

FUNDAMENTALS OF PROJECT MANAGEMENT  
**WORKBOOK**

Empower and invest in yourself

## LEARNING ACTIVITY 01

# GROUP WORK

Projects and non-projects have certain things in common, but mostly it differs quite a lot.

Use the text below to complete the table; insert the correct numbers.

Projects	Non-Projects

1. Purpose: Attain its objective and then terminate
2. Repetitive output
3. Temporary
4. Purpose: Sustain the business
5. Adopt a new set of objectives and work continues
6. Unique output
7. Ongoing
8. Concludes when its specific objectives have been attained

**LEARNING ACTIVITY 02****INDIVIDUAL WORK**

The Basic Project Life Cycle consists of five steps.

Indicate the correct order of the steps.

Step	Order
Executing	
Planning and Design	
Closing	
Initiating	
Monitoring and Controlling	

## LEARNING ACTIVITY 03

# GROUP WORK

Project management comprises of a set of attributes that need to be managed properly in order for the project to be successful.

Use the text below to complete the sentences.

1. Project managers are concerned with \_\_\_\_\_ such as planning, controlling, leading, and managing risk.
2. Project management is the skills, tools and \_\_\_\_\_ required to undertake a project successfully.
3. Specialist knowledge, skills and experience are required to reduce the \_\_\_\_\_ within a project and thereby enhance its likelihood of success.
4. Various types of tools are used by project managers to improve their \_\_\_\_\_.
5. Various \_\_\_\_\_ and processes are required to monitor and control the time, cost, quality and scope on projects.

management processes | chances of success | management issues

management techniques | demotivation | level of risk | management rules

**LEARNING ACTIVITY 04****INDIVIDUAL WORK**

There are certain roles assigned to different people in a project.

Indicate whether the following statements are true or false.

NO		True	False
1	The project team is the group responsible for planning and executing the project.		
2	The project manager is responsible for securing acceptance and approval of the deliverables.		
3	The team leader is responsible for communication, including status reporting and risk management.		
4	The project manager is responsible for executing tasks and producing the deliverables.		

## LEARNING ACTIVITY 05

# INDIVIDUAL WORK

The project structure can be programmatic, matrix or project based.

Choose to which structure the following descriptions belong to by ticking the appropriate boxes.

		Programmatic	Matrix	Project
1.	It allows program units to focus on their specific technical competencies.			
2.	There is no need to negotiate with other program units.			
3.	Project teams develop a strong sense of project identification and ownership.			
4.	It is easier for a program unit manager to loan an employee to another manager.			
5.	Personnel is used inefficiently in a costly manner.			

## LEARNING ACTIVITY 06

# INDIVIDUAL WORK

Different deliverables can have different levels of decomposition.

Choose your answer by underlining the appropriate answer.

1. Decomposition is the \_\_\_\_\_ of project deliverables into smaller, more manageable components.

allocation | subdivision

2. To arrive at a manageable work effort, the work for some \_\_\_\_\_ need to be decomposed to the next level.

deliverables | objectives

3. As work is decomposed to lower levels of detail, the ability to plan, manage and \_\_\_\_\_ the work is enhanced.

control | do

4. The process of decomposing a project can be done for the breakdown structures of \_\_\_\_\_, work and cost.

objectives | product

**LEARNING ACTIVITY 07****INDIVIDUAL WORK**

There are four main organisational structures that affect many aspects of a project.

Indicate these aspects by ticking the appropriate boxes.

The project manager's authority	<input type="checkbox"/>	<input type="checkbox"/>	The project manager's attitude
Resource allocation	<input type="checkbox"/>	<input type="checkbox"/>	Resource availability
Control of the project objectives	<input type="checkbox"/>	<input type="checkbox"/>	Control of the project budget
The project manager and administrative staff	<input type="checkbox"/>	<input type="checkbox"/>	The team manager and administrative staff



**LEARNING ACTIVITY 08****GROUP WORK**

The roles of the sponsor and the executive sponsor can easily be confused.

Identify who is responsible for each task by ticking the appropriate box.

	Sponsor	Executive Sponsor
Owens the project		
Ensures good working relationships		
Advises project manager		
Responsible for benefits		
Reports to CIO		

## LEARNING ACTIVITY 09

# INDIVIDUAL WORK

Project planning is implemented using a series of plans.

Match the descriptions to the plans by inserting the correct numbers in the answers column.

Plans	Answers
Communications management plan	
Human resources plan	
Process improvement plan	
Relationship management plan	
Schedule management plan	

### Descriptions of plans

- Shows process boundaries, configuration, metric and targets used to analyse processes.
- It has to keep stakeholders updated about progress, changes and deviations.
- Lists milestone- and deliverable due dates and helps you to stay focused on delivering on time.
- Documents roles and responsibilities, along with organisational charts, training requirements and time frames.
- Helps you to ensure that your approach with customers, suppliers and stakeholders is aligned with the organisation's expectations.

## LEARNING ACTIVITY 10

# INDIVIDUAL WORK

Project closure is implemented by making use of lessons learned, post project review and project acceptance.

Use the text below to complete the sentences.

1. Lessons learned refer to \_\_\_\_\_ providing insight into why a specific strategy was either highly effective or failed.
2. Lessons can be learned throughout the \_\_\_\_\_ of the project.
3. Post project review refers to the overall review of the project upon \_\_\_\_\_.
4. Post project review \_\_\_\_\_ actual timelines and costs to planned timelines and costs.
5. Before a project can be closed out, the project manager needs formal acceptance from the project sponsor or \_\_\_\_\_.

lifespan | compares | execution | reports | customer  
manager | completion | reviews | adjusts

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