

FAKULTA INFORMATIKY  
MASARYKOVA UNIVERZITA



PA179  
Project Management

Skúškové otázky

2. května 2019

# Obsah

|          |   |           |
|----------|---|-----------|
| <b>1</b> | <b>Quiz otázky</b>  | <b>2</b>  |
| 1.1      | 1. přednáška - Project management basics [6]                      | 2         |
| 1.1.1    | Project management basics   | 2         |
| 1.1.2    | PRINCE2   | 2         |
| 1.1.3    | PMBOK   | 3         |
| 1.1.4    | ICB   | 3         |
| 1.2      | 2. přednáška - Project management in IT [7]                       | 4         |
| 1.2.1    | Project management in IT  | 4         |
| 1.2.2    | Unified Process   | 4         |
| 1.2.3    | SCRUM   | 5         |
| 1.3      | 3. přednáška - Standards comparison and Example Project I. Part 1 | 5         |
| 1.3.1    | Comparing and applying standards [8]                              | 5         |
| 1.3.2    | Planning a project [2]  | 6         |
| 1.4      | 4. přednáška - Example Project I. Part 1 a 2                      | 6         |
| 1.4.1    | Risk Management [3]   | 6         |
| 1.4.2    | Quality Management [3]  | 7         |
| 1.4.3    | Product Backlog [3]   | 7         |
| 1.4.4    | Sprinting [4]   | 8         |
| 1.5      | 5. přednáška - Example Project I. Part 3                          | 8         |
| 1.5.1    | Conflicts, Change and Closure [5]                                 | 8         |
| 1.6      | 6. přednáška - SW solution for city information kiosks Part 1     | 9         |
| 1.6.1    | Starting-up a project [9]   | 9         |
| 1.7      | 7. přednáška - SW solution for city information kiosks Part 2     | 9         |
| 1.7.1    | Project Initiation [10]   | 9         |
| 1.8      | 8. přednáška - SW solution for city information kiosks Part 3     | 10        |
| 1.8.1    | Product delivery [11]   | 10        |
| 1.9      | 9. přednáška - SW solution for city information kiosks Part 4 [1] | 10        |
| 1.9.1    | Transition and closure [12]                                       | 10        |
| <b>2</b> | <b>Fulltext otázky</b>  | <b>11</b> |
| <b>3</b> | <b>Literatura</b>   | <b>12</b> |

# 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, b, c

### 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**

### 3 Literatura

- [1] Jaroslav Ráček, Dita Salajková: *Course summary*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/auth/el/fi/jaro2019/PA179/um/12\\_CourseSummary.pdf](https://is.muni.cz/auth/el/fi/jaro2019/PA179/um/12_CourseSummary.pdf)
- [2] Jaroslav Ráček, Dita Salajková: *Information System for disabled students Part 1*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/04\\_AgileExample01.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/04_AgileExample01.pdf)
- [3] Jaroslav Ráček, Dita Salajková: *Information System for disabled students Part 2*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/05\\_AgileExample02.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/05_AgileExample02.pdf)
- [4] Jaroslav Ráček, Dita Salajková: *Information System for disabled students Part 3*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/06\\_AgileExample03.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/06_AgileExample03.pdf)
- [5] Jaroslav Ráček, Dita Salajková: *Information System for disabled students Part 4*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/07\\_AgileExample04.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/07_AgileExample04.pdf)
- [6] Jaroslav Ráček, Dita Salajková: *Project Management Basics*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/1433/jaro2019/PA179/um/01\\_GeneralPM.pdf](https://is.muni.cz/el/1433/jaro2019/PA179/um/01_GeneralPM.pdf)
- [7] Jaroslav Ráček, Dita Salajková: *Project management in IT*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/1433/jaro2019/PA179/um/02\\_ITPM.pdf](https://is.muni.cz/el/1433/jaro2019/PA179/um/02_ITPM.pdf)
- [8] Jaroslav Ráček, Dita Salajková: *Standards comparison*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/03\\_Comparison.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/03_Comparison.pdf)
- [9] Jaroslav Ráček, Dita Salajková: *SW solution for city information kiosks Part 1*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/08\\_PredictiveExample01.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/08_PredictiveExample01.pdf)
- [10] Jaroslav Ráček, Dita Salajková: *SW solution for city information kiosks Part 2*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/09\\_PredictiveExample02.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/09_PredictiveExample02.pdf)
- [11] Jaroslav Ráček, Dita Salajková: *SW solution for city information kiosks Part 3*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/09\\_PredictiveExample03.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/09_PredictiveExample03.pdf)
- [12] Jaroslav Ráček, Dita Salajková: *SW solution for city information kiosks Part 4*. 2019-03-06, [Online; Navštíveno: 2019-03-06].  
URL [https://is.muni.cz/el/fi/jaro2019/PA179/um/09\\_PredictiveExample04.pdf](https://is.muni.cz/el/fi/jaro2019/PA179/um/09_PredictiveExample04.pdf)