

BSBPMG515

MANAGE PROJECT HUMAN RESOURCES

THEORY EXAM INSTRUCTIONS

- This exam will occur under standard assessment conditions.
 - An oral examination may be allowed under certain circumstances whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. FROE and Assessor Comments)
- Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
- Please fill in the details below, providing your name, signature and date of assessment.
 - Your signature acknowledges that this is your own work.
- Assessors are to complete marking in pen of a different colour to the Participant.
- If a Participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
 - If a Participant changes their response in writing, they must put their initials next to the written change.
 - If a Participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name _____

Participant signature _____

Date _____

Assessor name _____

Assessor signature _____

Date _____

Number of questions	Number of questions answered correctly	Task outcome (Tick)	
		Satisfactory	Not Yet Satisfactory
35		☐	☐

Q1. Explain why human resource management should be proactive.

Answer

Assessor's discretion. Should resemble: It is about planning to fill future needs in the organisation so that productivity will not be interrupted and extra costs will not be incurred while we wait for the right person to be hired, or a current employee trained to do new tasks



Q2. List seven (7) issues that a project management plan contains which influences project human resource planning.

Answer

Issue	Description
1	For example: Project life cycle
2	For example: Processes due to be applied to each project phase
3	For example: Tools and methods to be used in these processes
4	For example: Interactions between inputs, processes and outputs
5	For example: Descriptions of work methods to be used
6	For example: Project baselines (for example scope, schedule and cost)
7	For example: Requirements for communications with stakeholders



Q3. Which project management document assists with identifying project tasks, for the purpose of forming job descriptions?

Answer

The WBS dictionary.



Q4. Which project management document lists the types and quantities of human resources required for each activity in a work package?

Answer

The activity resource requirements



Q5. Outline four (4) organisational process assets that can help setting up project human resource management processes.

Answer

Asset	Description
1	For example: Standard process, procedure and policy guidelines
2	For example: Job description and job specification templates
3	For example: Organisational chart templates
4	For example: Historical information and lessons learned from previous projects



Q6. Explain the difference between a job description and a job specification.

Answer

Assessor's discretion – should resemble: Job descriptions relate specifically to the work to be performed – the tasks and duties, whereas job specifications relate specifically to the type of person required for the job, and are also known as person specifications



Q7. You are developing a template to be used when writing up a job description. Identify the headings that should exist in such a template.

Answer

Assessor's discretion. Each of the headings shown below (or something similar) are required as a minimum:



Job Title

Location

Reports to

Job overview

Responsibilities and duties

Q8. You are developing a template to be used when writing up a job specification. Identify the headings that should exist in such a template.

Answer

Assessor's discretion. Each of the headings shown below (or something similar) are required as a minimum:



Job Title

Qualifications

Experience

Skills

Q9. Identify five (5) important points that can be learnt from an organisational chart.

Answer

Point	Description
1	For example: The positions, functions/roles and status of people working for an organisation
2	For example: The relationships among these positions
3	For example: The chain of command – who each person reports to
4	For example: The span of control – how many people report to a supervisor or manager
5	For example: The formal communication structure between employees



Q10. Construct a RACI chart that meets the following requirements:

- There are three (3) members of the project team: Simon, Anne, Mark
- There are five activities in the project:
 - Activity 1 - Simon accountable Anne responsible
 - Activity 2 - Simon accountable Anne responsible Mark responsible
 - Activity 3 - Anne accountable and responsible Simon consulted
 - Activity 4 - Mark accountable and responsible Anne consulted
 - Activity 5 - Anne accountable Simon responsible
- All team members neither accountable nor responsible for an activity must be informed about it.

Answer



Activity	Person		
	Simon	Anne	Mark
1	A	R	I
2	A	R	R
3	C	AR	I
4	I	C	AR
5	R	A	I

Q11. Identify three (3) human resource issues specified in a staffing management plan.

Answer

Issue	Description
1	Assessor's discretion. Should resemble: How project team members will be obtained – recruitment and selection
2	Assessor's discretion. Should resemble: When project team members will be needed
3	Assessor's discretion. Should resemble: How long project team members will be needed



Q12. Identify seven (7) human resource issues that are optional in a staffing management plan.

