Chapter 3

*Student: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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| 1. | Organizational culture is best explained as organizational      |  |  | | --- | --- | | A. | Personality. |  |  |  | | --- | --- | | B. | Hierarchy. |  |  |  | | --- | --- | | C. | Reporting relationships. |  |  |  | | --- | --- | | D. | Background. |  |  |  | | --- | --- | | E. | Management style. | |

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| 2. | Which of the following is NOT true of project management structures?      |  |  | | --- | --- | | A. | They provide a framework for launching and implementing projects |  |  |  | | --- | --- | | B. | They appropriately balance the needs of both the parent organization and the project |  |  |  | | --- | --- | | C. | In selecting a management structure, the culture of the organization is not a huge consideration |  |  |  | | --- | --- | | D. | The project itself should be considered when determining which structure is best |  |  |  | | --- | --- | | E. | They help determine who has most authority in regard to managing the project | |

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| 3. | All of the following are disadvantages of organizing projects within a matrix arrangement EXCEPT      |  |  | | --- | --- | | A. | Dysfunctional conflict between functional managers and project managers. |  |  |  | | --- | --- | | B. | Expensive. |  |  |  | | --- | --- | | C. | Infighting. |  |  |  | | --- | --- | | D. | Stressful. |  |  |  | | --- | --- | | E. | Longer project duration. | |

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| 4. | The structure that manages projects within the existing organizational structure is \_\_\_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized | |

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| 5. | Bill is working on a project involving the upgrading of a management information system. The project is being managed by the information systems department with the coordination of other departments occurring through normal channels. He is working in a \_\_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized | |

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| 6. | Which of the following is an advantage of a functional project management organization?      |  |  | | --- | --- | | A. | Maximum flexibility in the use of staff |  |  |  | | --- | --- | | B. | Good integration across functional units |  |  |  | | --- | --- | | C. | Shorter project duration |  |  |  | | --- | --- | | D. | Strong motivation of project team members |  |  |  | | --- | --- | | E. | Longer project duration | |

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| 7. | Which of the following is a disadvantage of functional project management organization?      |  |  | | --- | --- | | A. | Lack of motivation of project team members |  |  |  | | --- | --- | | B. | Longer project duration |  |  |  | | --- | --- | | C. | Lack of focus on the project |  |  |  | | --- | --- | | D. | Poor integration |  |  |  | | --- | --- | | E. | All of these are disadvantages of functional project management organization | |

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| 8. | Which of the following is a disadvantage of a projectized organization?      |  |  | | --- | --- | | A. | It is expensive |  |  |  | | --- | --- | | B. | Longer project duration |  |  |  | | --- | --- | | C. | Poor integration |  |  |  | | --- | --- | | D. | High complexity |  |  |  | | --- | --- | | E. | Lack of focus on the project | |

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| 9. | A project team that operates with a full-time project manager as a separate unit from the rest of the organization is structured using \_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized | |

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| 10. | Which of the following combinations represents the extremes of project organization?      |  |  | | --- | --- | | A. | Strong matrix and balanced matrix |  |  |  | | --- | --- | | B. | Functional and projectized |  |  |  | | --- | --- | | C. | Projectized and balanced matrix |  |  |  | | --- | --- | | D. | Projectized and strong matrix |  |  |  | | --- | --- | | E. | Strong matrix and functional | |

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| 11. | MegaComputers Inc., has assigned a project manager for each of the five new-product teams. The managers, as well as the project team members, work on the projects on a full-time basis. The structure being used is \_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized | |

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| 12. | All of the following are organizational considerations when determining the right project management structure EXCEPT      |  |  | | --- | --- | | A. | How important project management is to the success of the organization |  |  |  | | --- | --- | | B. | What percentage of core work involves projects |  |  |  | | --- | --- | | C. | Resource availability |  |  |  | | --- | --- | | D. | Assess current practices and determine any changes that are needed to more effectively manage projects |  |  |  | | --- | --- | | E. | Budget constraints | |

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| 13. | Elizabeth is considering how to structure a project team that will not directly disrupt ongoing operations. The project needs to be done quickly and a high level of motivation will be needed in order to do that. For this situation, the \_\_\_\_\_\_ organization would be the best choice.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized | |

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| 14. | At the project level, which of the following is a factor that should influence the choice of project management structure?      |  |  | | --- | --- | | 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 | |

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| 15. | Which are the three different matrix systems discussed in the text?      |  |  | | --- | --- | | A. | Functional, Weak, Strong |  |  |  | | --- | --- | | B. | Balanced, Functional, Projectized |  |  |  | | --- | --- | | C. | Weak, Strong, Balanced |  |  |  | | --- | --- | | D. | Neutral, Weak, Strong |  |  |  | | --- | --- | | E. | Functional, Neutral, Projectized | |

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| 16. | \_\_\_\_\_\_\_\_\_ organization is a hybrid form in which a horizontal project management structure is "overlaid" in the normal functional hierarchy.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Matrix |  |  |  | | --- | --- | | C. | Project |  |  |  | | --- | --- | | D. | Balanced |  |  |  | | --- | --- | | E. | Neutral | |

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| 17. | Which of the following is NOT true regarding organizing projects within a matrix arrangement?      |  |  | | --- | --- | | A. | Its flexibility supports a strong project focus that helps alleviate stress among project team members |  |  |  | | --- | --- | | B. | It is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties |  |  |  | | --- | --- | | C. | There are usually two chains of command |  |  |  | | --- | --- | | D. | Provides a dual focus between functional/technical expertise and project requirements that is 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 | |

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| 18. | In which of the following is the balance of authority strongly in favor of the functional managers?      |  |  | | --- | --- | | A. | Weak matrix |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Strong matrix |  |  |  | | --- | --- | | D. | Matrix |  |  |  | | --- | --- | | E. | Neutral matrix | |

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| 19. | All of the following are functions culture plays in an organization EXCEPT      |  |  | | --- | --- | | A. | It provides a sense of identity. |  |  |  | | --- | --- | | B. | It helps legitimize the management system. |  |  |  | | --- | --- | | C. | It replaces the need for a project selection process. |  |  |  | | --- | --- | | D. | It helps create social order. |  |  |  | | --- | --- | | E. | It clarifies and reinforces standards of behavior. | |

