

CHAPTER 3:

1. According to Grinnell and Apple, organizational restructuring is needed because management is unhappy with technical skills though projects are being completed within time and cost.

A. True

B. False

2. Which of the following is not one of the three critical terms to consider when looking at organizational workflow?

A. Span of control

B. Authority

C. Responsibility

D. Accountability

3. Accountability can be defined as:

A. Authority plus responsibility

B. Authority without responsibility

C. Responsibility without authority

D. Pure responsibility

4. In which of the following structures is budgeting and cost control easier to perform?

A. Classical

B. Strong matrix

C. Balanced matrix

D. Weak matrix

5. In which organizational form is there no customer focal point?

A. Traditional

- B. Projectized**
- C. Strong matrix**
- D. Weak matrix**

6. In which organizational form is response to the customer's needs the slowest?

- A. Traditional**
- B. Projectized**
- C. Strong matrix**
- D. Weak matrix**

7. In which organizational form is it highly unlikely that project management would be a career path?

- A. Traditional**
- B. Projectized**
- C. Strong matrix**
- D. Weak matrix**

8. In which organizational form does the project manager have the greatest authority over the assigned resources?

- A. Traditional**
- B. Projectized**
- C. Strong matrix**
- D. Weak matrix**

9. In which organizational form are the formal and informal organizations well established?

- A. Traditional**
- B. Strong matrix**
- C. Balanced matrix**
- D. Weak matrix**

10. Which of the following is *not* one of the integration mechanisms considered when creating work integration positions?

- A. Rules and procedures**

B. Project manager's rank and pay grade

C. Planning processes

D. Direct contact

11. With departmental project management, the person assigned to head up the project is called a:

A. Project head

B. Project manager

C. Project leader

D. Project supervisor

12. In departmental project management, the person that ultimately ends up managing the project, assuming several departments are involved, is the:

A. Project manager

B. Project leader

C. Department manager(s)

D. Division manager

13. With the project expeditor organizational structure, the expeditor is usually brought on board:

- A. At the beginning of the project**
- B. At the end of the first life cycle phase**
- C. When the project is 50% complete**
- D. When a problem arises**

14. Project expeditors generally have authority over the functional managers.

- A. True**
- B. False**

15. With a line-staff organizational structure, department managers will readily accept instructions from the project manager.

A. True

B. False

16. In a line-staff organizational structure, the person heading up the project is called the:

A. Project supervisor

B. Project leader

C. Project coordinator

D. Project division leader

17. In line-staff project management, the ultimate authority on the project resides with the division manager.

A. True

B. False

18. Other than the traditional structure, which organizational form has strong communication channels?

A. Projectized

B. Strong matrix

C. Balanced matrix

D. Weak Matrix

19. Which of the following organizational forms provides the least career path opportunities for project personnel?

A. Projectized

B. Strong matrix

C. Balanced matrix

D. Weak Matrix

20. Which organizational structure generally retains team members long after they are needed?

A. Projectized

B. Strong matrix

C. Balanced matrix

D. Weak Matrix

(E) 21. Matrix structures allow for workers to be shared on multiple projects and at a lower than usual cost.

A. True

B. False

22. In which organizational form do we usually have the best balance among the time, cost and performance constraints on a project?

- A. Traditional**
- B. Projectized**
- C. Line-staff**
- D. Matrix**

23. In which organizational form do we usually have a sharing of authority and responsibility?

- A. Traditional**
- B. Projectized**
- C. Line-staff**
- D. Matrix**

24. Before becoming a project manager within a matrix organization, training should be provided in all of the following except:

- A. Matrix operations**
- B. Wage and salary administration**
- C. Problem-solving**

D. Role definitions

25. In a strong matrix structure, employees take daily direction from:

- A. Project manager only**
- B. Functional manager only**
- C. Both, but the project manager has greater influence**
- D. Both, but the functional manager has greater influence**

CHAPTER 4:

1. Most people seem to believe that the number one behavioral issue in project management is multiple-boss reporting.

- A. True**
- B. False**

2. Which of the following is not a *personal* attribute of a project manager?

- A. Honesty and integrity**
- B. Energy and toughness**
- C. Poor coping skills**

D. Decision-making skills

3. Project manager selection is usually made by the:

A. Senior levels of management

B. Customer's selection process

C. Line management based upon cooperation on past projects

D. Voting by the team members

4. Which of the following is a job-related characteristic that a PM should possess or may be expected to possess?

A. Necessity for feasibility studies

B. Project's priority and risks.

C. Requirement for complex technical expertise

D. All of the above

5. The wrong people are often selected as project managers because of:

A. A belief that project management maturity comes with age

- B. A belief that someone who knows the customer well will make the best project manager**
- C. A belief that entrepreneurial skills are always necessary**
- D. all of the above**

6. It is usually easier to manage one large project on a full-time basis than to manage multiple small projects at the same time.

