

[Add Question Here](#)

Question 1 True/False 0 points [Modify](#) [Remove](#)

Question Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military, computer, and construction industries.

Answer True
 False

[Add Question Here](#)

Question 2 True/False 0 points [Modify](#) [Remove](#)

Question A research report showed that the U.S. spends \$2.3 trillion on projects every year, an amount equal to 40 percent of the nation's gross domestic product.

Answer True
 False

[Add Question Here](#)

Question 3 True/False 0 points [Modify](#) [Remove](#)

Question One attribute that helps define a project is that a project has a unique purpose.

Answer True
 False

[Add Question Here](#)

Question 4 True/False 0 points [Modify](#) [Remove](#)

Question A project should be developed using progressive elaboration, starting from specific details and broadening in scope as it progresses.

Answer True
 False

[Add Question Here](#)

Question 5 True/False 0 points [Modify](#) [Remove](#)

Question Projects are often defined narrowly when they begin.

Answer True
 False

[Add Question Here](#)

Question 6 True/False 0 points [Modify](#) [Remove](#)

Question Projects rarely involve uncertainty.

Answer True
 False

[Add Question Here](#)

Question 7 True/False 0 points [Modify](#) [Remove](#)

Question Every project is constrained in different ways by its scope and cost goals; these limitations are sometimes referred to in project management as the double constraint.

Answer True
 False

[Add Question Here](#)

Question 8 True/False 0 points [Modify](#) [Remove](#)

Question Questions about how long a project's schedule should be are related to the issue of the project's scope.

Answer True
 False

[Add Question Here](#)

Question 9 True/False 0 points [Modify](#) [Remove](#)

Question Because projects involve uncertainty and limited resources, projects rarely finish according to discrete scope, time, and cost goals as originally planned.

Answer True
 False

[Add Question Here](#)

Question 10 True/False 0 points [Modify](#) [Remove](#)

Question Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project.

Answer True
 False

[Add Question Here](#)

Question 11 True/False 0 points [Modify](#) [Remove](#)

Question Some people refer to the "double constraint" of project management to include quality and customer satisfaction.

Answer True
 False

[Add Question Here](#)

Question 12

True/False

0 points

[Modify](#)

[Remove](#)

Question In the example of building a new house, the support staff would provide the wood, windows, flooring materials, appliances, and so on.

Answer

True

✓ False

[Add Question Here](#)

Question 13

True/False

0 points

[Modify](#)

[Remove](#)

Question Stakeholders' needs and expectations are only important in the beginning of a project.

Answer

True

✓ False

[Add Question Here](#)

Question 14

True/False

0 points

[Modify](#)

[Remove](#)

Question There are six core knowledge areas of project management.

Answer

True

✓ False

[Add Question Here](#)

Question 15

True/False

0 points

[Modify](#)

[Remove](#)

Question Follow-up studies done by the Standish Group showed that the number of failed projects has more than doubled in the past decade.

Answer

True

✓ False

[Add Question Here](#)

Question 16

True/False

0 points

[Modify](#)

[Remove](#)

Question The 2006 Standish Group survey showed that IT project success rates had risen from 16 percent in 1994 to 35 percent in 2006.

Answer

✓ True

False

[Add Question Here](#)

Question 17

True/False

0 points

[Modify](#)

[Remove](#)

Question Project management is the silver bullet that guarantees success on all projects.

Answer

True

✓ False

[Add Question Here](#)

Question 18

True/False

0 points

[Modify](#)

[Remove](#)

Question A key finding of a 2004 study is that relationship management is viewed as a top success factor for information systems in China, while it is not mentioned in U.S. studies.

Answer

✓ True

False

[Add Question Here](#)

Question 19

True/False

0 points

[Modify](#)

[Remove](#)

Question Winners in project delivery know that strong program managers—referred to as project leaders—are crucial to project success.

Answer

✓ True

False

[Add Question Here](#)

Question 20

True/False

0 points

[Modify](#)

[Remove](#)

Question A program is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”

Answer

✓ True

False

[Add Question Here](#)

Question 21

True/False

0 points

[Modify](#)

[Remove](#)

Question Program managers are not responsible for coordinating the efforts of project teams, functional groups, suppliers, and operations staff.

Answer

True

✓ False

[Add Question Here](#)

Question 22

True/False

0 points

[Modify](#)

[Remove](#)

Question The job description for a project manager can vary by industry and by organization.

