

Chapter 1

People (Domain 1.0)

THE PROJECT MANAGEMENT PROFESSIONAL (PMP)[®] EXAM CONTENT FROM THE PEOPLE DOMAIN COVERED IN THIS CHAPTER INCLUDES THE FOLLOWING:

- ✓ Task 1.1 Manage conflict
- ✓ Task 1.2 Lead a team
- ✓ Task 1.3 Support team performance
- ✓ Task 1.4 Empower team members and stakeholders
- ✓ Task 1.5 Ensure team members/stakeholders are adequately trained
- ✓ Task 1.6 Build a team
- ✓ Task 1.7 Address and remove impediments, obstacles, and blockers for the team
- ✓ Task 1.8 Negotiate project agreements
- ✓ Task 1.9 Collaborate with stakeholders
- ✓ Task 1.10 Build shared understanding
- ✓ Task 1.11 Engage and support virtual teams
- ✓ Task 1.12 Define team ground rules
- ✓ Task 1.13 Mentor relevant stakeholders
- ✓ Task 1.14 Promote team performance through the application of emotional intelligence



The process names, inputs, tools and techniques, outputs, and descriptions of the project management process groups and related materials and figures in this chapter are based on content from *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide) – Sixth Edition* (PMI[®], 2017).

1. Carina is a principal project manager of You've Got Dogs, a specialty company that creates custom dog apparel and toys. Three months into the project, she kicks off the second phase of a project that is developing high-tech dog bones. As part of her practice, she sits down with her sponsor to determine whether there are any new players that they missed in the first phase, and they hold a discussion on the direction of influence of these new stakeholders. What activity is Carina carrying out?
 - A. Planning stakeholder engagement
 - B. Identifying stakeholders
 - C. Planning resource management
 - D. Identifying risks
2. Which of the following best describes the servant leadership approach used in Agile projects?
 - A. The practice of one individual directing the team to provide clear and concise direction
 - B. The practice of generating work through iterations, with one leader clearly prominent
 - C. The practice of installing one clear leader, with team members serving as followers
 - D. The practice of focusing on understanding and addressing the needs and development of team members
3. Your project has kicked off, and you are beginning a series of overview sessions with key users to determine requirements for a new enterprise resource software implementation. One of your stakeholders is exceptionally contentious and throws obstacles up at every turn. One of the problems she has described does seem to be legitimate. There is an issue with the data from the legacy system that needs to be resolved before moving forward. Which of the following statements is not true regarding this situation?
 - A. You should approach this by defining the problem and focusing on separating causes and symptoms.
 - B. You should use a two-step process involving problem definition and decision-making.
 - C. Your decision-making has a timing element.
 - D. Your decision-making involves asking questions to determine whether the issues are internal or external to the project.
4. Nancy is a senior systems engineer who loves to work with people and can typically grasp the big picture. Because of her functional knowledge, organized nature, and ease in getting others to follow her lead, her manager decides to move her into a project manager role. Despite all of her strengths, Nancy struggles greatly with her first project. The first major milestone was missed, and the project was already over budget by \$20,000. What part of the PMI Talent Triangle™ is Nancy missing?
 - A. Technical project management
 - B. Leadership
 - C. Strategic and business management
 - D. Schedule management

5. You are a project manager working on contract. The organization that's contracted with your company is not happy with the progress of the project to date. They claim that an important deliverable was overlooked and that you should halt the project and reassess how to meet this deliverable. You know that the customer has approved all phases of the project to date. Which of the following statements is true?
- A. You and your company might have to use problem-solving techniques such as arbitration and mediation to reach an agreement.
 - B. You and your company might have to use communication techniques such as arbitration and mediation to reach an agreement.
 - C. You and your company might have to use negotiation techniques such as arbitration and mediation to reach an agreement.
 - D. You and your company might have to use influencing techniques such as arbitration and mediation to reach an agreement.
6. An Agile approach can alleviate issues that result when high uncertainty exists. Which of the following is an example of a pain point that Agile addresses under these circumstances? (Select three.)
- A. Unclear purpose
 - B. Low defects
 - C. Unclear requirements
 - D. Technical debt
7. You're the project manager for Dream Clinics, a research organization that specializes in sleep disorders. You're working on an internal service project and are in the Executing process group. You negotiate with a manager to obtain resources for specific activities on the project that your team is not able to fulfill. These resources will roll off the project as soon as the activities are completed. Which of the following does this scenario describe?
- A. Resource requirements, which are generated when carrying out resource requirement planning activities
 - B. Interpersonal and team skills, which are capabilities used by project managers to acquire resources
 - C. Staffing requirements, which is information needed when acquiring resources
 - D. Resource pool description, which is information needed when planning out resource requirements
8. Your colleague has reported to their manager that they passed their PMP certification exam. You know this is inaccurate, since you both took your exams at the same time and the colleague shared the results with you. What should you do?
- A. Give them an opportunity to correct their behavior and report them to PMI if they do not.
 - B. Don't say anything. Since this is your friend, the code states that you must look out for each other.
 - C. Give your friend a difficult time to teach them a lesson and disassociate with them.
 - D. Tell their manager immediately and report the violation to PMI directly.

9. Carina is a principal project manager of You've Got Dogs, a specialty company that creates custom dog apparel and toys. As is part of her practice, she sits down with her sponsor to evaluate how the project is performing. She reviews feedback from the most recent prototype, which the team has produced successively to yield additional insight. Carina notes to the sponsor that the use of timeboxing has been helpful in reducing the uncertainty in the project. What type of life cycle is Carina using?
- A. Predictive
 - B. Waterfall
 - C. Agile
 - D. Iterative
10. Knowledge that is difficult to express is called what?
- A. Explicit knowledge
 - B. Tacit knowledge
 - C. Tangible knowledge
 - D. Formal knowledge
11. You are working on a project with contentious team members. You know if you resolve the conflicts, it will result in increased productivity and better working relationships. You pull the team together in a meeting to discuss the issue. You allow everyone to express their viewpoint, and as a result, some team members gain an understanding of the perspective of some of their teammates that they didn't have before this meeting. At the conclusion of the meeting, consensus is reached, and the team members thank you for taking the time to get them together and asking them to discuss this issue. Which of the following conflict-resolution techniques does this describe?
- A. Compromise/reconcile
 - B. Force/direct
 - C. Smooth/accommodate
 - D. Collaborate/problem-solve
12. Which conflict-resolution technique does not result in a permanent resolution?
- A. Withdraw/avoid
 - B. Force/direct
 - C. Collaborate/problem-solve
 - D. Smooth/accommodate
13. As part of establishing a new project team, a project manager chooses to create an official team charter. What will the project manager likely include within the document? (Select two.)
- A. Team responsibilities
 - B. Team assignments
 - C. Team values
 - D. Decision-making criteria

14. You are working on a critical project for your organization. The CEO has made it clear this is a top priority. One of the key stakeholders on your project resigned, and her replacement started about three weeks ago. She does not make time for you or seem to have the same level of urgency regarding this project as the CEO. You are concerned with overall project success and want to efficiently manage the processes involved with this project. All of the following are methods referred to within this scenario except for which one?
- A. Meetings
 - B. Data analysis
 - C. Ground rules
 - D. Decision-making
15. David is a project manager working for a prominent book publishing company. As the most senior project manager within the organization, he often gets paired with strong-willed project sponsors. During a recent project meeting, David's project sponsor began yelling in frustration at the project's status, which was blocked because of a critical resource being out ill. In frustration, the sponsor began spewing profanities at David, questioning his ability to manage effectively. In response, David calmly assured the project sponsor that a contingency plan would be implemented and requested that they speak privately to address his frustrations. David then excused the rest of the project team. What core value did David uphold during the meeting?
- A. Fairness
 - B. Honesty
 - C. Respect
 - D. Responsibility
16. During a project status meeting, you request updates to work tasks. One of your close friends accountable for the most critical milestone on the schedule notes that they are on track. Over wine the previous evening, the friend had confided that the task was two weeks behind schedule. What should you do as the project manager?
- A. Throw your friend under the bus—after all, the wine was cheap and not worth it.
 - B. Immediately report the slip, along with the source of your information.
 - C. Give your friend an opportunity to report accurate status; if this does not occur, report accurately that a slippage has occurred.
 - D. Do nothing. Honoring friendship is far more important, and this is an opportunity to display trust.
17. You are in the process of facilitating a change control meeting. You review a change request that would double the scope of the project but would not yield a major increase in the project's resulting benefits. You know that the submitter of the change request has a tendency to bloat a project's scope without fully thinking through the impact, but as a result of their position in the company, their changes tend to be approved. What type of power does the submitter of the change request typically use?
- A. Legitimate
 - B. Expert
 - C. Referent
 - D. Punishment

