



Project
Management
Institute.
Manitoba

IIBA
Winnipeg
Chapter

2025 JOB FAIR & NETWORKING EVENT

**MOCK INTERVIEW
GUIDE
FOR INTERVIEWERS**

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JUNE 11 2025

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1:00PM - 08:00PM
.....

**VISCOUNT GORT
HOTEL**
.....



PURPOSE

The aim is to help participants practice their interview skills in a realistic setting

BENEFITS

An opportunity to give back to the industry or your community.

Contribute to other's success.

Allows you to practice active listening, clarity, and concise communication.

You will gain the ability to provide helpful feedback and express your observations clearly.

THE INTERVIEW PROCESS

1. PREPARATION AND SETTING THE STAGE:

The interviewer's role is to create a professional and welcoming environment for the interviewee. This involves:

- Offering a professional greeting.
- Initiating a firm handshake.
- Providing a brief introduction that explains the purpose of the interview exercise and sets expectations for the candidate.
- Establishing rapport with the candidate to help them feel at ease and encourage open communication

2. CONDUCTING THE INTERVIEW:

- During this stage, the interviewer will ask a series of interview questions based on a prepared list (see the Appendix).
- The questions cover various aspects of the candidate's qualifications, experience, skills, and suitability for the role.
- Active listening techniques are crucial:
 - The interviewer should fully understand the candidate's responses.
 - Provide proper feedback when necessary.
- This stage also allows the candidate to ask questions about the role, company, or interview process.

THE INTERVIEW PROCESS

3. ASSESSMENT AND DEBRIEF:

- After the interview, the interviewer evaluates the candidate's performance using the **Interviewee Evaluation Matrix¹**.
- Key areas of assessment include:
 - Strengths and weaknesses
 - Communication skills.
 - Overall preparedness.
- Constructive feedback is essential:
 - Use the **Mock Interview Evaluation Form²** to provide feedback on response content, body language, and confidence.
 - Offer suggestions for improvement to help the candidate enhance their interview skills.
- The interviewer should debrief the candidate on the overall experience, impressions, and address any additional questions or concerns.
- Emphasize positive aspects of the candidate's performance and encourage them to improve their interview skills going forward

Remember, successful interviews involve a balance of professionalism, effective communication, and constructive feedback. Good luck!

- Interviewee Evaluation Matrix:** A reference tool for assessing the candidate's performance.
- Mock Interview Evaluation Form:** Used to provide detailed feedback to the candidate.

INTERVIEWEE EVALUATION MATRIX

***Note: These are referenced from common interview standards. You may use this to evaluate the interviewees assigned to you.**

APPEARANCE	- Dress for success in a professional / business-like manner				
GREETING / INTRODUCTION	- Firm handshake / professional greeting - Good eye contact and smile at the onset				
BODY LANGUAGE	- Good body posture - Overall confidence (good voice projection, calm gestures)				
ATTITUDE ABOUT WORK/ WORKING WITH OTHERS	- Enthusiasm and sincerity when giving answers - Being genuine (don't say what you think the interviewer wants to hear) - Staying positive throughout the interview process				
RESPONSES TO INTERVIEW QUESTIONS	- Demonstrating preparedness in answering the questions - Answering with confidence				
VERBAL COMMUNICATION	- Clear and concise answers - Being polite and tactful - Mentioning just enough details when sharing experiences				

MOCK INTERVIEW EVALUATION FORM

Candidate's Name:

Time of Interview:

Interviewer's Name:

Rate the interviewee on a scale of 1 (lowest) to 5 (highest) in the following areas.