Answer

✓ True

False

[Add Question Here](#)

- Question 23 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Project managers should possess general management knowledge and skills.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 24 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Project managers must be able to make effective use of technology as it relates to the specific project.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 25 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Project managers for large information technology projects have to be experts in the field of information technology.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 26 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Project managers often take on the role of both leader and manager.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 27 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Today's project managers still draw Gantt charts by hand.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 28 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Determining the relationships among tasks is not essential in helping to improve project scheduling.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 29 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** New software makes basic tools, such as Gantt charts and network diagrams, inexpensive, easy to create, and available for anyone to update.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 30 **True/False** **0 points** [Modify](#) [Remove](#)
- Question** Many people still use basic productivity software, such as Microsoft Word or Excel, to perform many project management functions.
- Answer** True
 False
- [Add Question Here](#)
-
- Question 31 **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** A research report showed that the U.S. spends ____ on projects every year.
- Answer** \$2.3 billion
 \$23 billion
 \$2.3 trillion
 \$23 trillion
- [Add Question Here](#)
-
- Question 32 **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** A research report showed that the U.S. spends the equivalent of ____ percent of the nation's gross domestic product on projects every year.
- Answer** 10
 20
 25
 50
- [Add Question Here](#)
-
- Question 33 **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** Many organizations assert that using project management provides advantages, such as ____.
- Answer** lower profit margins
 lower costs
 less internal coordination
 lower worker morale

[Add Question Here](#)

Question 34

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question Because a project requires resources, often from various areas, many projects cross ____ or other boundaries to achieve their unique purposes.

Answer

- financial
- spatial
- departmental
- technological

[Add Question Here](#)

Question 35

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question The project ____ usually provides the direction and funding for the project.

Answer

- leader
- sponsor
- manager
- director

[Add Question Here](#)

Question 36

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question The limitations of scope, time, and cost goals are sometimes referred to as the ____.

Answer

- double bind
- triple constraint
- double constraint
- double obstacle

[Add Question Here](#)

Question 37

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question ____ are the people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents of the project.

Answer

- Managers
- Stakeholders
- Directors
- Citizens

[Add Question Here](#)

Question 38

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question In the example of the project of building a house, the project sponsors would be the potential ____.

Answer

- contractors
- support staff
- managers
- new homeowners

[Add Question Here](#)

Question 39

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question In the example of the project of building a house, the ____ would normally be the general contractor responsible for building the house.

Answer

- project sponsors
- project team
- project manager
- support staff

[Add Question Here](#)

Question 40

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question Project ____ management involves defining and managing all the work required to complete the project successfully.

Answer

- scope
- quality
- time
- cost

[Add Question Here](#)

Question 41

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question Project ____ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.

Answer

- cost
- time
- scope
- quality

[Add Question Here](#)

Question 42

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question Project ____ management is concerned with making effective use of the people involved with the project.

Answer

- human resource
- risk
- communications
- procurement

[Add Question Here](#)

Question 43

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question Project ____ management involves generating, collecting, disseminating, and storing project information.

Answer

- risk
- procurement
- communications
- resource

[Add Question Here](#)

Question 44

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question Project ____ management is an overarching function that affects and is affected by all of the other knowledge areas.

Answer

- cost
- quality
- integration
- time

[Add Question Here](#)

Question 45

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question What works on one project may not work on another, so it is essential for project managers to continue to develop their knowledge and ____ in managing projects.

Answer

- time
- resources
- funding
- skills

[Add Question Here](#)

Question 46

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question According to the Standish group, which of the following factors contributes most to the success of information technology projects?

Answer

- Executive support
- User involvement
- Experienced project manager
- Clear business objectives

[Add Question Here](#)

Question 47

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question According to the Standish Group study describing what factors contribute most to the success of information technology projects, ____ percent of successful projects are led by experienced project managers.

Answer

- 75
- 80
- 97
- 100

[Add Question Here](#)

Question 48

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question "All project leaders use a shared road map, focusing on key business aspects of their projects while integrating goals across all parts of the organization" describes the ____ best practice for project delivery.

Answer

- Use an integrated toolbox
- Grow project leaders
- Develop a streamlined project delivery process
- Measure project health using metrics

[Add Question Here](#)

Question 49

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question ____ project management software integrates information from multiple projects to show the status of active, approved, and future projects across an entire organization.

Answer

- Investment
- Active
- Enterprise
- Budget

[Add Question Here](#)

Question 50

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question A ____ can have many different job descriptions, which can vary tremendously based on the organization and the project.