18. You are very interested in becoming a project manager. You have mentored with other experienced project managers in your organization to learn more about how to be an effective project manager. You've been told your organizational skills and communication skills are excellent. However, you need some additional training in accounting and budgeting skills, because you are weak in these general management areas. The mentor who was honest enough to tell you this explained it which of the following ways?
- A. You will not be able to sit for the exam unless you get formal training in the general management areas.
 - B. General management skills are likely to affect project outcomes. If you lack any of these skills, it could affect your project and your career adversely, so you should get some training in these areas.
 - C. The Estimating Costs and Control Costs processes are under the Planning process group, and you will not be able to pass the questions on the PMP exam that pertain to these processes if you don't get some training.
 - D. General management skills are important to your project outcomes, and Estimating Costs and Control Costs are two of the most important processes within the Executing phase of a project, so you should get some training in these areas.
19. A project manager following an Agile life cycle receives a request from the customer to alter a requirement. How will the project manager likely respond?
- A. Blocks change
 - B. Welcomes change
 - C. Prevents change
 - D. Indifferent about change
20. A project manager presents a summary of project team roles and responsibilities, training needs, and recognition and rewards to the project sponsor for approval. In what activity are they engaged?
- A. Developing the stakeholder engagement plan
 - B. Identifying resource risk
 - C. Developing the resource management plan
 - D. Estimating project costs
21. A project manager is preparing to send five engineers to Japan to install a high-security network. The engineers have never been outside of the United States before. Prior to their travel, the project manager asks the Japan-based manager to give the engineers an overview of their history, customs, and social norms. What is the project manager's motive?
- A. To teach the engineers about the Japanese culture
 - B. To take a breather after a hard day's work
 - C. To ensure the engineers understand how to interact abroad
 - D. To prevent culture shock

- 22.** Which of the following best describes the directing conflict-resolution technique?
- A.** Pushing one's viewpoint at the expense of others
 - B.** Incorporating multiple viewpoints and insights
 - C.** Retreating from a potential conflict solution
 - D.** Searching for solutions that bring some degree of satisfaction
- 23.** You've just accepted a new project management assignment. The project is for a customer in a foreign country. You've requested a business analyst and two other project team members from the country the customer resides in to participate on your team. The remaining team members are from your country. You know that the best way to ensure that the project team doesn't get bogged down in cultural differences and hold up project progress is to do which of the following?
- A.** Perform team-building exercises using videoconferencing to allow team members to get to know each other and get to the performing stage of team development as soon as possible.
 - B.** Require project team members to read and sign the organization's diversity policy.
 - C.** Establish your role as project manager as the first order of business and require compliance with company policies.
 - D.** Provide diversity training for all the team members to make them aware of cultural differences and teach them to function effectively as a team despite these differences.
- 24.** Carina is a principal project manager of You've Got Dogs, a specialty company that creates custom dog apparel and toys. As part of her latest project, she struggles to rein in the team, who seem to be at each other's throats. She knows everyone has good intentions, but they are not yet open and trusting with each other. What phase of the team development model is the team currently in?
- A.** Norming
 - B.** Performing
 - C.** Forming
 - D.** Storming
- 25.** Dr. William Ouchi developed a theory that is concerned with increasing employees' loyalty to their organizations and places emphasis on the well-being of the employees, both at work and outside of work. What is the name of this leadership theory?
- A.** Theory Y
 - B.** Theory Z
 - C.** Theory X
 - D.** Theory Y/Z

- 26.** You are a contract project manager and have entered into the requirements-gathering phase of your project. Two of the departments you're working with on this project have competing interests regarding this project and have done everything they can, including sabotage, to undermine the work so far. To finish up the requirements-gathering phase, you will have to exert some influence. Which of the following statements is true regarding influencing the organization? (Select three.)
- A.** Influencing entails the ability to get things done.
 - B.** Influencing requires an understanding of the formal and informal structures of the organization, including the use of power and politics.
 - C.** Politics involves getting the people in these two departments to do things they wouldn't otherwise do.
 - D.** Power entails getting these two departments with competing interests cooperating effectively to achieve the goals of the project.

- 27.** Match the leadership style to its corresponding attributes.

Leadership Style	Attributes
A. Laissez-faire	1. Puts other people first
B. Transactional	2. High-energy and enthusiastic
C. Servant leader	3. Management by exception
D. Transformational	4. A hands-off approach
E. Charismatic	5. Seeks to inspire and encourage innovation

- 28.** In what ways does the servant leadership approach empower teams? (Select two.)
- A.** It provides greater team accountability.
 - B.** It provides an autocratic approach to decision-making.
 - C.** It supports the team through a single clear leader.
 - D.** It supports the team through mentoring and encouragement.
- 29.** You are the project manager for a large project. The initial project schedule shows the project takes approximately three years to complete. Some of the stakeholders have changed over the course of this project, and new stakeholders will become involved toward the end of the project. The project team members have also changed as the project has evolved into a new set of deliverables. You are having a difficult time motivating the new team members. The techniques you used with the previous team don't seem to be working with this team. More resources will be brought on and off the project team at various stages throughout the life cycle, so you'd like to resolve this problem soon. You know from studying the Project Resource Management Knowledge Area that you should do which of the following?
- A.** The processes in this Knowledge Area ensure that the human and material resources involved on the project are used in the most effective way possible.
 - B.** The same communication style should be used throughout the life of the project.

- C.** You will change the techniques used to motivate, lead, and coach the human resources involved on the project as the project progresses.
 - D.** This Knowledge Area's processes include Acquire Resources, Develop Team, and Manage Team.
- 30.** Lewis is a marketing associate reporting to Antwon, the company's director of marketing. He pulls you aside to get your opinion about the latest project that he claims was his idea. He expresses frustration that Antwon was named sponsor of the project instead of himself. Based on the scenario presented, who is the correct project sponsor?
 - A.** Lewis
 - B.** Antwon
 - C.** Neither
 - D.** Both
- 31.** Colocation is also known as what?
 - A.** Tight matrix
 - B.** Virtual teams
 - C.** Dedicated teams
 - D.** Effective teams
- 32.** You are in the process of attaining and hiring resources for the project. Some of the resources can be found within the organization, but three of the resources you've identified must be hired on contract. You need to consider previous experience, personal interests, personal characteristics, availability, and the competencies and proficiency of the contractors as well as the internal staff. Which of the following statements best describes the situation?
 - A.** The situation in this question refers to the project staff assignment, which is an output of Plan Resource Management.
 - B.** The situation in this question refers to organizational process assets, which are an input of Plan Resource Management.
 - C.** The situation in this question refers to the project staff assignments, which are an output of Acquire Resources.
 - D.** The situation in this question refers to the enterprise environmental factors input to the Acquire Resources process.
- 33.** All of the following are methods used to develop project teams except for which one?
 - A.** Training
 - B.** Emotional intelligence
 - C.** Colocation
 - D.** Negotiation

