



Version 6.1 Updated for the 2021  
Project Management Professional (PMP)<sup>®</sup> Exam



## Crosswind Success Series: PMP<sup>®</sup> Exam Bootcamp Manual

[www.crosswindpm.com](http://www.crosswindpm.com)

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Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK<sup>®</sup> Guide)* - Sixth Edition, Project Management Institute Inc., 2017

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**Control Resources (Continued)**

<b>Key Outputs (Cont.)</b>	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications to the schedule, resource breakdown structure, or other impacted components of the project management plan may be requested.
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The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Pages 352-358

**Situational Question and Real World Application**

Failure to effectively control resources can result in a project that is over schedule and/or budget due to resources that are not in place at the correct time and/or required corrective actions that are not performed.

**5.7. Project Resource Management Formulas and Variables**

There are no formulas for this chapter.

**5.8. Project Resource Management Terminology**

<b>Term</b>	<b>Description</b>
<b>Acquire Resources</b>	The process of establishing the availability of resources, internal and/or external to the organization
<b>Aggressors</b>	A role with a negative attitude toward the project
<b>Attitude Power</b>	A type of power that can involve using a middle person to negotiate for the project manager
<b>Authority</b>	The power to assign resources, disburse funds, make or authorize decisions for the project
<b>Blockers</b>	A role that interrupts information flow on the project
<b>Clarifiers</b>	A role that helps focus on making sure people on the project understand what the details of the project entail
<b>Coercive/Penalty Power</b>	A type of power that uses negative approaches including threatening and punishment to get people to do things they don't want to do
<b>Colocation</b>	A technique for improving team effectiveness, as well as communication and collaboration among team members, by placing them in close proximity to each other
<b>Commitment Power</b>	A type of power that uses commitment via alliances and partnerships on the project team to tackle challenges to the project as they arise; has a potential connection with referent power

Term	Description
<b>Competition Power</b>	A type of power that maximizes involvement in the project or idea in the form of competition to help enhance the commitment of those involved to work toward a more successful outcome of the project or idea
<b>Compromise</b>	A conflict resolution technique in which a solution involves (typically) a little of what everyone is proposing for a solution
<b>Conflict Management</b>	The management of conflict within the project by applying such techniques as problem solving, collaboration, forcing, compromising, accommodation, and avoidance
<b>Confrontation</b>	Directly dealing with a conflict via problem-solving techniques so that the parties can work through any disagreement
<b>Control Resources</b>	The process of ensuring that the physical resources assigned and allocated to the project are available as planned and monitored throughout the project to determine that actual utilization conforms to planned utilization; non-conformance to the plan may require corrective action
<b>Develop Team</b>	The process of enhancing the capabilities, interaction and environment of the project team in order to refine project execution
<b>Devil's Advocate</b>	A role that contradicts popular views or opinions about the work of the project
<b>Dictatorship</b>	A decision-making technique involving one person making the decision for the group
<b>Dominators</b>	A role that consumes project communication and focus with their own views without considering others
<b>Emotional Intelligence</b>	The ability to determine, assess, and manage the emotions of individuals or groups
<b>Empathetic Listening</b>	Listening with the goal of understanding what the sender is trying to communicate
<b>Encouragers</b>	A role that helps the project and team by focusing on what the project is creating, not the challenges of the project
<b>Expectancy Theory</b>	The premise that the reward for work achieved will be relative to the amount of effort or perceived effort
<b>Expert Power</b>	A capacity in which one uses personal knowledge and expert opinion to get others to do what is desired
<b>Forcing</b>	Applying an all or nothing (win/lose) to get the desired result
<b>Fringe benefits</b>	An extra, typically not used as a motivator, that is given to everyone in the company or on the project; examples are paid holidays and health insurance
<b>Gate Keeper</b>	The role that regulates the flow of communication between groups, such as between the customer and the project team; in business school, it is more generally referenced as the role that prevents unauthorized users from accessing information, a process, or an application
<b>Ground Rules</b>	Statements that describe the expected behavior of the project team
<b>Harmonizer</b>	A role that helps evolve information and understanding on the project above the team members
<b>Hierarchy of Needs</b>	A pyramid representation of Maslow's Theory that a person's motivation is based on needs (and where the person fits in this pyramid)
<b>Information Giver</b>	A role that shares information and thus helps enhance communication on the project
<b>Information Seeker</b>	A role that works to enhance information and knowledge associated with the project
<b>Interpersonal Skills</b>	The abilities that maximize the establishment and maintenance of relationships with project stakeholders; examples include the ability to communicate clearly, to motivate others, and to effectively negotiate; also known as soft skills

