



Chapter Questions

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Question 1

- Describe what a functional- organization is. Make sure you discuss the advantages and disadvantages of this structure.
- Consist of individuals who perform the same function
- Advantages
 - Activities are not duplicated
 - It provides the benefits associated with specialization and functional excellence
- Disadvantages
 - Tends to be insular
 - Slow response time
 - Lack of customer focus

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Question 2

- Describe what an autonomous project organization is. Make sure you discuss the advantages and disadvantages of this structure.
- Company that is in the project business and works on multiple projects at a time
- Advantages
 - Control over resources
 - High degree of responsiveness to customers
- Disadvantages
 - There can be cost-inefficiency
 - Low level of knowledge transfer among projects

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Question 3

- Describe what a matrix organization is. Make sure you discuss the advantages and disadvantages of this structure.
- A matrix organization is a hybrid structure that combines elements of a functional organizational structure and an autonomous project organizational structure
- Advantages
 - An efficient utilization of resources
 - Functional expertise that is available to all projects
 - Increased learning and knowledge transfer
 - High degree of responsiveness and customer focus
- Disadvantages
 - Dual reporting relationships
 - Need for a balance of power

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Question 4

- Which type of organizational structure is often used by companies that produce standard products? Why?
- Functional organizational structure
- The focus is on the technical excellence and cost competitiveness of the company's products, as well as the importance of each functional component's expertise and its contribution to the company's products.

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Question 5

- Discuss some of the problems that might be encountered when a functional organization develops new products.
- Team members view their contribution to the project (developing a new product) in terms of their technical expertise, their allegiance remains with their functional managers.
 - If there is conflict among the team members, it usually works its way through the organization hierarchy to be resolved, slowing down the project effort.
 - Decisions might reflect the interests of the project manager's own functional component, rather than the best interests of the overall project.

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Question 6

- Why is an autonomous project organization considered to be like its own somewhat independent entity?
- All the resources needed to accomplish each project are assigned full-time to work on that project.
- A full-time project manager has complete project and administrative authority over the project team.

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Question 7

- Why is an autonomous project organization sometimes considered to be cost inefficient?
- Each project must pay the salaries of its dedicated project team, even during times when they are not busy.
- Resources or work activities may be duplicated on several concurrent projects.

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Question 8

- Which organizational structure is considered to be a hybrid? Explain.
- The matrix structure is a hybrid—a mix of both functional and autonomous project organizational structures.
- It provides the project and customer focus of the project structure, but retains the functional expertise of the functional structure.

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Question 9

- How does a matrix organization provide for career development?
- A matrix organization provides for career development by assigning individuals to various types of projects.
- As they broaden their experience, these individuals become more valuable for future assignments.

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Question 10

- What are the responsibilities of the project manager in a matrix organization?
- The project manager is the intermediary between the company and the customer.
- She or he is responsible for:
 - Leading the development of the project plan
 - Establishing the project schedule and budget
 - Allocating specific work activities and budgets to the various functional components of the company organization

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Question 11

- What are the responsibilities of the functional manager in a matrix organization?
- Each functional manager in a matrix organizational structure is responsible for how the assigned work activities will be accomplished and who (which specific people) will do each task.

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Question 12

- What are the responsibilities of the vice president of projects in a matrix organization?
- The vice president of projects can resolve priority conflicts between two or more projects within the organization.

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Question 13

- What is the role of a project management office?
- What organizational structure best supports having a project management office, and why?
- Roles:
 - Oversees and coordinates multiple projects
 - Resolves priority conflicts between projects
 - Can facilitate decisions regarding the priority among projects
 - Provides project management training; provides administrative support staff for projects
 - Establishes consistent procedures
 - Develops best practices and templates for planning, monitoring, and controlling projects
- The matrix organizational structure provides a core of functional expertise that is available to all projects and supports the project management office.

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