Answer

- project supervisor
- project manager
- job coordinator
- project coordinator

[Add Question Here](#)

Question 51

Multiple Choice

0 points

[Modify](#)

[Remove](#)

Question In an interview with two chief information officers (CIOs), both men agreed that the most important project management skills seem to depend on ____.

Answer

- the difficulty of the project and the resources involved
- the difficulty of the task and the people involved

- the uniqueness of the project and the difficulty of the task
- ✓ the uniqueness of the project and the people involved

[Add Question Here](#)

Question 52 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question Achieving high performance on projects requires ____, otherwise called human relations skills.

- Answer**
- capital skills
 - ✓ soft skills
 - light skills
 - hard skills

[Add Question Here](#)

Question 53 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question A(n) ____ focuses on long-term goals and big-picture objectives, while inspiring people to reach those goals.

- Answer**
- assistant
 - programmer
 - ✓ leader
 - manager

[Add Question Here](#)

Question 54 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question A(n) ____ often deals with the day-to-day details of meeting specific goals.

- Answer**
- ✓ manager
 - leader
 - programmer
 - analyst

[Add Question Here](#)

Question 55 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question Some people say that ____ achieve the vision of a project.

- Answer**
- leaders
 - ✓ managers
 - stakeholders
 - supervisors

[Add Question Here](#)

Question 56 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question Most people agree that the modern concept of project management began with the ____.

- Answer**
- Great Wall of China
 - first space shuttle
 - Egyptian pyramids
 - ✓ Manhattan Project

[Add Question Here](#)

Question 57 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question The Manhattan Project cost almost \$2 billion in ____.

- Answer**
- 1936
 - ✓ 1946
 - 1956
 - 1966

[Add Question Here](#)

Question 58 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question In ____, Henry Gantt developed the famous Gantt chart as a tool for scheduling work in factories.

- Answer**
- 1897
 - ✓ 1917
 - 1927
 - 1957

[Add Question Here](#)

Question 59 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question A Gantt chart is a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a ____ format.

- Answer**
- pie chart
 - line graph
 - bar graph
 - ✓ calendar

[Add Question Here](#)

Question 60 - Multiple Choice

0 points

[Modify](#) [Remove](#)

Question During the Cold War years of the 1950s and '60s, ____ continued to be key in refining several project management techniques.

- Answer**
- NASA
 - ✓ the military

steel manufacturing
marine biology

[Add Question Here](#)

Question 61 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question The longest path through a network diagram that determines the earliest completion of a project is called the ____ path.

Answer

- essential
- important
- critical
- vital

[Add Question Here](#)

Question 62 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question By the ____, the U.S. military and its civilian suppliers developed software to assist in managing large projects.

Answer

- 1960s
- 1970s
- 1980s
- 1990s

[Add Question Here](#)

Question 63 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question ____ was an early project management software product that helped managers analyze complex schedules for designing aircraft.

Answer

- Artemis
- Columbia
- Vega
- Oberlin

[Add Question Here](#)

Question 64 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question A PMO, or Project ____ Office, is an organizational group responsible for coordinating the project management function throughout an organization.

Answer

- Management
- Money
- Municipal
- Marketing

[Add Question Here](#)

Question 65 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question Many organizations are now using enterprise or project ____ management software to help manage projects.

Answer

- path
- portfolio
- institute
- office

[Add Question Here](#)

Question 66 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question PMI provides certification as a Project Management ____ (PMP), someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.

Answer

- Producer
- Practitioner
- Professional
- Professor

[Add Question Here](#)

Question 67 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question Just as passing the CPA exam is a standard for accountants, passing the ____ exam is becoming a standard for project managers.

Answer

- PMI
- PM
- PMP
- PMO

[Add Question Here](#)

Question 68 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question The Project Management ____, a Web site for people involved in project management, provides an alphabetical directory of more than 300 project management software solutions.

Answer

- Center
- Alliance
- Consortium
- Facility

[Add Question Here](#)

Question 69 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question ____ tools are often recommended for small projects and single users.

Answer Low-end
 Midrange
 High-end
 Expensive

[Add Question Here](#)

Question 70 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

Question ____ tools, sometimes referred to as enterprise project management software, provide robust capabilities to handle very large projects.

Answer Low-end
 Midrange
 High-end
 Inexpensive

[Add Question Here](#)

Question 71 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question More than _____ million people regard project management as their profession.

Answer 16
sixteen

[Add Question Here](#)

Question 72 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question The "CHAOS" study found that more than _____ percent of information technology projects were canceled before completion.