34. To whom is the theory attributed that says people are motivated by the need for power, achievement, and affiliation?
- A. David McClelland
 - B. Victor Vroom
 - C. Frederick Herzberg
 - D. Douglas McGregor
35. Nicolas is the project manager of a project that has been described as revolutionizing the mobile fitness tracking industry. He prepares for a meeting with the project's sponsor to discuss how to approach the project. During the meeting, he tells the project sponsor that he would like to promote self-awareness, listening, and coaching versus controlling. Nicolas is promoting characteristics of what?
- A. Servant leadership approach
 - B. Incremental approach
 - C. Deming approach
 - D. Hygiene model
36. You are a new project manager and have always been self-motivated. You are destined to achieve good things and desire to attain the coveted PMP designation. Even after attaining the designation, you will strive to apply professional knowledge to your future projects and adhere to the *PMI Code of Ethics and Professional Conduct*. Which theory is described in this question, and what area of the PMI role delineation study does this question refer to?
- A. Hygiene Theory and ensure personal integrity and professionalism
 - B. Contingency Theory and contribute to the project management knowledge base
 - C. Expectancy Theory and enhance professional competence
 - D. Leadership Theory and responsibility
37. You hold a position that is primarily concerned with satisfying stakeholder needs as well as issues such as plans, controls, budgets, policies, procedures, and team motivation. You have signed a nondisclosure agreement, promising not to give away trade secrets, and you have signed a noncompete agreement with your current employer that says you will not go to work for a competitor any sooner than 18 months after the date of your termination. Your staff members have signed similar agreements, but their noncompete agreement is for 12 months rather than 18. You have discovered, through a friend of a friend, that one of your staff members is interviewing at a competing company, and if the position is offered and accepted, it would violate the noncompete agreement your staff member signed. Which of the following describes the type of position you hold and the domain within the *PMI Code of Ethics and Professional Conduct* that pertains to this situation?
- A. Manager and Responsibility
 - B. Leader and Respect
 - C. Manager and Honesty
 - D. Leader and Fairness

- 38.** Your virtual project team consists of 12 people in the same building you're located in plus 4 people from the West Coast office, 2 people from the Kansas City office, and 6 people from the London office. Your office works different hours from all the other offices. Additionally, not all of the resources in your building are available at the same times during the day. Three of those 12 team members work swing shift hours. Which of the following should you use to capture the availability information for these resources and potential future resources, as well as their capabilities and skills?
- A.** Activity calendar
 - B.** Team roster
 - C.** Project calendar
 - D.** Resource calendar
- 39.** Which of the following best describes the performing stage of the team development model, developed by Tuckman?
- A.** The phase where team members meet and learn about the project and formalize their roles and responsibilities
 - B.** The phase where team members begin to work together and adjust their work habits and behaviors to support the team
 - C.** The phase where the team is functioning as a well-organized unit and work through their issues smoothly
 - D.** The phase where the team members begin to address the project work and are not yet collaborative or open with each other
- 40.** Silvana is a junior project manager who was recently hired to work on projects supporting the networking team. Her first project is plagued with issues, mostly caused by team member conflicts. Her sponsor attempts to reassure Silvana. What fact is she likely to share with Silvana?
- A.** Conflict often occurs within a technical environment.
 - B.** Conflict is inevitable in a project environment.
 - C.** Conflict is always good.
 - D.** Conflict is never a reflection of the project manager.
- 41.** Yasmin is a senior project manager for a project that aims to produce a new line of medical widgets for a Fortune 100 company. The entire industry has been buzzing with excitement over this project, which was estimated to span three years and require an investment of \$1.5 billion from the company. While wrapping up for the week, Yasmin receives a fifth call from a vendor that has been pursuing an active RFP for the project. The vendor notes that they have connections in the offshore company by which the product will be manufactured, and if they win the contract, they are certain that they could bypass customs, saving Yasmin's company millions of dollars in the process. What should Yasmin do?
- A.** Agree to discuss options with the vendor, since it would save the company millions of dollars.
 - B.** Pass on the offer but take down the vendor's phone number to keep options open.
 - C.** Pass on the offer and report the conversation to the company's legal department.
 - D.** Pass on the offer and report the conversation to her colleagues.

42. You are in the process of hiring resources for a project. Some of the resources can be found within the organization, but three of the resources you've identified will be contracted from outside the organization. You need to consider previous experience, personal interests, personal characteristics, availability, and competencies and proficiency of the contractors as well as the internal staff. You have a friend who is looking for a job. He isn't qualified for the position, but you know him well enough to know he will come up to speed quickly. A couple of training classes should do the trick. What process is this question describing, and which area of the *PMI Code of Ethics and Professional Conduct* does this question refer to?
- A. Develop Team and Respect
 - B. Manage Team and Honesty
 - C. Plan Resource Management and Fairness
 - D. Acquire Resources and Responsibility
43. You've noticed that your CIO shows all the signs of being a good leader. Which of the following statements are true regarding leaders? (Select three.)
- A. Leaders use referent power.
 - B. Leaders impart vision.
 - C. Leaders are concerned with strategic plans.
 - D. Leaders are concerned with satisfying stakeholder needs.
44. You are working with your stakeholders and performing activities associated with the Executing process group. You are dealing with some issues involving the project objectives and are working to maintain consensus among the five stakeholders participating in this project. You have used both influencing and negotiating skills and have finally come to consensus on the issue at hand. Which of the following options best describes the contents of this question?
- A. You are using the interpersonal and team skills tool and technique of the Manage Stakeholder Engagement process.
 - B. You are using the management skills tool and technique of the Control Stakeholder Engagement process.
 - C. You are using the communication method tool and technique of the Plan Stakeholder Management process.
 - D. You are using the meetings tool and technique of the Plan Stakeholder Management process.
45. Recognition and rewards are important parts of team interaction. They are both formal ways of recognizing and promoting desirable behavior. Which of the following statements are true regarding reward and recognition? (Select three.)
- A. They are an input of the Develop Team process.
 - B. They should be proportional to the achievement.

- C. Rewards can kill motivation if used improperly.
 - D. Rewards should be linked to performance.
46. Victor Vroom developed a theory that recognizes the belief that a positive outcome drives motivation. You are looking for a new position as a program manager. You don't have the experience for this level of responsibility, but you are rationalizing that if you have enough motivation and can fudge a bit of experience on the application, you're showing initiative, and hopefully, the outcome will be in your favor. What theory is this question describing, and what area within the Responsibility domain of the *PMI Code of Ethics and Professional Conduct* does this question refer to?
- A. Hygiene Theory and Professional Demeanor
 - B. Achievement Theory and Ensuring Integrity
 - C. Expectancy Theory and Accepting Assignments
 - D. Self-actualization level of the Hierarchy of Needs and Conflict of Interest
47. A project manager is planning the kickoff meeting for a project that will have team members dispersed across nine countries. What can the project manager do to support an environment where diverse perspectives and views are encouraged and valued?
- A. Include videoconferencing as an option.
 - B. Have all team members attend the kickoff in person.
 - C. Hold diversity training.
 - D. Have each team member state their name and country.
48. Your virtual project team consists of 12 people in the same building you're located in plus 4 people from the West Coast office, 2 people from the Kansas City office, and 6 people from the London office. Your office works different hours from all the other offices. Additionally, not all of the resources in your building are available at the same times during the day. Three of those 12 team members work swing shift hours. Which of the following are true? (Select three.)
- A. The teams do not have the same project goals because of the differences in location. Your role is to make certain team members understand the goals and how you will be measuring their performance.
 - B. Team members should understand the expectations you have for them on the project, and you should make certain they understand the decision-making processes.
 - C. Your role is to communicate to all team members and make certain they understand the protocols for communicating with you and each other.
 - D. Your role is to make certain that team members are given credit for their performance and actions on the project.