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| 20. | How does someone learn more about an organization's culture?      |  |  | | --- | --- | | A. | Read about the organization |  |  |  | | --- | --- | | B. | Interpret stories about the organization |  |  |  | | --- | --- | | C. | Observe how people interact within the organization |  |  |  | | --- | --- | | D. | Study the physical characteristics of the organization |  |  |  | | --- | --- | | E. | All of these are examples of how someone can learn more about an organization's culture | |

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| 21. | Which organization's culture is NOT a culture a project manager has to be able to operate in or interact with?      |  |  | | --- | --- | | A. | The culture of their parent organization |  |  |  | | --- | --- | | B. | The culture of government and regulatory agencies |  |  |  | | --- | --- | | C. | The culture of vendors and subcontractors |  |  |  | | --- | --- | | D. | The culture of the project's customer or client |  |  |  | | --- | --- | | E. | All of these are cultures a project manager has to be able to operate in or interact with | |

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| 22. | Which structure would be most appropriate for developing a new, highly innovative product that has strict time constraints?      |  |  | | --- | --- | | A. | Functional organization |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Dedicated project team |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Weak matrix | |

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| 23. | From the list below, which is NOT a primary characteristic of organizational culture?      |  |  | | --- | --- | | A. | Control |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | C. | Profitability |  |  |  | | --- | --- | | D. | Conflict tolerance |  |  |  | | --- | --- | | E. | Risk tolerance | |

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| 24. | Factors in identifying cultural characteristics include all the following EXCEPT      |  |  | | --- | --- | | A. | Norms. |  |  |  | | --- | --- | | B. | Customs. |  |  |  | | --- | --- | | C. | Values. |  |  |  | | --- | --- | | D. | Attitude. |  |  |  | | --- | --- | | E. | All of these are factors in identifying cultural characteristics. | |

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| 25. | Who is responsible for determining how tasks will be done in a weak matrix project management structure?      |  |  | | --- | --- | | A. | The functional manager |  |  |  | | --- | --- | | B. | The project manager |  |  |  | | --- | --- | | C. | Both the functional manager and the project manager are responsible |  |  |  | | --- | --- | | D. | There is no rule established for who takes responsibility |  |  |  | | --- | --- | | E. | This is negotiated | |

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| 26. | Which of the following cultural characteristics relates to the degree to which employees identify with the organization as a whole rather than with their type of job or field of professional expertise?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | E. | Control | |

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| 27. | Which of the following cultural characteristics relates to the degree to which work activities are organized around groups rather than individuals?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | E. | Control | |

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| 28. | Which of the following cultural characteristic relates to the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | B. | Team Emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | E. | Control | |

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| 29. | Which of the following cultural characteristics relates to the degree to which groups within the organization are encouraged to operate in a coordinated or independent manner?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | E. | Control | |

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| 30. | Which of the following cultural characteristics relates to the degree to which management focuses on outcomes rather than on techniques and processes used to achieve those outcomes?      |  |  | | --- | --- | | A. | Risk tolerance |  |  |  | | --- | --- | | B. | Reward criteria |  |  |  | | --- | --- | | C. | Conflict tolerance |  |  |  | | --- | --- | | D. | Means versus end orientation |  |  |  | | --- | --- | | E. | Open-systems focus | |

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| 31. | The personality of an organization is a simple explanation of \_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 32. | The approach to project management that uses the existing hierarchy of the organization to manage projects is \_\_\_\_\_\_\_\_\_\_\_ organization.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 33. | No radical alteration in the design or operation of the parent organization is a major advantage of \_\_\_\_\_\_\_\_\_\_ organization.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 34. | Two of the major disadvantages of the \_\_\_\_\_\_\_\_ organizational approach are that projects may lack focus and it can take longer to complete projects.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 35. | Firms where projects are the dominant form of business and the entire organization is designed to support project teams are usually structured as a(n) \_\_\_\_\_\_\_\_\_ organization.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 36. | A high level of motivation and the tendency for projects to get done more quickly are benefits of using the \_\_\_\_\_\_\_\_ organizational approach to project management.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 37. | High project costs and difficult post-project transition are two evident weaknesses of a(n) \_\_\_\_\_\_\_\_\_\_ organization.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 38. | In a(n) \_\_\_\_\_\_\_\_ system, there are usually two chains of command, one along functional lines and the other along project lines.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 39. | The \_\_\_\_\_\_\_\_ structure is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 40. | A matrix in which the balance of authority is strongly on the side of the project manager is described as \_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 41. | A matrix in which the balance of authority is strongly on the side of the functional manager is described as \_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 42. | High levels of stress and dysfunctional conflict are disadvantages of a(n) \_\_\_\_\_\_\_\_\_ organization.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 43. | The \_\_\_\_\_\_\_\_ matrix form of project organization is likely to enhance project integration, diminish internal power struggles, and ultimately improve control of project activities and costs.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 44. | The \_\_\_\_\_\_\_\_ matrix form of project organization is likely to improve technical quality as well as provide a better system for managing conflict across projects because the functional manager assigns personnel to different projects.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 45. | The \_\_\_\_\_\_\_\_ matrix form of project organization can achieve better equilibrium between technical and project requirements, but it is a very delicate system to create and manage.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 46. | \_\_\_\_\_\_\_\_ project teams should be used for urgent projects in which the nature of the work requires people working steadily from beginning to end.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 47. | Conflict tolerance, risk tolerance, reward criteria and unit integration are all examples of cultural \_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 48. | Research suggests that there is a strong connection between project management structure, organizational \_\_\_\_\_\_\_\_, and project success.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 49. | Organization \_\_\_\_\_\_\_\_ refers to a system of shared norms, beliefs, values, and assumptions which bind people together, thereby creating shared meanings.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 50. | The more autonomy and authority the project manager and project team need to be successful, the more appropriate a dedicated project team or a(n) \_\_\_\_\_\_\_\_ matrix structure is to manage the project.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 51. | When most of the project work can be done within a specified department and any coordination with other departments can be done easily through normal management channels, \_\_\_\_\_\_\_\_\_\_\_ organization is most appropriate.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 52. | The cultural characteristic that refers to the degree to which rewards such as promotion and salary increases are allocated according to employee performance rather than seniority, favoritism, or other nonperformance factors is known as \_\_\_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 53. | The cultural characteristic that refers to the degree to which employees are encouraged to air conflicts and criticisms openly is known as \_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 54. | The cultural characteristic that refers to the degree to which the organization monitors and responds to changes in the external environment is known as \_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 55. | The cultural characteristic that refers to the degree to which employees are encouraged to be aggressive, innovative, and risk seeking is known as \_\_\_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 56. | While organization culture is important to the overall function of an organization, it has minor influence on its project management.    True    False |

