**Role of Effective Manager**

A project manager is conducting Daily Stand-Up meeting. What is he doing?

Tracking Schedule

Planning Schedule

Tracking Effort

Planning Effort

Ans: Tracking Schedule

Why is Effort buffer added?

To protect against incorrect estimations due to lack of clarity or experience

To protect against unforeseen challenges & delays

Ans: To protect against incorrect estimations due to lack of clarity or experience.

Why is Schedule buffer added?

To protect against incorrect estimations due to lack of clarity or experience

To protect against unforeseen challenges & delays

Ans: To protect against unforeseen challenges & delays.

A project manager is verifying timesheets against actual effort spent on a task. What is she doing?

Planning Effort

Planning Schedule

Tracking Effort

Tracking Schedule

Ans: Tracking Effort

Feedback

*Verification of timesheets helps to track the actual effort spent against the effort planned for the project & take corrective actions*

Responsibility is things that you are required to do every day when you are at work.

TRUE

FALSE

Ans: TRUE

Which of the following are correct?

You are always accountable for what you are responsible

You Own the success and failure of the delivery - you are accountable for it

You are responsible for activities your team is accountable for

You are accountable for activities your team is responsible for

Responsibility can be shared - Many people can be responsible for a particular task

Accountability can be shared - Many people can be accountable for a particular task

The project manager is both accountable and responsible for the work at hand

Ans:

You are always accountable for what you are responsible

You Own the success and failure of the delivery - you are accountable for it

You are accountable for activities your team is responsible for

Responsibility can be shared - Many people can be responsible for a particular task

The project manager is both accountable and responsible for the work at hand

**Project and Project Management**

Select the attributes of a Project

Has specific start & end date

Creates something new / unique

Output is product or service or result

Is Business as usual

Ans: Has specific start & end date

Creates something new / unique

Output is product or service or result

Project A has a Net Present Value (NPV) of $26,000. Project B has an NPV of $28,000. What is the opportunity cost, if you select project A instead of project B?

$ -2,000

$2,000

$26,000

$28,000

 Ans: $28,000

Your project involves redesigning an online training portal in order to enhance the learner experience. The project performance will be measured based on customer feedback surveys. The redesign is being delivered incrementally, over multiple releases. What will be the best way to measure the business value delivered over the course of the project?

Once all the releases are completed, compare pre-project revenue to post-project revenue.

Divide the expected improved satisfaction by the number of releases, and monitor whether each release delivers its share of the improvement.

Analyze customer satisfaction improvement after all releases have been delivered.

Analyze the customer feedback after each release, comparing the results to predefined targets.

Ans: Analyze the customer feedback after each release, comparing the results to predefined targets.

Feedback

*The scenario says that the business goal is enhanced customer experience as measured by feedback surveys, not revenue enhancement. Therefore, comparing pre- and post-project revenue won't measure the value delivered.  
  
Also, it won't be helpful to divide the expected improvement by the number of releases, since each release will include different features.  
  
Assessing the results after all the releases are done will not measure the value being delivered incrementally throughout the project.  
  
So the best option is to review the metrics against predefined targets (documented in the quality management plan) after each release. This allows you to monitor value delivery throughout the project.*

You  have been asked to manage the organization's first hybrid project. What can you expect?

You will plan the project with the usual predictive process, then the team will use agile practices to implement the plan.

The team will be using both agile and predictive practices in each iteration.

For each part of the project, you will need to choose either agile practices or plan-driven practices.

You will need to design the best balance of agile and plan-driven practices based on the needs of the project and the organization

Ans: You will need to design the best balance of agile and plan-driven practices based on the needs of the project and the organization

A project manager is Validating Scope. Which process group is he working in?

Initiating

Planning

Executing

Monitoring & Control

Closing

Ans: Monitoring & Control

Feedback

*Validate Scope is done in Monitoring & Control process group. Project manager will gain formal acceptance of deliverables in Closing process group.*

 A project manager's primary responsibility is to deliver the product of the project within project constraints. Actions taken and changes made to the benefit of one constraint could negatively affect another. Which of the following best describes the major constraints on a project?

Scope, number of resources, and cost

Scope, cost, and schedule

Scope, schedule, cost, quality, risk, resources, and customer satisfaction

Schedule, cost, and number of changes

Ans: Scope, schedule, cost, quality, risk, resources, and customer satisfaction

Your team is building a website. The site will include many features. As each feature is completed, the product owner reviews it and either accepts it or tells the team what needs to be fixed. Upon acceptance, the feature is reviewed by QA and then added to the live build. Which life cycle or development approach are you using for this project?