49. You have accepted a position in a new company and have spent the first 30 days observing your team. Your findings, unfortunately, are not encouraging. The team exhibits a lack of motivation, poor communication among team members, a lack of respect for you and your position, and project work results that are less than satisfactory. For a fleeting moment, you think about leaving but realize that's not in keeping with the *PMI Code of Ethics and Professional Conduct*. You know all of the following are true, given the circumstances, except for which one?
- A. You know that quitting would not be in keeping with the Responsibility, Respect, Fairness, or Honesty domains of the *PMI Code of Ethics and Professional Conduct*.
 - B. You will use interpersonal skills, training, and team-building activities, among others, to attempt to improve this dysfunctional team.
 - C. You are carrying out activities associated with team management and realize that since you are new, the stages of team development will start over again at the forming stage.
 - D. You will use ground rules, recognition and rewards, and personnel assessment tools, among others, to attempt to improve this dysfunctional team.
50. All of the following are common roles used in Agile projects except for which one?
- A. Cross-functional team member
 - B. Project manager
 - C. Product owner
 - D. Team facilitator
51. You hold a position that is primarily concerned with satisfying stakeholder needs as well as issues such as plans, controls, budgets, policies, procedures, and team motivation. You have signed a nondisclosure agreement, promising not to give away trade secrets, and you have signed a noncompete agreement with your current employer that says you will not go to work for a competitor any sooner than 18 months after the date of your termination. You will be working with a virtual team, and during the hiring process, the members will be required to sign similar agreements, but their noncompete agreement is for 12 months rather than 18 months. Because this virtual team will have members from all over the globe, you should be concerned with one area in particular of the *PMI Code of Ethics and Professional Conduct*. Which of the following options best describes this situation?
- A. You are a manager, working in the Develop Team process, and need to pay particular attention to cultural awareness and diversity training.
 - B. You are a manager, working in the Acquire Resources process, and need to pay particular attention to cultural awareness and diversity training.
 - C. You are a manager, working in the Develop Team process, and need to pay particular attention to fairness and stakeholder influence.
 - D. You are a manager, working in the Acquire Resources process, and need to pay particular attention to fairness and stakeholder influence.

- 52.** Your project sponsor approaches you with a small bonus check for your excellent work keeping costs in line with the budget. You think the amount of the bonus check is fair and deserved. Which of the following statements are true? (Select two.)
- A.** The reward is appropriately linked to the performance.
 - B.** Rewards and recognition systems are informal ways of promoting desirable behavior.
 - C.** Rewards and recognition systems are created as a result of the project.
 - D.** The reward is in line with the performance, and you should accept it.
- 53.** At minimum, measuring stakeholder satisfaction typically occurs at what point of the project life cycle?
- A.** During project initiation
 - B.** During project planning
 - C.** During project execution
 - D.** During project closure
- 54.** You've decided to branch out into project management consulting and have landed your first contracting assignment. You are working on an exciting project for a midsize company that provides pet-sitting services in people's homes. The employee who is the designated project manager on this project doesn't have much experience running projects. He insists that all the stakeholders have been identified and that he alone understands their expectations so there is no need for you to meet with them. As a more experienced project manager, you know which of the following is true?
- A.** He is correct. You do not need to meet with the stakeholders as long as they have been identified. His knowledge of their expectations alone is sufficient.
 - B.** You should meet with the stakeholders. Project Communications Management is concerned with documenting the needs and demands of the stakeholders and capturing this information in the project scope statement.
 - C.** You do not need to meet with the stakeholders since they have already been identified. You can meet them when you capture their requirements in the Collect Requirements process, which is part of the Project Integration Management Knowledge Area.
 - D.** You should meet with the stakeholders, identify them, assess their needs, and record their expectations as part of the Project Stakeholder Management Knowledge Area.
- 55.** A project manager is interested in organizing the team based on individual team member strengths. What tool can they use to gain insights into team strengths and weaknesses, including how they make decisions, interact with others, and process information? (Select three.)
- A.** Training
 - B.** Structured interviews
 - C.** Ability tests
 - D.** Attitudinal surveys

56. Match the following conflict-resolution techniques to their corresponding descriptions.

Technique	Description
A. Compromise	1. A resolution technique that involves withdrawing from the conflict
B. Collaborate	2. A resolution technique that partially resolves conflict by finding a solution that brings some satisfaction to all parties
C. Force	3. A resolution technique that results in a win-lose situation
D. Avoid	4. A resolution technique that often leads to consensus and commitment

57. A project manager has a reputation for leading project teams by focusing on developing team member skills, coaching them, and empowering them. What are these a characteristic of?

- A.** Situational leader
- B.** Servant leader
- C.** Facilitator
- D.** Coach

58. You are in the process of evaluating the engagement levels of stakeholders. What tool can you use to help you get started quickly?

- A.** Stakeholder assessment matrix
- B.** Alternatives analysis
- C.** Root-cause analysis
- D.** Presentations

59. Leticia is a project manager working for Dancing Apron, a company that combines cooking with simple children's cooking recipes and music. Her latest project involves the release of the company's first digital product, which parents will be able to purchase and download online. While overseeing the project, Leticia notices that recent stakeholder engagement levels have dropped significantly, and they've begun to disagree during status meetings. She decides to evaluate their engagement levels using prioritized criteria and weights that she documented in the stakeholder engagement plan so that she can share and discuss the results with the project sponsor. What primary activity is Leticia performing?

- A.** Strategizing how to engage stakeholders
- B.** Managing stakeholder engagement levels
- C.** Influencing stakeholder engagement levels
- D.** Monitoring the engagement levels of stakeholders

- 60.** Knowledge that can be codified using images, numbers, and words is called what?
- A.** Explicit knowledge
 - B.** Tacit knowledge
 - C.** Tangible knowledge
 - D.** Formal knowledge
- 61.** Which of the following activities involves determining and documenting a team's effectiveness?
- A.** Team performance assessments
 - B.** Project performance appraisals
 - C.** Organizational process assets updates
 - D.** Enterprise environmental factors updates
- 62.** A project manager is performing closure activities for the project and meets with the project sponsor to review the final report. The report reveals that the project budget is 90 percent consumed. The project sponsor expresses concern that there may be a risk of going over budget. How is the project manager likely to respond?
- A.** Assure the project sponsor that the risk of going over budget is low.
 - B.** Agree with the project sponsor and begin risk mitigation activities.
 - C.** Email the project team to express disappointment in project spending.
 - D.** Take offense at the project sponsor's lack of trust and confidence.
- 63.** You are a project manager carrying out various activities that involve managing the team. At present, you are preparing for your individual team members' performance assessments. Which of the following will assist you as you carry out this activity? (Select three.)
- A.** Work performance reports
 - B.** Project management information system
 - C.** Resource management plan
 - D.** Team performance assessments
- 64.** Rianna is a developer who is interested in moving toward a career in project management. She takes on a small project that will implement a new security feature to protect her company's internal network. To date, she has baselined the project's scope, schedule, and budget, and she is now actively helping to resolve issues as they arise. What outcome is she looking to produce?
- A.** Optimize project performance
 - B.** Improve competencies
 - C.** Improve team interaction
 - D.** Allocate resources appropriately

65. Which of the following best defines virtual teams? (Select two.)
- A. Groups of people with a shared goal who are dispersed across various locations
 - B. Groups of colocated people with a shared goal who fulfill their roles with little or no time spent meeting face to face
 - C. Groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face
 - D. Groups of people with varying goals who fulfill their roles with little or no time spent meeting face to face
66. You are in the midst of some difficult procurement negotiations. The schedule, service-level agreements, and incentives have not been agreed upon. One of the parties representing the vendor lashes out at you during the negotiations. You were not expecting this outburst and are just about to stoop to their level when you remember which of the following in reference to the *PMI Code of Ethics and Professional Conduct* and the process you are currently performing?
- A. Your actions and you should maintain respect even though the other party is out of control. The Control Procurements process can be difficult when you are negotiating complex contracts.
 - B. You can't control the actions of others, but you can control your actions, and you should ensure personal integrity by controlling yourself even though the other party is out of control. The Control Procurements process can be difficult when you are negotiating complex contracts.
 - C. You can't control the actions of others, but you can control your actions, and you should maintain respect even though the other party is out of control. The Conduct Procurements process can be difficult when you are negotiating complex contracts.
 - D. You can't control the actions of others, but you can control your actions, and you should ensure personal integrity by controlling yourself even though the other party is out of control. The Conduct Procurements process can be difficult when you are negotiating complex contracts.
67. This win-win conflict-resolution technique is the one that project managers should use most.
- A. Collaboration
 - B. Compromise
 - C. Withdrawal
 - D. Smoothing
68. A superuser of a customer relationship management system calls the project manager for assistance in resolving a system bug recently discovered by a member of his team. What has the project manager failed to do?
- A. Provide the appropriate training to superusers to ensure they are equipped to address bugs as they arise.
 - B. Publish the final report of the project, which would detail how ongoing activities are to be addressed.

