

FAKULTA INFORMATIKY
MASARYKOVA UNIVERZITA



PA179
Project Management

Skúškové otázky

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1 Quiz otázky

1.1 1. přednáška - Project management basics [6]

1.1.1 Project management basics

1. What are the main characteristics of a project?

- (a) Temporary, Change driving, Uncertain, Unique
- (b) Repetitive, Stable, Linear, Event driven
- (c) Permanent, Simple, Flexible, Task driven

Správně: a

2. What are the usual dimensions of project manager's triple constraint?

- (a) Time, Cost, Scope
- (b) Risk, Quality, Procurement
- (c) Plan, Change, Progress

Správně: a

3. What is the aim of Project Portfolio?

- (a) To add value to business
- (b) To fulfil strategic goals
- (c) To create a unique product

Správně: a, b

4. A process is best visualized with:

- (a) Gantt chart.
- (b) Flow chart.
- (c) Use case diagram.

Správně: b

1.1.2 PRINCE2

5. Which PRINCE2 principle implies referring exceeded tolerances up next management level ?

- (a) Continued business justification
- (b) Manage by stages
- (c) Manage by exceptions

Správně: c

6. Which PRINCE2 theme addresses the need to identify stakeholders?

- (a) Organization
- (b) Business Case
- (c) Progress

Správně: a

7. Which PRINCE2 process is dedicated to creating a Project Plan?

- (a) Starting up a project
- (b) Initiating a project
- (c) Controlling a stage

Správně: b

8. Which of these is PRINCE2 suitable for?

- (a) A project where comprehensive reporting is required
- (b) A project team that requires firm control
- (c) Entry-level project managers

Správně: a, c

1.1.3 PMBOK

9. PMBOK's Knowledge areas include:

- (a) Integration, Scope, Schedule, Cost
- (b) Quality, Communications, Risk, Procurement
- (c) Business Case, Process, Progress, Talent

Správně: a, b

10. In PMBOK, every process definition includes:

- (a) Process inputs
- (b) Process tools and techniques
- (c) Process outputs

Správně: a, b, c

11. In PMBOK, which Knowledge area is dedicated to selecting and contracting outsourced products?

- (a) Procurement
- (b) Scope
- (c) Communications

Správně: a

12. PMBOK is best used as:

- (a) A step-by-step method to follow
- (b) A handbook on different knowledge areas
- (c) A guide to project manager's competencies

Správně: b

1.1.4 ICB

13. A competence is an application of:

- (a) Knowledge, skills and abilities
- (b) Wisdom, creativity and understanding
- (c) Intelligence, information and experience

Správně: a

14. ICB's perspective competencies include:

- (a) Quality, Change and transformation, Time
- (b) Governance structures and processes, Compliance standards and regulations, Strategy
- (c) Strategy, Power and interest, Culture and Values

Správně: b, c

15. ICB's people competencies include:

- (a) Personal communication, Conflict and crisis, Resourcefulness
- (b) Negotiation, Self-reflection and self-management, Teamwork
- (c) Leadership, Relations and engagement, Results orientation

Správně: a, b, c

16. What does ICB stand for?

- (a) International Competence Baseline
- (b) Individual Competence Baseline
- (c) International Confidence Baseline

Správně: b

1.2 2. přednáška - Project management in IT [7]

1.2.1 Project management in IT

17. What are the specifics of IT projects?

- (a) Stability of resources
- (b) Frequent unplanned requirements changes
- (c) Increased need for risk management

Správně: c

18. How is the ITIL Service Strategy process useful with regards to IT project management?

- (a) It helps us understand what service we're creating or substantially changing
- (b) It helps us determine who will run and monitor our project's output
- (c) It helps us evaluate our project's risks

Správně: a, b, c

19. Why is spiral lifecycle model more suitable for SW development?

- (a) It is iterative and thus allows for changes later in the project
- (b) It is straightforward and easy to implement
- (c) Spiral model is not suitable for SW development

Správně: a

20. What is typical in agile development?

- (a) Thorough upfront planning
- (b) Focus on people
- (c) Focus on processes

Správně: b

1.2.2 Unified Process

21. What are the characteristics of UP?

- (a) Risk driven
- (b) Iterative and incremental
- (c) Linear

Správně: a, b

22. What are the possible workflows of each iteration?

- (a) Business Modelling, Analysis, Requirements and Design, Implementation, Test, Deployment
- (b) Business Modelling, Requirements, Implementation, Test, Deployment
- (c) Inception, Elaboration, Construction, Transition

Správně: a

23. The Elaboration phase's goals are:

- (a) Test operational capability
- (b) Collect requirements
- (c) Create baseline architecture