Answer

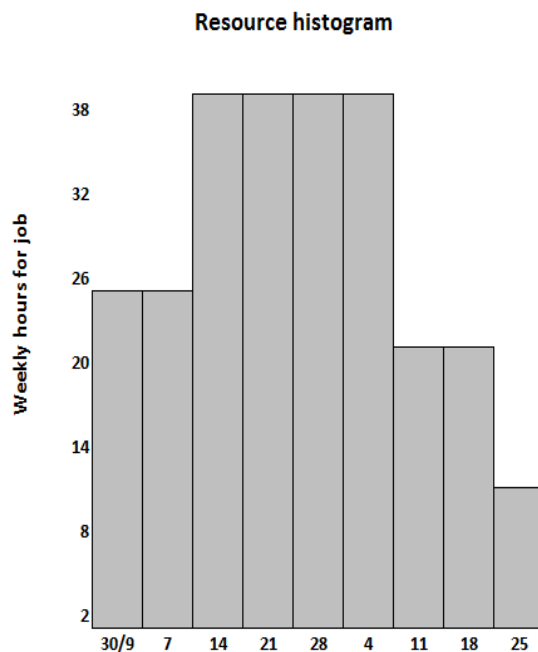
Issue	Description
1	Assessor's discretion. Should resemble: Recruitment and selection issues
2	Assessor's discretion. Should resemble: Resource calendars detailing when human resources are needed or available
3	Assessor's discretion. Should resemble: Staff release plans smoothing the transition of project team members to new roles
4	Assessor's discretion. Should resemble: Training needs
5	Assessor's discretion. Should resemble: Clear criteria for performance rewards
6	Assessor's discretion. Should resemble: Compliance with regulations and policies
7	Assessor's discretion. Should resemble: Health and safety



Q13. **Construct a resource histogram using the following information:**

- The time period is for October and November 2019
- The organisation identifies the week from Monday
- Months can be four week or five week with weeks being allocated to the month in which the majority of days occur.
- Sequential weekly hours for the job are: 24, 24, 38, 38, 38, 38, 20, 20, 12

Answer Layout is at assessor's discretion



Q14. **Explain the difference between recruitment and selection.**

Answer

Assessor's discretion. Should resemble: Recruitment involves attracting people to apply for jobs.

Selection involves choosing the best candidate from these applicants



Q15. **Describe the difference between internal and external recruitment.**

Answer

Assessor's discretion. Should resemble: Internal recruitment is where we recruit current employees into new positions from inside the organisation, External recruitment is where we recruit new employees from outside of the organisation.



Q16. Explain one (1) situation in which it would be necessary to recruit externally for a project team member.

Answer

Assessor's discretion – an example is: If the organisation does not have an internal with the appropriate knowledge, skills and experience available internally.



Q17. Describe what is meant by the term 'skills gap' and the relationship between skills gaps and training.

Answer

Assessor's discretion. Should resemble: A skills gap is the shortfall between skills required according to the job specification and a job holder's current skills (if, for example, we could not attract anyone with the required level of skills). Skills gap analyses are a means to determine a job holder's missing skills so that training can be planned.



Q18. Explain four (4) benefits of training for an organisation.

Answer

	Issue
1	For example: Lower costs – employees work faster and more efficiently by wasting less resources
2	For example: Reduce schedules because employees work faster
3	For example: Improved quality because employees are more highly skilled
4	For example: Improved morale and motivation as employees benefit personally from training



Q19. Describe each of the types of training listed in the table below.

Answer	Training type	Description	☐
	Classroom	Assessor's discretion. Should resemble: Where one or more trainers teach one or more students in a room away from the job.	
	Computer-based using internal resources	Assessor's discretion. Should resemble: Computer-based training is any form of training with the assistance of computers. Internal resources is where an organisation is using training programs it has rights to use, not those of other organisations via on the internet.	
	Online using outside resources	Assessor's discretion. Should resemble: This is training where a trainee or his or her organisation pay to learn online using outside training providers.	
	On-the job	Assessor's discretion. Should resemble: On-the job training is a hands-on approach learning a task or a job under normal working conditions.	

Q20. Explain why performance appraisal should be a proactive process.

Answer	Assessor's discretion. Should resemble: Performance appraisal is about improving an employee's future performance, rather than punishing an employee's poor past performance. Even good employees can be helped to develop and perform better. Improving future performance involves giving guidelines and training programs that give the employee a future direction for improvement. _____ _____ _____ _____	☐
--------	--	--------------------------

Q21. Identify five (5) objectives of appraising performance during the progress of a project.

Answer

Objective	Description
1	For example: Clarifying roles and responsibilities
2	For example: Providing constructive feedback to team members
3	For example: Finding of unknown or unresolved issues
4	For example: Developing individual training plans
5	For example: Establishing specific goals for future time periods



Q22. Explain five (5) important guidelines when giving an employee feedback on performance.

Answer

Guideline	Description
1	For example: Make sure that the employee participates in the interview – that it is a two way interview and the employee gets a lot of opportunity to ask questions and discuss issues.
2	For example: If you criticize an employee it should be positive criticism – not only making them aware of what they are doing wrong, but also showing them how they can correct this behaviour.
3	For example: Point out – constructively – what the employee has done badly, but do not forget to also say what they have done well. This helps the employee to feel positive about their work.
4	For example: A bad performance does not make the employee a bad person. Criticism should not be personal – it is not about the employee as a person, it is about the way the employee behaved wrongly, which does not necessarily make them a bad employee. It is the behaviour which should change – not the employee as a person.
5	For example: Solve problems – don't blame the employee.