- C.** Release the project team back to their ongoing responsibilities, including the superuser community.
 - D.** Transition the ongoing support and maintenance of the system to the appropriate operational team.
- 69.** Avoiding, accommodating, reconciling, directing, and problem-solving are all considered to be types of what?
 - A.** Interpersonal and team skills
 - B.** Communication skills
 - C.** Conflict resolution
 - D.** Power
- 70.** Which of the following conflict-resolution techniques emphasizes areas of agreement rather than areas of difference?
 - A.** Smoothing
 - B.** Compromising
 - C.** Reconciling
 - D.** Directing
- 71.** Your manager knocks on your door and asks whether you have time to discuss the recent draft status report you sent her for review. She knows you are interested in performing at your best, but it seems that the third paragraph of the status report may contain a misstatement. She diligently listens to your explanation and realizes that her assumptions were incorrect. She explains that if she misunderstood, others might also. She asks if you wouldn't mind taking a stab at clarifying this paragraph. Which theory does your manager practice?
 - A.** Achievement Theory
 - B.** Expectancy Theory
 - C.** Contingency Theory
 - D.** Theory Y
- 72.** You are in the Manage Team process and preparing for your individual team members' performance assessments. You will use one of the tools and techniques of this process to determine each team member's leadership, influencing, and effective decision-making capabilities. Which tool and technique is this referring to?
 - A.** Interpersonal and team skills
 - B.** Observation and conversation
 - C.** Leadership skills
 - D.** General management skills

73. Match the decision-making technique with its description.

Term	Description
A. Autocratic	1. Uses a systematic approach to making decisions
B. Multicriteria decision analysis	2. One individual makes the decision
C. Voting	3. Uses unanimity, majority, or plurality to make decisions

74. You are a project manager working for a nonprofit organization. Your team consists of full-time employees from the same nonprofit organization, and all of you are motivated by providing a service to others in need. You have worked with these team members before and know they all have outstanding performance records. Your project concerns setting up a receiving and distribution center for new and gently used laptops to be distributed to schools in Latvia. At a recent team meeting, you reiterated the expectations for this project with all of your team members. You eagerly listened to their ideas and concerns and assured them you would support them in meeting the goals of the project no matter what it takes. Which theory do you subscribe to?

- A. Theory X
- B. Hygiene Theory
- C. Contingency Theory
- D. Theory Y

75. A junior project manager works with the procurement manager to review vendor proposals. The procurement manager decides to select a vendor who did not have the highest weighted score against the criteria that were predetermined. The project manager learns that the vendor is the procurement manager's cousin. What should the project manager do?

- A. Bring this to the procurement manager's attention and report it to the appropriate department for investigation.
- B. Do nothing. Project managers should respect the role and authority of each member of the team.
- C. Confront the procurement manager and threaten to report their behavior to the ethics committee.
- D. Overturn the procurement manager's decision and select the vendor with the highest weighted score.

76. A project manager hosted a celebration for the project team to reward them for a job well done that led to the successful completion of a major project. It was clear to the project manager that the team was relaxed and enjoying themselves, with some talking about upcoming vacation plans. What type of project ending is this?

- A. Integration
- B. Addition

- C. Extinction
 - D. Starvation
77. Kaylee is a risk manager working in collaboration with Alyssa, a project manager, and both work for a top healthcare company. During a tense moment, they have a heated debate on how a risk should be treated. They decide to get the sponsor's viewpoint and reach consensus after further discussion. What conflict-resolution technique did they use?
- A. Avoid
 - B. Collaborate
 - C. Direct
 - D. Compromise
78. Your manager requests a meeting with you. When you meet, she asks you about the third paragraph of the recent status report. She doesn't understand what it means and believes that it may cast a bad light on her and the team. She asks you to explain, listens to your response, restates what you said, and then offers suggestions regarding how to phrase this type of information on future status reports. Which style of leadership and type of power does your manager practice?
- A. Transactional and punishment
 - B. Transformational and legitimate
 - C. Democratic and referent
 - D. Laissez-faire and reward
79. Your colleague recently accepted a job transfer that requires a PMP credential. During a recent conversation, he confided to you that he lied on his application in order to get the assignment. This is an example of what?
- A. A bad friend
 - B. Poor judgment
 - C. An ethics violation
 - D. Unprofessional behavior
80. Reasons to Lyv is the top client of a large marketing firm. Trudy is the president of Reasons to Lyv and has decided to launch a product that leverages new GPS tracking technology. She sits down with Roy, the project manager on the project, to discuss which stakeholders are resistant, unaware, neutral, supportive, or leading within the project. What tool or technique are they using?
- A. Data representation
 - B. Data analysis
 - C. Data gathering
 - D. Expert judgment

81. You are looking over project team assignments and see that one of your resources is overallocated. You are concerned about the future availability of this resource and also notice the resource is assigned to more than one critical activity. To keep the project on schedule, which of the following techniques should you use?
- A. Reverse resource allocation scheduling
 - B. Resource leveling
 - C. Resource loading
 - D. Resource smoothing
82. Ralph is a project manager for Storm Health. He has struggled since joining the company, and his manager has noticed multiple gaps in critical PM skills. During a recent meeting, Ralph incorrectly claimed that the project budget had been fully approved. As a result, multiple purchase orders were processed, which alerted his manager, who knew that the budget had not yet been approved. The manager decides to confront Ralph, who admits to intentionally giving misinformation in the hopes that the budget would be approved and that all would be OK. What core value has Ralph violated as a project management practitioner?
- A. Fairness
 - B. Honesty
 - C. Respect
 - D. Responsibility
83. Who is responsible for understanding the interests and personal agendas of stakeholders?
- A. Project sponsor
 - B. Project manager
 - C. Project team
 - D. Executive sponsor
84. A Scrum master brings the team together at 9 a.m. sharp every morning. He asks the team the following questions: *What did you accomplish yesterday? What will you work on today? Do you have any roadblocks or issues preventing you from doing your work?* What activity is the team engaged in?
- A. A status meeting
 - B. A daily roundup
 - C. A sprint planning meeting
 - D. A Scrum meeting
85. Many projects fail because of conflicts among stakeholders. Conflict often exists because of which of the following?
- A. Conflicting interests
 - B. Human bias
 - C. Varying experiences
 - D. Varying personalities

