

Chapter 2: The Manager, the Organization, and the Team

True/False

1. It is common practice to select the project manager prior to the project being selected.

Answer: False

Response: See page 44

Level: medium

2. The functional manager has expertise in the function he or she manages, but the project manager rarely has expertise in many of the project's technical areas.

Answer: True

Response: See page 45

Level: medium

3. The project manager is supposed to facilitate the work of the project team and must, therefore, stay aloof from the conflicts arising among project team members.

Answer: False

Response: See page 45

Level: medium

4. The project manager should take a careful, analytic approach to making decisions about projects.

Answer: False

Response: See page 46

Level: medium

5. If the performance of all subsystems is optimized, it follows that the overall system is optimum.

Answer: False

Response: See page 53

Level: medium

6. The project manager must maintain a high level of flexibility in dealing with people.

Answer: True

Response: See page 47

Level: medium

7. It is appropriate for the project manager to play an active role in communications between the client and the senior management of the organization conducting the project.

Answer: True

Response: See page 47

Level: medium

8. The individual with responsibility for performing a task is more likely to overestimate the time required to complete the task than his/her immediate supervisor.

Answer: True

Response: See page 50

Level: medium

9. The most effective program managers tell their project managers exactly what to do. The project manager should NOT allow functional managers to usurp his or her control of the project.

Answer: False

Response: See page 47

Level: medium

10. When it comes to assigning individuals to work on projects, functional managers and project managers are often in conflict.

Answer: True

Response: See page 50

Level: medium

11. It is critical to a project's success to have top management support.

Answer: True

Response: See page 50

Level: easy

12. Conflict occurs mainly at the beginning of the project.

Answer: False

Response: See page 51

Level: medium

13. A matrix organization is a combination of pure project organization and functional organization.

Answer: True

Response: See pages 61 and 62

Level: medium

14. A pure project organization is usually too expensive for the management of small projects.

Answer: True

Response: See page 59

Level: medium

15. An advantage of pure project organization is its great depth of technical knowledge.

Answer: False

Response: See page 58-59

Level: medium

16. Cross divisional project communication is enhanced when a project is organized in a functional project organization.

Answer: False

Response: See page 60

Level: medium

17. Functional project organizations have higher personnel costs than pure project organizations.

Answer: False

Response: See page 60

Level: medium

18. Functionally organized projects are NOT seen as a high priority by functional managers.

Answer: True

Response: See page 60

Level: medium

19. It is common to have more than one boss in a matrix organization.

Answer: True

Response: See page 61

Level: easy

20. Project team members are often faced with conflicting orders in a matrix organization.

Answer: True

Response: See page 61

Level: medium

21. Intrateam conflicts are minimal in a matrix organization.

Answer: False

Response: See page 68

Level: medium

22. Since the PM has position power there is NO need for them to have credibility

Answer: False

Response: See page 53

Level: easy

23. Political savvy is not only an important characteristic of a project manager but is also important for project team members.

Answer: True

Response: See page 66

Level: easy

24. It is more important for project team members to focus on their specific project activities than on the project's overall results.

Answer: False

Response: See page 67

Level: medium

25. Morale of the project team is a key responsibility of the project manager.

Answer: True

Response: See page 671

Level: medium

26. Project team conflict stifles team creativity.

Answer: False

Response: See page 70

Level: medium

27. Project "war rooms" discourage team cooperation, morale and communications.

Answer: False

Response: See page 68

Level: medium

28. The skill of persuasion has the following parts

A Credibility

B Common goals

C vivid language and compelling evidence

D connection to emotions

E all of the above

Answer: e

Response: See page 53

Level: medium

29. Matrix, pure project, and functional project organizations may exist in the same company.

Answer: True

Response: See page 63

Level: medium

30. When making trade-offs on a project, the project manager needs to be aware that profit for the firm is always the most important of the project's goals.

Answer: False

Response: See page 51

Level: medium

Multiple Choice

31. The project manager is responsible to:
- a) the parent organization
 - b) the project team
 - c) the project's client
 - d) the project manager's immediate supervisor
 - e) all of the above

Answer: e

Response: See page 48

Level: easy

32. Which of the following is NOT true concerning the difference between the project manager (PM) and the traditional manager (TM)?
- a) the PM is a facilitator the TM is a technical supervisor
 - b) the PM is a generalist the TFM is a specialist
 - c) the PM must be able to integrate tasks; the TM must be able to analyze tasks
 - d) the PM uses an analytical approach the TM uses a systems approach

e) all of the above are true

Answer: d

Response: See pages 45 and 46

Level: medium

33. In order for a PM to be “believable” the PM must have technical and administrative credibility.

Answer: true

Response: See page 53

Level: medium

34. “Projectitis” is most likely to occur in which type of project organizational structure?

