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Started on Monday, 25 February 2019, 6:00 PM

State Finished

Completed on Monday, 25 February 2019, 6:14 PM

Time taken 13 mins 56 secs

Grade 4.00 out of 5.00 (80%)

Feedback Well done. You have understood most concepts covered.

Question **1**

Correct

Mark 1.00 out of 1.00

A project selection process that is strongly linked to strategy results in:

Select one:

- ☐ a. Stronger core competencies.
- ☐ b. The most profit.
- ☐ c. More projects.
- ☒ d. Better utilisation of the organisation's resources. ✓
- ☐ e. A larger and more diverse organization.

Your answer is correct.

Without integration of projects with the strategic plan, resources are poorly utilised. Conversely, organisations that have a link of projects to strategy have more cooperation across the organisation, perform better on projects and tend to have fewer projects.

The correct answer is: Better utilisation of the organisation's resources.

Question **2**

Correct

Mark 1.00 out of 1.00

At the project level, which of the following is a factor that should influence the choice of project management structure?

Select one:

- ☐ a. The size of the project.
- ☐ b. The novelty of the project.
- ☐ c. Budget and time constraints.
- ☐ d. The strategic importance of the project.
- ☒ e. All of these are factors that should influence the choice of project management structure. ✓

Your answer is correct.

At the project level, seven factors should influence the choice of project management structure. They are the size of the project, the strategic importance, the novelty and need for innovation, the need for integration, the environmental complexity or the number of external interfaces, budget and time constraints, and the stability of resource requirements.

The correct answer is: All of these are factors that should influence the choice of project management structure.

Question **3**

Correct

Mark 1.00 out of 1.00

Which of the following is NOT true regarding organizing projects within a matrix arrangement?

Select one:

- ☐ a. It is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties.
- ☐ b. There are usually two chains of command.
- ☒ c. Its flexibility supports a strong project focus that helps alleviate stress among project team members. ✓
- ☐ d. Provides a dual focus between functional/technical expertise and project requirements that are missing in either the project team or the functional approach.
- ☐ e. It is a hybrid form of organization that combines characteristics of both dedicated project teams and functional organization.

Your answer is correct.

It is true that a matrix arrangement supports a stronger project focus; however, this arrangement is also very stressful for team members due to the fact that they are reporting to two managers.

The correct answer is: Its flexibility supports a strong project focus that helps alleviate stress among project team members.

Question **4**

Correct

Mark 1.00 out of 1.00

Which of the following is the correct order for the strategic management process?

Select one:

- ☐ a. Strategies, mission, objectives, projects.
- ☒ b. Mission, strategies, objectives, projects. ✓
- ☐ c. Objectives, projects, mission, strategies.
- ☐ d. Projects, mission, strategies, objectives.
- ☐ e. Objectives, mission, strategies, projects.

Your answer is correct.

Once the mission statement has been written, strategies are formulated. After this, objectives are developed to achieve the strategy and finally strategies are implemented through projects.

The correct answer is: Mission, strategies, objectives, projects.

Question **5**

Incorrect

Mark 0.00 out of 1.00

The following are responsibilities of the governance team when managing a portfolio system EXCEPT

Select one:

- ☐ a. Constant scanning of the external environment to determine if organizational selection criteria need to be changed.
- ☒ b. Deciding how organizational resources are allocated among the different types of projects. ✓
- ☐ c. Evaluating the progress of the projects in the portfolio.
- ☐ d. Communicating which projects are approved.
- ☐ e. Publishing the priority of every project and ensuring the process is open and free of power politics. ✗

Your answer is incorrect.

Deciding how they wish to balance the available organizational resources among the different types of projects is the responsibility of senior management along with providing guidance in establishing selection criteria that strongly align with the current organization strategies.

The correct answer is: Deciding how organizational resources are allocated among the different types of projects.

