Chapter 9 Exam – Resources

Question 1 (Question ID: 888)

A hybrid inventory system project for a Canadian retailer delivers in two-week iterations, with a review by store managers at the end of each. Finished stories now wait for the team's one tester, and developers are often idle late in each iteration. The project manager can add two permanent team members. The PMO recommends two dedicated testers, saying they would clear the queue within one iteration. The product owner says most of next quarter's backlog is complex reporting with heavy database logic, and the data architect wants two database specialists for it. Which candidates should the project manager look for?

A. Two experienced testers who can also build simple reports.
B. Two dedicated testers with deep test automation experience.
C. Two database specialists focused on the reporting work.
D. Two database developers who can also test stories.

Question 2 (Question ID: 2651)

A project manager notices that a skilled team member has been coasting, doing just enough to get by without seeking to improve. To reengage this person's intrinsic motivation, the project manager should focus on strengthening which factor?

A. Recognition, by publicly praising the person's tenure on the team.
B. Autonomy, by assigning the person more oversight.
C. Purpose, by giving the team member a larger salary.
D. Mastery, by helping the team member build skills and rewarding good work.

Question 3 (Question ID: 2718)

A project manager holds a private, confidential meeting with a struggling team member, is frank but respectful about the performance gap, and follows up afterward to confirm improvement. Which interpersonal and team skill is this?

A. Influencing
B. Negotiation
C. Training
D. Coaching

Question 4 (Question ID: 863)

Nadia, a business analyst on a predictive hospital scheduling project in Norway, produced the team's best results last year in joint design workshops. Nadia asks peers to review drafts before sharing them and looked uncomfortable when praised by name at a company meeting. Two weeks into a six-week solo research task, Nadia's output has slowed, although the work is still on schedule. The functional manager says Nadia's workshop results show readiness to lead the other analysts. Another analyst, Joon, has asked for a demanding solo assignment and likes being recognized for results. How should the project manager adjust the assignments?

A. Give Nadia a lead role directing the work of the other analysts.
B. Pair Nadia with Joon on the solo research to share the work.
C. Give the solo research to Joon and move Nadia to teamwork.
D. Keep Nadia on the solo research and praise the results publicly.

Question 5 (Question ID: 3289)

A project manager assumes personality differences are the most common source of team conflict. Select the two genuine facts about sources of conflict, in order of frequency.

A. Personality differences are the single most common source of conflict on a project.
B. Unrealistic schedules are a more frequent source of conflict than personality differences.
C. Cost is a more frequent source of conflict than schedule.
D. Personality is listed as the least frequent of the seven named sources of conflict.