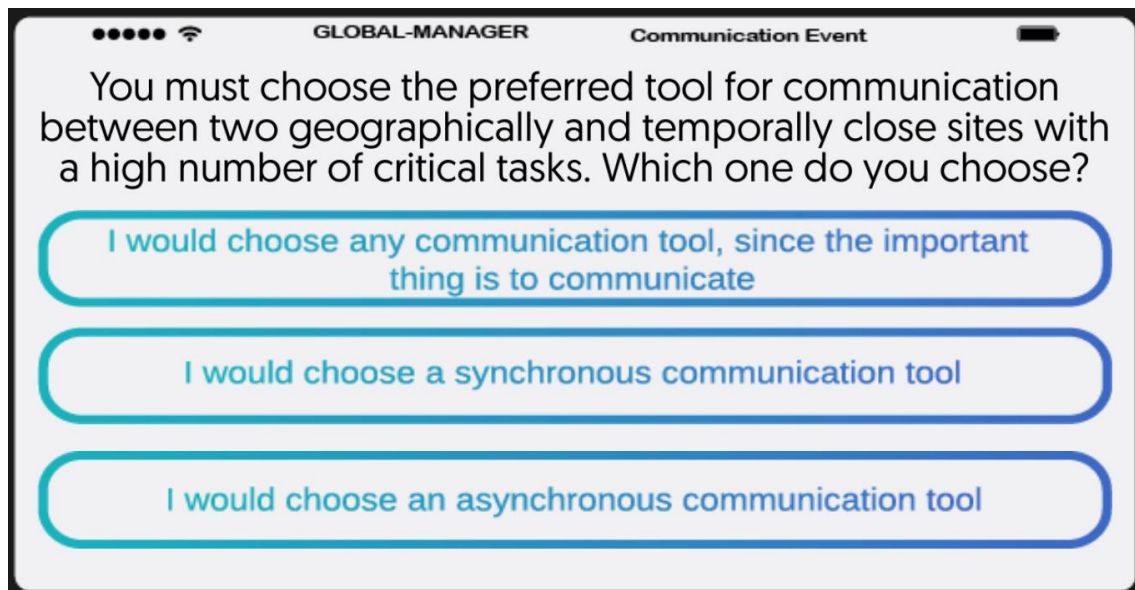


## APPENDIX E. EXAMPLES OF EVENTS SIMULATED BY THE GAME.

Note: There is one correct answer, but another option could, on occasions, also be considered valid, although not as correct as the first, and for this reason it attains a lower score.

### Selection of communication tools



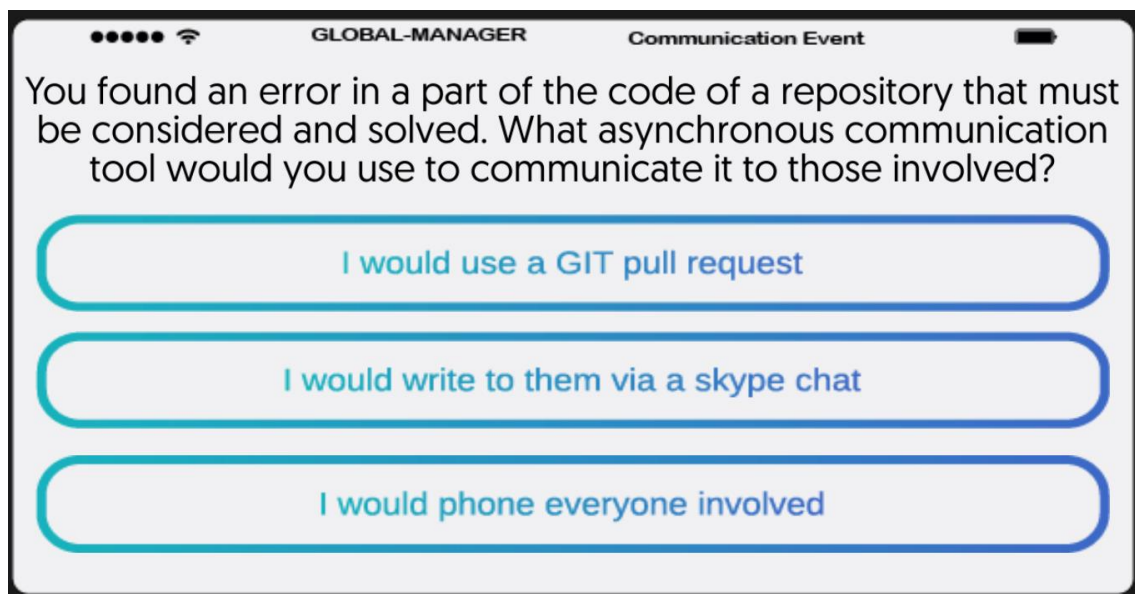
The screenshot shows a mobile app interface with a status bar at the top displaying signal strength, Wi-Fi, and battery icons. The app title is 'GLOBAL-MANAGER' and the event title is 'Communication Event'. The main text asks the user to choose a preferred communication tool between two geographically and temporally close sites with many critical tasks. There are three rounded rectangular buttons with blue borders and light blue text.

GLOBAL-MANAGER Communication Event

You must choose the preferred tool for communication between two geographically and temporally close sites with a high number of critical tasks. Which one do you choose?

- I would choose any communication tool, since the important thing is to communicate
- I would choose a synchronous communication tool
- I would choose an asynchronous communication tool

Correct answer: b



The screenshot shows a mobile app interface with a status bar at the top displaying signal strength, Wi-Fi, and battery icons. The app title is 'GLOBAL-MANAGER' and the event title is 'Communication Event'. The main text asks the user what asynchronous communication tool they would use to communicate an error in a repository code to those involved. There are three rounded rectangular buttons with blue borders and light blue text.

GLOBAL-MANAGER Communication Event

You found an error in a part of the code of a repository that must be considered and solved. What asynchronous communication tool would you use to communicate it to those involved?

- I would use a GIT pull request
- I would write to them via a skype chat
- I would phone everyone involved

Correct answer: a

### Cultural differences between project members & Project control activities

●●●●● 5G GLOBAL-MANAGER Coordination Event

Oscar and Kevin are two employees in your project who are located on different sites, have different cultures and are carrying out a critical task. What exceptional action would you take?

I would not take any special action, since the socio-cultural distance between two employees is not so important

I would move one of the employees, for a period, to the other's site with the objective of improving communication and avoiding misunderstandings

I would explain to both the importance of socio-cultural distance and how this can make communication difficult

Correct answer: b

●●●●● 5G GLOBAL-MANAGER Communication Event

You must communicate to a member of the project that there has been a change in the product requirements, making sure that this has been understood. However, this individual belongs to a culture that always says "yes", since saying "no" is considered rude. What would you do?

I would explain it to him/her and ask him/her if he/she has understood

I would explain it to him/her several times to make sure he/she has understood

I would explain it to him/her once and ask him/her to tell me what he/she has understood, and if he/she is wrong, I would explain it again

Correct answer: c

GLOBAL-MANAGER Control Event

A critical fault has emerged in an already deployed system. What communication tool would you use to report it?

I would use a synchronous tool that allows immediate contact

I would use an asynchronous tool that does not interfere with my co-workers' work

I would send an email informing all those involved

Correct answer: a

Project coordination

GLOBAL-MANAGER Coordination Event

You have to tell a team about a new functionality to implement, but you don't know whether to tell them one or another. What do you do?

You approach the simplest one, regardless of the people involved

You decide to study the availability of the people who will participate in its implementation to avoid bottlenecks

You do not tackle any of them until everyone is fully available

Correct answer: b

Workers' English level

GLOBAL-MANAGER Communication Event

The history of communication messages between two teams of different nationalities has led you to observe that communications always take place between the same employees because their level in the common language of the project is higher. What measures do you take?

I help to improve the level of the common language for those employees who find it difficult to communicate, through courses

I do not do anything: as long as one team member can answer the other team for his or her teammates, there is no problem

I reduce the salary of those employees whose common language-level is lower

Correct answer: a

#### Task dependencies between employees

GLOBAL-MANAGER Coordination Event

There are certain dependencies between the tasks of two workers from the work teams. What task they should coordinate?

Worker 1:	Worker 2:
- Prototype design	- Prototype implementation
- Test design	- Test implementation