86. Servant leaders tend to exhibit what characteristics? (Select three.)
- A. Helping people grow
 - B. Coaching
 - C. Promoting self-awareness
 - D. Creating clarity by directing
87. Which of the following statements best describes stakeholders?
- A. An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project
 - B. Individuals assigned to carry out the work of the project, as defined by the project management plan
 - C. The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives
 - D. An individual or a group that provides resources and support for the project and is accountable for enabling success
88. Sue, a project management office (PMO) leader, is interested in shifting the organization from using a predictive to an adaptive delivery model. The majority of the key stakeholders she works with have been around for more than 10 years and tend to be averse to change. What approach is Sue likely to take in shifting to an adaptive approach?
- A. Adopt Scrum
 - B. Adopt a hybrid model
 - C. Maintain a waterfall approach
 - D. Shift toward Kanban
89. Sally and Joe are two project managers working in the corporate offices of a popular fast-food franchise. They are both studying for their PMP® certification, and they have a spirited debate over who is responsible for managing and performing project integration activities. Sally claims it is the project sponsor, while Joe adamantly insists it is the project manager. Who is correct?
- A. Both
 - B. Sally
 - C. Joe
 - D. Neither
90. Sue is the head of an enterprise PMO. She delivers a presentation at the annual company meeting to describe her roles and responsibilities and the value of the PMO. As part of her presentation, she notes that, as practitioners, project managers should abide by four core values. In particular, Sue notes that project managers should avoid conflicts of interest. Which core value addresses conflict of interest?
- A. Responsibility
 - B. Fairness
 - C. Respect
 - D. Honesty

91. A project manager traveled from the United Kingdom to Mexico for a project kickoff meeting. During the meeting, they became highly offended when the project sponsor attempted to welcome them by giving them a hug. The project manager noticed that many people gave a hug as part of personal introductions and decided to leave the meeting after feeling that the project team was exhibiting inappropriate behavior. What did the project manager experience?
- A. Sexual harassment
 - B. An overfriendly team
 - C. Culture shock
 - D. Inappropriate behavior
92. Which of the following stages of the Tuckman ladder addresses the completion of the work and release of staff?
- A. Concluding
 - B. Adjourning
 - C. Releasing
 - D. Closing
93. All of the following are characteristics of the Agile life cycle except for which one?
- A. The team typically collaborates to finish the most important feature.
 - B. The team expects requirements to change.
 - C. Feedback is given with the purpose of better planning the next part of the project.
 - D. It combines both iterative and incremental approaches.
94. You are working on the creation of a new television series. The producer for this series has informed you that he is the final decision-maker for all questions that arise during the course of the series. He tells you that he'll set up a meeting with you to discuss the budget he's set aside for the project. Your organization has created many winning series in the past, almost all of which had the same producer as the one for this project. The producer believes this will be the best series they have produced to date and has already generated a lot of excitement about this project. No other series on the air is like the series that's being proposed. The series must be ready to debut during sweeps week in November. Which of the following is true?
- A. The producer's only involvement on the project is to provide funds.
 - B. The producer is the project manager.
 - C. The producer is the project sponsor.
 - D. The producer is the program manager.
95. Sue is the head of an enterprise PMO. She delivers a presentation at the annual company meeting to describe her role's responsibilities and the value of the PMO. As part of her presentation, Sue stresses the critical skill sets that PMs must have in order to be effective. She stresses one in particular, which is that PMs must exhibit the knowledge, skills, and behaviors needed to guide, motivate, and direct a team. What skill set is Sue referring to?
- A. Communication skills
 - B. Leadership skills

- C. Business management and strategic skills
 - D. Technical project management skills
96. Agile teams favor which type of performance measurement? (Select two.)
- A. Predictive measurements
 - B. Value-based measurements
 - C. Cost efficiency measurements
 - D. Empirical measurements
97. You are working on a project with contentious team members. You know if you resolve the conflicts, it will result in increased productivity and better working relationships. Most conflicts come about as a result of all the following except for which one?
- A. Scheduling issues
 - B. Availability of resources
 - C. Personal work habits
 - D. Cultural differences
98. Maslow's Hierarchy of Needs is a motivational theory that notes that humans have five basic needs arranged in a hierarchical order. What is the first set of needs that must be met before a person can move to the next level of needs in the hierarchy?
- A. Social needs
 - B. Safety and security needs
 - C. Self-actualization
 - D. Basic physical needs
99. A role delineation study can best be described as which of the following?
- A. A job analysis
 - B. A credential
 - C. A feasibility study
 - D. A business case
100. You are a senior project manager working at a manufacturing plant that produces components used by the aviation industry. You have just finalized team assignments. What action are you likely to perform next?
- A. Manage resources by monitoring activities
 - B. Develop the team by refreshing team skills
 - C. Develop the training plan
 - D. Review pre-assignments
101. An agile team's social contract likely addresses which of the following? (Select three.)
- A. Team values
 - B. Ground rules
 - C. Team assignments
 - D. Group norms

- 102.** You witness a trusted colleague violating a privacy law of the country in which you are both temporarily stationed for an assigned project. What should you do?
- A.** Do nothing. This is a trusted colleague whom you assume has ethical intentions.
 - B.** Talk to your colleague and highlight that what they have done is wrong.
 - C.** Report the actions to the legal department and inform the appropriate management.
 - D.** Advise your colleague to talk to the legal department and give them room to take action as they see fit.
- 103.** A project manager considers how best to navigate through the politics of the organization where most of their project team resides. What skill set is the project manager exercising?
- A.** Technical project management
 - B.** Leadership
 - C.** Strategic and business management
 - D.** Stakeholder management
- 104.** Which of the following best describes the role of a product owner within the Agile methodology?
- A.** The product owner coordinates the work of the sprint and runs interference between the team and distractions keeping them from their work.
 - B.** The product owner has a vested interest in the project or the outcomes of the project and interfaces with stakeholders.
 - C.** The product owner represents the stakeholders and is the liaison between the stakeholders, the Scrum master, and the development team.
 - D.** The product owner is responsible for completing the backlog items and signing up for tasks based on priorities established.
- 105.** Cheryl is a procurement manager assigned to a project that implemented a new system patching service. She sits down with the project manager to review the final performance of the primary vendor used, highlighting the many issues that they experienced with the vendor, including delivering three weeks late and going over budget by \$5,000. Cheryl spends an additional hour with the project manager identifying what they could have done differently and what they did well in addressing the vendor issues as they occurred. What activity are Cheryl and the project manager engaged in?
- A.** Finalizing an open claim with the vendor
 - B.** Generating a work performance report
 - C.** Confirming formal acceptance of the vendor's work
 - D.** Capturing lessons learned
- 106.** Herzberg's Hygiene Theory notes that there are two factors that contribute to motivation, one being hygiene factors. Which of the following represents the second factor?
- A.** Hygiene
 - B.** Motivators
 - C.** Self-actualization
 - D.** Basic needs

- 107.** The project sponsor of a project has just met with the organization's senior executives to provide them with a summary of the latest project that is about to kick off. He introduces Yasmin, the project manager, and commits to the room of executives that the project is bound to be a success. Who assumes responsibility for the success of the project?
- A.** Project sponsor
 - B.** Senior executives
 - C.** Project team
 - D.** Project manager
- 108.** The project manager using a predictive delivery approach develops a project management plan to describe how the project will be executed, monitored, controlled, and closed. Which of the following is a valid tool to assist the project manager to assure the success of the project management plan?
- A.** Meetings
 - B.** Enterprise environmental factors
 - C.** Organizational process assets
 - D.** Outputs from other processes
- 109.** Match the Agile project charter component to the question it addresses:

Charter Component	Question Addressed
A. Project vision	1. What does "done" mean for the project?
B. Flow of work	2. How are we going to work together?
C. Release criteria	3. Who benefits and how?
D. Project purpose	4. Why are we doing this project?

