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PROJECT MANAGEMENT
A SYSTEMS APPROACH to PLANNING,
SCHEDULING, and CONTROLLING

ELEVENTH EDITION
PART ONE: Solutions to Chapter Problems

CHAPTER 3

3-1 Grinnell and Apple are correct in that a matrix would eliminate these problems provided that the problems are the result of poor interaction between diverse functional groups. If these problems are common to projects which stay within one line organization, then the problems rest with the line managers.

3-2 Converting from a traditional to a project structure may take between two to three years if employees feel that they cannot effectively report to more than one boss, or if they feel that they will not be evaluated effectively. Any organizational structural change must be married to the wage and salary administration program. Once employees learn how to report to multiple managers, a company can convert from one project organizational form to another, virtually overnight.

3-3 People should undergo therapy sessions both during conversion and for some time after, say two to three years. The follow-up sessions are designed to obtain feedback from the employees and their recommendations as to how the system can be improved. This should be done regardless of the form.

3-4 A matrix structure is well suited for each of these.

3-5 Not all project managers have the same amount of project authority. Furthermore, the project manager, by virtue of his ability to establish his own project policies and procedures, can delegate as much authority as he wishes. Everything must be documented so that all players understand the ground rules. This will be discussed in more depth in Section 5.3.

3-6 Under special circumstances, each of these factors can be used as the criteria for selecting an organizational form. In general, the only good reason for changing the organizational form is to get better control of resources. However, since customers may consider your organization as an extension of their own company, they may wish to have some say as to the organizational structure for a project.

3-7 Combining organizational forms is designed to obtain the best of two worlds. For example, the matrix is a combination of the horizontal and traditional structure. The idea is to obtain an organizational structure where the advantages grossly outweigh the disadvantages.

3-8 Obviously, the capabilities of all levels of management are important. However, if the middle and lower-level managers have demonstrated the ability to manage resources, then more authority can be delegated to them and the company can be run on a day-to-
day basis by cooperation between the project and functional managers.

3-9 Companies will always be willing to accept organizational re-
structuring if they really want or need the customer’s business. Once a company accepts project management, the company becomes dynamic and can usually adapt to a changing environment very quickly because individuals learn how to report effectively to multiple managers. Management must consider the feasibility of the change, the impact on the existing organization, and especially the possibility that this might become a precedent for the future.

3-10 Generally speaking, life cycles are used on long term projects where each life cycle phase can be measured in weeks or months. Organizational structures, although they must be able to adapt to a changing environment, are designed for a stable flow of work. Companies should not design organizational forms based upon the individual life cycle phases but rather the total project life cycle. There are exceptions, however, as in the situation where the first phase is R & D and the remaining phases include selling in the market. (See Problem 3-11)

3-11 R & D is one of the best applications of the matrix structure because the best technical resources can be shared between projects and the general atmosphere fosters teamwork.

3-12 The company has been very successful in the past using informal project management where people appear to be talking to one another and making decisions which are in the best interest of the project. This type of structure cannot work effectively for large organizations or large projects which span several departments. However, many companies find this organizational structure effective because they get the advantages of formal project management without the disadvantages of the necessity for formally defined authority and a massive flow of paperwork. Personnel resent orga-
nizational change unless they are convinced that the new structure will give them more authority, responsibility, opportunity for advancement, ability to build an empire, more status, more pay, and other such arguments.

3-13 Both statements are correct.

3-14 All three statements are correct.

3-15 The first concern in selecting an organizational form for a small company is to minimize the overhead rate. This is usually ac-
complished by minimizing the number of top-level managers while try-
ing to delegate the minimum amount of authority (especially for decision-making) to lower-level personnel. Therefore, although some companies may wish to have an informal matrix, the usual se-
lection is the formal, traditional structure.

3-16 Project managers believe that they report to every executive in
the organization and the customer even though they may be attached to one line group. In addition, some project managers believe that they must report to every line manager as well since only the line managers control resources. Function team members report formally to their line manager and informally to all project managers. Some line employees try to avoid the “horizontal” informal reporting by asserting that they have only one boss. Functional managers report to only one person, their functional executive.