Q23. Explain four (4) qualities that a performance standard should have.

Answer

Quality	Description
1	For example: Be relevant to the organisation's objectives
2	For example: Avoid criterion deficiency – such as setting criteria based only on sales volume may mean that profit or customer service is neglected. The danger is that only what gets measured gets done.
3	For example: Avoid criteria contamination by avoiding including factors outside a person's control such as it is not fair to focus only on a completion deadline if the inputs to the person were late arriving. Time taken is likely to be a fairer criteria in this situation.
4	For example: Be as objective as possible



Q24. Describe the role of work performance reports in individual and team performance appraisal.

Answer

Assessor's discretion – should resemble: Work performance reports provide objective evidence of team and individual performance that can be compared with team and individual performance criteria documentation to judge performance



Q25. Explain the meaning of ‘superordinate team goals’. Identify how superordinate team goals can help improve a team’s performance.

Answer

Assessor’s discretion – should resemble: Superordinate goals are entire team goals which rely on team members to work jointly towards, which tends to bind the team more closely together and encourage cooperation.



Q26. Explain the role of a project manager in counselling employees.

Answer

Assessor’s discretion – should resemble: Counselling in business is a role for a trained person, and unless the project manager has been trained in the area, he or she should refer any counselling issues required by employees to a qualified counsellor.



Q27. List five (5) attributes of active listening techniques that a project manager could use when working with employees.

Answer

Attribute	Description
1	For example: Paying attention to the person talking
2	For example: Avoiding interrupting the speaker
3	For example: Showing that you are listening – for example by eye contact, body language or an occasional nod
4	For example: Recapping what is said but using different words
5	For example: Asking questions if you are unsure



Q28. Identify three (3) issues that can come from outside of the project team and can create conflict for the team.

Answer

Issue	Description
1	For example: If the project's goals are in conflict with an established organisational strategy
2	For example: If from another organisational project competes with your project for scarce resources
3	For example: If different stakeholders outside of the project team with conflicting expectations about the project



Q29. Explain how best to handle conflict between project teams over the allocation of scarce resources.

Answer

Assessor's discretion – should resemble: Ideally the good of the organisation is above any individual goals of projects – just as superordinate team goals should be above the individual goals of any team member – and it is up to higher management (if the project managers cannot agree) together with the project managers involved to allocate limited resources in the best interests of the organisation and for both project managers to understand the reasons for the resource allocation.



Q30. Explain one (1) method that can be used to minimise the impact of intra-team conflict over resources on the achievement of project objectives.

Answer

Assessor's discretion – for example: Emphasizing the team's superordinate goal and negotiating the resource distribution which best contributes to this goal.



Q31. Explain each of the following conflict resolution methods and specify the wins/losses of the parties:

Answer

Method	Explanation
Avoiding	Assessor's discretion – should resemble: The party withdraws from, postpones or sidesteps the issue. Lose-Lose situation
Accommodating	Assessor's discretion – should resemble: The party disregards their own concerns to satisfy the concerns of the other party. Lose-Win
Competing or forcing	Assessor's discretion – should resemble: The party pursues their own interests at the expense of the other party, using whatever power source at their disposal. Win-Lose
Compromising	Assessor's discretion – should resemble: Both parties seek to find an expedient, mutually acceptable solution that partially satisfies both. There is no clear winner or loser – both parties gain and concede something. Some win and some loss for both parties
Collaborating	Both parties work together in an attempt to find a solution that fully satisfies both. This is the only approach which fully resolves the conflict. Win-Win



Q32. List one (1) set of processes and one set of documents that formally identify the end of a project and allow the release of project team members.

Answer

Document type	Example
Process	For example: Closing Process Group
Documents	For example: Project closure documents

☐

Q33. Explain why it is important that the project manager does not release team members until it is certain that the project is fully completed.

Answer

Assessor's discretion – should resemble: It can be very difficult to have these team members reassigned back to the project if further work is needed. Once a high-performing team is broken up it can be difficult to reform it

☐

Q34. Discuss why it is important to facilitate the adjournment of a project team.

Answer

Assessor's discretion – should resemble: Participating in an effective team can be very rewarding, and the members of successful teams can become very close. Some members might have become very comfortable in their project roles and feel uncomfortable and uncertain about new roles. This stage helps prepare team members for their next roles.

☐

Q35. Explain what is meant by a 'team debrief' before the project team is disbanded, and why this team brief is important.

Answer

A team debrief in where each team member speaks about what they feel went well with the project, went poorly, and their ideas for improvements for future projects.

This combination of team inputs often uncovers issues that had previously not be recorded.