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| 57. | There are often considerable differences in how projects are managed within certain firms, even when similar project management structures are being used.    True    False |

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| 58. | The projectized form of project management structure is commonly used when one functional area plays a dominant role in completing the project or has a dominant interest in the success of the project.    True    False |

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| 59. | The matrix form of project management structure is a good choice when resource usage needs to be optimized by having individuals work on multiple projects while still performing functional duties.    True    False |

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| 60. | A disadvantage of using the functional form of project management structure is that projects generally take longer to complete.    True    False |

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| 61. | The functional project team is usually physically separated from the parent organization and given the primary directive of accomplishing the objectives of the project.    True    False |

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| 62. | In the projectized form of project management structure, there is limited technological expertise when compared to the functional or matrix organization.    True    False |

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| 63. | The projectized form of project management structure is a good choice when speed of completion is important and the project needs to be implemented without directly disrupting ongoing operations.    True    False |

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| 64. | One of the major disadvantages of the projectized form of project management structure is that it tends to be more expensive than other forms of organization.    True    False |

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| 65. | One advantage of a matrix project management structure is that it is fast and easy to implement.    True    False |

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| 66. | A matrix project management structure is a hybrid organizational form in which a horizontal project management structure is "overlaid" on the normal functional hierarchy.    True    False |

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| 67. | When three forms of the matrix project management structure are considered, all share the same advantages and disadvantages and at an equal level.    True    False |

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| 68. | When determining the most appropriate project management structure, considerations need to be made at the organizational level and at the project level.    True    False |

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| 69. | Generally, the more autonomy and authority the project manager and the project team need to be successful, the more appropriate to implement either a dedicated project team or a strong project management structure.    True    False |

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| 70. | As discussed in the text, the three forms of matrix project management are weak, mixed, and strong.    True    False |

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| 71. | Within a matrix project management structure, the extent to which the project manager has direct authority over project participants depends on whether the matrix is weak, balanced, or strong.    True    False |

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| 72. | In a balanced matrix form of project management, the project manager is responsible for defining *what* needs to be accomplished while the functional managers are concerned with *how* it will be accomplished.    True    False |

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| 73. | The matrix form of project management is notable for the tension it creates between functional managers and project managers who both bring critical expertise and perspectives to the project.    True    False |

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| 74. | Member identity refers to the degree to which work activities are organized around groups rather than individuals.    True    False |

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| 75. | Control is the cultural characteristic that refers to the degree to which management decisions take into account the effect of outcomes on people within the organization.    True    False |

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| 76. | Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which bind people together.    True    False |

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| 77. | Unit integration is the cultural characteristic that refers to the degree to which units within the organization are encouraged to operate in a coordinated or independent manner.    True    False |

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| 78. | There are strong connections among project management structure, organizational culture, and project success.    True    False |

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| 79. | Certain aspects of the culture of an organization support successful project management while other aspects deter or interfere with effective management.    True    False |

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| 80. | There are often considerable differences in how projects are managed within certain firms, even if the same project management structure is being used. Explain. |

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| 81. | What is more important for project success, the formal project management structure or the culture of the parent organization? |

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| 82. | Identify and briefly describe at least two advantages and two disadvantages of organizing projects within the functional organization. |

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| 83. | Identify and briefly describe at least two advantages and two disadvantages of organizing project teams as dedicated project teams. |

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| 84. | Identify and briefly describe at least two advantages and two disadvantages of organizing project teams using the matrix management approach. |

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| 85. | Identify and briefly describe the three forms of organizing projects using the matrix management approach. |

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| 86. | Compare and contrast the advantages and disadvantage of a weak project management structure and a strong project management structure. |

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| 87. | Identify and briefly describe three of the 10 primary characteristics of organization culture. |

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| 88. | Culture performs several important functions in organizations. Clarifying and reinforcing standards of behavior is one of these. Explain and provide an example. |

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| 89. | Describe the difference between a "strong" or "thick" culture and a "thin" or "weak" culture. |

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| 90. | Briefly describe two ways to diagnose the culture of an organization and give an example of each. |

