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CHAPTER 1

1-1 There is no correct answer to this problem, just preferred choices.

1. a, b, c, d, f, g, i, k, m, n, p
2. b, d, e, h, i, j, k, m, n, o, p
3. a, c, d, f, g, i, j, m, n, p
4. b, d, e, h, i, j, k, m, n, o, p
5. b, d, h, i, l, m, n, p

Moral: Even in the best companies, differing views of project management are possible. Differing views also occur whether the company is project-driven or non-project-driven. Also, the views can change as the company gets reasonably more mature in project management.

1-2 Project management was originally designed for industries that have complex (as opposed to simple) tasks and that operate in an ever-changing, dynamic (as opposed to static) environment. These include aerospace, defense, construction, computers, high technology, electrical instrumentation, and the like. Companies that have highly repetitive tasks, such as low-technology manufacturing companies, do not need formal project management but can use informal project management for activities such as capital equipment projects. Furthermore, project management works best in situations where activities require the involvement of more than one functional group. Today, project management exists in almost all companies, and some firms believe that they are managing their business by projects.

1-3 In general, the most important attributes of a project manager are communicative skills and interpersonal skills. Individuals cannot be trained to be a project manager simply by taking courses or attending seminars. Project managers can only be developed by on-the-job training, especially under the guidance of an experienced project manager. Some companies prefer to train project managers by first rotating them through the various line organizations (say two weeks to two months each) and then assigning them as an assistant project manager. The question, of course, is how much they can learn in such a short period of time. Promoting from within is best because the first few project managers must know the total organization. If functional employees see promotions from within, then they feel that there are several career paths in the company. However, the new project managers must be able to divorce themselves from the functional organization. It is often best to hire from the outside so that you will have a project manager who does not have any functional ties and does not owe any favors.

1-4 Functional managers would prefer to manage projects which stay entirely

within their functional groups. This greatly reduces authority problems. Sometimes, however, the line manager may be asked to manage an entire project even though only 60% of the work stays within his/her group. This can work if the line manager has good interpersonal skills and must interface with only one or two other departments.

- 1-5** All three items are more important on the horizontal line than on the vertical line. Because the project manager is under a time constraint, time management is vital. Communications are important because the project manager may be working with functional employees that he/she has never worked with before. Motivation is important because the project manager must try to motivate functional employees without the leverage of controlling their salaries and pay raises.
- 1-6** In most organizations, power rests with the individuals who control the resources. If the project manager has to negotiate for all resources, and the resources are still attached administratively to the line manager, then project management may very well make line managers more powerful than before. Of course, senior management still retains the right to “glorify” the project management position. There are many forms of power and authority. Power and authority disputes can be easily resolved or even prevented if the functional managers understand project management and the role of the project manager.
- 1-7** In project-driven organizations, the fastest career path is in project management, with project engineering second and line management third. The major reason for this is because project management and project engineering may be viewed as having direct control and input to corporate profitability since each project has its own profit and loss statement. In non-project-driven organizations, where the profit is measured vertically, the career path opportunities are reversed.

CHAPTER 1: OVERVIEW

(Difficulty: E = easy, M = medium, H = hard)

- (E) 1. In today's market, which of the following industries appears to have a need for project management?
- A. Aerospace and defense
 - B. Construction
 - C. Information systems
 - *D. All industries have a need for project management
- (M) 2. Which of the following is not one of the *PMBOK® Guide's* five process groups?
- *A. Feasibility studies
 - B. Planning
 - C. Execution
 - D. Closure
- (E) 3. Which of the following is normally not one of the traditional components of the triple constraint?
- A. Within time
 - B. Within cost
 - C. Within performance (scope, technology or quality)
 - *D. Accepted by the customer
- (M) 4. Which of the following is a potential benefit of using project management?
- A. Maximization of continuous reporting
 - B. No need for identification of functional responsibilities
 - *C. Identification of time limits for scheduling
 - D. No need for a project management methodology
- (E) 5. Which of the following functions of classical management is generally *not* performed by the project manager?
- A. Planning
 - B. Organizing
 - *C. Staffing
 - D. Controlling

