Chapter 18

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| 1. | People find that their project management responsibilities \_\_\_\_\_\_\_\_ as they move up the organization's hierarchy.      |  |  | | --- | --- | | A. | Contract |  |  |  | | --- | --- | | B. | Advance |  |  |  | | --- | --- | | C. | Simplify |  |  |  | | --- | --- | | D. | Expand |  |  |  | | --- | --- | | E. | Specialize | |

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| 2. | The following are true regarding career paths within project management EXCEPT      |  |  | | --- | --- | | A. | You can likely become a project manager as soon as you graduate from a university. |  |  |  | | --- | --- | | B. | There is no set career path for becoming a project manager. |  |  |  | | --- | --- | | C. | Project management is not always a job title but rather a job requirement. |  |  |  | | --- | --- | | D. | Career avenues vary from industry to industry. |  |  |  | | --- | --- | | E. | Advancement occurs incrementally. | |

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| 3. | One aspect of project management that is unique is the \_\_\_\_\_\_\_\_\_ nature of assignments.      |  |  | | --- | --- | | A. | Permanent |  |  |  | | --- | --- | | B. | Fluid |  |  |  | | --- | --- | | C. | Temporary |  |  |  | | --- | --- | | D. | Variety |  |  |  | | --- | --- | | E. | Changing | |

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| 4. | If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | Within your field |  |  |  | | --- | --- | | B. | Within your school's job bank |  |  |  | | --- | --- | | C. | With your peers |  |  |  | | --- | --- | | D. | With your customers |  |  |  | | --- | --- | | E. | Within your company | |

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| 5. | Few project managers have received formal training. Typically they have mastered the job through \_\_\_\_\_\_\_\_\_\_, supplemented 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. | Joining the PMI | |

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| 6. | The following are benefits of joining the Project Management Institute EXCEPT      |  |  | | --- | --- | | A. | Subscription to PMI publications. |  |  |  | | --- | --- | | B. | Invitations to PMI sponsored workshops and national forums. |  |  |  | | --- | --- | | C. | Membership in one of more than 300 local chapters across North America. |  |  |  | | --- | --- | | D. | Offers project management certification through formal examination. |  |  |  | | --- | --- | | E. | All of these are benefits of joining the Project Management Institute. | |

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| 7. | Which of the following would be the best way to gain visibility as a skilled project manager?      |  |  | | --- | --- | | A. | Attend a university for formal project management training |  |  |  | | --- | --- | | B. | Look for opportunities in the community |  |  |  | | --- | --- | | C. | Help a friend organize his or her wedding |  |  |  | | --- | --- | | D. | Become a member of the PMI |  |  |  | | --- | --- | | E. | Find a mentor | |

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| 8. | Many project managers' careers began by      |  |  | | --- | --- | | A. | Volunteering for task forces and small projects within their organization. |  |  |  | | --- | --- | | B. | Becoming a member of the PMI. |  |  |  | | --- | --- | | C. | Finding a mentor. |  |  |  | | --- | --- | | D. | Receiving formal project management training. |  |  |  | | --- | --- | | E. | Following a set career path. | |

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| 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 | |

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| 10. | When possible, you should choose to manage the following projects EXCEPT      |  |  | | --- | --- | | A. | With the greatest learning opportunities. |  |  |  | | --- | --- | | B. | More for the quality of people working on them than for the scope of the project. |  |  |  | | --- | --- | | C. | That are run-of-the-mill with low risk. |  |  |  | | --- | --- | | D. | That are appropriate considering your abilities. |  |  |  | | --- | --- | | E. | That will enhance your reputation within your organization. | |

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

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| 12. | One aspect of project management that is unique is the \_\_\_\_\_\_\_\_\_\_\_\_ nature of assignments.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 13. | If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist within your \_\_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 14. | Many project managers mastered the job through \_\_\_\_\_\_\_\_\_\_ training, supplemented by occasional workshops on specific project topics such as project scheduling or negotiating contracts.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 15. | The \_\_\_\_\_\_\_\_\_\_\_\_\_ certifies mastery of project manager competencies through a formal examination that covers the entire body of knowledge of project management.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 16. | There are many jobs in which project management is not a title, but a job \_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 17. | Many project managers' careers began by \_\_\_\_\_\_\_\_\_\_ for task forces and small projects within their organization.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 18. | \_\_\_\_\_\_\_\_\_\_\_ are typically superiors who take a special interest in you and your career.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 19. | Attending conferences, trade fairs, and workshops provides good opportunities to \_\_\_\_\_\_\_\_\_\_ and develop social connections.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 20. | As you are starting your project management career, be careful to be involved in projects that are appropriate considering your \_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

