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Continuing Education Course #428
Creating Effective Teamwork
In Project Management

1. On a project design team, your team members may also be
- a. Fabricators and Construction Craft
- b. Equipment Suppliers
- c. Customers
- d. All of the above

2. One of the personal attitudes that team members should have is to
- a. Bully everyone to do what they want
- b. Recognize that everyone on the team knows something that could be helpful
- c. Looks for ways to blame others for any mistakes
- d. Spy on peers for management

3. Managers should
- a. Model what they expect of team members
- b. Explain their reasons for various decisions
- c. Jump to quick conclusions and resolutions when problems are discovered
- d. A & B
- e. B&C

4. If there is a difficult construction or fabrication issue, the design team should consult with a Construction Manager or applicable crafts to obtain opinions on how to resolve the issue.
- a. True
- b. False

5. When using abbreviations and acronyms on projects
- a. A great deal of confusion and mistakes can be created if the abbreviations and acronyms are not defined.
- b. Define only unusual abbreviations and acronyms in reference documents since everyone involved should know the common ones.
- c. Never use abbreviations or acronyms

6. When transmitting drawings and documents
- a. Send by email and ask for comments by a due date
- b. Convene a formal or informal meeting to provide an overview of the transmittal
- c. Expect that multiple meetings may be necessary to discuss all issues
- d. A&B
- e. B&C

7. When a craft supervisor contacts a design engineer with a Request For Information, the engineer should:

- a. Consider the request a high priority
- b. Figure the supervisor is not reading everything and see if he can solve his own problem
- c. Think "Now what does he want?"
- d. Wait for a second request to see how important the request is.

8. Intolerable meeting incidents that can cause a lack of trust include:
- a. Bring up significant problems in a meeting and imply who is to blame
- b. Meeting leader cuts off discussion of an unrelated topic and puts it on an agenda for another meeting
- c. Belittling and fist pounding
- d. A&C
- e. All of the above

9. Before OSHA existed in the 1970's, one of the primary metrics for measuring safety at a construction site was
- a. Lost Time Incidents
- b. Deaths per $million of construction cost
- c. Hospitalizations
- d. First Aid Incidents

10. When designing safety into a plant
- a. Meet all requirements that are in various design Codes and any local, regional or country Codes
- b. Meet all client requirements for operation of a safe plant
- c. Consider safety from a personal view as if you will be working in the operating plant
- d. All of the Above

11. When developing a design or solving problems
- a. Accept that checking and professional criticism are a necessary part of our process
- b. Believe that you know how to handle the issue without outside help
- c. Believe that your calculations are proper and do not need to be checked
- d. When in doubt, go to the internet and find the answer without checking with anyone else

12. If you are on a design team and have a concern about a design, you should
- a. Ask a question to see if the concern is valid and something should be revised
- b. Keep quiet because more knowledgable people have not mentioned it.
- c. Keep quiet because you don't want to admit you don't know the answer.
- d. State the concern as a problem in a meeting and then blame someone for not fixing it

13. In a root cause failure analysis, which of the following should not be done?
- a. Obtain cooperation of all parties that may know something about what failed and how.
- b. Blame individuals or groups for the failure.
- c. Look for other similar situations in the facility that could fail
- d. Study all applicable documents that may come from operations, maintenance, design, and other sources.

14. What loose part was found in the bottom of the nuclear reactor discussed in Section 7.2 Example 3?
- a. A bolt from the core support structure
- b. Part of the nuclear fuel assembly
- c. An instrument nozzle
- d. The hub bolt of one of the four Reactor Coolant Pumps

15. When working in an environment that is not a good teamwork situation, you should
- a. Act as others are and play politics
- b. Complain to peers about the situation

○ c. Continue to do your work professionally and not contribute to the chaos.
○ d. Post messages on the company bulletin board about how bad management is

16. A Fixed-Price Turnkey Project
○ a. Is the best way for an Owner to get the finished project they want
○ b. Limits Owner influence on the design and quality of the project to whatever was in the original specifications unless cost extras are agreed to
○ c. Is a good contracting method to attempt to get good teamwork between the Design Engineer, Contractor and Owner.
○ d. A&C

17. In the "Near Perfect Project" described In Section 9.0,
○ a. The project team shared the bonus money with the engineering construction company
○ b. Teamwork was extraordinary
○ c. Management stood back and let it happen because the project team was so well focused
○ d. A&B
○ e. All of the above

18. Managers can make or break the teaming relationships by their behavior.
○ a. True
○ b. False

19. Communication between disciplines, design team and _____ is the single biggest key to a successful project.
○ a. Owner
○ b. Suppliers & Contractors
○ c. Other Stakeholders
○ d. A&B
○ e. All of the above

20. The quote "No one gets up in the morning and says I hope I can do a really bad job today" is attributed to:
○ a. Benjamin Franklin
○ b. W. Edward Demings
○ c. Norman Vincent Peale
○ d. General George S. Patton