Term	Description
<b>Investment Power</b>	A type of power that involves delaying key decision(s) so enough time passes that stakeholders or other such parties can make a significant time investment in the project
<b>Knowledge of Needs Power</b>	A type of power that attempts to realize the two things that are negotiated for: what the other party says they are after, and what they are after that hasn't been made public
<b>Legitimate Power</b>	Getting people to do what you desire based on your authority
<b>Majority</b>	The votes of more than half of the members of a group, typically used to denote agreement with a decision
<b>Management Skills</b>	The ability to plan, organize, direct, and control in order to achieve project goals
<b>Manage Team</b>	The process of monitoring the performance of team members, providing feedback, resolving issues, and administering team changes to enhance project performance
<b>Mirroring</b>	Matching behavior characteristics of another person or group
<b>Moral or Ethical Power</b>	A type of power that uses a moral or ethical perspective tied to one's values in the negotiation process
<b>Networking</b>	Creating supportive connections and relationships with individuals or groups
<b>Observations</b>	To view individuals performing the tasks required by their positions
<b>Organizational Breakdown Structure (OBS)</b>	A ranked representation of the project organization that illustrates the relationship between activities and their performing organization unit
<b>Organizational Planning</b>	Determining, assigning, and documenting responsibilities, roles, and reporting relationships on a project
<b>Over-allocation</b>	A situation in which a resource is applied to too many activities at the same time to accomplish them all within the acceptable timeframe
<b>Performance Review</b>	A technique that measures, compares, and analyzes actual project data against the baseline
<b>Perks</b>	An extra, typically used as a motivator, that is not given to everyone in the company or on the project; examples are being sent to a special training class or seminar
<b>Persistence Power</b>	Continuing on a course to achieve an objective or goal
<b>Persuasion Power</b>	Discounting logic, which technical people can often use to sell ideas instead of focusing on comparisons that relate to the experience of the negotiating parties, creating evidence that can't be overlooked, and showing how a solution will meet their needs
<b>Plan Resource Management</b>	The process of creating a staffing management plan after identifying and documenting project roles, responsibilities, skills, and a reporting structure
<b>Planning Power</b>	Using preparation followed by negotiation to effectively plan the project
<b>Position Description</b>	A description of the roles and responsibilities of a team member
<b>Power</b>	The possible ability to influence behavior or performance of others
<b>Precedent Power</b>	A type of power that uses something which has achieved desired results in the past regardless if it was on the current project environment or elsewhere
<b>Professional Power</b>	Being professional and practical when working with others; helps to foster a win/win relationship with those that work with the project manager by allowing the project manager to look at the people and their needs
<b>Project Management Staff</b>	Members of the project management team including the project manager and the scheduling, budgeting, and risk management staff

Term	Description
<b>Project Organization Chart</b>	The graphic representation that illustrates the interrelationships between team members assigned to a specific project
<b>Project Resource Management</b>	Project resource management encompasses the processes utilized for the identification, acquisition, and management of the resources required for the successful conclusion of the project
<b>Project Team</b>	The individuals responsible for reinforcing the project manager in the work of the project in order to realize project objectives
<b>Project Team Directory</b>	The listing of project team members which includes their project-related roles and communication needs
<b>RACI Chart</b>	A type of responsibility assignment matrix that designates the status of stakeholder involvement in project activities as responsible, accountable, consult, or inform
<b>Rapport</b>	Possessing comfort or a harmonious relationship with someone
<b>Recognition Seeker</b>	A role that looks at the project first to see what they can get out of it
<b>Referent Power</b>	Using personal charisma to attain desired results from others or using existing relationships to help get things done (who you know)
<b>Resource</b>	Skilled individual/team, equipment, material, supplies, goods, services, budgets, or funds
<b>Resource Loading</b>	The process of applying resources to a schedule and its activities
<b>Resource Management Plan</b>	A component of the project management plan that defines the manner in which project resources are acquired, allocated, monitored, and controlled
<b>Resource Requirements</b>	The types and quantities of resources needed for each activity that makes up a work package
<b>Responsibility</b>	Accountability for the project or for specific project processes or tasks
<b>Responsibility Assignment Matrix (RAM)</b>	A graphical representation of the project resources committed to a monitored area of the project, such as a work package; typically applies RACI (responsible, accountable, consult, inform) indicators to depict the form of commitment
<b>Reward Power</b>	A type of power that uses positive actions or consequences to attain desired results from other people
<b>Risk Power</b>	A type of power that uses calculated risks in negotiations to achieve project goals
<b>Role</b>	A specific function performed by the member of the project team; some examples are testing, analyzing, and coding
<b>Staff Acquisition</b>	The hiring and applying of the needed resources to the project
<b>Summarizers</b>	A role that relates back to the overall picture of what the project is focusing on
<b>Tacit Knowledge</b>	Individual knowledge (such as beliefs, experience, and insights) that can be difficult to express and share
<b>Team Charter</b>	A document that delineates team values, agreements, and operating guidelines and establishes clear expectations regarding acceptable behavior by project team members.
<b>Team Development</b>	The creation of individual and team skills to maximize project output
<b>Team Management Plan</b>	A component of the resource management plan that delineates the manner and timing in which team members are acquired and released
<b>Topic Jumpers</b>	A role that doesn't stay focused on the primary topics of focus and conversation
<b>Withdrawal</b>	A conflict resolution technique in which you withdraw from the disagreement (or source of conflict)
<b>Withdrawers</b>	A role that is non-participatory on the project regarding information and project issues

