**Chapter 3 - Organizational Capability: Structure, Culture and Roles**

**MULTIPLE CHOICE**

1. Which of the following characteristics is NOT associated with a functional organization?

|  |  |
| --- | --- |
| a. | Each employee has one clear superior. |
| b. | Resources are easily shared between departments and projects. |
| c. | Staff are managed by a person with expertise in their area. |
| d. | Staff are grouped by areas of specialization. |

ANS: B DIF: Moderate REF: P. 54, 56 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

2. Which of the following is an advantage associated with managing projects in a functional organization?

|  |  |
| --- | --- |
| a. | Each unit contains a variety of specialists suited to solving complex problems. |
| b. | Unity of command - one clear supervisor for each worker. |
| c. | Rapid communication between the various functions working on the project. |
| d. | Combines task focus with technical capability. |

ANS: B DIF: Moderate REF: P. 54 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

3. All of the following are advantages associated with managing projects in a projectized organization EXCEPT:

|  |  |
| --- | --- |
| a. | One boss - the project manager |
| b. | Response times and decision making are swift. |
| c. | Departmental barriers are reduced. |
| d. | New assignment is guaranteed after the project ends |

ANS: D DIF: Moderate REF: P. 56 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

4. Projectized organizations often adopt which of the following techniques where project team members are physically placed close to one another to improve communications and working relationships?

|  |  |
| --- | --- |
| a. | collaboration |
| b. | co-location |
| c. | coordination |
| d. | consolidation |

ANS: B DIF: Challenging REF: P. 56 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

5. Which of the following is a disadvantage associated with managing projects in a projectized organization?

|  |  |
| --- | --- |
| a. | Response times and decision making are slow. |
| b. | Team members assigned to a project are often underutilized. |
| c. | Team members have difficulty focusing on project issues. |
| d. | Traditional department barriers are reduced. |

ANS: B DIF: Moderate REF: P. 56 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

6. Which of the following organizational structures is designed to achieve a balance of task focus and technical capability?

|  |  |
| --- | --- |
| a. | functional organization |
| b. | projectized organization |
| c. | matrix organization |
| d. | siloed organization |

ANS: C DIF: Moderate REF: P. 56 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

7. Which of the following organizational structures runs contrary to the unity of command principle - that each employee works for a single supervisor?

|  |  |
| --- | --- |
| a. | functional organization |
| b. | projectized organization |
| c. | matrix organization |
| d. | siloed organization |

ANS: C DIF: Moderate REF: P. 57 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

8. Which of the following is an advantage associated with the matrix organization?

|  |  |
| --- | --- |
| a. | Resources can be shared between departments and projects. |
| b. | Unity of command - one clear supervisor for each employee. |
| c. | Faster response times and decision making. |
| d. | Having multiple bosses. |

ANS: A DIF: Moderate REF: P. 56-57 OBJ: CPMT.KLOP.15.03.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

9. Through shared values, organizational cultures can informally do all the following EXCEPT:

|  |  |
| --- | --- |
| a. | motivate the ethical actions and communications of managers and subordinates. |
| b. | determine how people are treated, controlled and rewarded. |
| c. | establish how cooperation, competition, conflict and decision making are handled. |
| d. | eliminate politics in the workplace |

ANS: D DIF: Moderate REF: P. 59 OBJ: CPMT.KLOP.15.03.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

10. When trying to understand a corporate culture, it is helpful to understand the types of power that are used. In “power cultures”:

|  |  |
| --- | --- |
| a. | workers closely follow their appointed roles. |
| b. | supervisors exert a great deal of economic and political power. |
| c. | deference is paid to knowledge rather than authority. |
| d. | collaboration is believed to be satisfying and stimulating. |

ANS: B DIF: Easy REF: P. 60 OBJ: CPMT.KLOP.15.03.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

11. Some organizational culture characteristics make project success more likely. These characteristics include all of the following EXCEPT:

|  |  |
| --- | --- |
| a. | collaboration to meet organizational goals |
| b. | lack of appreciation for project management |
| c. | engagement of stakeholders |
| d. | teamwork across cultures |

ANS: B DIF: Easy REF: P. 60 OBJ: CPMT.KLOP.15.03.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

12. The project life cycle where the majority of the project work is conducted in iterations (sometimes called sprints) is called:

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| --- | --- |
| a. | Construction project life cycle |
| b. | DMAIC model |
| c. | Agile project life cycle |
| d. | R & D project life cycle |

ANS: C DIF: Moderate REF: P. 63-64 OBJ: CPMT.KLOP.15.03..04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

13. Project planning teams use project life cycle models because various types of projects have differing demands. Which of the following sequences of stages is most appropriate for a life cycle model for construction projects?

|  |  |
| --- | --- |
| a. | define - measure - analyze - improve - control |
| b. | concept definition - demonstration - development - production |
| c. | pre-planning - design - procurement - construction - start up |
| d. | concept - requirements - design - code - test - turnover |

ANS: C DIF: Easy REF: P. 63 OBJ: CPMT.KLOP.15.03.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