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

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| 23. | One aspect of project management that is unique is the temporary nature of assignments.    True    False |

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| 24. | Once the project is complete, tenure is granted to project managers.    True    False |

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| 25. | Pursuing a career in project management does not necessarily mean you will ever have the title of project manager.    True    False |

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| 26. | If you are considering pursuing a career in project management, you can simply graduate from school and become a project manager.    True    False |

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| 27. | Most project managers have received formal training in project management.    True    False |

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| 28. | Most fast-track managers acknowledge that mentors played a significant role in their advancement.    True    False |

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| 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    False |

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| 30. | Mentors typically require fervent loyalty and superior performance.    True    False |

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| 31. | What are two ways to gain visibility as a skilled project manager? |

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| 32. | What are three benefits of joining the Project Management Institute? |

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| 33. | How can a mentor advance someone's career in project management? |

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| 34. | Compose three questions you might ask interviewers during an interview about how their firm manages projects. |

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| 35. | Why is there no set career path for project management? |

Chapter 18 Key

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| 1. | People find that their project management responsibilities \_\_\_\_\_\_\_\_ as they move up the organization's hierarchy.      |  |  | | --- | --- | | A. | Contract |  |  |  | | --- | --- | | B. | Advance |  |  |  | | --- | --- | | C. | Simplify |  |  |  | | --- | --- | | **D.** | Expand |  |  |  | | --- | --- | | E. | Specialize |   People find that their project management responsibilities expand as they move up the organization's hierarchy. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #1 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2. | The following are true regarding career paths within project management EXCEPT      |  |  | | --- | --- | | **A.** | You can likely become a project manager as soon as you graduate from a university. |  |  |  | | --- | --- | | B. | There is no set career path for becoming a project manager. |  |  |  | | --- | --- | | C. | Project management is not always a job title but rather a job requirement. |  |  |  | | --- | --- | | D. | Career avenues vary from industry to industry. |  |  |  | | --- | --- | | E. | Advancement occurs incrementally. |   You don't simply graduate and become a project manager. As in other careers, you have to work your way up to the position. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #2 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 3. | One aspect of project management that is unique is the \_\_\_\_\_\_\_\_\_ nature of assignments.      |  |  | | --- | --- | | A. | Permanent |  |  |  | | --- | --- | | B. | Fluid |  |  |  | | --- | --- | | **C.** | Temporary |  |  |  | | --- | --- | | D. | Variety |  |  |  | | --- | --- | | E. | Changing |   One aspect of project management that is unique is the temporary nature of assignments. With line appointments, promotions are for the most part permanent and there is a natural, hierarchical progression to positions with greater authority and responsibility. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #3 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 4. | If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | Within your field |  |  |  | | --- | --- | | B. | Within your school's job bank |  |  |  | | --- | --- | | C. | With your peers |  |  |  | | --- | --- | | D. | With your customers |  |  |  | | --- | --- | | **E.** | Within 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. You should talk to people in project management positions and find out how they got to where they are and what advice they can give you. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #4 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

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| 5. | Few project managers have received formal training. Typically they have mastered the job through \_\_\_\_\_\_\_\_\_\_, supplemented 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. | Joining the PMI |   Most project managers have never received formal training in project management. They mastered the job through on-the-job training, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #5 Learning Objective: Professional Training and Certification Level of Difficulty: 2 Medium* |

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| 6. | The following are benefits of joining the Project Management Institute EXCEPT      |  |  | | --- | --- | | A. | Subscription to PMI publications. |  |  |  | | --- | --- | | B. | Invitations to PMI sponsored workshops and national forums. |  |  |  | | --- | --- | | C. | Membership in one of more than 300 local chapters across North America. |  |  |  | | --- | --- | | D. | Offers project management certification through formal examination. |  |  |  | | --- | --- | | **E.** | All of these are benefits of joining the Project Management Institute. |   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. When you join PMI you also become a member of one of the more than 300 local chapters across North America. In addition, PMI certifies mastery of project manager competencies through a formal examination that covers the entire body of knowledge of project management. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #6 Learning Objective: Professional Training and Certification Level of Difficulty: 2 Medium* |