The source for the above definitions is the Glossary of the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017

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## 5.9. Project Resource Management Tests and Exercises

### 5.9.1. Project Resource Management Practice Test

Answers are in section 5.10.1.

1. Of the following statements, which is correct?
  - (A) The key output of the plan resource management process is the resource management plan
  - (B) The key output of the plan resource management process is the staffing management plan
  - (C) The key output of the acquire project team process is the resource management plan
  - (D) The key output of the acquire project team process is the staffing management plan
  
2. You are the project manager on a headquarter remodeling project. You are in the process of creating resource requirements. What do you need to reference to complete this document?
  - (A) The resource management plan
  - (B) Performance assessment
  - (C) Working agreement
  - (D) Organizational breakdown structure
  
3. The project manager has created the resource management plan and is getting ready to start the project soon. Résumés are being reviewed and some people have been interviewed. The lead candidate for the technical architecture position has been offered a position. In what process is the project manager involved?
  - (A) Hiring and interviewing
  - (B) Develop team
  - (C) Estimate activity resources
  - (D) Acquire resources
  
4. During the plan resource management process of a critical project, the project management team is creating a responsibility assignment matrix. What benefit does this provide for the team?
  - (A) The team will know who is responsible for what work
  - (B) The team will know who does what work and when they are to do it
  - (C) The team will know the location in which the work is performed
  - (D) The team will know the sequence in which the resources are to perform the activities

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5. The project manager is in the executing phase of a financial regulatory project. Which of the following is the project manager most likely to use to stay updated on the project?
- (A) Personnel management
  - (B) Interpersonal and team skills
  - (C) Organizational process assets
  - (D) Change requests
6. You are the project manager on a global mapping project. You are having issues with your team and conflict. You are trying to identify a document that can help provide guidance about how the team can work together, their values, and anything else that helps maximize chemistry and output. Which document are you most likely to reference?
- (A) Working agreement
  - (B) Team charter
  - (C) Organizational breakdown structure
  - (D) Resource management plan
7. The project is experiencing conflict as the planning evolves. Of the following, which is the most common set of tools the project manager can utilize to minimize conflict?
- (A) Ground rules, interpersonal skills, and project management practices
  - (B) Ground rules, group norms, and project management practices
  - (C) Ground rules, group norms, networking and project management practices
  - (D) Ground rules, interpersonal skills, networking, and project management practices
8. The project manager of the systems upgrade project uses a variety of power types. Which of the following is an example of penalty power?
- (A) The project manager instructs the team leaders to prepare status reports for the weekly meeting
  - (B) The project manager takes the most productive team member to lunch at an expensive restaurant
  - (C) The project manager announces that those who do not complete their tasks in a timely manner without sacrificing quality will be ineligible for a bonus
  - (D) The project manager's degree and prior work experience were in systems engineering

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9. The project manager needs to motivate his team and reviews Maslow's Hierarchy of Needs as a basis for his motivational strategy. Which of the following are the components of Maslow's Hierarchy of Needs?
- (A) Physiological, achievement, esteem, psychological, safety, and self-actualization
  - (B) Physiological, safety, belonging, esteem, and self-actualization
  - (C) Physiological, achievement, esteem, safety, and self-actualization
  - (D) Physiological, belonging, esteem, psychological safety, and self-actualization
10. You have been assigned a new project. You are currently interviewing people and have extended a few offers for people to join the team. What process will be performed next?
- (A) Estimate activity resources
  - (B) Manage team
  - (C) Develop team
  - (D) Acquire resources
11. Prescott University is putting together its fall schedule. It is currently trying to align classes, instructors, and classrooms to ensure that every class offering has a room and an instructor. Which of the following is the best basis for this alignment?
- (A) Resource list
  - (B) Resource breakdown structure
  - (C) Resource sheet
  - (D) Resource breakdown list
12. You get a new job at a company as a project management consultant. The environment does waterfall, agile and hybrid projects. You are put on a team working on an application upgrade in an agile environment. You are currently doing the develop team process. Which of the following roles is responsible for this process?
- (A) The team
  - (B) The project manager
  - (C) The scrummaster
  - (D) The product owner
13. What can a responsibility assignment matrix eliminate?
- (A) Confusion about the order of the activities
  - (B) Confusion about who is responsible for what
  - (C) Confusion about the durations of the activities
  - (D) Confusion about who is on the team



