Introduction to Project Management

Student workbook: attempt every question before looking at the solutions manual.

O1	Explain what a project is, and how it differs from everyday work (operations).
O2	Describe objectives, scope, schedule, resources, stakeholders and risk.
O3	Follow a project through its life cycle, from start to close.
O4	Use a simple schedule and budget to make decisions.

O1: Explain what a project is, and how it differs from everyday work (operations).

Q01 [Foundational · classification]

Project or operations? (a) answering customer calls every day (b) launching a new website (c) monthly payroll (d) moving the office to a new building

Q02 [Foundational · short answer]

What two key words does PMI's definition use to describe a project?

Q03 [Core · true/false]

True or false: a project cannot be similar to any earlier project.

Q04 [Core · explanation]

Why do organisations need both projects and operations?

Q05 [Applied · application]

A hospital introduces a new patient booking system. Identify the project and the operations involved.

Q06 [Applied · explanation]

What does a project manager mainly do, if not all the work?

O2: Describe objectives, scope, schedule, resources, stakeholders and risk.

Q07 [Foundational · short answer]

What is scope creep?

Q08 [Foundational · multiple choice]

Which objective is best? (a) 'Improve the website' (b) 'Make customers happier' (c) 'Cut page load time to under 2 seconds by 31 March within $5,000' (d) 'Do our best'

Q09 [Core · short answer]

Define a stakeholder and give three examples for a school building project.

Q10 [Core · classification]

Place on a power-interest grid: (a) the sponsor (b) local residents (c) a regulator who rarely engages

Q11 [Applied · application]

Risk: the main supplier may go out of business. Give one response of each type: avoid, reduce, transfer, accept.

Q12 [Applied · application]

Write a work breakdown structure (two levels) for organising a graduation ceremony.

Q13 [Advanced · evaluation]

A project has a contingency reserve of 0%. Evaluate this decision.

O3: Follow a project through its life cycle, from start to close.

Q14 [Foundational · short answer]

Name the five process groups in the PMBOK Guide (6th edition).

Q15 [Foundational · true/false]

True or false: a project is finished as soon as the main event or delivery happens.

Q16 [Core · short answer]

Halfway through a project, a manager asks for an extra feature. What should the project manager do first?

Q17 [Core · short answer]

Name two activities that must happen before a project is closed.

Q18 [Applied · application]

Marketing (on the critical path) is one week late; vendors has one week of float. What corrective action did Leila take, and why did it work?

Q19 [Advanced · comparison]

Compare predictive (traditional) and adaptive (agile) approaches, with one situation suited to each.

O4: Use a simple schedule and budget to make decisions.

Q20 [Foundational · numerical]

Tasks in one chain take 2, 5 and 1 weeks; another chain takes 3 and 1 weeks. What is the project duration?

Q21 [Core · numerical]

Task A 3 days; B 4 and C 2 days, both after A; D 1 day after B and C. Find the duration, critical path and float of C.

Q22 [Core · numerical]

A $50,000 project keeps a 12% contingency reserve. How much is available for planned costs?

Q23 [Applied · numerical]

PV = $12,000, EV = $10,000, AC = $11,000. Calculate SV and CV and interpret them.

Q24 [Applied · numerical]

In the website example, the content task slips by 3 days. Does the project finish late? (Content float = 2 days.)

Q25 [Advanced · decision]

A change will cost $1,500 and the reserve is $2,000; another risk with a likely cost of $1,000 is still open. Should the change be approved? Justify.

Assignment 1: plan a small project (individual)

Choose a real or realistic project lasting 4 to 12 weeks (an event, a small renovation, a study plan, a club website).

1. Write a specific, measurable objective and a scope statement with at least three out-of-scope items (O2).
2. Draw a two-level WBS and a Gantt chart with at least six tasks and their dependencies (O2, O4).
3. Find the critical path and the float of each task with a forward and backward pass (O4).
4. Build a budget with a justified contingency reserve, a stakeholder grid and a risk register with four risks (O2).
5. Describe how you will monitor progress and close the project (O3).

Assignment 2: lessons learned review (pairs)

Interview someone who has completed a project (at work, school or in the community).

1. Map their project onto the five process groups (O3).
2. Identify what went well and what went wrong, using the vocabulary of the lesson (O2).
3. Recommend three improvements for a similar future project (O3, O4).