NONVERBAL BEHAVIORS

- | | | | | | |
|--------------------------------------|---|---|---|---|---|
| 1. Dressed Appropriately | 1 | 2 | 3 | 4 | 5 |
| 2. Firmly shook hands of interviewer | 1 | 2 | 3 | 4 | 5 |
| 3. Maintained eye contact | 1 | 2 | 3 | 4 | 5 |
| 4. Maintained good posture | 1 | 2 | 3 | 4 | 5 |
| 5. Did not fidget | 1 | 2 | 3 | 4 | 5 |
| 6. Used appropriate hand gestures | 1 | 2 | 3 | 4 | 5 |

VERBAL BEHAVIORS

- | | | | | | |
|--|---|---|---|---|---|
| 1. Listened closely to questions | 1 | 2 | 3 | 4 | 5 |
| 2. Answered questions concisely and completely | 1 | 2 | 3 | 4 | 5 |
| 3. Greeted interviewer | 1 | 2 | 3 | 4 | 5 |
| 4. Thanked the interviewer | 1 | 2 | 3 | 4 | 5 |
| 5. Emphasized qualifications | 1 | 2 | 3 | 4 | 5 |
| 6. Displayed enthusiasm | 1 | 2 | 3 | 4 | 5 |
| 7. Focused on strengths | 1 | 2 | 3 | 4 | 5 |
| 8. Kept the interviewer positive by not using negative | 1 | 2 | 3 | 4 | 5 |
| 9. Acted politely throughout the interview process | 1 | 2 | 3 | 4 | 5 |
| 10. Stayed Calm | 1 | 2 | 3 | 4 | 5 |
| 11. Asked appropriate questions | 1 | 2 | 3 | 4 | 5 |
| 12. Spoke clearly and was audible | 1 | 2 | 3 | 4 | 5 |
| 13. Demonstrated knowledge of the company | 1 | 2 | 3 | 4 | 5 |

ADDITIONAL COMMENTS: Things that went well, areas to improve on

APPENDIX A: SAMPLE INTERVIEW QUESTIONS GENERAL

PERSONAL

1. Tell me about yourself.
2. What are your greatest strengths and weaknesses?
3. When was the last time you failed? What did you learn from that failure?
4. Of which accomplishment are you most proud?
5. How do you work under pressure? Can you share an example

EDUCATION

1. Why did you choose your major?
2. How does your education and work experience relate to this opportunity?

EXPERIENCE

1. Why did you choose this career?
2. How do you define leadership? In what capacity have you served as a leader?
3. How would your supervisor describe your work?
4. Why should an employer hire you?
5. Describe a difficult problem you faced and how you approached it.
6. Describe a situation when you needed to take initiative.

IN THE WORKPLACE

1. Do you prefer to work on teams or alone?
2. What do you look for in a supervisor?
3. What do you like most about your most recent job? What did you like least?
4. Describe a situation where you had to collaborate with a difficult colleague or client.

SITUATIONAL

1. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
2. Describe an instance when you had to think on your feet to solve a problem.
3. Tell me about a time when you had to adapt to successfully work with a wide variety of people, situations, or environments.
4. Describe a time you were faced with problems or stresses that tested your coping skills.
5. Give an example of a time in which you had to decide quickly.
6. Tell me about a time in which you conformed to a policy with which you did not agree.
7. Give me an example of an important goal which you had set in the past and tell me about your success in reaching it.
8. Describe the most significant or creative presentation which you have had to complete.
9. Tell me about a time when you had to go above and beyond the call of duty.
10. Give me an example of a time when you were able to successfully communicate with another person when the individual may not have personally liked you (or vice versa).