A. True

B. False

7. Which of the following is often regarded as the best way to train project managers?

A. On-the-job-training

B. Formal education

C. Seminars

D. Personal readings

8. According to the text, the “next generation” project manager must exhibit skills in all of the following except:

A. Integration skills

B. Risk management skills

C. Wage and salary administration skills

D. Knowledge of the business

9. Which of the following is usually not a major concern for the PM during the organizational staffing process?

A. Union vs nonunion personnel

B. Where the resources will come from

C. Skill level of the resources

D. Type of organizational structure for the project?

10. Probably the greatest risk to a project manager on a long-term project is to receive the best employees and then:

A. Have them seek perfection rather than just meeting the requirements

B. Find that your costs are escalating

C. Being unable to motivate them.

D. Losing them to other projects at an inopportune time

11. In a weak matrix structure, teamwork is not vital for project success because the team members are under the control of their functional manager.

A. True

B. False

12. Which people generally receive no visibility or credit for a job well done.

- A. Project sponsors**
- B. Project managers**
- C. Project team members**
- D. Functional managers**

13. Strange as it may seem, project managers should encourage conflicts to take place during recruitment and staffing.

- A. True**
- B. False**

14. Under which of the following situations should an employee be terminated from the project?

- A. Failure to follow rules, policies and procedures**
- B. Failure to accept formal authority**
- C. Professionalism more important than company loyalty.**
- D. all of the above**

15. Which of the following is not usually an option for a PM dealing with an incompetent worker?

- A. On-the-spot appraisals**
- B. Re-assignment to less critical activities**
- C. Removal from the company**
- D. Removal from the project**

16. A typical project office (not to be confused with a project management office) responsible for the management of a large project includes the project manager and the:

- A. Project sponsor**
- B. Project sponsor and assistant project managers**
- C. Assistant project managers**
- D. Assistant project managers and functional managers**

17. During the past few years, which project management skill seems to have outpaced all other skills?

- A. Technical skills**
- B. Business conceptual skills**
- C. Behavioral skills**
- D. Problem-solving skills**

18. Professionally-trained people with advanced degrees often prefer:

A. To work on project tasks alone

B. To work in groups with people devoted to their discipline

C. To work in groups with people not devoted to their discipline

D. Never to work on project teams

19. Project team members often feel threatened by the possibility of the cancellation of the project. In which organizational form is this threat the greatest?

A. Projectized

B. Strong matrix

C. Balanced matrix

D. Weak matrix

20. Some companies assign employees to a project management position as a lateral transfer move without a salary increase because:

A. The project is short term in nature

B. The project maybe cancelled

C. The employee must demonstrate performance first

D. The employee reports to a functional organization

21. The person most qualified to assess the overall risk in a work package activity in a project is the:

- A. PM**
- B. Sponsor**
- C. Team member**
- D. Team member and / or line manager**

22. Once an employee is assigned to a project, the project manager has the authority to provide team members with work assignments above their pay grade so that they can get promoted.

- A. True**
- B. False**

23. Who determines grade level of the employee needed to accomplish a task?

- A. Project sponsor**
- B. Project manager**
- C. Functional manager**
- D. A consensus vote during the project's kickoff meeting.**

24. You have just been awarded a contract in which you told the customer that a certain employee would be assigned full time on the project. Once the project begins, you discover that the employee is splitting his time between two projects per the instructions of his functional manager. You should:

A. Do nothing

B. Determine the impact on the project and discuss it with the project sponsor

C. Determine the impact on the project and discuss it with the functional manager

D. Determine the impact on the project and discuss it with the customer

25. After contract award, a customer requests that some of the senior workers in the functional areas be assigned to the project team. You priced out the project assuming the average worker would be assigned and furthermore assumed

that the average worker could do the job effectively. You should discuss this first with:

- A. The average workers**
- B. The senior workers**
- C. The project sponsor**
- D. The functional manager**