Hybrid

Incremental

Iterative

Release-driven

Ans: Incremental

Feedback

*This scenario describes an incremental life cycle, where complete portions of the product are developed and delivered one at a time. In an iterative life cycle, the complete project would be built up progressively, in increasing levels of detail; that is not the case here.  
  
While this could be a hybrid project, the scenario doesn’t mention any predictive or plan-driven methods. Since a hybrid project is one that uses both agile/adaptive and predictive methods, that isn’t the best answer.  
  
The answer D. “release-driven” D is a distractor; that is not a recognized type of life cycle or development approach.*

The project charter is created in which project management process group?

Executing

Planning

Closing

Initiating

Ans: Initiating

Project A has an internal rate of return (IRR) of 21 percent. Project B has an IRR of 7 percent. Project C has an IRR of 31 percent. Project D has an IRR of 19 percent. Which of these would be the best project?

Project A

Project B

Project C

Project D

Ans: Project C

Who is in control of the project in Planning process group?

Product Owner

Customer

Project Manager

Sponsor

Ans: Project Manager

**Scope Management**

What is the most important thing that a project manager should ensure during Scope Validation process?

Accuracy

Timeliness

Acceptance

Completeness

Ans: Acceptance

 A project manager is trying to define the scope of the project. Which type of requirements must he collect?

Business Requirements

System Requirements

Functional Requirements

Non-Functional Requirements

 Ans: Business Requirements

System Requirements

Functional Requirements

Non-Functional Requirements

Which ones below are Requirement Collection Techniques?

Benchmarking

KANO

Brainstorming

Mind Maps

Ans:  Benchmarking

Brainstorming

Mind Maps

"Project Scope" includes

Deliverables with associated features & functions

Outcomes and benefits

Work required to deliver outputs

Ans: Deliverables with associated features & functions

Outcomes and benefits

Work required to deliver outputs

Feedback

*Project Scope = Product Scope + Work to be done to deliver product scope*

 A project manager is trying to prevent scope creep. He is trying to find out the agreed scope of the project, agreed & signed off by the customer. Which document must he refer to?

Requirements Document

Project Management Plan

Scope Baseline

Work Breakdown Structure

Ans: Scope Baseline

Javed is a project manager for a project that has recently completed testing of a new ERP Cloud system.  The internal testing team has signed off saying that the product meets requirements & specifications. At which state are the deliverables?

Verified

Validated

Accepted

Inspected

 Ans: Verified

You are the project manager of a Cloud Infrastructure project. The project is in execution phase. During daily status meeting, you realize that one of the team members is working on a requirement which she thinks will impress the customer. This is an example of what?

Requirement Enhancement

Value Addition

Change Control Board (CCB)

Scope Creep

Ans: Scope Creep

Which document helps to trace requirements to other artefacts & prove that requirements have been met

RACI Matrix

Traceability Matrix

Scope Statement

Project Charter

 Ans: Traceability Matrix

A "Work Package" is a WBS element which cannot be broken down any further.

True

False

 Ans: True

Outputs of "Plan Scope Management" activity are

Requirement Management Plan

Scope Management Plan

Both the Above

Neither of the above

Ans: Both the Above

**Schedule Management**

You are the Project Manager of a Oracle ERP project. Your client wants the project completed 10 days earlier than planned. You believe that this can be achieved by overlapping activities. What is the approach you plan to use?

Concurrent Engineering

Crashing

Resource Leveling

Fast Tracking

Ans: Fast Tracking

Which technique can change the critical path & may delay the schedule?

Resource Levelling

Crashing

Resource Smoothing

Fast Tracking

 Ans: Resource Levelling

if schedule compression is required, tasks with ................. dependency can be adjusted

No

Adjustable

Discretionary

Mandatory

 Ans: Discretionary

You are managing a Database project which requires approval from a government authority. Which type of dependency is this, which originates outside the project?

External

Internal

Mandatory

Discretionary

 Ans: External

Which technique increases cost while doing schedule compression?

Resource Levelling

Crashing

Resource Smoothing

Fast Tracking

 Ans: Crashing

Which of these are TRUE about Critical Path?

Longest sequence of activity on a project

If delay occurs on this path, it will delay the whole project schedule.

There must be only 1 in the project

Minimum duration required to complete the project

Ans:

Longest sequence of activity on a project

If delay occurs on this path, it will delay the whole project schedule.

Minimum duration required to complete the project

Which technique does not change the critical path & does not delay the schedule?

Resource Levelling

Crashing

Resource Smoothing

Fast Tracking

Ans: Resource Smoothing

A project can have more than one critical path.