APPENDIX B-1: SAMPLE INTERVIEW QUESTIONS BUSINESS ANALYSIS

PERSONAL

1. Describe a time when you identified a problem in a business process. What steps did you take to analyze the problem and what solution did you implement?
 - This assesses problem-solving skills and the ability to implement effective solutions
2. What is the most challenging analysis you have done and what made it challenging?
 - Aims to understand the candidate's capability to handle complex analytical challenges.
3. Can you walk us through a project where you used data to make a business decision?
 - This looks at the practical application of data analysis skills and how those decisions impact the business.
4. How do you stay updated with the latest trends and technologies in business analysis?
 - This looks at the commitment to continuous learning and professional development.
5. Tell us about a time when you had to influence a team or department to adopt a new process or tool. How did you approach it?
 - This question tests leadership and persuasive skills, crucial for implementing new systems or processes.
6. What is your approach to understanding and documenting business requirements from stakeholders?
 - This checks for skills in gathering requirements, a key part of the business analyst's role.
7. Describe a project where you had to work with multiple stakeholders. How did you manage communication and ensure everyone was aligned?
 - This evaluates interpersonal and communication skills, as well as stakeholder management.
8. What steps do you take to ensure that your project deliverables meet both customer expectations and business needs?
 - This assesses the ability to balance client needs with business objectives and deliver solutions that satisfy both.
9. Describe a time when you had to learn a new industry or domain quickly for a project. How did you approach this challenge?
 - This evaluates adaptability and the ability to acquire new knowledge effectively.

APPENDIX B-2: SAMPLE INTERVIEW QUESTIONS BUSINESS ANALYSIS

MEDIUM / ADVANCED

1. How do you handle changes to requirements or scope during a project?
 - This checks for adaptability and how well the candidate manages changing situations in a project environment.
2. What methodologies have you used in project management, and which do you find most effective?
 - This evaluates knowledge of project management methodologies like Agile, Scrum, or Waterfall.
3. Can you describe a time when you had to negotiate a solution in a stakeholder meeting?
 - This tests negotiation skills and the ability to advocate for data-driven decisions.
4. Can you discuss an instance where you had to make a critical business decision without all the desired information? What was the outcome?
 - This looks at decision-making skills under uncertainty and how the candidate mitigates risks.
5. How do you handle a situation where a stakeholder disagrees with your analysis or recommendations?
 - This tests conflict resolution skills and the ability to handle criticism constructively.
6. Can you give an example of a time when you identified a new business opportunity during a project? What actions did you take?
 - This looks at strategic thinking and the ability to contribute to business growth beyond just managing projects.
7. What role do you believe a business analyst should play in the strategic planning of an organization?
 - This explores the candidate's view on the strategic value of a business analyst within a company.
8. What do you think is the most challenging aspect of working with cross-functional teams and how do you handle it?
 - This assesses team collaboration skills and the ability to work effectively in diverse team settings.

APPENDIX C: SAMPLE INTERVIEW QUESTIONS PROJECT MANAGEMENT

ENTRY LEVEL

1. Project Management Experience:
 - Describe a project you managed from initiation to completion. What challenges did you face, and how did you overcome them?
2. Stakeholder Communication:
 - How do you ensure effective communication with project stakeholders throughout the project lifecycle?
3. Team Collaboration:
 - Can you discuss a situation where you had to resolve conflicts within a project team? What approach did you take?
4. Risk Management:
 - Describe a time when you identified potential risks in a project. How did you mitigate these risks to ensure project success?
5. Project Documentation:
 - What is your approach to documenting project requirements, progress, and outcomes? How do you ensure documentation accuracy and completeness?

MEDIUM/ADVANCED

1. Change Management:
 - How do you handle changes in project scope or requirements? Can you provide an example of a successful change management process you implemented?
2. Resource Allocation:
 - How do you allocate resources effectively to ensure project timelines and budget are met? Provide a scenario where resource allocation played a critical role in project success.
3. Stakeholder Engagement:
 - Discuss a project where you had to manage multiple stakeholders with conflicting interests. How did you ensure alignment and meet stakeholder expectations?
4. Project Performance Evaluation:
 - How do you measure and evaluate project performance? What metrics do you use, and how do you ensure continuous improvement?
5. Strategic Planning:
 - What role do you believe project managers play in the strategic planning of an organization? Provide examples of how you've contributed strategically to project outcomes.

These questions cover various aspects of project management, including leadership, communication, risk management, stakeholder engagement, and strategic thinking.

The above questions are for reference only. Interviewers can ask their own questions that can help assess a candidate's experience, skills, and approach to managing projects effectively.