



# PMI® Exam Preparation Workshop

## Interpersonal Skills Questions

**232. All of the following are generally true about leadership in a project environment EXCEPT:**

- a) It involves focusing the effort of a group of people towards a common goal and enabling them to work as a team.
- b) It is the ability to get things done through others.
- c) Respect and trust, rather than fear and submission, are the key elements of effective leadership.
- d) Although important throughout all the project phases, effective leadership is critical during the Closing phase of a project when the emphasis is on stakeholder acceptance of the project.



## **233. Team building has all of the following characteristics EXCEPT:**

- a) It is the process of helping a group of individuals, bound by a common purpose, to work with each other, the leader, external stakeholders, and the organizations.
- b) It requires handling project team problems decisively and removing the individual(s) responsible for these problems from the team promptly to ensure a productive, smooth project environment.
- c) It can be enhanced by obtaining top management support, encouraging team member commitment, introducing appropriate rewards, recognition, and ethics.
- d) It can be enhanced by creating a team identity, managing conflicts effectively, promoting trust and open communication among team members, and providing leadership.



**234. Motivating in a project environment involves creating an environment to meet project objectives while providing maximum satisfaction related to what people value most. These values generally include all of the following EXCEPT:**

- a) A sense of accomplishment, achievement, and growth.
- b) Sufficient financial compensation.
- c) Accurate criticism in the annual performance review or after the project is completed.
- d) Opportunity to apply one's professional skills to meet new challenges.



**235. Project managers spend the majority of their time communicating with team members and other project stakeholders. To communicate effectively, the project manager should generally do all of the following EXCEPT:**

- a) Calculate the potential number of communication channels accurately and update it regularly to develop a bridge between diverse stakeholders and a common perspective on the project among them, regardless of their cultural and organizational backgrounds.
- b) Develop an awareness of the communication styles of other parties, cultural nuances/norms, relationships, personalities, and overall context of the situation.
- c) Identify various communication channels, understand what information they need to provide, what information they need to receive, and which interpersonal skills will help them communicate effectively with various project stakeholders.
- d) Use active and passive listening techniques to gain insight to problem areas, negotiate and conflict management strategies, decision making, and problem resolution.



## 236. Cultural differences:

- a) Are primarily individual issues that need to be avoided in project teams.
- b) Involved internal stakeholders primarily and should not be apparent to external stakeholders because such differences do not involve them.
- c) Can impact the speed of working, the decision making process, and the impulse to act without appropriate planning.
- d) Should not generally lead to conflict and stress in organizations. Therefore, they do not affect the performance of professionals working on project teams and their ability to meet project objectives.

