

Chapter 18 Project Management Career Paths **Answer Key**

Multiple Choice Questions

1. People find that their project management responsibilities _____ as they move up the organization's hierarchy.

- A. Contracts
- B. Advances
- C. Simplifies
- D.** Expands
- E. Specializes

People find that their project management responsibilities expand as they move up the organization's hierarchy.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Career Paths
Level: Easy

2. In Snapshot from practice: Rod Gwinn What does Rod Gwinn say he likes about project management?

- A.** The sense of accomplishment
- B. The opportunity to work with people
- C. The chance to work on different products
- D. Making clients happy with exceptional customer service
- E. Being able to train people to be a successful Project manager

Gwinn says "One of the things I enjoy most about this type of work is the sense of accomplishment in delivering a project that is useful, useable, and meets, or even exceeds, expectations."

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Career Paths
Level: Easy

3. One aspect of project managing that is unique is the _____ nature of assignments.

- A. Permanent
- B. Fluid
- C. Temporary**
- D. Variety
- E. Changing

One aspect of project managing that is unique is the temporary nature of assignments.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Temporary Assignments

Level: Easy

4. If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist _____.

- A. In your field
- B. In your schools job bank
- C. With your peers
- D. With your customers
- E. In your company**

If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist in your company.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Pursuing a Career

Level: Easy

5. Project managers mastered the job through _____, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts.

- A. Intense schooling
- B. On-the-job training**
- C. An apprentice program
- D. Observation of another project manager
- E. None of the above

They mastered the job through on-the-job training, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Professional Training and Certification
Level: Medium

6. PMI membership entitles members to subscriptions to the following publication(s).

- A. Project Management Journal
- B. Project Management Today
- C. PM Network
- D. A, B and C are correct
- E. A and C are correct**

Many professionals find it beneficial to join the Project Management Institute (PMI). Membership entitles you to subscriptions to PMI publications including the academic Project Management Journal and the PM Network, a trade magazine. PMI sponsors workshops and national forums on project management.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Professional Training and Certification
Level: Medium

7. There are more than ____ local PMI chapters across North America.

- A. 50
- B. 100
- C. 200
- D.** 300
- E. 500

When you join PMI you also become a member of one of the more than 300 local chapters across North America.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Professional Training and Certification

Level: Medium

8. Many project managers' careers began by _____ for task forces and small projects.

- A.** Volunteering
- B. Applying
- C. Working
- D. All the above is correct
- E. None of the above is correct

Many project managers' careers began by volunteering for task forces and small projects.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Gaining Visibility

Level: Easy

9. In pursuing your ambition you should continually be on the lookout for _____.

- A. New projects
- B. A mentor**
- C. Better career opportunities
- D. Project management workshops
- E. New project management oriented Websites

In pursuing your ambition you should continually be on the lookout for a mentor.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Mentors
Level: Medium

10. Be careful to be involved in projects commensurate with your _____ as you are starting your project management career.

- A. Abilities**
- B. Plans
- C. Goals
- D. Experience
- E. All of the above

Top-down estimates are only a rough cut and typically occur in the "conceptual" stage of the project.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Mentors
Level: Easy

Fill in the Blank Questions

11. People find that their project management responsibilities _____ as they move up the organization's hierarchy.

expand

People find that their project management responsibilities expand as they move up the organization's hierarchy.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Career Paths
Level: Easy

12. One aspect of project managing that is unique is the temporary nature of _____.

assignments

One aspect of project managing that is unique is the temporary nature of assignments.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Temporary Assignments
Level: Easy

13. If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist _____.

in your company

If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist in your company.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Pursuing a Career
Level: Medium

14. _____ mastered the job through on-the-job training, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts.

Project managers

They mastered the job through on-the-job training, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Professional Training and Certification
Level: Medium*

15. Many professionals find it beneficial to join the _____.

Project Management Institute (PMI)

Many professionals find it beneficial to join the Project Management Institute (PMI). Membership entitles you to subscriptions to PMI publications including the academic Project Management Journal and the PM Network, a trade magazine. PMI sponsors workshops and national forums on project management.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Professional Training and Certification
Level: Medium*

16. PMI has more than ____ local chapters across North America.

300

When you join PMI you also become a member of one of the more than 300 local chapters across North America.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Professional Training and Certification
Level: Medium*

17. Many project managers' careers began by volunteering for task forces and _____.
small projects

Many project managers' careers began by volunteering for task forces and small projects.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Gaining Visibility
Level: Medium

18. In pursuing your ambition you should continually be on the lookout for a _____.
mentor

In pursuing your ambition you should continually be on the lookout for a mentor.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Top-Down versus Bottom-Up Estimating
Level: Medium

19. Attending conferences, trade fairs, and workshops provides good opportunities to _____.
network

Attending conferences, trade fairs, and workshops provides good opportunities to "network".