Chapter 3 Key

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| 1. | Organizational culture is best explained as organizational      |  |  | | --- | --- | | **A.** | Personality. |  |  |  | | --- | --- | | B. | Hierarchy. |  |  |  | | --- | --- | | C. | Reporting relationships. |  |  |  | | --- | --- | | D. | Background. |  |  |  | | --- | --- | | E. | Management style. |   A simple explanation of organizational culture is that it reflects the "personality" of an organization. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Larson - Chapter 03 #1 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 2. | Which of the following is NOT true of project management structures?      |  |  | | --- | --- | | A. | They provide a framework for launching and implementing projects |  |  |  | | --- | --- | | B. | They appropriately balance the needs of both the parent organization and the project |  |  |  | | --- | --- | | **C.** | In selecting a management structure, the culture of the organization is not a huge consideration |  |  |  | | --- | --- | | D. | The project itself should be considered when determining which structure is best |  |  |  | | --- | --- | | E. | They help determine who has most authority in regard to managing the project |   When determining which project management structure is most appropriate, organizational culture should be considered. There are often large differences in how projects are managed within certain firms even with similar structures. Researchers attribute this to organizational culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #2 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 3. | All of the following are disadvantages of organizing projects within a matrix arrangement EXCEPT      |  |  | | --- | --- | | A. | Dysfunctional conflict between functional managers and project managers. |  |  |  | | --- | --- | | **B.** | Expensive. |  |  |  | | --- | --- | | C. | Infighting. |  |  |  | | --- | --- | | D. | Stressful. |  |  |  | | --- | --- | | E. | Longer project duration. |   Dysfunctional conflict, infighting, stressful situations, and longer project duration are all disadvantages of organizing projects within a matrix arrangement. High cost is a disadvantage of dedicated project teams. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #3 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 4. | The structure that manages projects within the existing organizational structure is \_\_\_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | **A.** | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized |   One approach to organizing projects is to simply manage them within the existing functional hierarchy of the organization. Once management decides to implement a project, the different segments of the project are delegated to the respective functional units with each unit responsible for completing its segment of the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #4 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 5. | Bill is working on a project involving the upgrading of a management information system. The project is being managed by the information systems department with the coordination of other departments occurring through normal channels. He is working in a \_\_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | **A.** | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Projectized |   When organizing projects within the functional organization, once management decides to implement a project, the different segments of the project are delegated to the respective functional units with each unit responsible for completing its segment of the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #5 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 6. | Which of the following is an advantage of a functional project management organization?      |  |  | | --- | --- | | **A.** | Maximum flexibility in the use of staff |  |  |  | | --- | --- | | B. | Good integration across functional units |  |  |  | | --- | --- | | C. | Shorter project duration |  |  |  | | --- | --- | | D. | Strong motivation of project team members |  |  |  | | --- | --- | | E. | Longer project duration |   There is maximum flexibility in the use of staff. Appropriate specialists in different functional units can temporarily be assigned to work on the project and then return to their normal work. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #6 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 7. | Which of the following is a disadvantage of functional project management organization?      |  |  | | --- | --- | | A. | Lack of motivation of project team members |  |  |  | | --- | --- | | B. | Longer project duration |  |  |  | | --- | --- | | C. | Lack of focus on the project |  |  |  | | --- | --- | | D. | Poor integration |  |  |  | | --- | --- | | **E.** | All of these are disadvantages of functional project management organization |   Disadvantages of functional project management organization are lack of focus on the project, poor integration across functional units, longer project duration due to slow response time, and lack of ownership. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #7 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 8. | Which of the following is a disadvantage of a projectized organization?      |  |  | | --- | --- | | **A.** | It is expensive |  |  |  | | --- | --- | | B. | Longer project duration |  |  |  | | --- | --- | | C. | Poor integration |  |  |  | | --- | --- | | D. | High complexity |  |  |  | | --- | --- | | E. | Lack of focus on the project |   Disadvantages of organizing projects as dedicated project teams are that it is expensive, internal strife can occur, limited technological expertise, and difficult post-project transition. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #8 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 9. | A project team that operates with a full-time project manager as a separate unit from the rest of the organization is structured using \_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | **E.** | Projectized |   Instead of one or two special projects, the organization consists of sets of quasi-independent teams working on specific projects. The main responsibility of traditional functional departments is to assist and support these project teams. This type of organization is referred to in the literature as a Projectized Organization. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #9 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 10. | Which of the following combinations represents the extremes of project organization?      |  |  | | --- | --- | | A. | Strong matrix and balanced matrix |  |  |  | | --- | --- | | **B.** | Functional and projectized |  |  |  | | --- | --- | | C. | Projectized and balanced matrix |  |  |  | | --- | --- | | D. | Projectized and strong matrix |  |  |  | | --- | --- | | E. | Strong matrix and functional |   The functional organization is also commonly used when, given the nature of the project, one functional area plays a dominant role in completing the project or has a dominant interest in the success of the project. At the other end of the structural spectrum is the creation of dedicated project teams. These teams operate as separate units from the rest of the parent organization. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #10 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 11. | MegaComputers Inc., has assigned a project manager for each of the five new-product teams. The managers, as well as the project team members, work on the projects on a full-time basis. The structure being used is \_\_\_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | **E.** | Projectized |   Instead of one or two special projects, the organization consists of sets of quasi-independent teams working on specific projects. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #11 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 12. | All of the following are organizational considerations when determining the right project management structure EXCEPT      |  |  | | --- | --- | | A. | How important project management is to the success of the organization |  |  |  | | --- | --- | | B. | What percentage of core work involves projects |  |  |  | | --- | --- | | C. | Resource availability |  |  |  | | --- | --- | | D. | Assess current practices and determine any changes that are needed to more effectively manage projects |  |  |  | | --- | --- | | **E.** | Budget constraints |   Budget constraints are a project consideration and not an organizational consideration. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #12 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 13. | Elizabeth is considering how to structure a project team that will not directly disrupt ongoing operations. The project needs to be done quickly and a high level of motivation will be needed in order to do that. For this situation, the \_\_\_\_\_\_ organization would be the best choice.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Weak matrix |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | **E.** | Projectized |   In many cases, the project team approach is the optimum approach for completing a project when you view it solely from the standpoint of what is best for completing the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #13 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 14. | At the project level, which of the following is a factor that should influence the choice of project management structure?      |  |  | | --- | --- | | 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 |   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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #14 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 15. | Which are the three different matrix systems discussed in the text?      |  |  | | --- | --- | | A. | Functional, Weak, Strong |  |  |  | | --- | --- | | B. | Balanced, Functional, Projectized |  |  |  | | --- | --- | | **C.** | Weak, Strong, Balanced |  |  |  | | --- | --- | | D. | Neutral, Weak, Strong |  |  |  | | --- | --- | | E. | Functional, Neutral, Projectized |   In practice there are really different kinds of systems, depending on the relative authority of the project and functional managers. The text discusses the weak matrix, the balanced matrix and the strong matrix. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Larson - Chapter 03 #15 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 16. | \_\_\_\_\_\_\_\_\_ organization is a hybrid form in which a horizontal project management structure is "overlaid" in the normal functional hierarchy.      |  |  | | --- | --- | | A. | Functional |  |  |  | | --- | --- | | **B.** | Matrix |  |  |  | | --- | --- | | C. | Project |  |  |  | | --- | --- | | D. | Balanced |  |  |  | | --- | --- | | E. | Neutral |   Matrix management is a hybrid organizational form in which a horizontal project management structure is "overlaid" on the normal functional hierarchy. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #16 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 17. | Which of the following is NOT true regarding organizing projects within a matrix arrangement?      |  |  | | --- | --- | | **A.** | Its flexibility supports a strong project focus that helps alleviate stress among project team members |  |  |  | | --- | --- | | B. | It is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties |  |  |  | | --- | --- | | C. | There are usually two chains of command |  |  |  | | --- | --- | | D. | Provides a dual focus between functional/technical expertise and project requirements that is 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 |   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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #17 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 18. | In which of the following is the balance of authority strongly in favor of the functional managers?      |  |  | | --- | --- | | **A.** | Weak matrix |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | C. | Strong matrix |  |  |  | | --- | --- | | D. | Matrix |  |  |  | | --- | --- | | E. | Neutral matrix |   In a weak matrix, the functional managers call most of the shots and decide who does what and when the work is completed. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #18 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 19. | All of the following are functions culture plays in an organization EXCEPT      |  |  | | --- | --- | | A. | It provides a sense of identity. |  |  |  | | --- | --- | | B. | It helps legitimize the management system. |  |  |  | | --- | --- | | **C.** | It replaces the need for a project selection process. |  |  |  | | --- | --- | | D. | It helps create social order. |  |  |  | | --- | --- | | E. | It clarifies and reinforces standards of behavior. |   An organization's culture provides a sense of identity, helps legitimize the management system, helps create social order and clarifies and reinforces standards of behavior. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #19 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 20. | How does someone learn more about an organization's culture?      |  |  | | --- | --- | | A. | Read about the organization |  |  |  | | --- | --- | | B. | Interpret stories about the organization |  |  |  | | --- | --- | | C. | Observe how people interact within the organization |  |  |  | | --- | --- | | D. | Study the physical characteristics of the organization |  |  |  | | --- | --- | | **E.** | All of these are examples of how someone can learn more about an organization's culture |   Physical characteristics (architecture, office layout, décor), public documents (annual reports, vision statements), behavior (pace, language, meetings), and folklore (stories, heroines, heroes, villains) are all ways to find out more about an organization's culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #20 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 21. | Which organization's culture is NOT a culture a project manager has to be able to operate in or interact with?      |  |  | | --- | --- | | A. | The culture of their parent organization |  |  |  | | --- | --- | | B. | The culture of government and regulatory agencies |  |  |  | | --- | --- | | C. | The culture of vendors and subcontractors |  |  |  | | --- | --- | | D. | The culture of the project's customer or client |  |  |  | | --- | --- | | **E.** | All of these are cultures a project manager has to be able to operate in or interact with |   Project managers have to be able to operate in several, potentially diverse, organizational cultures. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #21 Learning Objective: Implications of Organizational Culture for Organizing Projects Level of Difficulty: 1 Easy* |