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14. The project has had some challenges. Members of the team have needed constant supervision to perform the activities for which they are responsible, they do not seem to trust management, and often appear unmotivated. This is an example of what?
- (A) Insufficient team building
  - (B) Theory X environment
  - (C) Insufficient project team training
  - (D) Theory Y environment
15. Senior management has promoted their best electrical engineer to the position of engineering project manager. The promotion was based on the Halo Theory. Of the following, what is the best definition of the Halo Theory?
- (A) An effective employee in a discipline will become an effective employee in another discipline
  - (B) An effective employee in a discipline will become an effective manager in that discipline
  - (C) An effective employee in a discipline will become an effective employee in another discipline with training
  - (D) An effective employee in a discipline will become an effective manager in that discipline with training
16. Of the following, which are the key tools and techniques of the acquire resources process?
- (A) Multi-criteria decision analysis, negotiation, interpersonal and team skills, pre-assignment, and virtual teams
  - (B) Multi-criteria decision analysis, negotiation, pre-assignment, and virtual teams
  - (C) Multi-criteria decision analysis, negotiation, networking, pre-assignment, and virtual teams
  - (D) Multi-criteria decision analysis, negotiation, interpersonal and team skills, networking, pre-assignment, and virtual teams
17. The project manager is taking a leave of absence and the company has just designated his replacement. The new project manager is known as a director. Of the following, which best describes negative characteristics of this type of manager?
- (A) This style of management is not proactive and may fail to avert issues in a timely manner
  - (B) This style of management is focused more on the big picture than the details and may let details slip that impact the timeliness of the project
  - (C) This style of management is focused on specific activities and goals and may fail to see opportunities that arise in the project
  - (D) This style of management is focused on helping employees take on new skills and roles, which may create quality issues

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18. Which of the following are the processes in the resource knowledge area?
- (A) Identify stakeholders, plan resource management, acquire resources, develop team, manage team, control resources
  - (B) Plan resource management, acquire resources, develop team, monitor project team
  - (C) Plan resource management, estimate activity resources, acquire resources, develop team, manage team, control resources
  - (D) Plan resource management, acquire resources, train project team, manage project team
19. Leadership and managerial style evolve within the project management life cycle. Of the following, which is the best description of the evolution of leadership and managerial style?
- (A) Directing, coaching, delegation, facilitation, and support
  - (B) Directing, mentoring, facilitation, and support
  - (C) Directing, mentoring, delegation, facilitation, and support
  - (D) Directing, coaching, facilitation, and support
20. The project manager is taking a leave of absence and the company has just designated his replacement. The new project manager is known as a visionary. Of the following, which best describes negative characteristics of this type of manager?
- (A) This style of management is not proactive and may fail to avert issues in a timely manner
  - (B) This style of management is focused more on the big picture than the details and may let details slip that impact the timeliness of the project
  - (C) This style of management is focused on specific activities and goals and may fail to see opportunities that arise in the project
  - (D) This style of management is focused on helping employees take on new skills and roles, which may create quality issues
21. All of the following are techniques a project manager or organization can use to acquire resources except?
- (A) Negotiation
  - (B) Pre-assignment
  - (C) Co-location
  - (D) Virtual teams

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22. You are a project manager for the Mr. Understood concert tour. Your project consists of people, equipment, transportation and in each city contractors at the concert venue. Resource management is a large part of the project. When looking at trends and emerging practices in resource management, which of the following best describes what you will consider?
- (A) Human resource management methods, emotional intelligence, self-organizing teams, virtual and distributed teams
  - (B) Resource management methods, emotional intelligence, self-organizing teams, virtual and distributed teams
  - (C) Resource management methods, emotional intelligence, self-organizing teams, co-located teams
  - (D) Resource management methods, soft skills, self-organizing teams, virtual and distributed teams
23. The project manager on the systems alignment project is characterized by his penchant for delegation. Effective delegation is a very positive managerial tool. Of the following, which best describes effective delegation?
- (A) Effective delegation involves effective communication: a clear definition of the work to be done, the time frame in which the work is to be done, and descriptions of the evaluation process, the milestones, and expected results are all necessary
  - (B) Effective delegation involves effective communication: a clear definition of the work to be done, the steps needed to accomplish the work, the time frame in which the work is to be done, and descriptions of the evaluation process, the milestones, and expected results are all necessary
  - (C) Effective delegation involves effective communication: a clear definition of the work to be done, the steps needed to accomplish the work, the time frame in which the work is to be done, and descriptions of the evaluation process and expected results are all necessary
  - (D) Effective delegation involves effective communication: a clear definition of the work to be done, the time frame in which the work is to be done, and descriptions of the evaluation process and expected results are all necessary
24. The project manager is taking a leave of absence and the company has just designated his replacement. The new project manager is known as a facilitator. Of the following, which best describes negative characteristics of this type of manager?
- (A) This style of management is not proactive and may fail to avert issues in a timely manner
  - (B) This style of management is focused more on the big picture than the details and may let details slip that impact the timeliness of the project
  - (C) This style of management is focused on specific activities and goals and may fail to see opportunities that arise in the project
  - (D) This style of management is focused on helping employees take on new skills and roles, which may create quality issues

