Fakulta informatiky
Masarykova univerzita

PA179
Project Management

Skúškové otázky

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Obsah

1 Quiz otázky

1.1 1. přednáška - Project management basics [5]

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: **TODO**

10. In PMBOK, every process definition includes:
  (a) Process inputs
  (b) Process tools and techniques
  (c) Process outputs

Správně: **TODO**

11. In PMBOK, which Knowledge area is dedicated to selecting and contracting outsourced products?
  (a) Procurement
  (b) Scope
  (c) Communications

Správně: **TODO**

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: **TODO**

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: **TODO**

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: **TODO**

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: **TODO**

16. What does ICB stand for?
  (a) International Competence Baseline
  (b) Individual Competence Baseline
  (c) International Confidence Baseline

Správně: **TODO**

1.2   2. přednáška - Project management in IT [6]

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: **TODO**

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: **TODO**

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: **TODO**

20. What is typical in agile development?
 (a) Thorough upfront planning
 (b) Focus on people
 (c) Focus on processes

Správně: **TODO**

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 [7]

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 [1]

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 [2]

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 [2]

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 [2]

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 [3]

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 [4]

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 [8]

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 [9]

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

2 Fulltext otázky

65. Vysvětlete projekt, program, portfolio.
TODO

66. Uveďte 2 rozdílné a 3 shodné prvky ICB a Prince2 certifikací.
TODO

3 Literatura

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