Chapter 12 Review Questions

1. What are some of the challenges in the professionalization of project managers?

One of the principal challenges is that there are many other competing professional institutions with an inherent interest in project organizing, all of which are longer established. There is also competition between the internationally ambitious Project Management Institute and national institutions such as APM.

1. What are the main differences between being a project manager in the owner and supplier domain?

The principal role of the owner project manager is to ensure that the owner can maintain a coherent and responsive relationship with the project and its suppliers across the governance and commercial interfaces.

The supplier project manager, on the other hand, needs to focus on actual delivery.

1. Why is diversity and inclusion important in project organizing?

For a number of important reasons: it is essential for psychological safety in teaming; it is an ethical imperative in its own right; and it can enhance cognitive diversity in decision-making.

1. Why is the Programme Director role in the owner domain stressful?

He or she is inherently the person in the middle in the project matrix organization, and such integrator roles have been shown to be relatively stressful.

1. What are the three dimensions of leading authentically?

These are 1) self-awareness includes personal values, emotions, self-identity, informal roles, and goals; 2) high emotional intelligence as discussed in S3.3.2; 3) wise judging as discussed in S3.3.3.