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25. You are the project manager on a SAN project. You are doing the manage team process. This has been very time consuming and unpredictable. What process did you just complete?
- (A) Develop team
  - (B) Control resources
  - (C) Acquire resources
  - (D) Develop staff
26. The project manager role is evolving from its focus on planning, directing, and organizing to...
- (A) Evolving team performance, managing key stakeholder expectations, cross-training, coaching, and motivating
  - (B) Evolving team performance, managing key stakeholder expectations, coaching, mentoring, and motivating
  - (C) Evolving team performance, managing key stakeholder expectations, coaching, and motivating
  - (D) Evolving team performance, managing key stakeholder expectations, cross-training, coaching, mentoring, and motivating
27. A highly visible IT project has attracted some of the brightest developers in the company. Unfortunately, the potential for conflict is also high. The project manager will rely on all her skill sets to complete the project successfully. She is very aware that her interpersonal skills can influence the project's outcome. What are the specific interpersonal skills she is most likely to utilize?
- (A) Active listening, negotiation skills, accommodating, and influencing
  - (B) Leadership, negotiation, and influencing
  - (C) Conflict management, influencing, motivation, negotiation, and team building
  - (D) Leadership, effective decision-making, active listening, and influencing
28. Motivational theories are useful for motivating employees and creating a productive work environment. A popular theory is McGregor's Theory Y. Of the following, which best explains this theory?
- (A) If labor can and wants to see the ultimate reason for doing the work (big picture), management can set the expectation and lead rather than manage
  - (B) Labor is unmotivated and needs to be told what to do; therefore, management must supervise
  - (C) Labor will work if given a sense of achievement, power, and affiliation
  - (D) Labor's prime motivation to work is to meet basic needs, but will work responsibly to meet higher needs such as esteem

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29. You are the project manager at Pro Sound company. You are mapping out four different cross-country tours with audio equipment and road crews to setup and maintain the equipment in every city. Managing these resources will be a challenge, factoring in resource limitations and where they will be. What tools make the most sense to use to organize this situation?
- (A) Resource list
  - (B) Resource breakdown structure
  - (C) Organizational breakdown structure
  - (D) Work breakdown structure
30. The project manager of the systems upgrade project uses a variety of power types. Which of the following is an example of expert power?
- (A) The project manager instructs the team leaders to prepare status reports for the weekly meeting
  - (B) The project manager takes the most productive team member to lunch at an expensive restaurant
  - (C) The project manager announces that those who do not complete their tasks in a timely manner without sacrificing quality will be ineligible for a bonus
  - (D) The project manager's degree and prior work experience were in systems engineering

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## 5.10. Project Resource Management Answers for Tests and Exercises

### 5.10.1. Project Resource Management Practice Test Answers

We recommend that you download answer sheets from the Crosswind website, so you can practice the test as many times as you like.

1. Of the following statements, which is correct?

**Correct Answer: (A) The key output of the plan resource management process is the resource management plan**

Explanation: The key output of the Plan Resource Management process is the resource management plan. [Crosswind Manual 5.1.1; *PMBOK® Guide* 9.1.3.1]

2. You are the project manager on a headquarter remodeling project. You are in the process of creating resource requirements. What do you need to reference to complete this document?

**Correct Answer: (A) The resource management plan**

Explanation: The plan resource management process occurs before the estimate activity resources. The plan resource management process creates the resource management plan which is needed to create resource requirements. Working agreement is a distracter. The other two answers would come after creating resource requirements. [Crosswind Manual 5.1; *PMBOK® Guide* 9.1]

3. The project manager has created the resource management plan and is getting ready to start the project soon. Résumés are being reviewed and some people have been interviewed. The lead candidate for the technical architecture position has been offered a position. In what process is the project manager involved?

**Correct Answer: (D) Acquire resources**

Explanation: Acquire resources involves among other things, getting people on the project. The estimate activity resources process occurs before interviewing starts. Develop team occurs after staff acquisition is complete. Hiring and interviewing is a distracter. [Crosswind Manual 5.3; *PMBOK® Guide* 9.4]

4. During the plan resource management process of a critical project, the project management team is creating a responsibility assignment matrix. What benefit does this provide for the team?