True

False

Ans: True

You are the project manager of a Cloud Infrastructure project. You with the customer for initial discussions about an upcoming project. At the end of the meeting, the customer asks you for a rough estimate of the project duration. Based on your experience with three similar projects, you provide an estimate of 8-10 months.

What estimation technique did you use?

Analogous

3 Point

Parametric

Expert Judgement

 Ans: Analogous

A dependency which is contractually required or inherent in the nature of the work is called ......... Dependency

Mandatory

Discretionary

External

Internal

**Ans:** Mandatory

**Monitoring and Control**

What is a Key Performance Indicator?

A way to assess employee behavior

A synopsis of a business' digital marketing

A measurable value for tracking business goals

A look back at all the previous year's objectives

Ans: A measurable value for tracking business goals

You are the Project Manager of a DB Migration project. The customer has escalated that he thinks he is being over-charged. Which documents can help you to prove that you are an ethical company & save your reputation?

Timesheets

Project Management Plans

Resourcing Sheets

Leave Reports

Ans:  Timesheets

What is Defect Repair

Needs impact analysis, just like change requests

Another term for “Rework”

Both the above

None of the above

 Ans: Both the above

All the following are Key Elements in a Status Report except...

Project Status Summary

Issues / Challenges

Change Requests

Escalations

Dependencies

Risks & Mitigation Actions

 Ans: Escalations

Jordan wants to know whether the antivirus software she installed throughout her organization is effective or not. Which of these would be a good KPI for her to track?

The number of vendors using security measures.

The number of devices in the company.

The number of people attending security training.

The number of reported security incidents.

Ans: The number of reported security incidents.

Formula for % Zero Defect Deliveries (%ZDD) is

(No. of Internal First Time Right Deliveries/Total no. of deliveries made)\*100

(No. of Deliveries with Zero Defect/Total no. of deliveries made)\*100

(No. of On Time Deliveries/Total no. of deliveries made)\*100

Ans: (No. of Deliveries with Zero Defect/Total no. of deliveries made)\*100

Authenticating & Approving timesheets should be done to...?

Ensure that the correct amount of time is logged against the correct activity

Show your manager that you are busy

Create complicated reports with unnecessary details

Ensure the correct no. of actual hours are recorded

Ans: Ensure that the correct amount of time is logged against the correct activity

Ensure the correct no. of actual hours are recorded

Advantages of using Timesheets are:

Better Estimations

Improve Productivity

Scolding lazy employees

Performance tracking & assessment

Accurate Billing

Ans: Better Estimations

Improve Productivity

Performance tracking & assessment

Accurate Billing

Actions taken to bring project back on track as per plan

Preventive Action

Corrective Action

Defect Repair

Ans: Corrective Action

 What is the definition of Productivity?

Duration/Size

Size/Duration

Effort/Size

Size/Effort

Ans: Size/Effort

**Risk Management**

A project manager is managing a pilot project of a short duration and has started the risk management planning process. He has identified new risks and prioritized them based on the probability and impact matrix. The project manager now proceeds to plan responses for the risks without analyzing the risks numerically. According to you, this decision of project manager is:

Incorrect, as it is important to numerically analyze each risk so that it can be responded properly

Correct, as quantitative risk analysis is a waste of time and not required if risks are already assessed qualitatively

Incorrect, as quantitative risk analysis is important to calculate EMV for each risk and then later move to risk response planning

Correct, as this is a short project and project manager might skip quantitative risk analysis if he feels it is not assisting in the risk management process

Ans: Correct, as this is a short project and project manager might skip quantitative risk analysis if he feels it is not assisting in the risk management process

Feedback

*The amount of rigor in the analysis is dependent upon the duration and complexity of the project. For a project with a short duration, it may not be necessary to perform numeric (quantitative) risk analysis.*

If a business has 50% chances to earn $5 million and 30% chances to lose $2.5 million  
What is the EMV?

1750000

2500000

750000

-750000

Ans: 1750000

Feedback

*EMV = (50/100 \* 5 million) + (30/100 \* - 2.5 million)  
EMV = 2500000 + (-750000)  
EMV = 1750000  
  
I have taken -2.5 million is the second part of the formula, because its a loss.*

Which of the following is not a response type for positive risks?

Exploit

Enhance

Accept

Leverage

Ans: Leverage

Purchasing insurance for your project equipment is which type of risk response?

Accept

Avoid

Transfer

Mitigate

Ans: Transfer

Feedback

*When you buy insurance, you are transferring the risk of losing money to the insurance company*

Let’s say you see an opportunity to buy a consumable in bulk and get a 20% discount. However, buying consumables in large quantities will not benefit you as most of it will be wasted.