Answer 31
thirty-one

[Add Question Here](#)

Question 73 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question A(n) _____ is a temporary endeavor undertaken to create a unique product, service, or result.

Answer project

[Add Question Here](#)

Question 74 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question The term "_____" refers to work done in organizations to sustain the business.

Answer operations

[Add Question Here](#)

Question 75 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question _____ include people, hardware, software, or other assets.

Answer Resources

[Add Question Here](#)

Question 76 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question The question, "What unique product or service does the customer or sponsor expect from the project?" is related to the _____ of the project.

Answer scope

[Add Question Here](#)

Question 77 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question The question, "What is the project's budget?" is related to the project's _____.

Answer cost

[Add Question Here](#)

Question 78 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question The _____ of project management includes quality along with scope, time, and cost.

Answer quadruple constraint

[Add Question Here](#)

Question 79 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question _____ is "the application of knowledge, skills, tools, and techniques to project activities to meet project requirements."

Answer Project management

[Add Question Here](#)

Question 80 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question Project management _____ describe the key competencies that project managers must develop.

Answer knowledge areas

[Add Question Here](#)

Question 81 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question Project management tools and _____ assist project managers and their teams in carrying out work in all nine knowledge areas.

Answer techniques

[Add Question Here](#)

Fill in the Blank **0 points** [Modify](#) [Remove](#)

Question 82

Question Gantt charts, project network diagrams, critical path analysis, crashing, fast tracking, and schedule performance measurements are examples of tools and techniques for _____.

Answer time management

[Add Question Here](#)

Question 83

Fill in the Blank

0 points

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[Remove](#)

Question Companies that excel in project delivery use performance _____ to quantify progress.

Answer metrics

[Add Question Here](#)

Question 84

Fill in the Blank

0 points

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[Remove](#)

Question _____ refers to the process in which organizations group and manage projects and programs as a portfolio of investments that contribute to the entire enterprise's success.

Answer Project portfolio management
Portfolio management

[Add Question Here](#)

Question 85

Fill in the Blank

0 points

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Question _____ skills include effective communication, influencing the organization to get things done, leadership, motivation, negotiation, conflict management, and problem solving.

Answer Soft

[Add Question Here](#)

Question 86

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question One reason project managers need good _____ skills is that to understand, navigate, and meet stakeholders' needs and expectations, they need to lead, communicate, negotiate, solve problems, and influence the organization at large.

Answer soft

[Add Question Here](#)

Question 87

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question Some people say that, "Managers do things right, and _____ do the right things."

Answer leaders

[Add Question Here](#)

Question 88

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question A(n) _____ chart is a standard format for displaying project schedule information.

Answer Gantt

[Add Question Here](#)

Question 89

Fill in the Blank

0 points

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[Remove](#)

Question As computer hardware became smaller and more affordable and _____ included graphical and easy to use interfaces, project management software became less expensive and more widely used.

Answer software

[Add Question Here](#)

Question 90

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question The _____, an international professional society for project managers founded in 1969, has continued to attract and retain members, reporting 277,221 members worldwide by August 31, 2008.

Answer PMI
Project Management Institute
Project Management Institute (PMI)

[Add Question Here](#)

Question 91

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question Because there are so many people working on projects in various industries, PMI has created Specific _____ (SIGs) that enable members to share ideas about project management in their particular application areas, such as information systems.

Answer Interest Groups

[Add Question Here](#)

Question 92

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question _____, loosely defined, is a set of principles that guide our decision making based on personal values of what is "right" and "wrong."

Answer Ethics

[Add Question Here](#)

Question 93

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question _____ tools, a step up from low-end tools, are designed to handle larger projects, multiple users, and multiple projects.

Answer Midrange

[Add Question Here](#)

Question 94

Fill in the Blank

0 points

[Modify](#)

[Remove](#)

Question _____ is still the most widely used project management software today in the midrange tools category.

Answer Microsoft Project

[Add Question Here](#)

Question 95 **Fill in the Blank** **0 points** [Modify](#) [Remove](#)

Question _____ tools are generally licensed on a per-user basis.

Answer High-end

[Add Question Here](#)

Question 96 **Essay** **0 points** [Modify](#) [Remove](#)

Question Describe the triple constraint. What are the three components and what is the relationship between them?

Answer Every project is constrained in different ways by its scope, time, and cost goals. These limitations are sometimes referred to in project management as the **triple constraint**. To create a successful project, a project manager must consider scope, time, and cost and balance these three often-competing goals. He or she must consider the following:

Scope: What work will be done as part of the project? What unique product, service, or result does the customer or sponsor expect from the project? How will the scope be verified?

