



PMI® PMP®/CAPM® 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.