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| 22. | Which structure would be most appropriate for developing a new, highly innovative product that has strict time constraints?      |  |  | | --- | --- | | A. | Functional organization |  |  |  | | --- | --- | | B. | Balanced matrix |  |  |  | | --- | --- | | **C.** | Dedicated project team |  |  |  | | --- | --- | | D. | Strong matrix |  |  |  | | --- | --- | | E. | Weak matrix |   A dedicated project team is separate from the rest of the parent organization and appropriate when the project is highly innovative and when there are budget and time constraints. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #22 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 23. | From the list below, which is NOT a primary characteristic of organizational culture?      |  |  | | --- | --- | | A. | Control |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | **C.** | Profitability |  |  |  | | --- | --- | | D. | Conflict tolerance |  |  |  | | --- | --- | | E. | Risk tolerance |   Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings. Profitability is not a primary characteristic of organizational culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #23 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 24. | Factors in identifying cultural characteristics include all the following EXCEPT      |  |  | | --- | --- | | A. | Norms. |  |  |  | | --- | --- | | B. | Customs. |  |  |  | | --- | --- | | C. | Values. |  |  |  | | --- | --- | | **D.** | Attitude. |  |  |  | | --- | --- | | E. | All of these are factors in identifying cultural characteristics. |   Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings. This system is manifested by customs and habits that exemplify the values and beliefs of the organization. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Larson - Chapter 03 #24 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 25. | Who is responsible for determining how tasks will be done in a weak matrix project management structure?      |  |  | | --- | --- | | **A.** | The functional manager |  |  |  | | --- | --- | | B. | The project manager |  |  |  | | --- | --- | | C. | Both the functional manager and the project manager are responsible |  |  |  | | --- | --- | | D. | There is no rule established for who takes responsibility |  |  |  | | --- | --- | | E. | This is negotiated |   Matrix management is a hybrid organizational form in which a horizontal project management structure is "overlaid" on the normal functional hierarchy. In a matrix system, there are usually two chains of command, one along functional lines and the other along project lines. Instead of delegating segments of a project to different units or creating an autonomous team, project participants report simultaneously to both functional and project managers. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #25 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 26. | Which of the following cultural characteristics relates to the degree to which employees identify with the organization as a whole rather than with their type of job or field of professional expertise?      |  |  | | --- | --- | | **A.** | Member identity |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | E. | Control |   Member identity is the degree to which employees identify with the organization as a whole rather than with their type of job or field of professional expertise. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #26 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 27. | Which of the following cultural characteristics relates to the degree to which work activities are organized around groups rather than individuals?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | **B.** | Team emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | E. | Control |   Team emphasis is the degree to which work activities are organized around groups rather than individuals. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #27 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 28. | Which of the following cultural characteristic relates to the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | B. | Team Emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | D. | Unit integration |  |  |  | | --- | --- | | **E.** | Control |   Control is the cultural characteristic that relates to the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #28 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 29. | Which of the following cultural characteristics relates to the degree to which groups within the organization are encouraged to operate in a coordinated or independent manner?      |  |  | | --- | --- | | A. | Member identity |  |  |  | | --- | --- | | B. | Team emphasis |  |  |  | | --- | --- | | C. | Managerial focus |  |  |  | | --- | --- | | **D.** | Unit integration |  |  |  | | --- | --- | | E. | Control |   Unit integration is the degree to which units within the organization are encouraged to operate in a coordinated or independent manner. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #29 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 30. | Which of the following cultural characteristics relates to the degree to which management focuses on outcomes rather than on techniques and processes used to achieve those outcomes?      |  |  | | --- | --- | | A. | Risk tolerance |  |  |  | | --- | --- | | B. | Reward criteria |  |  |  | | --- | --- | | C. | Conflict tolerance |  |  |  | | --- | --- | | **D.** | Means versus end orientation |  |  |  | | --- | --- | | E. | Open-systems focus |   Means versus end orientation is the degree to which management focuses on outcomes rather than on techniques and processes used to achieve those results. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #30 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 31. | The personality of an organization is a simple explanation of \_\_\_\_\_\_\_\_\_\_\_.    **organizational culture**  Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #31 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 32. | The approach to project management that uses the existing hierarchy of the organization to manage projects is \_\_\_\_\_\_\_\_\_\_\_ organization.    **functional**  One approach to organizing projects is to simply manage them within the existing functional hierarchy of the organization. Once management decides to implement a project, the different segments of the project are delegated to the respective functional units with each unit responsible for completing its segment of the project. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #32 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 33. | No radical alteration in the design or operation of the parent organization is a major advantage of \_\_\_\_\_\_\_\_\_\_ organization.    **functional**  Once management decides to implement a project, the different segments of the project are delegated to the respective functional units with each unit responsible for completing its segment of the project. No change in the design or operation of the parent organization is a major advantage to a functional organization. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #33 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 34. | Two of the major disadvantages of the \_\_\_\_\_\_\_\_ organizational approach are that projects may lack focus and it can take longer to complete projects.    **functional**  These disadvantages are particularly pronounced when the scope of the project is broad and one functional department does not take the dominant technological and managerial lead on the project. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #34 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 35. | Firms where projects are the dominant form of business and the entire organization is designed to support project teams are usually structured as a(n) \_\_\_\_\_\_\_\_\_ organization.    **projectized**  Instead of one or two special projects, the organization consists of sets of quasi-independent teams working on specific projects. This type of organization is referred to in the literature as a projectized organization. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #35 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 36. | A high level of motivation and the tendency for projects to get done more quickly are benefits of using the \_\_\_\_\_\_\_\_ organizational approach to project management.    **projectized**  A high level of motivation and cohesiveness often emerges within the project team. Participants share a common goal and personal responsibility toward the project and the team. |

