terms of influencing functional managers?

1. Formal power
2. Expert power
3. Penalty power
4. Referent power

Answer: C

Hint: Penalty is the least effective forms of influencing and should not be used at all, if possible.

7 The Project manager should be able to fulfill the role of:

1. an integrator
2. a functional manager
3. a line manager
4. a sponsor

Answer: A

Hint: A project manager is responsible for collective project success. Refer PMBOK 5, Page 16, Sec 1.7 Role of the Project Manager

8 The most successful project manager usually:

1. Work their way up from assistants in the project office to full-fledged project managers, supplementing that experience with formal education.
2. Comes right from Harvard's MBA program into managing very large projects.
3. Are the technical experts.
4. Have considerable experience as a functional manager before moving into the project management arena.

Answer: A

Hint: A project manager must have experience in working on projects in various roles including the role of a project manager.

9 Which of the following is an important action that must be taken by top management when implementing project management in an organization?

1. Completely selling the project management concept to the entire organization.
2. Choice of the type of project manager.
3. Choice of the type of project organization to be utilized.
4. All of the above.

Answer: D

Hint: It is important for project success that all stakeholders agree on the importance of project management concepts and theories.

10 The project manager has the most authority in the _____ type of organization.

1. Project expediter
2. Matrix
3. Projectized organization
4. Functional

Answer: C

Hint: Refer PMBOK 5, Page 22 Table 2-1 Influence of Organizational Structures on Projects; Page 556, Projectized organization

11 The process that organizes, manages, and leads the project team for the completion of a project is called

1. Project Integration Management
2. Project Scope Management
3. Project Human Resource Management
4. Project Communications Management

Answer: C

Hint: PMBOK 5, Page 255, 1st Paragraph

12 For the following Project Human Resource Management Processes

1. Plan Human Resource Management
2. Develop Project Team
3. Acquire Project Team
4. Manage Project Team

The correct sequence is:

1. 1-2-3-4
2. 3-2-1-4
3. 2-1-3-4
4. 1-3-2-4

Answer: D

Hint: PMBOK 5, Page 255, Fig-9-1

13 Which of the following techniques is not used in the process of Plan Human Resource Management?

1. Networking
2. Pre-assignment
3. Organizational theory
4. Meetings

Answer: B

Hint: PMBOK 5, Page 257, Fig 9-1, Sec 9.1

14 The various inputs used while executing the process of Develop Project Team includes all but

1. Personal Assessment Tools
2. Recognition and awards
3. Project Performance Appraisals
4. Training

Answer:C

Hint: PMBOK 5, Page 257, Sec 9.3

15 The process of Manage project team uses which of the following inputs in its execution?

1. Issue Log
2. Resource Calendars
3. Activity Resource Requirements
4. Human Resource Management Plan

Answer:A

Hint: PMBOK 5, Page 257, Sec 9.4

16 The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan is known as

1. Develop Project Team
2. Manage Project Team
3. Plan Human Resource Management
4. Acquire Project Team

Answer:C

Hint: PMBOK 5, Page 257, Sec 9.1

17 The information used for the development of the human resource management plan includes all except

1. The project life cycle
2. A change management plan
3. A configuration management plan
4. Organizational Standard Processes

Answer:D

Hint: PMBOK 5, Page 259, Sec 9.1.1

18 The concept that provides information regarding the way in which people, teams, and organizational units behave is known as

1. Networking
2. Organizational Theory
3. Expert Judgment
4. None of the above

Answer:B

Hint: PMBOK 5, Page 263, Sec 9.1.2.3

19 The phase of team building where the team begins to address the project work, technical decisions, and the project management approach is known as

1. Performing
2. Storming
3. Forming
4. Norming

Answer:B

Hint: PMBOK 5, Page 276, Sec 9.3.2.3

20 The Conflict Management approach that is used for emphasizing upon the areas of agreement rather than areas of differences conceding one's position to the needs of others to maintain harmony and relationships is called

1. Collaborate/Problem Solve
2. Compromise/Reconcile
3. Smooth/ Accommodate
4. Withdraw/Avoid

Answer:C

Hint: PMBOK 5, Page 283

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