**Correct Answer: (A) The team will know who is responsible for what work**

Explanation: The responsibility assignment matrix shows who is responsible for what work on the project. The Gantt chart shows who does what work and when they are to do it. The network diagram provides the sequence that the resources are to perform the activities in. At what location the work is done is a distracter. [Crosswind Manual 5.1.3; *PMBOK® Guide* 9.1.3.2]

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5. The project manager is in the executing phase of a financial regulatory project. Which of the following is the project manager most likely to use to stay updated on the project?

**Correct Answer: (B) Interpersonal and team skills**

Explanation: Interpersonal and team skills can be used by the project manager in the forms of conflict management, decision making, emotional intelligence, influencing, and leadership. Personnel management is a distracter. Organizational process assets are not specific to the project. Change requests are not necessarily valid since they are not approved and they do not reflect important project information, such as task status and team interaction among other items. [Crosswind Manual 5.4; *PMBOK® Guide* 9.5]

6. You are the project manager on a global mapping project. You are having issues with your team and conflict. You are trying to identify a document that can help provide guidance about how the team can work together, their values, and anything else that helps maximize chemistry and output. Which document are you most likely to reference?

**Correct Answer: (B) Team charter**

Explanation: The team charter is a document that describes team values, how they interact with each other, work together and value each other. A working agreement is another name for the team charter. An organizational breakdown structure shows roles and people. The resource management plan provides guidance about how to perform resource processes. [Crosswind Manual 5.1; *PMBOK® Guide* 9.1.3]

7. The project is experiencing conflict as the planning evolves. Of the following, which is the most common set of tools the project manager can utilize to minimize conflict?

**Correct Answer: (B) Ground rules, group norms, and project management practices**

Explanation: The common set of tools the project manager can utilize to minimize conflict are ground rules, group norms, and project management practices. [Crosswind Manual 5.5.1; *PMBOK® Guide* 9.4.2]

8. The project manager of the systems upgrade project uses a variety of power types. Which of the following is an example of penalty power?

**Correct Answer: (C) The project manager announces that those who do not complete their tasks in a timely manner without sacrificing quality will be ineligible for a bonus**

Explanation: Penalty power comes from the project manager's ability to penalize an employee when his work is inadequate. Formal power is derived from the project charter for the project manager. Reward power comes from the project manager's ability to reward an employee for good work. Expert power derives from expertise in a discipline. [Crosswind Manual 5.1.10; No *PMBOK® Guide* Reference]

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9. The project manager needs to motivate his team and reviews Maslow's Hierarchy of Needs as a basis for his motivational strategy. Which of the following are the components of Maslow's Hierarchy of Needs?

**Correct Answer: (B) Physiological, safety, belonging, esteem, and self-actualization**

Explanation: The levels of Maslow's Hierarchy of Needs are physiological, safety, belonging, esteem, and self-actualization. [Crosswind Manual 5.1.5; *PMBOK® Guide* 9.1.2.2]

10. You have been assigned a new project. You are currently interviewing people and have extended a few offers for people to join the team. What process will be performed next?

**Correct Answer: (C) Develop team**

Explanation: The process being described is acquire resources. That is followed by develop team which takes the group of people and helps get them into a high performing unit. Manage team addresses team related issues. Estimate activity resources precedes acquire resources. [Crosswind Manual 5.4; *PMBOK® Guide* 9.4]

11. Prescott University is putting together its fall schedule. It is currently trying to align classes, instructors, and classrooms to ensure that every class offering has a room and an instructor. Which of the following is the best basis for this alignment?

**Correct Answer: (B) Resource breakdown structure**

Explanation: The resource breakdown structure is used to show where resources (in this case, the rooms and instructors) are being used. The resource list simply shows what resources are available. The resource sheet is similar to a resource list. The resource breakdown list is a distracter. [Crosswind Manual 5.2.1; *PMBOK® Guide* 9.1.2.2]

12. You get a new job at a company as a project management consultant. The environment does waterfall, agile and hybrid projects. You are put on a team working on an application upgrade in an agile environment. You are currently doing the develop team process. Which of the following roles is responsible for this process?

**Correct Answer: (A) The team**

Explanation: In an agile environment, the team is self-organizing and self-managing, thus the responsibility falls to the team. The project manager is a distracter, as you do not have a project manager in an agile environment. The ScrumMaster helps facilitate the scrum framework and remove obstacles from the team. The product owner establishes product features, priorities, and other relevant details. [Crosswind Manual 8.3.1; No *PMBOK® Guide* Reference]

13. What can a responsibility assignment matrix eliminate?

**Correct Answer: (B) Confusion about who is responsible for what**

Explanation: The responsibility assignment matrix shows who is responsible for what areas on the project. The network diagram provides guidance on what order the activities occur. The organizational structure confirms who is on the team, and what the reporting structure is. The Gantt chart or schedule shows how long the activities are. [Crosswind Manual 5.1.3; *PMBOK® Guide* 9.1.3.2]



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14. The project has had some challenges. Members of the team have needed constant supervision to perform the activities for which they are responsible, they do not seem to trust management, and often appear unmotivated. This is an example of what?