Time: How long should it take to complete the project? What is the project's schedule? How will the team track actual schedule performance? Who can approve changes to the schedule?

Cost: What should it cost to complete the project? What is the project's budget? How will costs be tracked? Who can authorize changes to the budget?

Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project. For example, you might need to increase the budget for a project to meet scope and time goals. Alternatively, you might have to reduce the scope of a project to meet time and cost goals. Experienced project managers know that you must decide which aspect of the triple constraint is most important. If time is most important, you must often change the initial scope and/or cost goals to meet the schedule. If scope goals are most important, you may need to adjust time and/or cost goals.

[Add Question Here](#)

Question 97 **Essay** **0 points** [Modify](#) [Remove](#)

Question List and describe each of the nine project management knowledge areas.

Answer Project scope management involves defining and managing all the work required to complete the project successfully.

Project time management includes estimating how long it will take to complete the work, developing an acceptable project schedule, and ensuring timely completion of the project.

Project cost management consists of preparing and managing the budget for the project.

Project quality management ensures that the project will satisfy the stated or implied needs for which it was undertaken.

Project human resource management is concerned with making effective use of the people involved with the project.

Project communications management involves generating, collecting, disseminating, and storing project information.

Project risk management includes identifying, analyzing, and responding to risks related to the project.

Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization.

Project integration management is an overarching function that affects and is affected by all of the other knowledge areas.

[Add Question Here](#)

Question 98 **Essay** **0 points** [Modify](#) [Remove](#)

Question What is the difference between leadership and management? How do these two terms relate to a project manager?

Answer *Leadership* and *management* are terms often used interchangeably, although there are differences. Generally, a **leader** focuses on long-term goals and big-picture objectives, while inspiring people to reach those goals. A **manager** often deals with the day-to-day details of meeting specific goals. Some people say that, "Managers do things right, and leaders do the right things." "Leaders determine the vision, and managers achieve the vision." "You lead people and manage things."

However, project managers often take on the role of both leader and manager. Good project managers know that people make or break projects, so they must set a good example to lead their team to success. They are aware of the greater needs of their stakeholders and organizations, so they are visionary in guiding their current projects and in suggesting future ones. As mentioned earlier, companies that excel in project management grow project "leaders," emphasizing development of business and communication skills. Yet good project managers must also focus on getting the job done by paying attention to the details and daily operations of each task. Instead of thinking of leaders and managers as specific people, it is better to think of people as having leadership skills, such as being visionary and inspiring, and management skills, such as being organized and effective. Therefore, the best project managers have leadership and management characteristics; they are visionary yet focused on the bottom line. Above all else, good project managers focus on achieving positive results!

[Add Question Here](#)

Question 99 **Essay** **0 points** [Modify](#) [Remove](#)

Question Discuss the PMP certification. What are the advantages of obtaining PMP certification?

Answer Professional certification is an important factor in recognizing and ensuring quality in a profession. PMI provides certification as a **Project Management Professional (PMP)**—someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.

The number of people earning PMP certification continues to increase. In 1993, there were about 1,000 certified project management professionals. By August 2008, there were 295,413 active PMPs.

Organizations that support PMP certification see the value of investing in programs to improve their employees' knowledge in project management. Many employers today require specific certifications to ensure their workers have current skills, and job seekers find that they often have an advantage when they earn and maintain marketable certifications.

Passing the PMP exam is becoming a standard for project managers. Some companies are requiring that all project managers be PMP certified. Project management certification is also enabling professionals in the field to share a common base of knowledge. For example, any person with PMP certification can list, describe, and use the nine project management knowledge areas. Sharing a common base of knowledge is important because it helps advance the theory and practice of project management.

[Add Question Here](#)

Question 100 **Essay** **0 points** [Modify](#) [Remove](#)

Question Discuss the PMI Code of Ethics and Professional Conduct.

Answer PMI approved a new Code of Ethics and Professional Conduct effective January 1, 2007. This new code applies not only to PMPs, but to all PMI members and individuals who hold a PMI certification, apply for a PMI certification, or serve PMI in a volunteer capacity. It is vital for project management practitioners to conduct their work in an ethical manner. Even if you are not affiliated with PMI, these guidelines can help you conduct your work in an ethical manner, which helps the profession earn the confidence of the public, employers, employees, and all project stakeholders. The PMI Code of Ethics and Professional Conduct includes short chapters addressing vision and applicability, responsibility, respect, fairness, and honesty.

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