- 110.** Ralph is a project manager for Storm Health. He has struggled since joining the company, and his manager has noticed a gap in a critical PM skill. In a recent kick-off meeting, he struggled to answer questions on how the project aligns with the organization's goals, insisting it wasn't relevant. What critical skill should Ralph sharpen?
- A.** Business management and strategic skills
 - B.** Technical project management skills
 - C.** Communication skills
 - D.** Leadership skills
- 111.** Alfred accepts a job as a security program manager, even though he is not qualified for the role. He reasons that he can learn on the job, despite not having met the position requirements. What value did Alfred fail to uphold?
- A.** Honor
 - B.** Honesty
 - C.** Respect
 - D.** Responsibility

- 112.** Charles works for a prominent company within the entertainment industry as head project manager. He recently learned that a highly confidential movie deal under negotiation may feature his wife's favorite actress. Despite the confidentiality agreement he signed, he decides to reveal the information, knowing that she will keep it to herself. What core value upheld by project managers has Charles violated?
- A.** Honesty
 - B.** Respect
 - C.** Honor
 - D.** Responsibility
- 113.** While performing activities associated with controlling project and product scope, a project manager uncovers scope creep. The project manager learns that the scope creep was a result of a close friend, who is a prominent stakeholder of the project. What should the project manager do?
- A.** Do nothing, since the scope creep is a result of a close friend and a prominent stakeholder.
 - B.** Reverse the changes that yielded the scope creep since the scope was unapproved.
 - C.** Bring the scope creep to light and address it with the change control board.
 - D.** Do nothing, since scope creep can yield positive changes for the project.
- 114.** Which of the following are underlying success factors for forming Agile teams? (Select three.)
- A.** Building a strong network
 - B.** Building a foundational trust
 - C.** Building a safe working environment
 - D.** Building an Agile mindset
- 115.** What motivational theory is a combination of Theory Y behaviors and the Hygiene Theory?
- A.** Tannenbaum and Schmidt Continuum Management Theory
 - B.** Situational Leadership Theory
 - C.** Contingency Theory
 - D.** Recognition and Rewards Theory
- 116.** All of the following make up the PMI Talent Triangle™ except for which one?
- A.** Communication skills
 - B.** Business management and strategic skills
 - C.** Technical project management skills
 - D.** Leadership skills

- 117.** Abiding by and complying with laws and regulations, confidentiality of information, and accepting assignments for which you are qualified as a project manager are examples of upholding which value?
- A.** Honor
 - B.** Honesty
 - C.** Respect
 - D.** Responsibility
- 118.** Which method of analyzing stakeholders considers power, urgency, and legitimacy?
- A.** Stakeholder cube
 - B.** Salience model
 - C.** Power/interest grid
 - D.** Power/influence grid
- 119.** A project manager is leading a project with team members dispersed globally. Which of the following tools or methods can the project manager use to create virtual workspaces? (Select two.)
- A.** Establish remote pairing using video conferencing tools to allow for face-to-face meeting options.
 - B.** Split the team in half by colocating them in two groups, using instant messaging software to connect them.
 - C.** Create a fishbowl window through an ongoing video conferencing feed between various locations.
 - D.** All of the above.
- 120.** Alyssa is a project manager tasked with managing an infrastructure project that will consolidate five data centers into one. After kicking off the execution of the project work, she holds a team-building workshop with the core project team. What is she looking to achieve?
- A.** Address people-related corrective actions
 - B.** Resolve existing conflicts
 - C.** Enhance team competencies
 - D.** Improve overall project performance
- 121.** Your team has done an outstanding job, and you have notified their functional managers that their assignment is over. They are all reluctant to go back to their functional work group and are sorry to see the project come to an end. They enjoy working for you and say this project, and working for you, has been one of the best experiences of their career. According to the adjourning phase of team formation, you could take all of the following actions except for which one?
- A.** Conduct a team celebration
 - B.** Thank your team members for their contributions
 - C.** Guide the team through a closure process
 - D.** Focus on closing out the project management processes

- 122.** Your team has done an outstanding job, and you have notified their functional managers that their assignment is over. They are all reluctant to go back to their functional work group and are sorry to see the project come to an end. They enjoy working for you and say this project, and working for you, has been one of the best experiences of their career. Which of the following does this describe?
- A.** The adjourning stage of team development
 - B.** That you are likely a Theory Y manager
 - C.** Maslow's performing level on the Hierarchy of Needs
 - D.** Recognition and rewards
- 123.** Which of the following represents a key benefit of rapid delivery approaches?
- A.** The ability to get more done
 - B.** The ability to flow as a team
 - C.** The ability to work in increments
 - D.** The ability to get feedback
- 124.** During the first project kickoff meeting, Ron introduces himself to key team members, noting that he will work hard to minimize distractions that may keep them from their work at hand and will serve in more of a facilitator role. What is Ron's role?
- A.** Scrum master
 - B.** Product owner
 - C.** Stakeholder
 - D.** Team member
- 125.** Sue is the head of an Agile PMO. She delivers a presentation at the annual company meeting to describe her role's responsibilities and the value of the PMO. As part of her presentation, Sue delivers an award to a project manager for exhibiting strength in defining critical success factors of the project, facilitating iteration planning, and knowing when to ask for help. What skill set is she recognizing the project manager for?
- A.** Communication skills
 - B.** Leadership skills
 - C.** Business management and strategic skills
 - D.** Technical project management skills
- 126.** Which of the following statements is true regarding lateral thinking? (Select two.)
- A.** It is a form of parallel analysis.
 - B.** Lateral thinking is a tool and technique of the processes used when identifying risks.
 - C.** Edward de Bono created this term and has done extensive research on the topic.
 - D.** This is a way of reasoning and thinking about problems from perspectives other than the obvious.

- 127.** Balancing stakeholder interests and attaining customer satisfaction are important activities for project managers. One of the best things you can do to ensure customer satisfaction is to define and document which of the following?
- A.** Estimates
 - B.** Quality
 - C.** Requirements
 - D.** Objectives
- 128.** Your project involves the research and development of a new food additive. You're ready to release the product to your customer when you discover that a minor reaction might occur in people with certain conditions. The reactions to date have been very minor, and no known long-lasting side effects have been noted. As project manager, what should you do?
- A.** Do nothing because the reactions are so minor that very few people will be affected.
 - B.** Inform the customer that you've discovered this condition and tell them you'll research it further to determine its impacts.
 - C.** Inform your customer that there is no problem with the additive except for an extremely small percentage of the population and release the product to them.
 - D.** Tell the customer you'll correct the reaction problems in the next batch, but you'll release the first batch of product to them now to begin using.
- 129.** Your project has a total of 35 stakeholders. How many lines of communication exist?
- A.** 600
 - B.** 613
 - C.** 630
 - D.** 595
- 130.** The project manager is facilitating an exercise with the team by asking questions about the product and forming answers to describe the use, characteristics, and other relevant aspects of what will be delivered. In what activity is the team involved?
- A.** Data analysis
 - B.** Product analysis
 - C.** Alternatives analysis
 - D.** Facilitation
- 131.** One of the core tenants highlighted by Agile approaches is the value of flow versus focusing on how people are utilized. Which of the following reflect benefits of optimizing flow to attain value? (Select two.)
- A.** Teams produce faster results.
 - B.** Teams waste less time.
 - C.** Teams produce value more quickly.
 - D.** Top performers stand out.