- (M) 6. Which of the following three types of deliverables discussed in the book would be used to classify the final report that must be presented to the customer at the end of the project?
- A. Hardware deliverables
 - *B. Software deliverables
 - C. Interim deliverables
 - D. Validation deliverables
- (E) 7. Which of the following are not organizational stakeholders?
- A. Executive officers
 - B. Unions
 - C. Employees
 - *D. Customers
- (E) 8. Which of the following are not product/market stakeholders?
- *A. Creditors
 - B. Customers
 - C. Suppliers
 - D. Governments
- (E) 9. Which of the following are not capital market stakeholders?
- A. Banks
 - *B. Unions
 - C. Shareholders
 - D. Creditors
- (M) 10. Which of the following is *directly* controlled by the project manager?
- A. Money
 - B. Manpower
 - C. Information/technology
 - *D. None of the above
- (H) 11. Which of the following is reflective of the changes in project management according to Dr. Thamhain?
- A. Moving from dynamic to linear processes

- *B. Moving toward full utilization of information technology
 - C. Moving away from the use of an enterprise-wide methodology
 - D. Moving from effectiveness to efficiency
- (E) 12. Successful project management requires a good daily working relationship between project and line managers.
- *A. True
 - B. False
- (E) 13. Successful project management does not require that people understand how to report to multiple bosses.
- A. True
 - *B. False
- (E) 14. The project manager's role as an integrator of activities does not include integration of activities necessary to:
- A. Develop the plan
 - B. Execute the plan
 - C. Make changes to the plan
 - *D. All of above are PM roles.
- (M) 15. The PM's role with regard to interface management does not include interfacing:
- A. Within the project team
 - B. Between the project team and functional organizations
 - C. Between the project team and senior management
 - *D. Between senior management and various external stakeholders
- (H) 16. Which of the following is the role of the PM rather than the role of the functional manager?
- *A. What work will be done
 - B. How the work will be done
 - C. Who will do it
 - D. Where it will be done

- (E) 17. Which of the following problems affects the functional manager's ability to staff and support a project during execution?
- A. Limited availability of resources
 - B. Predetermined deadlines
 - C. Unscheduled changes to the project plan
 - *D. All of the above
- (H) 18. What type of project manager would have employees (i.e., team members) that report directly to the project manager full-time for the duration of the project?
- A. Lightweight team leader
 - B. Heavyweight team leader
 - *C. Tiger team leader
 - D. Leopard team leader
- (H) 19. When team members take direction from both the project and line managers, the type of project manager is usually a:
- A. Lightweight team leader
 - *B. Heavyweight team leader
 - C. Tiger team leader
 - D. Leopard team leader
- (H) 20. On a project headed up by a lightweight project manager, employees have their performance reviews made by:
- *A. Line managers only
 - B. Line managers with input from the project managers
 - C. Concurrence jointly by project managers and line managers
 - D. Project managers only
- (H) 21. Which of the following is normally not part of a team member's role?
- A. Accepting responsibility for a deliverable
 - *B. Sharing information with the sponsor
 - C. Sharing information with the team
 - D. Completing the work at the earliest possible time.

- (M) 22. In which life cycle phase do project sponsors become most actively involved in the project?
- *A. Initiation
 - B. Execution
 - C. Monitor and control
 - D. Closure
- (M) 23. Which of the following is not part of the project sponsor's role?
- A. Conflict resolution
 - B. Priority-setting
 - *C. Selection of project team members
 - D. Monitoring performance at a high level
- (M) 24. Project sponsorship almost always resides at the executive levels
- A. True
 - *B. False
- (M) 25. Which of the following promises can project managers make to functional employees assigned to a project?
- A. Promotions
 - B. Overtime
 - C. Future work assignments
 - *D. None of the above
- (H) 26. Which of the following most likely represents a project champion rather than a project manager?
- A. Manages people
 - *B. Seeks perfection
 - C. Willing to take risks
 - D. Prefers to work in groups