Prototype design, test design

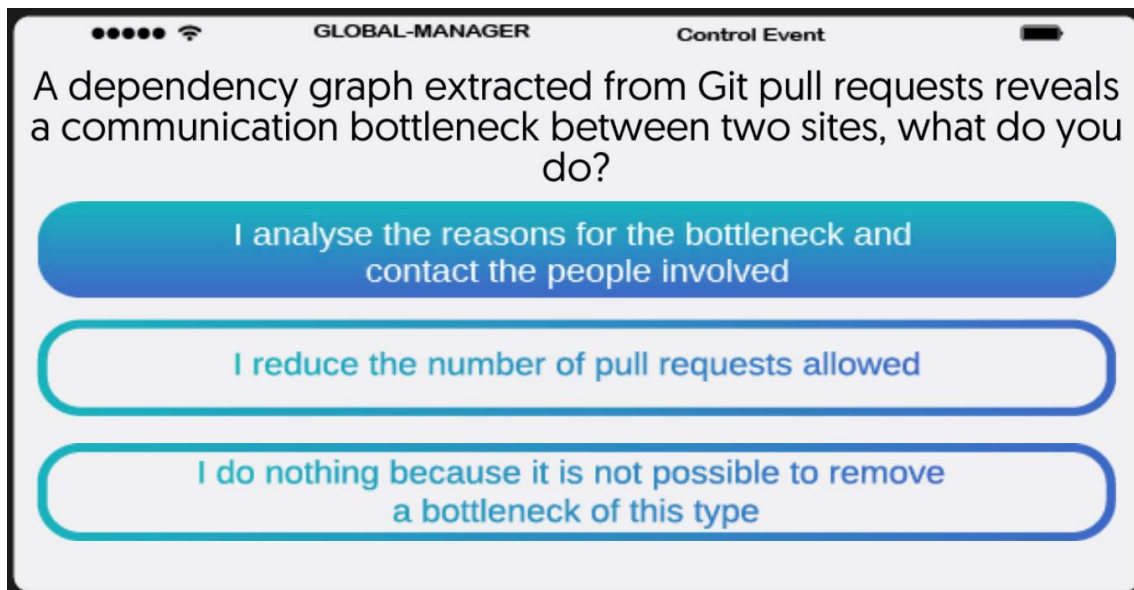
Prototype design, prototype implementation, test implementation