So, you ask your PMO to consult with other project managers to see if anyone requires the same consumable. If yes, you can combine the requirements and place the bulk order to realize the opportunity.

What risk response strategy did you employ?

Enhance

Escalate

Share

Accept

Ans: Escalate

Feedback

*In the Escalate risk response strategy, you entrust top management to handle the risk, and your job is limited to monitoring.*

You are managing a project. You conducted a risk assessment workshop with project stakeholders and identified several risks. You are concerned about the amount of time it will take for quantitative and qualitative risk analysis and to develop a risk response plan. What should you do?

As the risks were identified by project stakeholders, you need to ensure that each risk follows the risk management processes.

You should create a Probability and Impact matrix that determines risk thresholds for quantitative and qualitative risk assessments. He should apply this to his Risk Register and use that to determine which risks need analysis and risk responses.

You should refer this decision to the project stakeholders who can determine which risks merit response.

You should use you expert judgement to decide which risks warrant more complete risk analysis and response.

 Ans: You should create a Probability and Impact matrix that determines risk thresholds for quantitative and qualitative risk assessments. He should apply this to his Risk Register and use that to determine which risks need analysis and risk responses.

Decision Tree analysis can be described as a .........

Diagramming & calculation technique to select the best option when there is uncertainty

Subset of EMV technique

Risk response strategy

Expert Judgement

 Ans: Diagramming & calculation technique to select the best option when there is uncertainty

You are a project manager at a financial firm that has multinational dealings. You feel the financial meltdown in one of the client countries could affect your project adversely, so you want to hedge your risks. Although the probability of occurrence of the event is low, you are advised to play it safe. In terms of risk attitude, your organization could best be described as?

Risk Seeker

Risk Averse

Risk Neutral

Risk Mitigator

Ans: Risk Averse

Feedback

*Someone who doesn't want to take risks is called risk averse, and the attitude of the organization seems to be the same.*

A correct & complete risk description will have which of these components?

Impact

Context

Uncertainty

Probability

 Ans: Impact

Context

Uncertainty

Probability

As most of the team members are freshers, they are unable to deliver high quality.

This is a Risk

This is an Issue

Ans: This is an Issue

**Managing Stakeholders**

Which of the following is the best/preferred level during the stakeholder engagement?

Unaware

Resist

Neutral

Support

Ans: Support

Which of these are Internal Stakeholders?

Managers

Company Owners

Team members

Stakeholders

 Ans: Managers

Company Owners

Team members

The power/interest grid is a tool that helps to:

Assign more authority to the interested stakeholders

Assess the correct type and level of engagement desired with different stakeholders

Identify as many stakeholders as possible

Identify ways to make the project more interesting

 Ans: Assess the correct type and level of engagement desired with different stakeholders

While identifying Communication Plan for Stakeholders, which of the following must be decided?

Reporting Format & information

How the communication will be done - call / email / meeting

Frequency of communication

Trigger for communication

Ans: Reporting Format & information

How the communication will be done - call / email / meeting

Frequency of communication

Trigger for communication

Understanding stakeholders means understanding their ......

Engagement

Culture

Beliefs

Goals

Ans: Engagement, Culture, Beliefs, Goals

 You have been assigned to be the project manager of a IT Management services project. You would like to understand the project's stakeholders & their involvement. Which document will you refer to?

Stakeholder management plan

Project staffing plan

Project Management Plan

Stakeholder Register

Ans: Stakeholder Register

A project has been in execution for many months, and you have been regularly sending updates to all stakeholders per the communications management plan. Suddenly, at a phase-gate review, one of the stakeholders complains that she has not been informed about the changes in the project. What is the best thing for you to do?

Send her the copies of past correspondence to prove that she has been informed

Escalate the issue to the stakeholder’s manager

Review the stakeholder and communications management plans

Ignore this comment and continue working on the plan

 Ans: Review the stakeholder and communications management plans

What is the best way to manage stakeholders who are extremely supportive and have a high level of interest in the project but do not have a large influence on the project?

Ignore

Keep them informed

Use them as champions

Manage them closely

 Ans: Keep them informed

Any group of people that can have an influence or can be influenced by the project / initiative are called ...........

Team Members

Stakeholders

Project Sponsors

Organization

 Ans: Stakeholders

Henry is a long-time employee of a large organization. He is a subject matter expert in the Accounts Payable function and is a passionate supporter of the new financial system that is being implemented. Henry is respected in his department even though he is an individual contributor without a lot of formal authority.  How would you classify Henry on a Power/Influence Grid?

High Power, High Interest

High Power, Low Interest

Low Power, High Interest

Low Power, Low Interest

Ans: Low Power, High Interest

Feedback

*As an individual contributor, Henry would have low power but high interest in the success of the project.*

**Managing Teams**

According to Herzberg, what are motivators?

Job factors that make an employee more productive

They're generally not present for the majority of employees in the workforce.

Job factors that make an employee feel dissatisfied

Job factors that make an employee feel satisfied

Ans: Job factors that make an employee more productive

Feedback

*Motivators are the job factors which improve an employee's productivity*

Managers who hold McGregor's Theory X assumptions \_\_\_\_\_\_\_\_\_\_\_\_\_

usually give their employees a lot of freedom

are likely to use a command and control approach

don't get along with Theory Y managers

generally do not give pay raises or promotions

 Ans: are likely to use a command and control approach

McGregor's Theory Y includes all of the following assumptions EXCEPT \_\_\_\_\_\_\_\_\_\_\_.

employees are willing to take on responsibility

employees can be self-directed

employees enjoy meaningful work

most employees are not very creative

Ans:  most employees are not very creative

Which of the following is NOT an example of situational leadership?

Kenisha is a manager at a grocery store. When the store is not busy, she allows her employees to figure things out on their own. When the store is busy, however, she is more direct with them.

Marcus runs an accounting firm. He hires a few new employees every summer, right after they graduate from college. He realizes the new employees will need closer supervision than the experienced employees, and adjusts accordingly.

Quentin is a project manager who really admires Abraham Lincoln. He studies Lincoln's leadership style and makes a conscious effort to modify his style to match Lincoln's.

Rhonda was just hired as an executive at a marketing firm. She recognizes her employees don't know her yet, so she uses a more collaborative leadership style early in her tenure.

Ans: Quentin is a project manager who really admires Abraham Lincoln. He studies Lincoln's leadership style and makes a conscious effort to modify his style to match Lincoln's.

Feedback

*Situational Leadership means changing your leadership style from Directive to Supportive depending on your team's development maturity & the situation at hand.*

You are managing a project in Canada during winter. It gets dark by 5PM, and you find most of the staff leaving early to get to their cars. You are concerned that this will impact productivity.  When you inquire, they tell you that the car park is not monitored, and they don’t feel safe going to their cars after dark.  What Maslow hierarchy are they representing?

Physiological

Safety

Social

Esteem

 Ans: Safety

What would NOT be considered a hygiene factor according to Herzberg?

Personal safety

Fair compensation

Working conditions

Recognition

Ans: Recognition

Feedback

*Recognition would be considered a motivating factor according to Herzberg.*

According to the Movitational-Hygiene Theory, which of the following would have the strongest positive effect on employee satisfaction?

Quarterly Bonus

Increased Responsibility

Improved Working Conditions

Annual Employment Contract

Ans: Increased Responsibility

Feedback

*The power/interest grid is a tool to determine the most appropriate type of engagement with a stakeholder based on an assessment of their degree of influence and their interest in the project.*

Maya always feels like she is never included in group activities or social events. She has become depressed and lonely. According to Maslow, which category of needs has not been fulfilled?

Social (love/belonging) needs

Self-actualization needs

Physiological needs

Safety needs

Esteem needs

Ans: Social (love/belonging) needs

Which one of the following is a feature of McGregor's Theory X?

Workers like to be directed.

Workers enjoy responsibility.

Workers like to show initiative.

Workers view physical and mental effort as a natural part of work.

 Ans: Workers like to be directed.

Mike coaches boys baseball. During practice, Mike spends a lot of time working with each of the boys on specific baseball skills. On game day, however, Mike becomes very directive, giving rapid instructions to the boys. This is an example of situational leadership based on the \_\_\_\_\_.

Capacity of the followers

Situation

Capacity of the leader

Institution

Ans: Situation

**Communication Management**

Sally spends part of each Friday afternoon informally connecting with all project team members to ensure that they are aware of the priorities and status of the project.  What process is Sally performing?

Monitor Communications

Plan Communications Management

Team management

Quality Control

 Ans: Monitor Communications

You are planning out the communications methods to use as part of stakeholder engagement. The most effective means for communicating and resolving issues with stakeholders is:

Status reports

Electronic mail

Telephone calls

Face-to-face meetings

Ans: Face-to-face meetings

 As part of a joint venture, a project manager working with another company needs to share some confidential information related to intellectual property rights. He wants to know the person responsible for authorizing the release of confidential information. Which project document should he refer?