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| 7. | Which of the following would be the best way to gain visibility as a skilled project manager?      |  |  | | --- | --- | | A. | Attend a university for formal project management training |  |  |  | | --- | --- | | **B.** | Look for opportunities in the community |  |  |  | | --- | --- | | C. | Help a friend organize his or her wedding |  |  |  | | --- | --- | | D. | Become a member of the PMI |  |  |  | | --- | --- | | E. | Find a mentor |   As you accumulate project management knowledge and techniques, you need to apply them to your immediate job situation. It may also be wise to look outside the workplace for opportunities to develop project management skills. Active involvement in your local community can provide numerous opportunities to manage projects. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #7 Learning Objective: Gaining Visibility Level of Difficulty: 2 Medium* |

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| 8. | Many project managers' careers began by      |  |  | | --- | --- | | **A.** | Volunteering for task forces and small projects within their organization. |  |  |  | | --- | --- | | B. | Becoming a member of the PMI. |  |  |  | | --- | --- | | C. | Finding a mentor. |  |  |  | | --- | --- | | D. | Receiving formal project management training. |  |  |  | | --- | --- | | E. | Following a set career path. |   Many project managers' careers began by volunteering for task forces and small projects. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #8 Learning Objective: Gaining Visibility Level of Difficulty: 2 Medium* |

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

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #9 Learning Objective: Mentors Level of Difficulty: 2 Medium* |

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| 10. | When possible, you should choose to manage the following projects EXCEPT      |  |  | | --- | --- | | A. | With the greatest learning opportunities. |  |  |  | | --- | --- | | B. | More for the quality of people working on them than for the scope of the project. |  |  |  | | --- | --- | | **C.** | That are run-of-the-mill with low risk. |  |  |  | | --- | --- | | D. | That are appropriate considering your abilities. |  |  |  | | --- | --- | | E. | That will enhance your reputation within your organization. |   Ultimately your goal is to accumulate a portfolio of project management experiences that broaden your skill base and reputation. Avoid run-of-the-mill projects or assignments. Seek high-profile projects that have some risks and tangible payoffs. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #10 Learning Objective: Success in Key Projects Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #11 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 12. | One aspect of project management that is unique is the \_\_\_\_\_\_\_\_\_\_\_\_ nature of assignments.    **temporary**  One aspect of project management that is unique is the temporary nature of assignments. With line appointments, promotions are for the most part permanent and there is a natural, hierarchical progression to positions with greater authority and responsibility. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #12 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 13. | If you are considering pursuing a career in project management, you should first find out what specific project job opportunities exist within 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. You should talk to people in project management positions and find out how they got to where they are and what advice they can give you. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #13 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

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| 14. | Many project managers mastered the job through \_\_\_\_\_\_\_\_\_\_ training, supplemented by occasional workshops on specific project topics such as project scheduling or negotiating contracts.    **on-the-job**  Most project managers never received formal training in project management. They mastered the job through on-the-job training, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #14 Learning Objective: Professional Training and Certification Level of Difficulty: 2 Medium* |

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| 15. | The \_\_\_\_\_\_\_\_\_\_\_\_\_ certifies mastery of project manager competencies through a formal examination that covers the entire body of knowledge of project management.    **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. In addition, the PMI certifies mastery of project manager competencies through a formal examination that covers the entire body of knowledge of project management. |

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| *AACSB: Reflective Thinking Blooms: Remember Larson - Chapter 18 #15 Learning Objective: Professional Training and Certification Level of Difficulty: 2 Medium* |

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| 16. | There are many jobs in which project management is not a title, but a job \_\_\_\_\_\_\_\_\_\_.    **requirement**  There are growing numbers of fields in which project manager is the career path, but there are many more jobs in which project manager is not a title but a requirement. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #16 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

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| 17. | Many project managers' careers began by \_\_\_\_\_\_\_\_\_\_ for task forces and small projects within their organization.    **volunteering**  Many project managers' careers began by volunteering for task forces and small projects. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #17 Learning Objective: Gaining Visibility Level of Difficulty: 2 Medium* |

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| 18. | \_\_\_\_\_\_\_\_\_\_\_ are typically superiors who take a special interest in you and your career.    **Mentors**  In pursuing your ambition you should continually be on the lookout for a mentor. Most fast-track managers acknowledge that mentors played a significant role in their advancement. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #18 Learning Objective: Mentors Level of Difficulty: 1 Easy* |

