

Week 4 - Quiz

Question 1

1 / 1 pts

Which of the following are typical approaches taken to sourcing IT talent? (Select all that apply).

Correct!

☒ Outsourcing to specialist companies

Correct!

☒ Direct recruitment

☐ Asking your friends

Correct!

☒ Contracting a consulting company

☐ Searching for people on google

Correct!

☒ Using a recruitment company

Question 2

1 / 1 pts

Deloitte research has identified a number of key approaches to attracting and retaining expert staff. Select the top three reasons that were identified.

Correct Answer

- ☐ Offer fast-track career pathways
- ☐ Be recognised as a good employer
- ☐ Allow employers to have dinner with the boss
- ☒ Adjust rewards depending on performance
- ☒ Offering mentoring for staff
- ☒ Provide career flexibility

Correct!

Correct!

Correct!

Question 3

1 / 1 pts

Which of the following is the greatest obstacle to the success of most major change projects.

- ☐ Speed limits
- ☒ People resistance
- ☐ Time constraints
- ☐ Changing requirements
- ☐ Software bugs
- ☐ Cost increases

Correct!

Question 4

1 / 1 pts

Match the group of people with the role they play in supporting management of change.

Correct!

Senior Management

Sponsoring ch. ▼

Correct!

Supervisors

Coaching the p ▼

Correct!

Change managers

Applying a stru ▼

Correct!

Project team

Integrating the ▼

Correct!

Support people

Providing expe ▼

Sponsoring ch. ▼

Sponsoring change

1.

Coaching the p ▼

Coaching the people who report to them

2.

Applying a stru ▼

Applying a structured approach

3.

Integrating the ▼

Integrating the people side of change

4.

Providing expe ▼

Providing expertise

5.

Question 3

27 / 2 pts

Which of the following are key perspectives of ADKAR. (Select all that apply).

☐

It is important to try to get everyone to move through change together

Correct!

☒

Employees go through the change process in stages and go through these stages as individuals

Correct!

☒

The size of the change determines how much and what kind of change management is needed

Correct!

☒

Employee resistance is the norm, not the exception. Expect some to never support the change

Correct!



Change agents must be conscious of both a senders' mentality and the receivers' orientation

Correct!



Value systems have a direct impact on how employees react to change

Correct!



Visible and active sponsorship is not only desirable but necessary for success



It is important to slow down if change isn't working



Once you convince the early adopters to change, the others will follow

Correct!



The "right" answer is not enough to successfully implement change

Question 6

1 / 1 pts

The reading ([Forming project teams – the right mix is key to success](#)) referred to Tuckman's five stages, and this was then explained further in reading ([5 Stages of a Team Development Tuckman | Better Explained](#)). One of the five stages is storming, where a team has problems. Which of the following are identified as ways of dealing with these problems? (Select all that apply).

☐

Only allocate work to people who are keen to do it

☐

Always give work to the person who is most capable

☐

Fire anyone who is a troublemaker

Correct!

☒ Define tasks clearly within individuals domains

Correct!

☒ Define clear responsibilities

Correct!

☒ Set proper ground rules

Question 7

1 / 1 pts

According to the reading ([Team Building in Project Management](#)), which of the following are major barriers to project teams development? (Select all that apply).

Correct!

☒ Conflicts over Roles

Correct!

☒ Communication Difficulties

Correct!

☒ Changing Project Environments

Correct!

☒ Missing Support from Senior Management

☐ Changing team membership

☐ Different levels of technical skills

Correct!

☒ Lack of Team Structure

Correct!

☒ Credibility of the Project Leader

Question 8

1 / 1 pts

According to the reading ([Team Building in Project Management](#)), suggestions for effectively managing the barrier of 'Differing Outlooks, Priorities, Interests and Judgements of Team Members' are? (Select all that apply).

☐ Stabilise external influences.

Correct!



Fully explain the scope of the project and the rewards.

☐ Conduct regular status review meetings.



Ask team members where they see themselves fitting into the project.

Correct!