**Correct Answer: (B) Theory X environment**

Explanation: Typically in a Theory X environment, employees must be told what to do, have distrust for management, and lack motivation. Theory Y is the opposite. The other answers are distracters. [Crosswind Manual 5.1.5; *PMBOK® Guide* 9.1.2.2]

15. Senior management has promoted their best electrical engineer to the position of engineering project manager. The promotion was based on the Halo Theory. Of the following, what is the best definition of the Halo Theory?

**Correct Answer: (B) An effective employee in a discipline will become an effective manager in that discipline**

Explanation: The Halo Theory implies that supervisors often rate employees as having wholly desirable traits, or wholly undesirable traits. Making the assumption that an effective technical employee (a single favorable characteristic) WILL transfer to an effective project manager is an example of this bias. The other answers are distracters. [Crosswind Manual 5.3.1; *PMBOK® Guide* 9.4]

16. Of the following, which are the key tools and techniques of the acquire resources process?

**Correct Answer: (B) Multi-criteria decision analysis, negotiation, pre-assignment, and virtual teams**

Explanation: The tools and techniques of the Acquire Resources process are: decision-making, interpersonal and team skills, multi-criteria decision analysis, negotiations, pre-assignment, and virtual teams. [Crosswind Manual 5.3; *PMBOK® Guide* 9.3]

17. The project manager is taking a leave of absence and the company has just designated his replacement. The new project manager is known as a director. Of the following, which best describes negative characteristics of this type of manager?

**Correct Answer: (C) This style of management is focused on specific activities and goals and may fail to see opportunities that arise in the project**

Explanation: The director is focused on specific activities and goals and may fail to see opportunities that arise. The facilitator is not proactive and may fail to avert issues in a timely manner. The visionary is focused more on the big picture than the details and may let details slip that impact the timeliness of the project. The mentor is focused on helping employees take on new skills and roles that may create quality issues. [Crosswind Manual 5.1.8; No *PMBOK® Guide* Reference]

18. Which of the following are the processes in the resource knowledge area?

**Correct Answer: (C) Plan resource management, estimate activity resources, acquire resources, develop team, manage team, control resources**

Explanation: The six processes in the Resource knowledge area are Plan Resource Management, Estimate Activity Resources, Acquire Resources, Develop Team, Manage Team, and Control Resources. Identify Stakeholders comes from the Stakeholder knowledge area. Monitor project team and train project team are distracters. [Crosswind Manual Chapter 5 Introduction; *PMBOK® Guide* Chapter 9 Introduction]

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19. Leadership and managerial style evolve within the project management life cycle. Of the following, which is the best description of the evolution of leadership and managerial style?

**Correct Answer: (D) Directing, coaching, facilitation, and support**

Explanation: The evolution of leadership and managerial style starts with directing. As the project gains momentum, coaching is applied. When significant work is completed facilitation comes into play. Support is applied as the project is closing. [Crosswind Manual 5.1.6; *PMBOK® Guide* 9.1.2.3]

20. The project manager is taking a leave of absence and the company has just designated his replacement. The new project manager is known as a visionary. Of the following, which best describes negative characteristics of this type of manager?

**Correct Answer: (B) This style of management is focused more on the big picture than the details and may let details slip that impact the timeliness of the project**

Explanation: The visionary is focused more on the big picture than the details and may let details slip that impact the timeliness of the project. The facilitator is not proactive and may fail to avert issues in a timely manner. The director is focused on specific activities and goals and may fail to see opportunities that arise. The mentor is focused on helping employees take on new skills and roles that may create quality issues. [Crosswind Manual 5.1.8; No *PMBOK® Guide* Reference]

21. All of the following are techniques a project manager or organization can use to acquire resources except?

**Correct Answer: (C) Colocation**

Explanation: The tools and techniques of the Acquire Resources process are: decision-making, interpersonal and team skills, multi-criteria decision analysis, negotiations, pre-assignment, and virtual teams. [Crosswind Manual 5.3; *PMBOK® Guide* 9.3]

22. You are a project manager for the Mr. Understood concert tour. Your project consists of people, equipment, transportation and in each city contractors at the concert venue. Resource management is a large part of the project. When looking at trends and emerging practices in resource management, which of the following best describes what you will consider?