Organizational Breakdown Structure

Project Charter

Communication Management Plan

Stakeholder Management Plan

 Ans: Communication Management Plan

A project manager of an information technology project is discussing a complex algorithm with a new team member. After a long and thorough oral discussion, the project manager asks the person if he has understood the algorithm and can put it in the document. The team member implies that he has understood. However, when the project manager goes through the document, he realizes that the member hasn’t understood what was actually said, thus resulting in an inefficient use of time and effort. Who is responsible for this loss of time, and how could this be avoided?

Project manager; he should not have given the complex assignment to a new team member.

Team Member; he should have not implied that he had understood but should have cleared his doubts immediately.

Project Manager; he should have helped the team member in preparing and reviewing the document.

Project manager; it is his responsibility to ensure that his message is clear and concise and confirm that the team member truly understands the message.

Ans:  Project manager; it is his responsibility to ensure that his message is clear and concise and confirm that the team member truly understands the message.

Each critical project communication management requirement must be carefully analyzed. One good way is to use a communication model to design effective communications. What is the sequence of steps in a basic communication model?

Encode -> Transmit -> Decode -> Acknowledge -> Feedback

Encode -> Decode -> Transmit -> Acknowledge -> Feedback

Decode -> Encode -> Transmit -> Acknowledge -> Feedback

Encode -> Transmit -> Decode -> Feedback -> Acknowledge

 Ans: Encode -> Transmit -> Decode -> Acknowledge -> Feedback

Communication noise refers to influences on effective communication that influence the interpretation of conversations. Noise affects which components of communication?

Encoding and decoding

Decoding and feedback

Encoding and feedback

Transmission and decoding

Ans: Transmission and decoding

Feedback

*Noise is anything that compromises the original meaning of a message. It gets either introduced during the transmission itself or during decoding (when the receiver of the message doesn’t fully comprehend).*

Xavier is a project manager of a large learning management system implementation.  He recently held a meeting with the project’s key stakeholders. One of the Senior Directors from Sales complained that there were never any status updates for the project. Xavier has spent considerable time on weekly project status reports to ensure they were accurate and well formatted. He has printed hard copies of the reports and placed them on stakeholders’ desks. What should Xavier do?

Immediately send an email to all stakeholders explaining the status report process and include copies of all status reports.

Follow-up with the Senior Director and confirm whether a printed status reports best meets his communication needs. Update the Communication Plan if there are any changes.

Transition to an email distribution of the status reports.

At this point, Xavier does not need to do anything,. Not all stakeholders will be fully engaged in the project, and it is not his job to ensure that they read the status reports

 Ans: Follow-up with the Senior Director and confirm whether a printed status reports best meets his communication needs. Update the Communication Plan if there are any changes.

As a project manager, you have a problem with a team member’s performance. Which is the best way of communicating this problem to the team member?

Formal oral

Informal written

Informal oral

Formal written

 Ans: Informal oral

You have a project team spread across 5 different countries. As a project manager, what is the best communication method that you should follow for communicating important project announcements?

Informal written

Formal written

Informal oral

Formal oral

 Ans: Formal written

You are managing a project with project teams in different geographical locations. There are approximately 25 team members plus a team lead at 3 different locations. Additionally, there are 3 members from a supporting group that are working part-time on the project. How many communication channels are possible in your project?

496

992

424

32

Ans: 496

Feedback

*This is directly based on the formula n\*( n-1 )/2 . If n is the number of stakeholders in the project, the total possible communication channels = n\*( n-1 )/2. The project has 25 team members, 3 team leads, 3 support team members, and the project manager. That makes 32 people and 496 possible communication channels.*

**Quality Management**

John, a project manager, is encountering numerous problems in his project. He wants to identify the root causes of the problems so that he can focus on them. Which of the following tools should he use?

Fishbone diagram

Control chart

Scatter Diagram

Histogram

 Ans: Fishbone diagram

Let’s say you are developing a cell phone for your customers. You have conducted market research and determined what features the item should have. Then you started the production.

However, when the cell phone is finally launched, it does not get the expected market response. Eventually, it fails.

Was the product validated?

Yes

No

Maybe

 Ans: No

Perform Quality Assurance process is:

Where the customer formally accepts the product

Where the customer performs a test of the product of the project to check for correctness of the work product

Where any variances are recorded as changes and sent to Change Control Board for review

Where it is determined if the standards are being met, work is continuously improved and problem areas are identified and fixed

 Ans: Where it is determined if the standards are being met, work is continuously improved and problem areas are identified and fixed

Management wants to ensure that a project is following defined quality standards. Which of the following should be used?

