**LMS Questions for Course DLMADTHPDT01**

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| **Unit/**  **Question No.** | **Section** | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 1/1 | 2 | In companies, there are various reasons why projects are initiated. What is a trigger for a potential project? | An idea for a new product or service. | A new legal requirement. | A customer requirement that cannot be covered by standard processes. | A new feature from a competitor. |
| 1/2 | 3 | Which does effective project portfolio management ensure? | It creates transparency regarding the interdependencies between projects. Deadlines and deliverables can be synchronized with it. | It takes over the staffing of the project teams. This means that the positions to be filled can be jointly advertised. | It keeps resources on hand to provide staff support for projects that are tight on schedule or have taken on additional tasks. | It provides a process model for all projects so that intermediate results can be exchanged at the same milestones. |
| 1/3 | 4 | Which problems arise when customer requirements change in a traditionally managed project? | There is a risk that costs and/or deadlines will no longer be met. | Change requests lead to the competence of the project manager being called into question. | None at all, because change requests are not considered, since they are not part of the project order. | Change requests necessitate a renegotiation of the project order, since additional budget is required. |
| 1/4 | 5 | Which is the primary purpose of project management software? | Creation of project plans. | Central document storage. | Time recording of the project staff. | Overview of all requirements. |
| 1/5 | 5 | Managing a project team requires leadership skills from a project manager. Which should a project manager consider when leading the project team? | They allow broad decision-making freedom for their project team members in their areas of responsibility. | They contribute their own professional expertise and provide detailed guidance to the project team members in the processing of their tasks. | They give their project team free space and therefore decide on their own about possible  action alternatives in the project. | They select the team member with the most experience for each task and distribute the tasks. |
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| 2/1 | 2 | Which aspects are the focus of a certification by the International Project Management Association (IPMA)? | Evidence of competencies required for successful work in projects, programs, and portfolios. | A detailed knowledge of the methods defined by IPMA for project, program, and portfolio management. | Proof of practical experience as a project manager. This requires two letters of recommendation from superiors or clients. | The demonstration of practical competences in the handling of tools for project management. This is tested in workshops. |
| 2/2 | 2,3 | How does the IPMA® Individual Competence Baseline relate to standards such as PMBOK® Guide, PRINCE2, ISO 21500 etc.? | They complement each other. The IPMA® Individual Competence Baseline describes the required competences without prescribing methods and processes. At this point, the process-oriented standards complement. | The IPMA® Individual Competence Baseline differs significantly from the other standards in its understanding of project management. It should therefore not normally be used in conjunction with the other standards. | Knowledge of the PMBOK® Guide, as one of the most important process-oriented standards, is one of the required competences in the IPMA® Individual Competence Baseline. | The IPMA® Individual Competence Baseline is an alternative to standards such as PMBOK® Guide, PRINCE2 etc. It also defines processes and methods, but focuses on the individual project manager. |
| 2/3 | 4 | Which of the following is NOT a fundamental principle of PRINCE2? | Management by delegation. | Defined roles and responsibilities. | Continued business substantiation. | Learn from experience. |
| 2/4 | 1 | Which of the following is true of ISO 21500? | ISO 21500 defines processes over the entire life cycle of a project—from project planning to project completion. | ISO 21500 focuses on project execution, since processes for project planning and completion are defined in related standards. | ISO 21500 is method-oriented. It defines a set of methods that can be used in a wide variety of processes. | ISO 21500 does not define processes, since these are usually organization-specific. |
| 2/5 | 3 | Which performance domains for project management does the PMBOK® Guide define? | The PMBOK® Guide covers eight performance domains: stakeholder, team, development approach and lifecycle, planning, project work, delivery, measurement, uncertainty. | The PMBOK® Guide covers four performance domains: internal and external stakeholders, process methodology, project work, delivery. | The PMBOK® Guide includes eight performance domains: goal setting, initiation, planning, project execution, project completion, and three cross-cutting domains: stakeholder, team, and measurement. | The PMBOK® Guide covers seven performance domains: stakeholder, team, development approach and life cycle, planning, project work, delivery, uncertainty. |