- 132.** Diana is a newly appointed project manager. As part of onboarding to the new team, she shadows Charlie, a senior project manager. During a team meeting, she witnesses Charlie using several profanities when engaging with one engineer in particular. She cringes in her seat as she sees Charlie talk over the engineer and chastise him for challenging the schedule. Although new to the team, Diana decides to report Charlie's behavior to her manager. What core value has Charlie violated?
- A.** Responsibility
 - B.** Fairness
 - C.** Respect
 - D.** Honesty
- 133.** You are a project manager working in a foreign country. You observe that some of your project team members are having a difficult time adjusting to their new environment. You provided them with training on cultural differences and the customs of this country before arriving, but they still seem uncomfortable and disoriented. Which of the following statements is true?
- A.** This is the result of working with teams of people from two different countries.
 - B.** This condition comes about when working in an unfamiliar environment or culture and is called *culture shock*.
 - C.** This is the result of jet lag and travel fatigue.
 - D.** This condition is best resolved by providing diversity training to the team.
- 134.** A product owner calls the Scrum master and requests to see the remaining work effort for the sprint. What is the Scrum master likely to show the product owner in response?
- A.** A bubble chart
 - B.** A status report
 - C.** A burndown chart
 - D.** A sprint summary chart
- 135.** Reasons to Lyv is the top customer of a large marketing firm. Trudy is the president of Reasons to Lyv and has decided to launch a product that leverages new GPS tracking technology. She sits down with Roy, the project manager on the project, to discuss which stakeholders are resistant, unaware, neutral, supportive, or leading within the project. What activity are they performing?
- A.** Identifying stakeholders
 - B.** Planning stakeholder engagement
 - C.** Managing stakeholder engagement
 - D.** Monitoring stakeholder engagement
- 136.** You are working on a project that involves some top-secret manufacturing techniques your organization has invented and patented. One of the team members on the project has an extraordinary amount of knowledge about this technique. She is sought after by others in the organization for advice and will need to help the team with the current project. It's important that nothing involving this technique is discussed outside of this project. What type of power does this describe?
- A.** Referent
 - B.** Situational

- C. Expert
 - D. Punishment
- 137.** Which of the following options explains one of the reasons that a project manager spends time developing the project team?
- A. To create an open, encouraging environment in which team members can contribute
 - B. To create a disciplined environment in which team members can contribute
 - C. To create a colocated environment in which team members can contribute
 - D. To create a colocated, disciplined environment in which team members can contribute
- 138.** A project manager meets with the team to increase cultural awareness by conducting training on cultural norms relating to countries they will be closely engaged with. What activity is the project manager engaged in?
- A. Planning stakeholder engagement
 - B. Monitoring stakeholder engagement
 - C. Managing stakeholder engagement
 - D. Managing communications
- 139.** One of your team members, Daniela, talks with you privately about a confrontation she just had with Noelle, another team member working on the same project. It seems they can't agree on a fundamental business process needed for the project. They both think they are correct in their view, and each has set up a meeting with you, independently, to convince you of her position. Which of the following statements is true?
- A. This describes the storming stage of team development.
 - B. This describes the performing stage of team development.
 - C. This describes the norming stage of team development.
 - D. This describes the forming stage of team development.
- 140.** You are a project manager for Dakota Software Consulting Services. You're working with a major retailer that offers its products through mail-order catalogs. It's interested in knowing customer characteristics, the amounts of first-time orders, and similar information. At one of your first project meetings, you explain to the team that quality is the number-one priority with this project and you will immediately deal with any project results (and those who caused them) that are not in keeping with this goal. The last software company that worked with this retailer was terminated because the quality of the end product was unacceptable. You tell the team there will be rewards for those who meet the quality requirements of this project. You also tell them the guidelines for escalating issues with the retailer and instruct them there are to be no deviations from this process. You want to know about anything that has the potential to become an issue. You conclude the meeting and return to your office to write the next status report. Which of the following is true regarding this question?
- A. This behavior is most like the democratic leadership style.
 - B. This behavior is most like the transformational leadership style.
 - C. This behavior is most like the transactional leadership style.
 - D. This behavior is most like the situational leadership style.

- 141.** Three of your stakeholders have approached you regarding the difficulty they are having with one of your team members. This team member is making inappropriate jokes, continually interrupts others, and is argumentative and unwilling to listen to the stakeholders' ideas. What is the offending team member lacking in this situation?
- A.** Training
 - B.** Ground rules
 - C.** Interpersonal and team skills
 - D.** Team-building activities
- 142.** You are managing a project on contract. Your bonus is contingent on the timely completion of the project. The project is behind schedule, but the remaining tasks are easy to complete and won't take more than a week. Which of the following is the most appropriate response?
- A.** Invoice the customer for the full amount of the contract at the originally scheduled completion date.
 - B.** Invoice the customer for the amount of work as of the actual project completion date.
 - C.** Submit an invoice and complete the remaining tasks while the payment request is being processed because the work will be finished before the payment is made.
 - D.** Tell the customer about the delay and negotiate a change to the schedule and/or invoice payment date and then bill for the full amount when the work is completed.
- 143.** Your project is running behind schedule and over budget. The account manager of a supplier you've worked with before tells you that if you select them for a contract they are bidding on, they will throw in a free resource. Later that day, you meet with the vendor selection committee and see that the vendor ranks at the bottom of the stack. You select the vendor anyway to help the budget, even though it goes against the procurement policy. How may your actions be perceived?
- A.** Heroic
 - B.** Conflict of interest
 - C.** Justified
 - D.** Improving cost variance
- 144.** You are a project manager with a new company. You started less than 30 days ago. Your boss has told you it's urgent that resources are attained and assigned to the project as soon as possible. This is your top priority. You have both internal and external resources. You have two internal positions that will be full-time employees, but the positions are vacant, so you need to recruit for and fill these positions. You happen to have a good friend you've known for several years who also attends your local PMI chapter. He is well qualified and looking for a new position. You call him up and hire him on the spot. You will be hiring your external resources using a work order against a contract you have with a local staffing agency. Which of the following is true regarding this situation?
- A.** You have not accounted for the organization's standard processes that may impact how you build your team.
 - B.** Since the project is not yet underway, the new resource you hired will be considered a pre-assignment.

- C. The personal interests and characteristics of the person you hired were not considered.
 - D. The resource management plan will need to be updated.
- 145.** A project manager managing a small project has a total of 12 active stakeholders. How many lines of communication exist?
- A. 66
 - B. 72
 - C. 12
 - D. 24
- 146.** You are in the process of facilitating a change control meeting. You review a change request that would double the scope of the project but would not yield a major increase in the project's resulting benefits. You know that the submitter of the change request has a tendency to bloat a project's scope without fully thinking through the impact, but as a result of their position in the company, their changes tend to be approved. You invite a financial analyst to the meeting to walk the team through the negative impact of the change request, and the team votes to reject the change. What type of power did you use?
- A. Legitimate
 - B. Expert
 - C. Referent
 - D. Punishment
- 147.** You are a project manager for a network cabling project for your organization. Your project team consists of six full-time employees and three contractors. They have all worked together on a previous project a year ago. You are new to the team. Which of the following is true?
- A. According to Tuckman-Jensen, they will start with the storming stage of team development.
 - B. According to Hersey and Blanchard, they will start with the forming stage of team development.
 - C. According to Tuckman-Jensen, they will start with the forming stage of team development.
 - D. According to Hersey and Blanchard, they will start with the performing stage of team development.
- 148.** One of your project's deliverables requires skills in journalism. You have three resources working on the activities that need to be completed for this deliverable. One of the resources is beyond happy with her situation and tells you that she is finally in a project where she feels like she is performing at her peak potential. Which of the following statements best describes this situation?
- A. This team member is describing the self-actualization level of Maslow's Hierarchy of Needs.
 - B. Salary is not a motivator because her basic needs have been fulfilled.

- C. This team member's need has been fulfilled, and now, according to Maslow, the ability to advance, the opportunity to learn new things, and the challenges involved in the work become motivators.
 - D. The Expectancy Theory says that the importance of camaraderie with other team members is an important motivator.
- 149. A project manager working under contract for an enterprise PMO contributes to the creation of a project management handbook as part of his assignment. At the conclusion of the project, he decides to sell and market the handbook under his consulting group's brand, even though he was one of many contributors acting as agents of the organization. He reasoned that his contribution to the creation of the handbook afforded him this right. How are his actions likely to be viewed by the contracting organization?
 - A. As acting on his rights as a content contributor
 - B. As a violation of intellectual property
 - C. As a collaborator, given his contributions to the work
 - D. As operating against his agreement
- 150. A project team that is attempting to adopt an Agile mindset may use all of the following questions to develop an implementation strategy, except for which one?
 - A. What work can be avoided to focus on high-priority items?
 - B. How can the team act in a predictable manner?
 - C. What work can the team deliver rapidly to obtain early feedback?
 - D. How can a servant-leadership approach aid the achievement of goals?