3-17 If a project organization were large enough to control its own resources on a full-time basis, then a project organizational form may not be acceptable. Most of the time, when this occurs, the project is shown as a vertical line on the organizational chart, perhaps as a separate division, rather than a horizontal line.

3-18 Yes. There is a tendency to create more upper-level management slots when first going to a matrix in order to obtain better control. However, there comes a point where the matrix becomes mature and less top-level personnel are required.

3-19, 3-20 A matrix organizational form is that structure which best fosters teamwork and communications. The reason for this is because it forces people in each one of the functional disciplines to communicate with one another, and if the project manager gives these people more information than they have to have (i.e. the total picture), then this has a tremendous bearing on how well people will communicate with one another and work together.

3-21 Yes. The matrix structure can be used in banks to create banking general managers. Branch managers are often regarded as banking general managers performing in a matrix.

3-22 A separate project management division would alleviate many of the problems. However, line managers may perceive this new division as a threat to their power base and authority, and may not provide the support needed. A training program will be necessary to convince the line managers that the new structure is in the best interest of the company.

3-23 Project-driven industries identify all corporate profitability and loss on a project-by-project basis since the entire function of the organization is to support projects. Such industries would be aerospace, defense, construction, and divisions within larger companies, such as the MIS groups. Matrix structures are ideal for project-driven industries.

3-24 It is always better to have one individual who is dedicated and committed (perhaps through full-time assignment) than to fragment the responsibility among several people who must share their loyalties among several projects.

3-25 The major reasons are usually attributed to the responsibility
for profit and loss. The greater one’s influence on profit or loss, the higher one usually reports. Another reason for reporting high is customer interfacing.

3-26 For projects internal to the department, this works well. However, when interfacing with other departments becomes necessary, Ralph may find a greater need for interpersonal skills.

3-27 As long as the other divisions are willing to provide support, this situation can work. The other divisions must be allowed to participate in planning and decision-making. Using the project management division would be easier, but not necessarily more practical. Not all projects must flow through the project management division.

3-28 Project management advocates that there is no one best way to organize under all conditions. Organizations must be dynamic in order to respond rapidly to an ever-changing environment. The needs of the organization should determine the structure and, as needs change, so should the structure.

3-29 This situation can do more harm than good. Organizational charts do not necessarily indicate the balance of power in the organization. The line managers may be upset about seeing project managers drawn in higher positions on the organizational charts.

3-30 Both statements are true and should be considered in developing matrix structures.

3-31 With this many project managers, it is best to set up a line group for project managers. It is not uncommon for 15 project managers to report to one manager of project managers. The reason for this is that project managers should not require any direct supervision.

3-32 Project management can work here, but a matrix is not practical. Departmental project management may be best.

3-33 Project task forces generally have full-time membership whereas pure project management advocates sharing resources on several projects which can support full-time membership.

3-34 It is highly unlikely that both formal and informal project management can be in use at the same time and yet share the same resources.

3-35 The best application of such a structure is for multinational corporations and multinational projects.

3-36 Informal project is designed for non-project-driven organizations. The characteristics are (1) low need to define authority of the project manager, (2) low need to bury the project in paperwork, and (3) free flow of information among company personnel.

3-37 Yes. It is possible to have one matrix for the flow of work and a second matrix for communications or authority.

3-38 Project-driven organizations are used to these problems and cope
well. Some companies may have 50–100 projects going on at the same time. If the company has a severe problem because of too many projects, then executives must be willing to delay approval or startup of projects in order to match availability of resources.

3–39 The problem is not necessarily with matrix design as much as it is with security. Going to a matrix may make priority information available to more people than necessary.

3–40 Implementation can be done in stages, say from division to division. However, this will take much longer than implementing project management across the entire organization simultaneously. Partial implementation may result in having to solve the same problems over and over again.

3–41 As long as both categories of projects are prioritized from the same list, the line managers may find it easier to allocate resources. Without common priorities, short-term thinking together with immediate profits may become more important than long-term thinking and long-term profits.

3–42 The corporate engineering function is designed to supply a professional project manager to any line group needing service. The project manager reports “solid” to corporate engineering and “dotted” to whichever manager requires the services.
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