



Managing Human Resources in Projects

Semester – III (PM)

December 24, 2011

Section - A

(1 mark each)

1. A team that reaches the fully integrated stage, becomes _____
 - a. Profitable
 - b. Successful
 - c. Self directed**
 - d. Cohesive
2. Experience says that many project leaders survive by _____ rather than _____.
 - a. Knowledge; discussions
 - b. Accident; design**
 - c. Relationships; being standalone
 - d. Proving; planning
3. Emotional conflict can be caused by people's _____ feelings about one another
 - a. Perceptual
 - b. Deep-seated personal**
 - c. Hidden
 - d. Intentionally camouflaged
4. The identification of stakeholders must go beyond the internal _____
 - a. shareholders
 - b. stakeholders**
 - c. customers
 - d. employees
5. The disadvantage of matrix management is that employees can become _____ due to conflicting _____.
 - a. Dissatisfied; demands
 - b. Confused; loyalties**
 - c. Demoralized; responsibilities
 - d. Anxious; expertise
6. Many of the present day conflicts are totally _____ cost benefit consciousness on the part of the _____.
 - a. Devoid of; labour**
 - b. As a result of; management
 - c. Due to; workforce
 - d. None of the above
7. Divergers like _____ and generally have a broad range of interests and like together _____.
 - a. Creativity; data
 - b. Thinking; ideas
 - c. Brainstorming; information**
 - d. None of the above
8. _____ includes all activities designed to _____ the competencies of the project team members.
 - a. Scheduling; channelize
 - b. Training; enhance**

- c. Structuring; authorize
 - d. Talent management; improve
9. Soft skill triad includes which of the following:
- a. Expectations**
 - b. Deliverables
 - c. Content
 - d. Style
10. _____ communication is a process where the _____ use intranet or e-learning to access the bulk amount of information
- a. Push; senders
 - b. Pull; recipients**
 - c. Virtual; acknowledgers
 - d. Cyber; employees
11. Rivalry among and _____ of trade unions have destroyed the _____ of the working class
- a. Multiplicity; solidarity**
 - b. Tenacity; bargaining power
 - c. Ambiguity; dominance
 - d. Duplicity; efficiency
12. _____ is strongly related to the effectiveness of management in virtual settings
- a. Coordination**
 - b. Learning
 - c. Distribution
 - d. Synchronization
13. Phase III of the six phases of business knowledge areas to be possessed by a project manager is:
- a. Ability of making a right decision**
 - b. Decision action plan
 - c. Generation of alternatives
 - d. Knowledge building
14. Project schedule _____ should be developed so that project managers have a _____ to pull from
- a. Templates; pool**
 - b. Blueprints; database
 - c. Outlines; store
 - d. Data; draft
15. Data plays an important role in ensuring _____ and _____.
- a. Durability; accuracy
 - b. Solutions; outcomes
 - c. Integration; interdependence**
 - d. Reliability; Conformity
16. Which of these is a hygiene factor as per Herzberg's 2 factor theory?
- a. Recognition
 - b. Interest in job
 - c. Neither (a) nor (b)**

- d. Both (a) and (b)
17. In _____ communication the team members discuss the project issues with the peer groups in the project
- a. Lateral
 - b. Vertical
 - c. Horizontal**
 - d. Participative
18. A CMP should go through a _____ process to ensure the accuracy of the content
- a. Rigorous approval**
 - b. Detailed analysis
 - c. Holistic research
 - d. Well defined
19. Staff _____ will most likely occur on projects spanning a long time
- a. Development
 - b. Skill enhancement
 - c. Participation
 - d. Turnover**
20. This approach uses predictions from multiple forecasts based on different methods
- a. Composite**
 - b. Deductive
 - c. Explorative
 - d. Analogical
21. The successful execution of a project inevitably requires proper project management _____ solutions
- a. Temping
 - b. Outsourcing
 - c. Contractual
 - d. Staffing**
22. To determine Cost Variance; $CV =$ _____
- a. $AC - EV$
 - b. $PV - SV$
 - c. $EV - AC$**
 - d. $SV - EV$
23. The strength of _____ lies in their ability to take concepts, models and ideas and turn them into practical use.
- a. Convergors**
 - b. Assimilators
 - c. Contributors
 - d. Creators
24. Arthur Jago defines leadership as both a _____ and _____
- a. Process; a property**
 - b. Vision; a clarity
 - c. Force; a thought
 - d. Goal; an activity