Prototype implementation, test design, test implementation

Correct answer: c

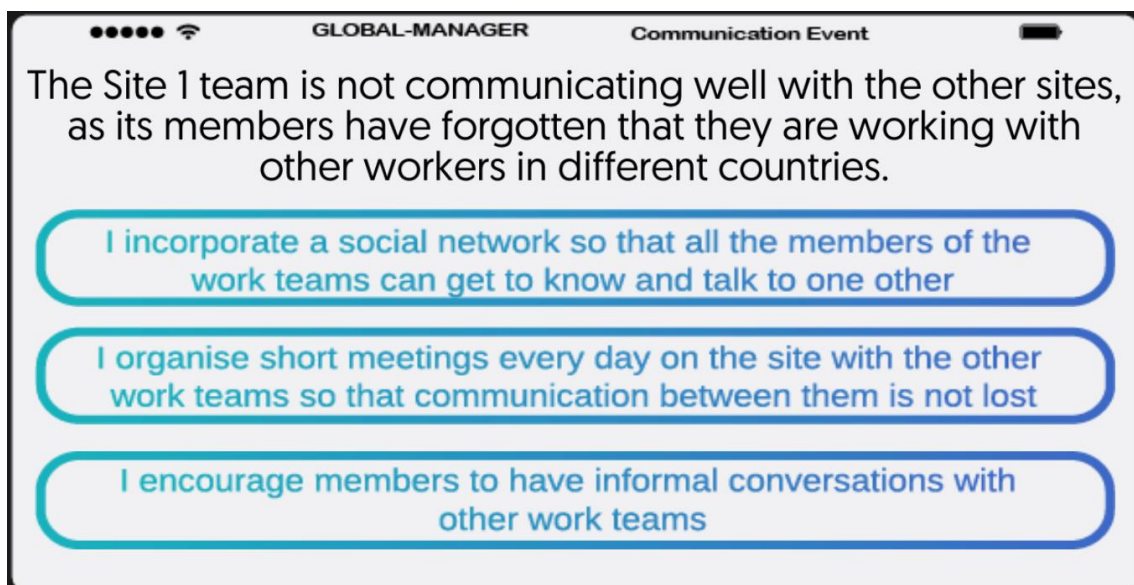
#### Awareness about project status



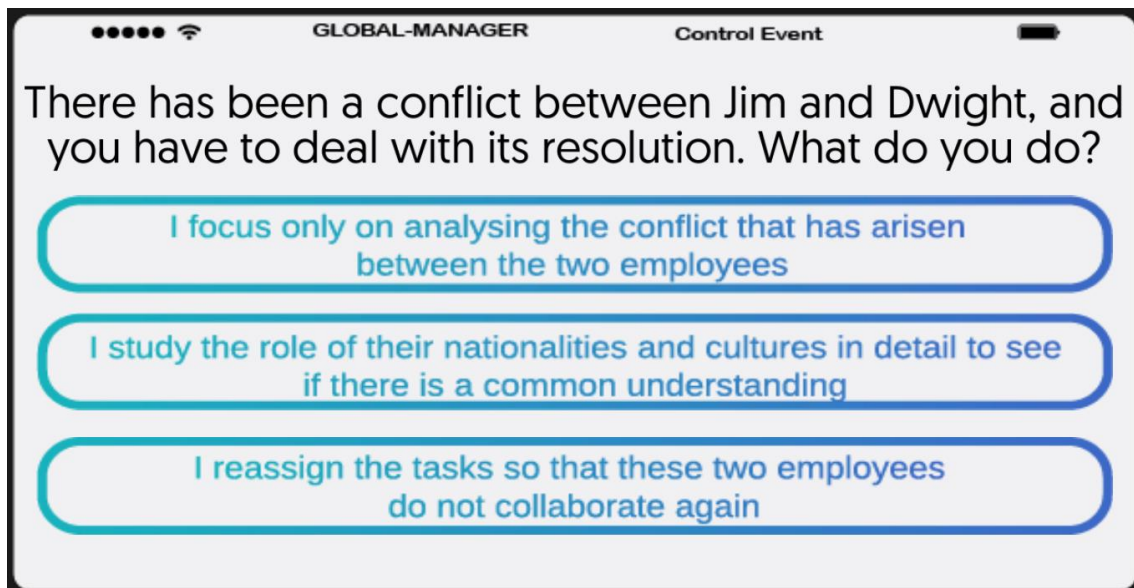


Correct answer: a

Conflict resolution

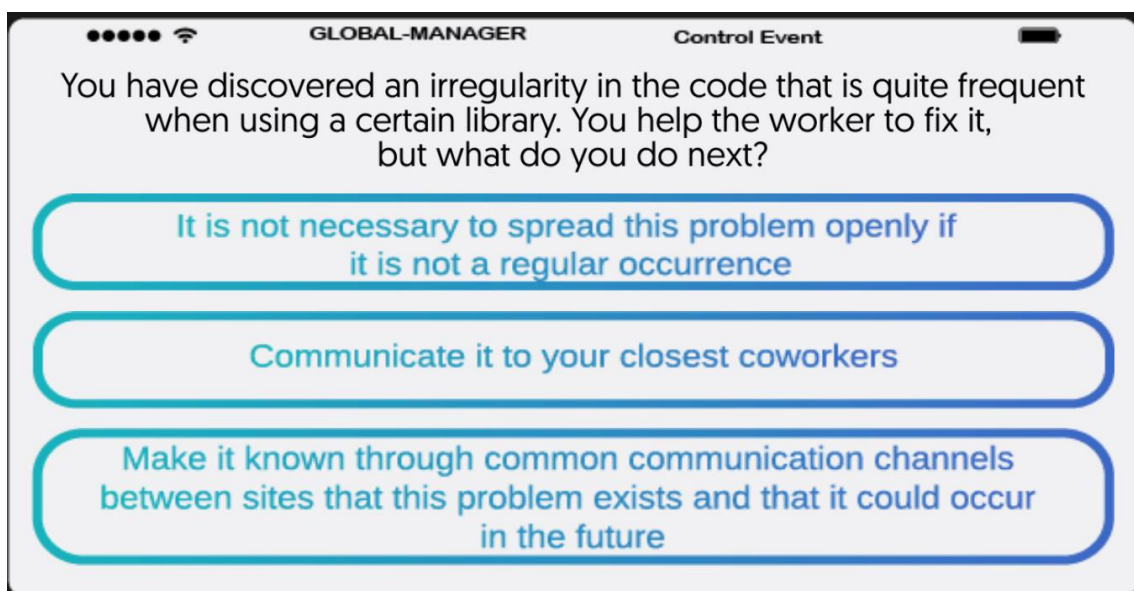


Correct answer: b



Correct answer: b

Knowledge management



Correct answer: c

Awareness about partners' availability & Communication between employees with interdependent tasks

GLOBAL-MANAGER Coordination Event

Ryan has been assigned a T1 task that is dependent on the T2 task overseen by Kelly. Who should Ryan preferably communicate with before and during the development of his task?

With all the people involved in the T2 task (directly or indirectly)

If the T2 task is well done, communication is not necessary to perform T1

With Kelly, because she oversees T2

Correct answer: c

GLOBAL-MANAGER Communication Event

There is dependence between Ana and Juan's tasks, and Antonio is the supervisor of both. You detect that there is a lot of communication between Juan and Antonio and that it is almost non-existent between Juan and Ana. What do you do in this situation?

As long as someone communicates with the supervisor, there is no problem

I study the case, as there may be a communication problem

I assign Juan's task to a girl

Correct answer: b