Správně: b, c

24. Which type of UML diagram is most suitable for modelling requirements?

- (a) Class diagram
- (b) Activity diagram
- (c) Use case diagram

Správně: c

1.2.3 SCRUM

25. What is the core responsibility of Scrum Master?

- (a) Communication
- (b) Managing the SCRUM process
- (c) Delivering the product

Správně: b

26. Who is responsible for items in Product Backlog?

- (a) Product Owner
- (b) Scrum Master
- (c) Team of Developers

Správně: a

27. What are the characteristics of SPRINT?

- (a) It should not be longer than one month
- (b) It ends with the release of usable increment
- (c) It includes development of all Product Backlog items

Správně: a, b

28. What is a SCRUM?

- (a) Predictive SW development framework
- (b) Process that allows early delivery of a usable product
- (c) Iterative and incremental SW development framework.

Správně: b, c

1.3 3. přednáška - Standards comparison and Example Project I. Part 1

1.3.1 Comparing and applying standards [8]

29. PRINCE2 is the right choice of standard when:

- (a) Project manager needs comprehensive method to follow
- (b) The company's culture requires comprehensive reporting
- (c) Bureaucratic overload is not welcome

Správně: a, b

30. SCRUM is the right choice of standard when:

- (a) The managed team is distributed across various locations
- (b) Exact requirements are not known upfront
- (c) Time to market is key factor

Správně: b, c

31. IPMA is the right choice of standard when:

- (a) The use of soft skills is crucial for the project's success
- (b) Project manager has little experience
- (c) Project manager needs comprehensive method to follow

Správně: a

32. What needs to be taken into consideration when choosing appropriate standard for the project?

- (a) Team experience, skills and collaboration
- (b) Project's domain, scale and requirements
- (c) Advantages and limitations of the standard in consideration

Správně: a, b, c

1.3.2 Planning a project [2]

33. Which of these are principles of agile SW development?

- (a) Welcome changing requirements, even late in delivery
- (b) Always stick to the plan.
- (c) Build projects around motivated individuals

Správně: a, c

34. Which approach is typical for agile project manager?

- (a) Directive
- (b) Coaching
- (c) Bureaucratic

Správně: b

35. Which of these are usually included in Project charter?

- (a) Detailed quality management plan
- (b) Product description
- (c) Business case

Správně: b, c

36. Choose correct PDM relationship for this sequence of activities: „Testing of Component 1 cannot start until build of Component 1 has finished.“

- (a) Start-to-start (SS)
- (b) Finish-to-finish (FF)
- (c) Finish-to-start (FS)

Správně: c

1.4 4. přednáška - Example Project I. Part 1 a 2

1.4.1 Risk Management [3]

37. What are common sources of risks?

- (a) New technologies
- (b) Dependencies
- (c) New suppliers

Správně: a, b, c

38. Which two dimensions are estimated when assessing risks?

- (a) Duration and Quality
- (b) Probability and Impact
- (c) Responsibility and participation

Správně: b

39. Which of these are risk responses?

- (a) Reduce
- (b) Transfer
- (c) Run

Správně: a, b

40. What do we do when transferring risks?

- (a) Shift possible impact to a third party
- (b) Avoid risk completely
- (c) Nothing

Správně: a

1.4.2 Quality Management [3]

41. What is Definition of Done?

- (a) Everything that is required for Product backlog item or Increment completion.
- (b) Plan for the next Sprint.
- (c) Meeting held at the beginning of Sprint.

Správně: a

42. What does a Burndown chart display?

- (a) Remaining days of project.
- (b) Top 10 to-do for today.
- (c) Remaining work.

Správně: c

43. Why do we count Team velocity?

- (a) To forecast how long it will take to deliver items from Sprint or Product backlog.
- (b) To better understand quality of the process.
- (c) To predict customer's satisfaction.

Správně: a, b

44. Which of these are built-in SCRUM measures for managing quality?

- (a) Sprint retrospective
- (b) Definition of done
- (c) User stories

Správně: a, b, c

1.4.3 Product Backlog [3]

45. What is a user story?

- (a) List of tasks to be done during the Sprint.
- (b) Description of a system feature.
- (c) A product-related report from the user.

Správně: b

46. What are the advantages of adding acceptance criteria to User stories?

- (a) They specify risks related to user story.
- (b) They help define User story implementation boundaries.
- (c) They serve as a baseline for functional testing.

Správně: b, c

47. What are story points?

- (a) A metric of potential team effort to implement a User story.
- (b) Benefit points for achieving estimated financial budget.
- (c) Agile tool for describing requirements.

Správně: a

48. What should be considered when prioritizing the Product backlog?

- (a) The amount of risk removed.
- (b) Value to customer.
- (c) What developers had for breakfast.