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| 19. | Attending conferences, trade fairs, and workshops provides good opportunities to \_\_\_\_\_\_\_\_\_\_ and develop social connections.    **network**  Attending conferences, trade fairs, and workshops provides good opportunities to network and develop social connections that might precipitate project assignments. These social networks can provide a safety net for project work during times of downsizing and layoffs. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #19 Learning Objective: Mentors Level of Difficulty: 2 Medium* |

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| 20. | As you are starting your project management career, be careful to be involved in projects that are appropriate considering your \_\_\_\_\_\_\_\_.    **abilities**  Ultimately your goal is to accumulate a portfolio of project management experiences that broaden your skill base and reputation. Avoid run-of-the-mill projects or assignments. Be careful to be involved in projects commensurate with your abilities. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #20 Learning Objective: Success in Key Projects Level of Difficulty: 2 Medium* |

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| 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 profession to profession. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #21 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #22 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 23. | One aspect of project management that is unique is the temporary nature of assignments.    **TRUE**  One aspect of project managing that is unique is the temporary nature of assignments. With line appointments, promotions are for the most part permanent and there is a natural, hierarchical progression to positions with greater authority and responsibility. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #23 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 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 or her previous department, even to a lesser position. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #24 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

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| 25. | Pursuing a career in project management does not necessarily mean you will ever have the title of project manager.    **TRUE**  One point to remember is that pursuing a career in project management does not necessarily mean you will ever have the title of project manager. There are growing numbers of fields in which project manager is the career path, but there are many more jobs in which project manager is not a title but a requirement. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #25 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

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| 26. | If you are considering pursuing a career in project management, you can simply graduate from school and become a project manager.    **FALSE**  You don't simply graduate and become a project manager. As in other careers, you have to work your way up to the position. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #26 Learning Objective: Career Paths Level of Difficulty: 1 Easy* |

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| 27. | Most project managers have received formal training in project management.    **FALSE**  Most project managers have never received formal training in project management. They mastered the job through on-the-job training, buttressed by occasional workshops on specific project topics such as project scheduling or negotiating contracts. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #27 Learning Objective: Professional Training and Certification Level of Difficulty: 1 Easy* |

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| 28. | Most fast-track managers acknowledge that mentors played a significant role in their advancement.    **TRUE**  Most fast-track managers acknowledge that mentors played a significant role in their advancement. Mentors are typically superiors who take a special interest in you and your career. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #28 Learning Objective: Mentors Level of Difficulty: 1 Easy* |

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| 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #29 Learning Objective: Mentors Level of Difficulty: 1 Easy* |

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| 30. | Mentors typically require fervent loyalty and superior performance.    **TRUE**  Mentors typically require fervent loyalty and superior performance; after all, the mentor's reputation rests on your performance. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 18 #30 Learning Objective: Mentors Level of Difficulty: 2 Medium* |

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| 31. | What are two ways to gain visibility as a skilled project manager?     Answer will vary  Feedback: Look outside the workplace for opportunities to develop project management skills. Active involvement in your community can provide numerous opportunities. Many project managers' careers begin by volunteering for task forces and small projects within their organization. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 18 #31 Learning Objective: Gaining Visibility Level of Difficulty: 2 Medium* |

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| 32. | What are three benefits of joining the Project Management Institute?     Answer will vary  Feedback: 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. When you join PMI you also become a member of one of the more than 300 local chapters across North America. In addition, PMI certifies mastery of project manager competencies through a formal examination that covers the entire body of knowledge of project management. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 18 #32 Learning Objective: Professional Training and Certification Level of Difficulty: 2 Medium* |

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| 33. | How can a mentor advance someone's career in project management?     Answer will vary  Feedback: 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. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 18 #33 Learning Objective: Mentors Level of Difficulty: 1 Easy* |

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| 34. | Compose three questions you might ask interviewers during an interview about how their firm manages projects.     Answer will vary  Feedback: What kind of projects does the firm conduct? What is the project management structure of the organization? How does the organization monitor project progress? What software do they use? How does the organization determine whether a project is a success? |

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| *AACSB: Analytic Blooms: Create Larson - Chapter 18 #34 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

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| 35. | Why is there no set career path for project management?     Answer will vary  Feedback: Opportunities will vary from industry to industry and organization to organization. In some organizations there are designated project management positions, while in other organizations managing projects is simply a job requirement. Advancement typically occurs incrementally with greater responsibility accruing based on experience and success. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 18 #35 Learning Objective: Career Paths Level of Difficulty: 2 Medium* |

Chapter 18 Summary

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