14. Project planning teams use project life cycle models because various types of projects have differing demands. Which of the following sequences of stages is most appropriate for a life cycle model for research and development (R & D) projects?

|  |  |
| --- | --- |
| a. | define - measure - analyze - improve - control |
| b. | project envisioning - requirements gathering - incremental implementation - production release |
| c. | pre-planning - design - procurement - construction - start up |
| d. | idea generation - idea screening - concept development - validation - transition |

ANS: D DIF: Moderate REF: P. 63-64 OBJ: CPMT.KLOP.15.03.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

15. In agile projects, the individual who leads in a collaborative manner by guiding teams and removing obstacles to their progress is called the:

|  |  |
| --- | --- |
| a. | project manager |
| b. | sponsor |
| c. | scrum master |
| d. | facilitator |

ANS: C DIF: Moderate REF: P. 72 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

16. According to PMI’s “Code of Ethics and Professional Conduct”, project managers should exhibit all of the following behaviors EXCEPT:

|  |  |
| --- | --- |
| a. | authority - exert economic and political power |
| b. | fairness - make decisions and act impartially |
| c. | honesty - understand the truth and act in a truthful manner |
| d. | responsibility - take ownership for decisions |

ANS: A DIF: Easy REF: P. 61 OBJ: CPMT.KLOP.15.03.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

17. Which of the following executive roles is responsible for overall priority setting, project selection and prioritization, general guidance and encouragement?

|  |  |
| --- | --- |
| a. | Steering Team |
| b. | Sponsor |
| c. | Project Management Office |
| d. | Chief Projects Officer |

ANS: A DIF: Moderate REF: P. 65 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

18. During project execution, the project sponsor’s responsibilities include all of these EXCEPT:

|  |  |
| --- | --- |
| a. | ensure communications |
| b. | charter the project |
| c. | nurture key stakeholders |
| d. | ensure quality |

ANS: B DIF: Moderate REF: P. 66 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

19. The Chief Projects Officer (CPO) is responsible for the individuals working on a project in all of the following ways EXCEPT:

|  |  |
| --- | --- |
| a. | that they follow the detailed project plan that the CPO has created. |
| b. | that they capture lessons learned from completed projects. |
| c. | that they use templates and standards when appropriate. |
| d. | that they receive the training they need. |

ANS: A DIF: Moderate REF: P. 69 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

20. Which of the following are among the challenges faced by project managers?

|  |  |
| --- | --- |
| a. | They frequently have more authority than responsibility. |
| b. | They must determine how networks of people function in the organization. |
| c. | They must learn how to accomplish project work unilaterally - on their own. |
| d. | They are not allowed to be flexible about how the project should be accomplished. |

ANS: B DIF: Challenging REF: P. 70-71 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

21. There are several tasks that a project customer (or sponsor acting in that capacity) can do to enhance the probability of success. Which of the following are generally performed independent of the project contractor who will perform the work?

|  |  |
| --- | --- |
| a. | conduct kick-off meeting |
| b. | develop clear requirements |
| c. | prioritize project |
| d. | write and sign the project charter |

ANS: C DIF: Easy REF: P. 67 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

22. There are several tasks that a project customer (or sponsor acting in that capacity) can do to enhance the probability of success. All of the following are generally performed jointly with the project contractor who will perform the work EXCEPT:

|  |  |
| --- | --- |
| a. | terminate project if needed |
| b. | develop clear requirements |
| c. | use a control system |
| d. | conduct a kick-off meeting |

ANS: A DIF: Easy REF: P. 67 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

23. In agile projects, overall planning is at a high level, and only the near-term work is planned in detail. The project work is conducted in iterations (sprints) that are normally:

|  |  |
| --- | --- |
| a. | **no more than one calendar year** |
| b. | **a variable length depending on project scope** |
| c. | **a fixed length of two or four weeks** |
| d. | **assigned to one person on the team** |

ANS: C DIF: Challenging REF: P. 64 OBJ: CPMT.KLOP.15.03.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

24. Which of the following roles and attributes do NOT describe the core team members on a project?

|  |  |
| --- | --- |
| a. | Core team members often make project decisions jointly with the project manager. |
| b. | Core team members are the small group of people who are usually on the project from start to finish. |
| c. | Core team members join the project on a temporary basis to perform specific project activities as necessary. |
| d. | Core team members may supervise the work of subject matter experts. |

ANS: C DIF: Moderate REF: P. 73 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

25. Subject matter experts often perform specific project activities when necessary. Which of the following statements regarding subject matter experts is accurate?

|  |  |
| --- | --- |
| a. | The number of subject matter experts is generally limited to fewer than the number of core team members. |
| b. | The subject matter experts are typically assigned to the project from start to finish. |
| c. | The subject matter experts may not relate strongly with a project due to the temporary nature of their involvement. |
| d. | The subject matter experts should only be used for staff augmentation. |

ANS: C DIF: Moderate REF: P. 74 OBJ: CPMT.KLOP.15.03.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension