Chapter 10 Summary Questions

1. What are the responsibilities of a project manager and resource-base manager?

The role of the project manager is essentially integrative *between* project teams, ensuring that they are coordinated to achieve the common purpose. The resource-base manager, or team leader, is responsible for ensuring that the project team completes its assigned tasks from the WBS consummately.

1. What are project ecologies and why are they important for resourcing the delivery domain?

Project ecologies are geographically concentrated clusters of the human resources required to deliver projects. Many of the people in project ecologies are self-employed or move frequently from employer to employer. Such clusters can provide deep pools of resources and so support the flexibility required by PBFs to deliver on projects; they are therefore attractive locations for PBFs to set up shop.

1. Which are the universally accepted positive and negative leadership behaviours?

The positive ones are being perceived as trustworthy and honest; having foresight and planning; and being positive, encouraging, and communicative. The universally negative aspects include being perceived as a loner and not very sociable; being non-cooperative and irritable; and a dictatorial style.

1. What are the two different approaches to knowledge mobilization?

The two are personalization and the codification strategies. Personalization works best under high uncertainty decision-making, while codification can be more efficient where uncertainty levels are lower. Those PBFs that operate when dynamic uncertainty is high, and mobilize on high complexity projects, favour the personalization strategy, while those that tend to operate later in the project life cycle and to mobilize on lower complexity projects, favour the codification strategy.

1. What effects are the technologies driving the 4th industrial revolution having on SPO?

They are starting to have a very important effect. First on the *scope* of projects because outputs increasingly include sophisticated control systems using 4th industrial revolution technologies such as digital twins, and also new types of projects such as the digital transformation project. See vignette 1.3 for some examples. Second on the *delivery* of projects using, for instance, the technologies presented in Chapter 11.