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| 37. | High project costs and difficult post-project transition are two evident weaknesses of a(n) \_\_\_\_\_\_\_\_\_\_ organization.    **projectized**  Disadvantages of a projectized organization include high project costs, internal strife, limited technological expertise and difficult post-project transition. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #37 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 38. | In a(n) \_\_\_\_\_\_\_\_ system, there are usually two chains of command, one along functional lines and the other along project lines.    **matrix**  Matrix management is a hybrid organizational form in which a horizontal project management structure is "overlaid" on the normal functional hierarchy. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #38 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 39. | The \_\_\_\_\_\_\_\_ structure is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties.    **matrix**  Instead of delegating segments of a project to different units or creating an autonomous team, project participants report simultaneously to both functional and project managers. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #39 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 40. | A matrix in which the balance of authority is strongly on the side of the project manager is described as \_\_\_\_\_\_\_\_\_\_.    **strong**  When the dominant organization culture inhibits collaboration and innovation, it is advisable to insulate the project team from the dominant culture. Here it becomes necessary to create a self-sufficient project team. If a dedicated project team is impossible because of resource constraints, then at least a project matrix should be used where the project manager has dominant control over the project. In both cases, the managerial strategy is to create a distinct team subculture where a new set of norms, customs, and values evolve that will be conducive to project completion. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #40 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 41. | A matrix in which the balance of authority is strongly on the side of the functional manager is described as \_\_\_\_\_\_\_\_\_.    **weak**  This form is very similar to functional organization with the exception that there is a formally designated project manager responsible for coordinating project activities. Functional managers call most of the shots and decide who does what and when the work is completed. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #41 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 42. | High levels of stress and dysfunctional conflict are disadvantages of a(n) \_\_\_\_\_\_\_\_\_ organization.    **matrix**  Matrix management violates the management principle of unity of command. Project participants have at least two bosses—their functional head and one or more project managers. This can result in high levels of stress and dysfunctional conflict. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #42 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 43. | The \_\_\_\_\_\_\_\_ matrix form of project organization is likely to enhance project integration, diminish internal power struggles, and ultimately improve control of project activities and costs.    **strong**  The strong matrix most closely resembles a dedicated project team. The functional manager is consulted on a need basis. This is likely to enhance project integration, diminish internal power struggles, and ultimately improve control of project activities and costs. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #43 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 44. | The \_\_\_\_\_\_\_\_ matrix form of project organization is likely to improve technical quality as well as provide a better system for managing conflict across projects because the functional manager assigns personnel to different projects.    **weak**  The weak matrix most closely resembles functional organization. The project manager basically acts as a staff assistant who draws the schedules and checklists, collects information on status of work, and facilitates project completion. This is likely to improve technical quality as well as provide a better system for managing conflict across projects because the functional manager assigns personnel to different projects. |