Risk management plan

Work Breakdown Structure (WBS)

Statement of work

Quality Audit

 Ans: Quality Audit

Let’s say that you are developing a cell phone. You have conducted market research and collected all the information on the required features. You develop a plan to build the product, completing all the requirements and developing the product accordingly.Now, the production process has started. You carry out an inspection to ensure that everything is going according to plan.

If the product meets requirements, this means it has been ..........

Verified

Validated

Both

Neither

Ans: Verified

Feedback

*Verification ensures that the product is of high quality and error-free. This is a thoroughly objective process;*

Cost of failure detected internally is really an example of

Cost of conformance

Quality Audit

Cost of Warranty

Rework

Ans: Rework

Feedback

*Quality Audit is a cost of conformance. Internal failure costs are a cost of non-conformance. Such costs really add to rework.*

As a project manager, which would you give the highest priority: quality, cost, or schedule?

It would depend on the prevailing circumstances of the project

Quality is most important; cost and schedule come later

Cost is most important; everything else comes later

Completing the project on schedule is most important

 Ans: It would depend on the prevailing circumstances of the project

Which of the following is an example of Cost of Conformance?

Cost of rework

Warranty cost

Quality training

Scrap

Ans: Quality training

Feedback

*Quality training helps increase productivity and reduce the probability of errors occurring, i.e., helps in prevention. Hence, it can be classified as the cost of conformance.*

  Quality is achieved when \_\_\_

We exceed customer’s every expectation

We exceed customer’s expectation is some way or other

The defined requirements of the customers are fulfilled

The number of benefits far outweighs the number of defects.

 Ans: The defined requirements of the customers are fulfilled

  Warranty costs is an example of

Appraisal cost

Prevention cost

Cost of non-conformance

Cost of conformance

**Ans:** Cost of non-conformance

**Impactful Client Communication**

If you say "Maybe" when you really want to say "No", what is the impact?

You lose respect

You lose the client's trust

Your company's reputation gets impacted

The client becomes suspicious

 Ans: You lose respect

You lose the client's trust

Your company's reputation gets impacted

The client becomes suspicious

When should you use Emails?

When the topic is Emotional, personal or complex

When you want to formally communicate decisions

When you want some information or do quick status check

When you want to document important conversations

Ans: When you want to formally communicate decisions

When you want to document important conversations

You are managing a project in which the client has raised a concern over the quality of the latest deliverable. You are composing an email to respond to this concern. To ensure that the email is Clear (5 Cs), which of the following will you include in the email?

What is the next thing you want the email recipients to do

What are the generic problems faced by your team

How the client's delay in response cause the issue

What is the one most important thing you want to convey

Ans: What is the next thing you want the email recipients to do

What is the one most important thing you want to convey

In the 5 Cs framework, to ensure that your email is Correct, which aspects must you check?

Facts

Grammar

Tone

Understanding

Ans: Facts

Grammar

Tone

Understanding

 When & How should you Push back?

Always & agressively

Always & assertively

Appropriate instances & diplomatically

Never & never

 Ans: Appropriate instances & diplomatically

While making a Powerpoint presentation, what is recommended?

Short sentences

Graphs for numbers

Lots of text

Many slides

 Ans: Short sentences

Graphs for numbers

You are the project manager of a data migration project. In a weekly status meeting, the client asks you to include 1 more DB in this release. You are sure that it is not going to be possible. To avoid making the client unhappy, you say "Ok, Let me see if we can make that happen". Which attribute of assertiveness are you NOT demonstrating?

Pushback

Non-aggressiveness

Confidence

Anger

Ans: Pushback

Which are the elements of a presentation, that you must keep in mind?

People

Method

Tools

Objective

Time

Ans: People

Method

Tools

Objective

Time

 What should you do before any presentation?

Plan

Prepare

Postpone

Present

Ans: Plan, Prepare, Present

You are managing an agile project for a very critical customer. The client frantically calls up one day & requests you to include another feature in the on-going sprint. What should you do?