25. The status structure of a team refers to the _____ of power, prestige and _____ among team members
- Distribution; role clarity
 - Pattern; authority**
 - Alignment; reporting hierarchy
 - Allocation; clarity
26. A leader who doesn't meet commitments and doesn't share values _____
- Is soon gone from the company**
 - Is difficult to deal with
 - Needs to improve his thought process
 - Will get a second chance
27. The secondary stakeholders can exert _____ influence over the project
- Extraordinary**
 - Very little
 - Supportive
 - Strong
28. The _____ plays a protecting role for making the parties ready for collective bargaining positions by exploring _____ solutions during _____ meetings
- Stimulator; possible; team
 - Advisor; varied; board
 - Conciliator; alternative; separate**
 - None of the above
29. Project staff allocations should be documented in _____
- Project organization charts
 - Schedules
 - Team directory
 - All of the above**
30. The customer is the person or entity that _____ the project
- Defines
 - Customizes
 - Determines
 - Pays for**
31. _____ is the term used to signify the system of processes, role structures and activities through which HRM is performed
- Process allocation system
 - People management system**
 - Dynamic project management system
 - Human resource interaction system
32. Once the stakeholders' _____ is understood then the stakeholders' strengths and weaknesses should be evaluated
- Strategy
 - Mission**
 - Vision
 - Direction
33. Effective communication in a project would require a _____ action plan.

- a. Systematic
 - b. Structured
 - c. Communication-oriented**
 - d. Transparent
34. Performance _____ are used to prevent any issues that may arise in the future
- a. matrices
 - b. Logs**
 - c. Blueprints
 - d. Charts
35. RAM stands for
- a. Risk Accountability Management
 - b. Risk Assessment Models
 - c. Responsibility Assignment Matrix**
 - d. Realistic Allotment Matrix
36. Virtual teams are dispersed _____ and use some form of technology to cross their divide
- a. Online
 - b. In space-time**
 - c. Both (a) and (b)
 - d. Neither (a) nor (b)
37. Personnel evaluation and reward systems should be designed to reflect the desired _____ and authority sharing of an organization
- a. Power equilibrium**
 - b. Functional hierarchy
 - c. Role distribution
 - d. Job analysis
38. The lifecycle of a project team _____
- a. Has to be renewed after each phase
 - b. Is till the duration of a particular phase
 - c. Spans across the complete project**
 - d. Is unknown
39. Lack of communication within a project team will eventually _____ a project from its original _____
- a. Derail; course**
 - b. Dissuade; charter
 - c. Lead; plan
 - d. Channel; vision
40. The cost estimate of a project is made by first making a _____ breakdown of the project.
- a. Morphological**
 - b. Detailed
 - c. System
 - d. Process

Section - B
(2 marks each)

41. Performing means _____ movement of project development by _____ project team.
- Quick; an experienced
 - Smooth; a well organized**
 - Systematic; a planned
 - None of the above
42. _____ techniques are casual methods of forecasting where assumptions are made about the _____ factors
- Time variance; duration
 - Econometric; variance**
 - Project assessment; evaluation
 - None of the above
43. Project _____ represents the reporting relationship among the project team
- Structure
 - Allocation
 - Organizational plan**
 - Hierarchy
44. _____ is an attitude of mind which cannot be passed on _____
- Delegation; verbally
 - Authority; unnecessarily
 - Responsibility; in writing**
 - None of the above
45. The ability to see the _____ context and _____ context of the project is a characteristic of the skilful project manager
- Developmental; growth
 - Improvement; corrections
 - Systems; strategic**
 - Process; product
46. One should delegate when, the job is so _____ that it is either not possible to build up the capability or build it _____ it is needed.
- Routine; when
 - Specialized; by the time**
 - Secretive; as specifically
 - complex; the way
47. A moving (or _____) average is used to keep short term fluctuations from causing _____ predictions
- Distributed; erroneous
 - Variable; unplanned
 - Exponential; incorrect
 - Rolling; inconsistent**
48. The competency 'Managing expectations' is part of which area?
- Intellectual competencies
 - Relational competencies
 - Capability competencies

d. Interpersonal competencies

49. The success of a project largely depends on the two most important factors:

- a. Stakeholders and Leaders
- b. Resources and Objectives

c. Process and People

- d. Individuals and Teams

50. With reference to FTF communication, team members receive communication at the approximate time it is sent. This is called ____

- a. Simultaneity
- b. Contemporability**
- c. Successive distribution
- d. Co presence

51. Jago notes that leadership is not only _____ but also what the person _____

- a. A behaviour; represents
- b. A style; represents
- c. An attitude; does**
- d. Says; practices