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Mentors
Level: Easy

20. As you are starting your project management career, be careful to be involved in projects commensurate with your _____.

abilities

Be careful to be involved in projects commensurate with your abilities.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Methods for Estimating Project Times and Costs

Level: Medium

True / False Questions

21. There is no set career path for becoming a project manager.

TRUE

There is no set career path for becoming a project manager. Career avenues vary from industry to industry, organization to organization, and from profession to profession.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Career Paths

Level: Easy

22. People find that their project management responsibilities contract as they move up the organization's hierarchy.

FALSE

People find that their project management responsibilities expand as they move up the organization's hierarchy.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Career Paths

Level: Easy

23. One aspect of project managing that is unique is the temporary nature of assignments.

TRUE

One aspect of project managing that is unique is the temporary nature of assignments.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Temporary Assignments
Level: Easy*

24. Once the project is complete tenure is granted to project managers.

FALSE

Tenure is rarely granted to project managers. Once the project is completed, the manager may return to his previous department, even to a lesser position.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Methods for Estimating Project Times and Costs
Level: Medium*

25. Due to the difficulty of the position, project managers will not lose their position due to a unsuccessful project.

FALSE

A promising career can be derailed by one unsuccessful project.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Temporary Assignments
Level: Medium*

26. If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist in your company.

TRUE

If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist in your company.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Pursuing a Career
Level: Medium

27. Most project managers have received formal training in project management.

FALSE

Most project managers have never received formal training in project management.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Professional Training and Certification
Level: Easy

28. Most fast-track managers acknowledge that experience played a significant role in their advancement.

FALSE

Most fast-track managers acknowledge that mentors played a significant role in their advancement.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Mentors
Level: Medium

29. Since much project work is temporary and contractual in nature, it is important to develop professional contacts that may lead to future work.

TRUE

Since much project work is temporary and contractual in nature, it is important to develop professional contacts that may lead to future work.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Mentors
Level: Easy

30. It is important to pick projects more for the quality of the people working on them than for the scope of the projects.

TRUE

Pick projects more for the quality of the people working on them than for the scope of the projects.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Success in Key Projects
Level: Medium

Short Answer Questions

31. Describe the PMI certification eligibility requirements for the CAPM.

Eligibility Requirements: High school diploma/global equivalent AND 1,500 hours experience OR 23 hours pm education.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Professional Training and Certification
Level: Medium

32. Explain the PMI certification eligibility requirements for the PMP.

Eligibility Requirements: High school diploma/global equivalent **5** years project management experience **35** hours project management education **OR** Bachelor's degree/global equivalent **3** years project management experience **35** hours project management education.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Professional Training and Certification
Level: Medium

33. Who are mentors and why are they important?

Mentors are typically superiors who take a special interest in you and your career. They use their clout to champion your ambitions and act as a personal coach, teaching you "the ropes to skip and the ropes to know." This special treatment does not come without a price. Mentors typically require fervent loyalty and superior performance; after all, the mentor's reputation rests on your performance.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Mentors
Level: Medium

34. What are formal mentoring programs?

Many organizations have instituted formal mentoring programs in which experienced project managers are assigned to promising young managers. Although the relationship may not evolve to the personal level experienced with an informal mentor, designated mentors play a very similar role in coaching and championing one's professional progress.

AACSB: Analytic
Bloom's: Synthesis
Learning Objective: Mentors
Level: Medium

35. What should be your goal be as a project manager?

Ultimately your goal is to accumulate a portfolio of project management experiences that broaden your skill base and reputation. Early on you should choose, when possible, projects with the greatest learning opportunities. Pick projects more for the quality of the people working on them than for the scope of the projects. There is no better way to learn how to be an effective project manager than by watching one at work. Keep a diary of your observations and review and refine lessons learned. Later, as your confidence and competency grow, you should try to get involved in projects that will enhance your reputation within the firm. Remember the comments about customer satisfaction. You want to exceed your superior's expectations. Avoid run-of-the-mill projects or assignments. Seek high-profile projects that have some risks and tangible payoffs. At the same time, be careful to be involved in projects commensurate with your abilities.

AACSB: Analytic
Bloom's: Synthesis
Learning Objective: Success in Key Projects
Level: Difficult