- a) a pure project organization
- b) a matrix organization
- c) a functional organization
- d) b and c
- e) all of the above

Answer: a

Response: See page 59

Level: medium

35. A functional project structure is NOT characterized by:

- a) lower personnel costs
- b) improved communications
- c) lack of “projectitis”
- d) lack of technical knowledge depth
- e) all of the above are characteristics of a functional project structure

Answer: b

Response: See page 60

Level: medium

36. The project team members should be all of the following except:
- a) politically sensitive
 - b) technically competent
 - c) goal oriented
 - d) problem oriented
 - e) focused on activities

Answer: e

Response: See page 66-67

Level: medium

37. How many different types of project organizations are there?
- a) 3
 - b) 6
 - c) 4
 - d) 5
 - e) Unlimited number

Answer: e

Response: See page 66

Level: medium

38. The three primary goals of any project are:
- a) profit, schedule, quality
 - b) schedule, budget, quality
 - c) performance, budget, schedule
 - d) performance, quality, schedule
 - e) budget, quality, profit

Answer: c

Response: See page 51

Level: medium

39. The _____ approach centers on understanding the bits and pieces in a system.
- a) facilitating
 - b) analytical
 - c) systems
 - d) sensitivity
 - e) matrix

Answer: b

Response: See pages 45 and 46

Level: medium

40. "The operation was a success but the patient died" best exemplifies
- a) micromanagement
 - b) the systems approach
 - c) the need to fight fires
 - d) suboptimization
 - e) lack of leadership

Answer: d

Response: See page 46

Level: medium

41. Which of the following is an important project manager role?
- a) technical expert
 - b) supervisor
 - c) project champion
 - d) micromanager
 - e) communicator

Answer: e

Response: See page 48

Level: medium

42. Which of the following types of organizations would likely NOT have a program manager?
- a) functional project organization
 - b) pure project organization
 - c) strong matrix project organization
 - d) weak matrix organization
 - e) All of the above would likely have program managers.

Answer: a

Response: See page 60

Level: medium

43. A matrix project that closely resembles the pure project is referred to as
- a) a weak matrix
 - b) a strong matrix
 - c) a functional matrix
 - d) a balanced matrix
 - e) an unbalanced matrix

Answer: b

Response: See pages 61 and 62

Level: medium

44. Which of the following is NOT a characteristic of effective project team members?
- a) They are technically competent.
 - b) They are politically sensitive.
 - c) They have a strong orientation to their discipline.
 - d) They have a strong goal orientation.
 - e) They have high self-esteem.

Answer: c

Response: See page 66-67

Level: medium

45. Altering the specifications of an ongoing project is referred to as
- a) suboptimization
 - b) scope creep

- c) a virtual project
- d) projectitis
- e) PMI

Answer: b

Response: See page 48

Level: medium

Short Answer

46. Describe the difference between the analytic approach and the systems approach to solving problems on a project.

Response: See pages 45 and 46

47. Why are negotiation skills an important criterion of a successful project manager?

Response: See page 452

48. Define "projectitis".

Response: See page 59

49. Dealing with conflict is an inherent part of the process of managing projects. Explain how the project manager is supposed to deal with conflict with the functional managers whose cooperation is required to get the human resources needed to do the work of the project.

Response: See pages 51 and 52

50. It is said that the distinction between the traditional manager-as-supervisor and the modern manager-as-facilitator is diminishing in recent years. Why?

Response: See page 45

51. What is meant by the phrase "scope creep?"

Response: See page 48

52. What is a “virtual project?”

Response: See page 48

53. Briefly describe what is meant by the phrase “project champion?”

Response: See page 48

54. Briefly describe the project manager’s role as a firefighter. What sorts of obstacles do project managers have to overcome?

Response: See pages 51

55. Briefly describe and contrast pure project organization, functional project organization, and the matrix project organization.

Response: See pages 57 to 63

56. Briefly list the primary advantages and disadvantages of the matrix project organization.

Response: See pages 61 to 63

57. List the key characteristics of effective project team members.

Response: See page 66-67

What does “PMO” stand for? What is its purpose?

Response: See page 64

Explain the importance of credibility and why PM’s need it.

Response: See page 53

How are the PmBok and PMI related?

Response: See page 56

Why do many organizations choose to use PMs in order to complete work tasks.
Response: See page 57