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| 45. | The \_\_\_\_\_\_\_\_ matrix form of project organization can achieve better equilibrium between technical and project requirements, but it is a very delicate system to create and manage.    **balanced**  This is the classic matrix in which the project manager is responsible for defining what needs to be accomplished while the functional managers are concerned with how it will be accomplished. More specifically, the project manager establishes the overall plan for completing the project, integrates the contribution of the different disciplines, sets schedules, and monitors progress. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #45 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 46. | \_\_\_\_\_\_\_\_ project teams should be used for urgent projects in which the nature of the work requires people working steadily from beginning to end.    **Dedicated**  Strong budget and time constraints and high stability of resource requirements imply more autonomy and authority that the project manager and the project team need to be successful. This translates into using a dedicated project team. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #46 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 47. | Conflict tolerance, risk tolerance, reward criteria and unit integration are all examples of cultural \_\_\_\_\_\_\_\_\_\_.    **characteristics**  Research suggests that there are 10 primary characteristics which capture the essence of an organization's culture. These include conflict tolerance, risk tolerance, reward criteria and unit integration. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #47 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 48. | Research suggests that there is a strong connection between project management structure, organizational \_\_\_\_\_\_\_\_, and project success.    **culture**  Culture reflects the personality of the organization and, similar to an individual's personality, can enable us to predict attitudes and behaviors of organizational members. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #48 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 49. | Organization \_\_\_\_\_\_\_\_ refers to a system of shared norms, beliefs, values, and assumptions which bind people together, thereby creating shared meanings.    **culture**  Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #49 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 50. | The more autonomy and authority the project manager and project team need to be successful, the more appropriate a dedicated project team or a(n) \_\_\_\_\_\_\_\_ matrix structure is to manage the project.    **strong**  A dedicated project team or a strong matrix is most appropriate when project consideration factors such as project size, strategic importance, and need for innovation are high. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #50 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 51. | When most of the project work can be done within a specified department and any coordination with other departments can be done easily through normal management channels, \_\_\_\_\_\_\_\_\_\_\_ organization is most appropriate.    **functional**  The functional organization is also commonly used when, given the nature of the project, one functional area plays a dominant role in completing the project or has a dominant interest in the success of the project. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #51 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 52. | The cultural characteristic that refers to the degree to which rewards such as promotion and salary increases are allocated according to employee performance rather than seniority, favoritism, or other nonperformance factors is known as \_\_\_\_\_\_\_\_\_\_\_\_\_.    **reward criteria**  Reward criteria reflect the degree to which rewards such as promotion and salary increases are allocated according to employee performance rather than seniority, favoritism, or other nonperformance factors. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #52 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 53. | The cultural characteristic that refers to the degree to which employees are encouraged to air conflicts and criticisms openly is known as \_\_\_\_\_\_\_\_\_\_\_.    **conflict tolerance**  Conflict tolerance is the degree to which employees are encouraged to air conflicts and criticisms openly. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #53 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 54. | The cultural characteristic that refers to the degree to which the organization monitors and responds to changes in the external environment is known as \_\_\_\_\_\_\_\_\_\_\_.    **open-systems focus**  Open-systems focus is the degree to which the organization monitors and responds to changes in the external environment. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #54 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 55. | The cultural characteristic that refers to the degree to which employees are encouraged to be aggressive, innovative, and risk seeking is known as \_\_\_\_\_\_\_\_\_\_\_\_\_.    **risk tolerance**  Risk tolerance is the degree to which employees are encouraged to be aggressive, innovative, and risk seeking. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #55 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 56. | While organization culture is important to the overall function of an organization, it has minor influence on its project management.    **FALSE**  Culture reflects the personality of the organization and, similar to an individual's personality, can enable us to predict attitudes and behaviors of organizational members. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #56 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 57. | There are often considerable differences in how projects are managed within certain firms, even when similar project management structures are being used.    **TRUE**  For example, working in a matrix at AT&T is different from working in a matrix environment at Hewlett-Packard. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #57 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 58. | The projectized form of project management structure is commonly used when one functional area plays a dominant role in completing the project or has a dominant interest in the success of the project.    **FALSE**  The functional organization is commonly used when, given the nature of the project, one functional area plays a dominant role in completing the project or has a dominant interest in the success of the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #58 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 59. | The matrix form of project management structure is a good choice when resource usage needs to be optimized by having individuals work on multiple projects while still performing functional duties.    **TRUE**  The matrix structure is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #59 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 60. | A disadvantage of using the functional form of project management structure is that projects generally take longer to complete.    **TRUE**  It generally takes longer to complete projects through this functional arrangement. This is in part attributable to slow response time. Project information and decisions have to be circulated through normal management channels. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #60 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 61. | The functional project team is usually physically separated from the parent organization and given the primary directive of accomplishing the objectives of the project.    **FALSE**  Dedicated project teams are teams which operate as separate units from the rest of the parent organization. Usually a full-time project manager is designated to pull together a core group of specialists who work full time on the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #61 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 62. | In the projectized form of project management structure, there is limited technological expertise when compared to the functional or matrix organization.    **TRUE**  Creating self-contained teams inhibits maximum technological expertise. It is limited somewhat to the talents and experience of the specialists assigned to the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #62 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 63. | The projectized form of project management structure is a good choice when speed of completion is important and the project needs to be implemented without directly disrupting ongoing operations.    **TRUE**  Projects tend to get done more quickly when participants devote their full attention to the project and are not distracted by other obligations and duties. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #63 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 64. | One of the major disadvantages of the projectized form of project management structure is that it tends to be more expensive than other forms of organization.    **TRUE**  The projectized form is expensive. Not only have you created a new management position (project manager), but resources are also assigned on a full-time basis. This can result in duplication of efforts across projects and a loss of economies of scale. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #64 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 65. | One advantage of a matrix project management structure is that it is fast and easy to implement.    **FALSE**  A matrix structure cannot be installed overnight. Experts argue that it takes 3-5 years for a matrix structure to fully mature. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #65 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 66. | A matrix project management structure is a hybrid organizational form in which a horizontal project management structure is "overlaid" on the normal functional hierarchy.    **TRUE**  Matrix management is a hybrid organizational form in which a horizontal project management structure is "overlaid" on the normal functional hierarchy. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #66 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 67. | When three forms of the matrix project management structure are considered, all share the same advantages and disadvantages and at an equal level.    **FALSE**  When the variant forms of the matrix approach are considered, we can see that advantages and disadvantages are not necessarily true for all three forms. The strong matrix is likely to enhance project integration, diminish internal power struggles, and ultimately improve control of project activities and costs. On the downside, technical quality may suffer because functional areas have less control over their contributions. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #67 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 68. | When determining the most appropriate project management structure, considerations need to be made at the organizational level and at the project level.    **TRUE**  At the organizational level, the importance of project management to the success of the firm needs to be considered as well as resource availability. At the project level, things such as project size, strategic importance and need for innovation need to be considered. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #68 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 69. | Generally, the more autonomy and authority the project manager and the project team need to be successful, the more appropriate to implement either a dedicated project team or a strong project management structure.    **TRUE**  The bigger the project, the more environmentally complex, the tighter the budget and cost constraint, the more autonomy and authority the project manager and the project team need to be successful. This translates into using either a dedicated project team or a strong project matrix structure. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #69 Learning Objective: What is the Right Project Management Structure? Level of Difficulty: 2 Medium* |

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| 70. | As discussed in the text, the three forms of matrix project management are weak, mixed, and strong.    **FALSE**  The three forms are weak, balanced, and strong. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Larson - Chapter 03 #70 Learning Objective: Project Management Structure Level of Difficulty: 1 Easy* |