52. Project leadership takes place through _____ not _____

- a. Execution; Planning
- b. Involvement; by appointment
- c. Interaction; in isolation**
- d. Goal sharing; by defining

53. Who has argued that 'Major changes within organizations will influence the allocation of roles in even more fundamental ways

- a. Thompson & Rolland
- b. Brenson & Coleman
- c. Larsen & Brewster**
- d. Hammel & Pralhad

54. Conflict occurs when two parties have _____ goals

- a. Contradictory
- b. Competing**
- c. Opposing
- d. Undefined

55. Project managers are plagued with expectations regarding project timelines; budget and _____

- a. Project accountability
- b. Customer satisfaction**
- c. Resource constraints
- d. None of the above

56. _____ details the strategies for complying with regulations, contracts and HR policies

- a. Project policy
- b. Project blueprint
- c. Compliance**
- d. Legality

57. Delegation whether _____ or individual, _____ one's capability of doing things.

- a. In group; reduces
- b. Institutional; enhances**
- c. Organizational; escalates
- d. Structured; distributes

58. The competency, Change Management is part of what project management subject area

- a. Scope management**
- b. Cost management
- c. People management
- d. Operations management

59. An Accountable must sign off on work that _____ provides

- a. The Project manager
- b. Responsible**
- c. Consultant
- d. HQ

60. Communication has two dimensions - _____ and _____.

- a. Sender; Receiver
- b. Clarity; Thought
- c. Physical; mental**
- d. Breadth; depth

**Section - C
(4 marks each)**

61. _____ is an instructional strategy that presents trainees with _____ set of _____ events that are based on training objectives

- a. DSE; a distributed; important
- b. BBT; a cohesive; pre-planned
- c. SBT; an integrated; trigger**
- d. VE; a dynamic; simulated

62. With reference to project monitoring techniques, URT stands for

- a. Undefined Reporting Tools
- b. Utilizing Resources Timely
- c. Updating, Reviewing and Reporting Technique**
- d. User Related Tasks

63. The best _____ approach is to _____ a completed issue from time to time to ascertain whether the solution was effective and not merely _____.

- a. Preventive; revisit; a short term fix**
- b. Solution; dissect; a compromise
- c. Systematic; evaluate; forced upon
- d. Deductive; rethink; erroneous

64. _____ is a measurable change from a known standard or _____ of a project

- a. Variance; baseline**
- b. Standard deviation; benchmark

- c. Movement; proposed plan
d. Deviation; norm
65. A core competence is not _____ or _____ specific
- Person; team
 - Organization; customer
 - Industry; sector
 - Product; service**
66. John _____ Adam's equity theory states the importance of _____ when managing groups of employees
- Hewitt; equality
 - Robert; communication
 - Malcolm; discrepancy
 - Stacy; fairness**
67. The _____ may expect the project manager to coordinate and _____ the project which the latter will find a very _____ proposition in view of his not having any authority
- CFO; control; challenging
 - Director; oversee; weak
 - Chief executive; expedite; trying**
 - None of the above
68. _____ of organizational process assets are either inputs to team member's performance appraisals or _____
- Update; lessons learned documentation**
 - Organization; development
 - Evaluation; overall growth charter
 - Planning; suggestion for improvement
69. _____ preventive actions are taken to reduce the _____ of expected problems
- Systematic; probability
 - Organizational; effect
 - Planned; chances
 - Recommended; impact**
70. A firm's _____ capacity – its ability to recognize, assimilate, and apply new information based on prior related knowledge is critical to its _____ capabilities.
- Distributive; competitive
 - Synergy; core
 - Absorptive; innovative**
 - Converging; creative
71. The table is the _____ of the C MP
- core
 - highlight
 - planner
 - meat**
72. Primary stakeholders are those persons and _____ that have a _____ relationship to the project.
- Groups; legal contractual**

- b. Investors; financial
- c. Organizations; mandatory
- d. Entities; functional

73. Team opacity can be curtailed in part by increasing _____ and _____ of available information

- a. The transparency; value
- b. The synchrony; richness**
- c. The speed; duration
- d. The efficiency; effectiveness

74. According to Peter Drucker _____ of management problems are caused in whole or in part by _____ management communications.

- a. A Majority; unclear
- b. 60%; faulty**
- c. A major chunk; ambiguous
- d. 75%; undefined

75. Team opacity has been discussed as a special form of _____ resulting from teams that are not _____

- a. Participation; cohesive
- b. Conflict; coordinated
- c. Workload; co-located**
- d. Hurdle; synchronized