Make effort early in the project life cycle to discover these conflicting differences.

Correct!



Sell "team" concept and explain responsibilities.

Correct!



Try to blend individual interests with the overall project objectives.

Question 9

1 / 1 pts

According to the reading ([Team Building in Project Management](#)), what are some characteristics of an effective project team? (Select all that apply).

Correct!

☒ Team Members Highly Interdependent

☐ Low Commitment to Project Objectives

☐ Conflict Avoided at All Costs

Correct!

☒ High Interest in the Team and Team Processes

Correct!

☒ High Trust Levels

Correct!

☒ High Performance

☐ Lethargic/Unresponsive

Correct!

☒ High Energy Levels and Enthusiasm

Question 10

0.83 / 1 pts

According to the reading ([Team Building in Project Management](#)), what are some characteristics of an ineffective project team? (Select all that apply).

Correct!

☒ Manipulation of Others, Hidden Feelings

Correct!

☒ Low Commitment to Project Objectives

☐ Team Members Highly Interdependent

☐
Professional Objectives of Team Members
Coincides with Project Requirements

Correct!

☒ Subtle Sabotage

Correct!

☒
Team Members Operate Independently/ Lack of
Coordination

Correct Answer

☐ Low Performance

Correct!

☒ Lethargic/Unresponsive

Unanswered

Question 11

0 / 1 pts

According to the reading ([5 Stages of a Team Development Tuckman | Better Explained](#)) match the five stages of team development to the description that best describes what occurs in the stage.

You Answered

Forming



This is the stage in which the team members meet for the very first time and are excited.

most time
and are
excited,
positive
and polite
towards
one
another.

You Answered

Storming



This is the
stage in
which the
team's
effectiveness
drops
drastically
and where
most teams
fail. This is

fail. This is where the team members need to discuss skills, background etc.

You Answered

Norming



This is the stage in which team effectiveness should go up exponentially. In this stage team members ask

members ask
each other
for help,
provide
constructive
feedback etc.

You Answered

Performing



This is the
stage in
which team
members
find it easy
to be a part
of the team,
you can
easily
accomodate
new people

new people
and start to
focus on
other goals
and areas of
work.

You Answered

Adjourning



This is the
stage in
which the
teams are
disbanded
and most
people will
need to find
new
opportunities.

Question 12

1 / 1 pts

According to the reading([Project Failure: Top 10 Reasons Why Projects Fail](#)), what are some of the top reasons why a project fails? (Select all that apply).

☐ Team Planning Sessions

Correct!

☒ Poor Communication

Correct!

☒ Scope Creep

Correct!

☒ Bad Stakeholder Management

Correct!

☒ Unreliable Estimates

☐ Generous Budget

Correct!

☒ Under-allocated Resources

☐ Over-allocated Resources

Question 13

1 / 1 pts

According to the reading ([Critical success factors in project management. To fail or not to fail, that is the question!](#)) ➡ what are some of the factors that substantially influence project success?

Correct!

☒ Establishing project team.

☐ The change in the company environment.

☐ Recognising client's needs.

☐ Client involvement.

Correct!

☒ Formal establishing of Project Manager.

Question 14

1 / 1 pts

According to the reading ([Critical success factors in project management. To fail or not to fail, that is the question!](#)) what are some of the factors that have a small influence on project success?

☐ Project team experience.

Correct!

☒ IT Support for scheduling.

Correct!

☒ Periodically meeting of the steering committee.

☐ Periodical reports to project team.

☐ Client staff fluctuation.

Correct!

☒ Frequent changes in schedules.

☐ Ad-hoc project team meetings.

Question 15

1 / 1 pts

Which 3 steps from John Kotter's 8 step change model are focused on "*Creating a climate for change*"?
(Select all that are applicable)

☐ Create short term wins

☐ Make it stick

☐ Empower action

Correct!

☒ Increase urgency

☐ Communicate for buy-in

Correct!

☒ Get the right vision

☐ Don't let up

Correct!

☒ Build the guiding team