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| 71. | Within a matrix project management structure, the extent to which the project manager has direct authority over project participants depends on whether the matrix is weak, balanced, or strong.    **TRUE**  In practice there are different kinds of matrix systems, depending on the relative authority of the project and functional managers. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #71 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 72. | In a balanced matrix form of project management, the project manager is responsible for defining *what* needs to be accomplished while the functional managers are concerned with *how* it will be accomplished.    **TRUE**  The merger of "what and how" requires both parties to work closely together and jointly approve technical and operational decisions. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #72 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 73. | The matrix form of project management is notable for the tension it creates between functional managers and project managers who both bring critical expertise and perspectives to the project.    **TRUE**  The matrix approach is predicated on tension between functional managers and project managers who bring critical expertise and perspectives to the project. Such tension is viewed as a necessary mechanism for achieving an appropriate balance between complex technical issues and unique project requirements. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #73 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 74. | Member identity refers to the degree to which work activities are organized around groups rather than individuals.    **FALSE**  Team emphasis refers to the degree to which work activities are organized around groups rather than individuals. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #74 Learning Objective: Organizational Structure Level of Difficulty: 2 Medium* |

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| 75. | Control is the cultural characteristic that refers to the degree to which management decisions take into account the effect of outcomes on people within the organization.    **FALSE**  Management focus refers to the degree to which management decisions take into account the effect of outcomes on people within the organization. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #75 Learning Objective: Organizational Structure Level of Difficulty: 2 Medium* |

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| 76. | Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which bind people together.    **TRUE**  Organizational culture refers to a system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings. This system is manifested by customs and habits that exemplify the values and beliefs of the organization. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #76 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 77. | Unit integration is the cultural characteristic that refers to the degree to which units within the organization are encouraged to operate in a coordinated or independent manner.    **TRUE**  Unit integration refers to the degree to which units within the organization are encouraged to operate in a coordinated or independent manner. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #77 Learning Objective: Organizational Culture Level of Difficulty: 1 Easy* |

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| 78. | There are strong connections among project management structure, organizational culture, and project success.    **TRUE**  There are strong relationships among project management structure, organizational culture, and successful project management. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #78 Learning Objective: Implications of Organizational Culture for Organizing Projects Level of Difficulty: 1 Easy* |

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| 79. | Certain aspects of the culture of an organization support successful project management while other aspects deter or interfere with effective management.    **TRUE**  There are subcultures within an organization where differing norms and values exist. Those working in marketing may have different values than those working in finance. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 03 #79 Learning Objective: Implications of Organizational Culture for Organizing Projects Level of Difficulty: 2 Medium* |

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| 80. | There are often considerable differences in how projects are managed within certain firms, even if the same project management structure is being used. Explain.     Answer will vary  Feedback: Many researchers attribute these differences to the organizational culture. The organizational culture reflects the personality of the organization. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 03 #80 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 81. | What is more important for project success, the formal project management structure or the culture of the parent organization?     Answer will vary  Feedback: The culture of the parent organization is more important than the formal project management structure. The project management structure should derive from the culture of the organization. The culture should reveal what types of projects the organization will do and in turn will be reflected by the project management structure. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 03 #81 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 82. | Identify and briefly describe at least two advantages and two disadvantages of organizing projects within the functional organization.     Answer will vary  Feedback: Advantages include no alteration in the design or operation of the parent organization, flexibility in use of staff, in-depth expertise, and easy post-project transition. Disadvantages include lack of focus, poor integration, longer project duration and lack of motivation and ownership. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #82 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 83. | Identify and briefly describe at least two advantages and two disadvantages of organizing project teams as dedicated project teams.     Answer will vary  Feedback: Advantages include simplicity, shorter project duration, strong cohesiveness of project team members and cross-functional integration. Disadvantages include high cost, internal strife, limited technological expertise and difficult post-project transition. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #83 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 84. | Identify and briefly describe at least two advantages and two disadvantages of organizing project teams using the matrix management approach.     Answer will vary  Feedback: Advantages include high efficiency, strong project focus, easier post-project transition and flexibility. Disadvantages include dysfunctional conflict, infighting, high levels of stress, and longer project duration |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #84 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 85. | Identify and briefly describe the three forms of organizing projects using the matrix management approach.     Answer will vary  Feedback: (1) Weak matrix; (2) Balanced matrix; (3) Strong matrix. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #85 Learning Objective: Project Management Structure Level of Difficulty: 2 Medium* |

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| 86. | Compare and contrast the advantages and disadvantage of a weak project management structure and a strong project management structure.     Answer will vary  Feedback: The strong matrix is likely to enhance project integration, diminish internal power struggles and improve control. However, technical quality may suffer. The weak matrix is likely to improve technical quality and provide better conflict management; however, there may be poor project integration. |

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| *AACSB: Analytic Blooms: Apply Larson - Chapter 03 #86 Learning Objective: Project Management Structure Level of Difficulty: 3 Hard* |

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| 87. | Identify and briefly describe three of the 10 primary characteristics of organization culture.     Answer will vary  Feedback: Member identity, team emphasis, management focus, unit integration, unit integration, control, risk tolerance, reward criteria, conflict tolerance, means vs. end orientation and open system focus. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #87 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 88. | Culture performs several important functions in organizations. Clarifying and reinforcing standards of behavior is one of these. Explain and provide an example.     Answer will vary  Feedback: Culture defines what is permissible and what inappropriate behavior is. These standards span a wide range of behavior from dress code and working hours to challenging the judgment of superiors. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #88 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 89. | Describe the difference between a "strong" or "thick" culture and a "thin" or "weak" culture.     Answer will vary  Feedback: "Strong" or "thick" are adjectives used to denote a culture in which the organization's core values and customs are widely shared within the entire organization. Conversely, a "thin" or "weak" culture is one that is not widely shared or practiced within a firm. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #89 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

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| 90. | Briefly describe two ways to diagnose the culture of an organization and give an example of each.     Answer will vary  Feedback: (1) Study the physical characteristics of an organization; (2) Read about the organization; (3) Observe how people interact within the organization; (4) Interpret stories and folklore surrounding the organization. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 03 #90 Learning Objective: Organizational Culture Level of Difficulty: 2 Medium* |

Chapter 3 Summary

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