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| 3/1 | 1 | Which statement is true about the waterfall model? | Each phase must be completed before the next phase is started. | Rework of previous phases is possible in order not to jeopardize the progress of the project. | Each phase ends with a review by the customer, where the project team presents the results. | To handle change requests, the current phase is extended to include the necessary aspects. |
| 3/2 | 2 | Projects are divided into work packages so responsibilities for the individual work packages can be defined. This takes place... | ...in a work breakdown structure. | ...in a project phasing plan. | ...in a stakeholder plan. | ...on the basis of the project organization. |
| 3/3 | 2 | Cost planning in the project has the task... | ...of determining all costs incurred in the project. | ...of determining a price for the product to be sold. | ...of calculating the number of necessary person-days and to agree on daily rates. | ...of defining the milestones at which cost compliance will be verified. |
| 3/4 | 3 | Every project is associated with certain risks. Risk management is therefore concerned with... | ...identifying potential risks and developing appropriate measures to reduce the risks. | ...tracking the costs incurred in the project and taking action if there is a risk that the costs will be exceeded. | ...exploring the opportunities associated with a project so project risks can be offset. | ...defining a list of potential risks for each task package, which the project team reviews regularly. |
| 3/5 | 3 | Which is the biggest problem that change requests can lead to in projects? | Incorporating the change requests may result in cost overruns. | A change request may call the competence of the project manager into question. | Change requests may result in the need to adjust project plans. | Change requests indicate an error in requirements recording. |
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| 4/1 | 1 | The following value from the Agile Manifesto states: working software is more important than... | a comprehensive documentation. | a well-founded idea. | the implementation of all requirements. | the use of the latest technologies. |
| 4/2 | 1 | Which of these statements best characterizes the relationship between project team and customer in agile project management? | The project team regularly shows the customer an interim status and receives their feedback. | The customer formulates their requirements in detail and hands them over to the project team. | The customer is part of the project team as a technical expert and directly contributes the customer's point of view. | The project team actively involves the customer in estimating the costs. |
| 4/3 | 2 | In a Scrum project, the customer approaches the product owner with new ideas and requirements. How does the product owner handle these new requirements in the sense of the Scrum Guide? | The product owner records the new requirements in the product backlog and prioritizes them. In the next sprint planning, they discuss the high-priority requirements with the Scrum team. Together, they define the scope for the next sprint. Thus, customer requirements with high priority can be scheduled into the next sprint. | The product owner records the new requirements in the product backlog and prioritizes them. They transfer the requirements to the sprint backlog with the highest priority and discuss them with the Scrum team in the next daily Scrum. Thus, customer requirements with high priority can be implemented directly. | The product owner passes on the new requirements to the developers. They concretize them and estimate the effort and expense for the implementation. In the next sprint planning, the entire Scrum team discusses the new requirements and defines the scope for the next sprint. Thus, customer requirements with high priority are scheduled promptly. | The product owner passes on the new requirements to the Scrum master. The Scrum master ensures that the Scrum team concretizes, estimates, and prioritizes them. As the most important meeting, they organize the sprint planning, in which the scope for the next sprint is determined. Thus, customer requirements with a high priority are planned in a timely manner. |
| 4/4 | 2 | A project team finds that a great many tasks are started, but not completed promptly. Overall, it takes a very long time for tasks to actually be completed. Which approach does kanban recommend in its core practices to reduce lead times? | Limiting the number of tasks that are in progress at any one time. | Increasing the size of the project team to handle more tasks. | The consistent standardization of all processes and thus an increased routine. | The bundling of similar tasks in order to achieve synergy effects. |
| 4/5 | 3 | A project team that works according to the principles of lean project management carries out a value stream analysis. With the identification of the value stream, the team primarily pursues the goal of... | ...making value-adding and non-value-adding activities visible. | ...identifying bottlenecks in the processing of tasks. | ...developing a map of the processes as a means of communication. | ...learning from what is going well or poorly in the current processes. |
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| 5/1 | 5.1 | Which types of projects and tasks are distinguished using the Stacey matrix? | Simple, complicated, complex, and chaotic projects. | Agile and plan-driven projects. | Agile, traditional, and hybrid projects. | Standard, acceptance, potential, and pioneer projects. |
