✅ SPM QUIZ – Lessons 1 & 2

✳ MULTIPLE-CHOICE QUESTIONS (1–20)

1. What is a project?
A. A temporary activity without specific goals
B. A continuous task that operates daily
C. A temporary endeavor to create a unique product, service, or result
D. A department function that ensures business continuity

2. What does a PMO typically do?
A. Create company policies
B. Control employee payroll
C. Standardize project governance processes
D. Recruit project sponsors

3. The main purpose of portfolio management is to:
A. Deliver the most innovative features
B. Track hours of team members
C. Align projects with strategic business goals
D. Supervise agile sprints

4. Strategic alignment refers to:
A. Matching project outputs with an organization's long-term goals
B. Assigning tasks to stakeholders
C. Delivering only short-term gains
D. Training employees in agile

5. Which structure gives the highest authority to the project manager?
A. Functional
B. Weak Matrix
C. Project-oriented
D. Composite

6. What is "tailoring" in project management?
A. Decreasing the team size
B. Adjusting tools/methods to fit the project environment
C. Creating reports
D. Outsourcing risk

7. The purpose of a business case is to:
A. Hire new contractors
B. Justify and define the value of a proposed project
C. Record meetings
D. Set task deadlines

8. Which one is not an Enterprise Environmental Factor (EEF)?
A. Market conditions
B. Organizational culture
C. Team charter
D. Laws and regulations

9. OKRs are used for:
A. Identifying risks
B. Setting Objectives and Key Results
C. Creating audit logs
D. Forming new teams

10. Agile promotes:
A. Following rigid documentation
B. Avoiding change during the project
C. Welcoming changes—even late in development
D. Heavy reliance on contracts

11. A stakeholder is defined as:
A. Only someone funding the project
B. A team member
C. Anyone affected by or influencing the project
D. Government authorities only

12. A stakeholder register is used to:
A. Record team performance
B. Track expenses
C. Document stakeholder information and roles
D. Manage contracts

13. The salience model evaluates stakeholders based on:
A. Time and cost
B. Power, urgency, and legitimacy
C. Age and experience
D. Budget control

14. What is the purpose of SEAM (Stakeholder Engagement Assessment Matrix)?
A. Monitor project risks
B. Compare current and desired stakeholder engagement
C. Assign project costs
D. Develop communication software

15. A RACI chart helps define:
A. Project milestones
B. Responsible, Accountable, Consulted, Informed roles

C. Agile roles
D. Risk levels

16. In Tuckman's model, team conflict is addressed during:
A. Forming
B. Norming
C. Performing
D. Adjourning

17. To support communication across time zones, project managers should:
A. Avoid all virtual meetings
B. Schedule online meetings during overlapping hours
C. Use posters for updates
D. Ban after-hour emails

18. Which is an example of "pull" communication?
A. Phone call
B. Sending a direct message
C. Posting updates to a shared drive
D. Conducting a live meeting

19. If stakeholders feel uninformed despite receiving reports, the PM should:
A. Remove them from meetings
B. Ask what info they need and revise communication methods
C. Email old slides again
D. Escalate the issue

20. What is not a valid consideration when choosing communication methods?
A. Urgency
B. Security
C. Comfort of office chairs
D. Cultural sensitivity

✷ OPEN-ENDED QUESTIONS

21. Explain how strategic alignment benefits an organization during project execution.

22. Describe how the stakeholder cube helps in stakeholder analysis.

23. List at least three Agile Manifesto values and explain their importance.

24. What actions can a project manager take when internal business changes affect project deliverables?

25. Differentiate between functional, matrix, and projectized organizational structures.

26. What is the difference between Enterprise Environmental Factors (EEFs) and Organizational Process Assets (OPAs)? Provide examples of each.

27. Why is stakeholder engagement important in project management? What could happen if it's ignored?

28. Describe the importance of communication requirements analysis in stakeholder management.

29. What role does a project manager play in creating a collaborative team environment?

30. Explain Tuckman's five stages of team development and what happens in each stage.

✅ **ANSWERS**

◆ **Multiple Choice**

1. C
2. C
3. C
4. A
5. C
6. B
7. B
8. C
9. B
10. C
11. C
12. C
13. B
14. B
15. B
16. B
17. B

18. C

19. B

20. C

◆ Open-Ended (Sample Answers)

21. Strategic alignment ensures that project goals contribute to the overall business strategy, leading to meaningful outcomes, effective resource use, and long-term organizational growth.

22. The stakeholder cube combines three dimensions (power, interest, attitude/influence) to provide a clear, multi-dimensional view of how to prioritize and engage stakeholders effectively.

23. Examples:

- Individuals and interactions over processes and tools: Focuses on human collaboration.
- Working software over comprehensive documentation: Emphasizes delivering value early.
- Customer collaboration over contract negotiation: Encourages adaptability and feedback.

24. The PM should reassess deliverables, consult stakeholders, re-prioritize tasks, and adjust scope or timelines accordingly while updating plans and documentation.

25.

- **Functional**: PM has little authority; team members report to functional managers.
- **Matrix**: Shared authority; team members report to both PM and functional managers.
- **Projectized**: PM has full authority; team members report directly to the PM.

26.

- **EEFs** are external and internal factors that influence a project but are not under the control of the project team. Examples: market conditions, legal regulations, organizational culture.
- **OPAs** are internal assets and knowledge that can be used to support project success. Examples: templates, historical project files, process guidelines.

27.
Stakeholder engagement ensures that all parties affected by or influencing the project are informed, involved, and satisfied. If ignored, it can lead to misalignment, resistance, delays, or even project failure due to lack of support or unresolved conflicts.

28.
Communication requirements analysis helps the project team understand what kind of information each stakeholder needs, how often, and through which channel. This ensures clear, consistent communication and prevents misunderstandings or gaps in expectations.

29.
A project manager fosters collaboration by setting clear team norms, encouraging open communication, promoting psychological safety, resolving conflicts fairly, and creating an inclusive environment. This helps in achieving high performance and trust among team members.

30.

- **Forming**: Team meets, learns about the project and each other.
- **Storming**: Conflicts arise as roles and processes are debated.
- **Norming**: Conflicts settle; team develops cohesion and trust.
- **Performing**: Team works efficiently toward project goals.
- **Adjourning**: Project ends; team disbands or transitions to other work.