**Correct Answer: (B) Resource management methods, emotional intelligence, self-organizing teams, virtual and distributed teams**

Explanation: Trends and emerging practices in resource management are resource management methods such as lean, just in time (JIT), Kaizen, total productive maintenance (TPM), theory of constraints (TOC), emotional intelligence (EI), self-organizing teams, and virtual and distributed teams. [Crosswind Manual Chapter 5 Introduction; *PMBOK® Guide* Chapter 9 Introduction]

23. The project manager on the systems alignment project is characterized by his penchant for delegation. Effective delegation is a very positive managerial tool. Of the following, which best describes effective delegation?

**Correct Answer: (D) Effective delegation involves effective communication: a clear definition of the work to be done, the time frame in which the work is to be done, and descriptions of the evaluation process and expected results are all necessary**

Explanation: Effective delegation involves effective communication: a clear definition of the work to be done, the time frame in which the work is to be done, and descriptions of the evaluation process and expected results are all necessary. [Crosswind Manual 5.1.7; No *PMBOK® Guide* Reference]

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24. The project manager is taking a leave of absence and the company has just designated his replacement. The new project manager is known as a facilitator. Of the following, which best describes negative characteristics of this type of manager?

**Correct Answer: (A) This style of management is not proactive and may fail to avert issues in a timely manner**

Explanation: The facilitator is not proactive and may fail to avert issues in a timely manner. The visionary is focused more on the big picture than the details and may let details slip that impact the timeliness of the project. The director is focused on specific activities and goals and may fail to see opportunities that arise. The mentor is focused on helping employees take on new skills and roles that may create quality issues. [Crosswind Manual 5.1.8; No *PMBOK® Guide* Reference]

25. You are the project manager on a SAN project. You are doing the manage team process. This has been very time consuming and unpredictable. What process did you just complete?

**Correct Answer: (A) Develop team**

Explanation: The develop team process precedes the manage team process. Control resources follows manage team. Acquire resources is before develop team. Develop staff is a distracter. [Crosswind Manual 5.5; *PMBOK® Guide* 9.5]

26. The project manager role is evolving from its focus on planning, directing, and organizing to...

**Correct Answer: (C) Evolving team performance, managing key stakeholder expectations, coaching, and motivating**

Explanation: The project manager role is evolving from its focus on planning, directing, and organizing to evolving team performance, managing key stakeholder expectations, coaching, and motivating. [Crosswind Manual 5.1.7; No *PMBOK® Guide* Reference]

27. A highly visible IT project has attracted some of the brightest developers in the company. Unfortunately, the potential for conflict is also high. The project manager will rely on all her skill sets to complete the project successfully. She is very aware that her interpersonal skills can influence the project's outcome. What are the specific interpersonal skills she is most likely to utilize?

**Correct Answer: (C) Conflict management, influencing, motivation, negotiation, and team building**

Explanation: Interpersonal and team skills used in project management can include conflict management, influencing, motivation, negotiation, and team building. [Crosswind Manual 5.4; *PMBOK® Guide* 9.5]

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28. Motivational theories are useful for motivating employees and creating a productive work environment. A popular theory is McGregor's Theory Y. Of the following, which best explains this theory?

**Correct Answer: (A) If labor can and wants to see the ultimate reason for doing the work (big picture), management can set the expectation and lead rather than manage**

Explanation: McGregor's Theory Y states, in essence, that if labor can and wants to see the ultimate reason for doing the work (big picture), management can set the expectation and lead rather than manage. The theory is a modernization of McGregor's Theory X, which states that labor is not motivated, needs to be told what to do, and management must supervise. McClelland's achievement theory loosely states that labor will work if given a sense of achievement, power, and affiliation. Maslow's Hierarchy of Needs simply lists five needs and management's job is to use upward mobility within the hierarchy as motivation. [Crosswind Manual 5.1.5; *PMBOK® Guide* 9.1.2.2]

29. You are the project manager at Pro Sound company. You are mapping out four different cross-country tours with audio equipment and road crews to setup and maintain the equipment in every city. Managing these resources will be a challenge, factoring in resource limitations and where they will be. What tools make the most sense to use to organize this situation?

**Correct Answer: (B) Resource breakdown structure**

Explanation: The mentor is focused on helping employees take on new skills and roles, which may create quality issues. The facilitator is not proactive and may fail to avert issues in a timely manner. The visionary is focused more on the big picture than the details and may let details slip that impact the timeliness of the project. The director is focused on specific activities and goals and may fail to see opportunities that arise. [Crosswind Manual 5.2.1; No *PMBOK® Guide* Reference]

30. The project manager of the systems upgrade project uses a variety of power types. Which of the following is an example of expert power?

**Correct Answer: (D) The project manager's degree and prior work experience were in systems engineering**

Explanation: Expert power derives from expertise in a discipline. Formal power is derived from the project charter for the project manager. Reward power comes from the project manager's ability to reward an employee for good work. Penalty power comes from the project manager's ability to penalize an employee when his work is inadequate. [Crosswind Manual 5.1.10; No *PMBOK® Guide* Reference]