| 5/2 | 5.1 | For which of the following project situations does an evaluation according to Turner and Boehm’s 5 critical factors result in an agile approach? | The project goal is the development of an app. Since the requirements are still unclear, feedback from potential customers must be obtained and implemented regularly. | The project goal is the replacement of a legacy system. The existing functionality is to be completely transferred to the new system. The entire project team comprises more than 80 project employees. | The project team has been working together routinely for many years and has already implemented many large and safety-critical projects. | The project is responsible for the rollout of a new software solution at seven locations in Germany. The solution has already been successfully introduced at one location. The procedure has proven itself and is to be adopted for the rollout at the other locations. |
| 5/3 | 5.2 | A hybrid managed project is developing a new digital service. Subproject 1 “Backend” starts on the basis of a requirements specification and will first create a requirements specification before starting with the software implementation. Subproject 2 will develop the associated app according to Scrum. Which type of combination is this? | Parallel application. | Integrated application. | Sequential application. | Combination of parallel and integrated application. |
| 5/4 | 5.3 | In which ways does PRINCE2 benefit most from the integration of agile methods and techniques? | In the delivery of the project results or products. | In supporting tasks. | In preparing the project. | In the control and steering of the project. |
| 5/5 | 5.5 | Who is the primary intended audience of a traditional project management software like Microsoft Project or ProjectLibre? | The management level. | The project team and management. | The project team. | The project management and stakeholders. |
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| 6/1 | 6.1 | Which of the following does not fall under disciplinary management? | Answering questions on the content of operational tasks. | Hiring of new staff. | Promotion of staff. | Issuing of salary increases. |
| 6/2 | 6.2 | A project manager agrees with a project team member on their goals for the next project phase. Which leadership approach does this correspond to? | Transactional leadership. | Transformational leadership. | Situational leadership. | Behavioral leadership. |
| 6/3 | 6.4 | When forming teams for digital change projects, care should be taken to ensure... | ...the project team is interdisciplinary. | ...all team members are around the same age. | ...all team members have several years of experience in the company. | ...the project team has already worked together in another context. |
| 6/4 | 6.5 | A personality test can help work through problems in teams... | ...to show that people with different traits work in a team. | ...to compare themselves with teammates. | ...to determine an overall value for the team, which shows whether the team can function at all. | ...to work out solution strategies in case of conflicts. |
| 6/5 | 6.5 | Which four team phases did Tuckman originally describe for team development? | Forming, storming, norming, performing. | Forming, fighting, norming, performing. | Forming, storming, formalizing, performing. | Forming, storming, norming, professionalizing |
| **Unit/**  **Question no.** |  | **Question** | **Correct answer** | **Incorrect answer** | **Incorrect answer** | **Incorrect answer** |
| 7/1 | 7.1 | Which of the statements about the V-model do you agree with? | The V-model can be supplemented with agile approaches, e.g., by running through it several times. | The V-model should be used in its pure form. The waterfall model is better suited to integrating agile approaches. | The V-model defines certain points in time for an exchange of knowledge in the project team. | The integration of agile approaches into the V-model requires that the project team works together spatially in one place. |
| 7/2 | 7.2. | Which aspects are not considered in the context of the innovation strategy? | The choice of concrete digital solutions. | The overall planning of innovation projects. | The definition of the long-term goals of innovation activity. | Determining the importance of innovation. |
| 7/3 | 7.2 | Which four aspects play an important role in the evaluation of digital innovations? | Generating new sales, convincing storyline, contributing to the transformation of the company, relation to the core business. | Generating new sales, selecting cutting-edge technologies, contributing to the transformation of the company, relation to the core business. | Generating new sales, convincing storyline, contributing to the transformation of the company, training employees. | Generating new sales, convincing storyline, introduction of agile methods, awareness of the solutions to be used. |
| 7/4 | 7.3 | Which is an MVP in the context of projects and product development? | Minimum viable product. | Maximum Valuable Product. | Most Valuable Player. | Minimum Vulnerable Product. |
| 7/5 | 7.3 | Which project management task often needs special attention in process digitalization projects? | Stakeholder management, since digitalization and automation of processes can lead to fear of job loss among employees. | Stakeholder management, since automation of tasks is generally viewed critically. | The cost planning, since studies have shown that projects for process digitalization exceed the project budget with particular frequency. | Document management, since information on processes must always be stored in a trackable and audit-proof manner. |