Správně: a, b

1.4.4 Sprinting [4]

49. What are the main outcomes of Sprint review meeting?

- (a) Sprint Goal
- (b) One process improvement
- (c) Sprint Backlog

Správně: c

50. What is a Sprint goal?

- (a) An aggregate contribution of developing current Sprint's user stories
- (b) Total amount of team effort to fully implement a user story
- (c) Clear-language description of a system feature

Správně: a

51. Which of these questions are answered at Daily SCRUM meeting?

- (a) What did I do yesterday?
- (b) Did I see any obstructions/ blocking issues?
- (c) What did I have for breakfast?

Správně: a, b

52. Why does the team hold a Sprint Review?

- (a) To review Product Backlog
- (b) To inspect Increment
- (c) To inspect current Sprint's relationships

Správně: a, b

1.5 5. přednáška - Example Project I. Part 3

1.5.1 Conflicts, Change and Closure [5]

53. Which of these are conflict deescalation techniques?

- (a) Make tasteless jokes
- (b) Act calm
- (c) Listen actively

Správně: b, c

54. Which of these could be a consequence of adding an item to Product Backlog?

- (a) Other feature will not get developed
- (b) Contract will have to be changed
- (c) Risk register will change

Správně: a, c

55. When is the product considered fully released?

- (a) When all user stories from the Product Backlog have been implemented
- (b) With the release of last increment
- (c) At the end of last Sprint

Správně: c

56. Why is Project Retrospective meeting being held?

- (a) To plan for next project
- (b) To learn from successes and failures
- (c) To review a completed project

Správně: b, c

1.6 6. přednáška - SW solution for city information kiosks Part 1

1.6.1 Starting-up a project [9]

57. In PRINCE2, what is a Project Brief?

- (a) A foundation document upon which the Project Board decides to proceed.
- (b) List of product requirements from the customer.
- (c) Short meeting at the beginning of the project.

Správně: a

58. Which of these roles are a part of the Project Board?

- (a) Senior user
- (b) Executive
- (c) QA Engineer

Správně: a, b

59. What needs to be taken into consideration when defining management approach?

- (a) Project management standards
- (b) Corporate or programme strategies
- (c) External dependencies and prerequisites to the project

Správně: a, b, c

60. What needs to be defined in the Next stage plan?

- (a) Milestones
- (b) Estimated duration of activities
- (c) Roles and responsibilities

Správně: a, b, c

1.7 7. přednáška - SW solution for city information kiosks Part 2

1.7.1 Project Initiation [10]

61. What do we call the lowest level of Work Breakdown Structure?

- (a) Unimportant deliverable
- (b) Work Package
- (c) User story

Správně: b

62. What is PERT?

- (a) Technique for evaluating time effort
- (b) Technique for calculating critical path
- (c) Product description

Správně: a

63. What do we need to know about an activity in order to calculate Critical path?

- (a) Start and end points
- (b) Dependencies
- (c) Responsibility

Správně: a, b

64. Which of these do we include in End stage report?

- (a) Review of team performance
- (b) Detailed plan for next stage
- (c) Summary of current issues and risks

Správně: a, c

1.8 8. přednáška - SW solution for city information kiosks Part 3

1.8.1 Product delivery [11]

65. What are the advantages of planning a project around robust architecture?

- (a) All major technical risks get resolved early
- (b) Organizing teams around architecture minimizes communication overload
- (c) There are no advantages to this approach

Správně: a, b

66. What is an exception plan?

- (a) A plan that usually follows an Exception report
- (b) A plan of recovery from exceeded project's tolerances
- (c) A report of current progress

Správně: a

67. According to PRINCE2, who manages the product delivery?

- (a) Executive
- (b) Team manager
- (c) Configurations manager

Správně: b

68. Which of these project's variables can be affected by a request for change?

- (a) Time
- (b) Scope
- (c) Cost

Správně: a, b, c

1.9 9. přednáška - SW solution for city information kiosks Part 4 [1]

1.9.1 Transition and closure [12]

69. What are the usual activities in UP's Transition phase?

- (a) Creating documentation
- (b) Beta testing with subset of users
- (c) Providing user's training

Správně: a, b, c

70. Which of these are included in End project report?

- (a) Review of team performance
- (b) Benefits achieved to date
- (c) Summary of project performance

Správně: a, b, c

71. What is the purpose of lessons report?

- (a) To embed positive lessons in the organization's way of working
- (b) To test product features
- (c) To avoid negative experience in future projects

Správně: a, c

72. Which of these activities are a part of a PRINCE2 Closing phase?

- (a) Creating End project report
- (b) Requesting and obtaining Acceptance records
- (c) Planning the next project

Správně: a

2 Fulltext otázky

73. Vysvětlete projekt, program, portfolio.

TODO

74. Uveďte 2 rozdílné a 3 shodné prvky ICB a Prince2 certifikací.

TODO

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