Get emotional & complain to him about how overloaded the team already is

Say "No, we cannot do it, Sorry" & escalate to your manager

Tell him that you can do it & have the team work overtime & on weekends to complete the request

Empathize with him, use assertive phrases to say No, coupled with explanations & come up with a Solution or Strategy

**Ans:** Empathize with him, use assertive phrases to say No, coupled with explanations & come up with a Solution or Strategy

**Agile Concepts**

The Agile Manifesto contains four paired values. Which of the following options would correctly finish the agile value: Responding to change over \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?

processes and tools

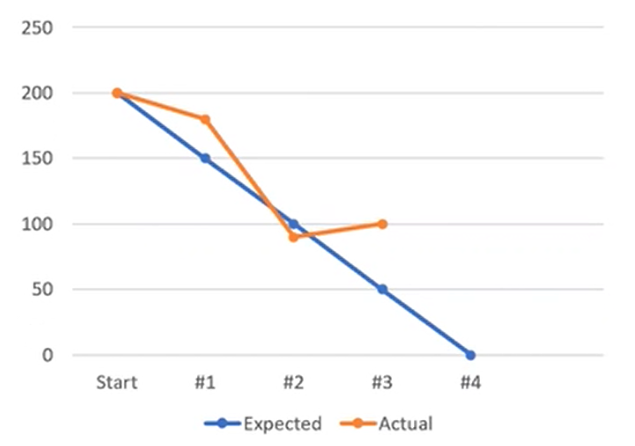
comprehensive documentation

following a plan

contract negotiation

Ans: following a plan

 The release was planned in 4 iterations. What can be inferred from the Burndown chart below after the 3rd iteration?



Work was added in the 3rd iteration.

The release is ahead of schedule.

The team has a consistent velocity.

The team was ahead of schedule in the second iteration.

Ans: Work was added in the 3rd iteration.

The team was ahead of schedule in the second iteration.

You and your Agile project team are currently demonstrating a potentially shippable product increment to you project stakeholders. What Agile meeting are you conducting?

Sprint Review Meeting

Daily Standup Meeting

Sprint Retrospective Meeting

Deliverables Meeting

 Ans: Sprint Review Meeting

Which of the following is NOT true about iteration?

Iterations have fixed deadline

Projects typically have a number of sequential iterations

The scope of work performed during an iteration may change by the time it ends

The team must finish all planned work by the end of an iteration

Ans: The team must finish all planned work by the end of an iteration

Feedback

*It is not necessary that all work planned in an iteration will be completed by the end of the iteration*

Which of the following is NOT part of an agile team’s mindset towards working software?

Working software delivers final version of the features quickly

Working software delivery is an effective way of getting feedback

Working software is the primary measure of progress

Working software is delivered frequently

Ans: Working software delivers final version of the features quickly

Feedback

*B, C & D are definitely true. Hence, even though A may look correct at the first glance, you can eliminate it, as it is not necessary that final version of the feature will be available quickly.*

Which of the following best defines the User Story?

User Stories defines the requirement in the developers’ language.

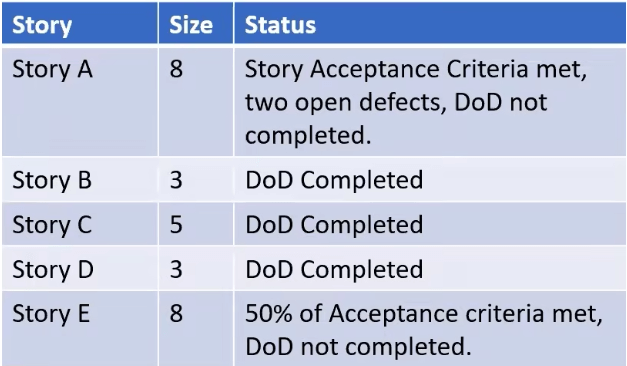
User Story defines a small requirement that can be developed in iteration.

User Story defines the key product requirements.

User Story defines the product goal.

 Ans: User Story defines a small requirement that can be developed in iteration.

The table below represents the status of user stories at the end of the iteration. What is the velocity of this iteration?



19

23

11

15

 Ans:11

Which of the following is the recommended way to define the Definition of Done (DoD)?

The Project Manager creates it based on historical data.

Product Owner makes it based on project needs.

The project team develops it.

In consultation with stakeholders, the project team develops it.

Ans: In consultation with stakeholders, the project team develops it.

Which of the following statements is not true in regards to planning and managing scope in agile?

Less time is used defining scope early in the project

Agile avoids prototypes whenever possible to avoid investing excess work into requirements

Scope is defined and redefined throughout the project

Requirements are kept in a backlog

Ans: Agile avoids prototypes whenever possible to avoid investing excess work into requirements

You are the Project Manager on a team that is starting off its agile journey. The first change you introduced is moving away from a weekly team meeting to a daily standup. Although some team members are able to attend and share valuable information, others are not too happy with this and frequently miss the meeting citing non availability and sharing their status offline instead. What is the best thing for you to do in this situation?

Go back to the weekly team meeting

Drop the daily standup and catch up with team members individually

Work with the team on changing their mindset

Enforce everyone to join, escalate if needed

**Ans:** Work with the team on changing their mindset