INTRODUCTION TO PROJECT MANAGEMENT WORKBOOK

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Programme: Project Management

Contents

Project Management

Task 1a:

Define Project Management	Project management is a structured discipline that leads a team to achieve project goals by managing scope, time, cost, and quality through planning, execution, and oversight.

Task 1b:

From the sentences relating to project management below, identify the missing words:

Project management allows for a **structured** approach to achieving project **goals**. Project management also includes a range of **tools** and practices to see the project through from start to finish.		
Missing Words		
Missing word 1: **structured**	Missing word 2: **goals**	Missing word 3: **tools**

Task 1c:

From the table of words below sort them into **key concepts** or **key terminology**:

PRINCE2	Stakeholders	CPM	Agile	Scope
Resources	Quality	WBS	Risk	Scrum

Key Concepts	Key Terminology
Stakeholders	**PRINCE2**
Scope	**CPM**
Resources	**Agile**
Quality	**Scrum**
Risk	**WBS**

Task 1d:

In your own words, considering what you have learned so far, explain what project management is:

Project Management Explanation

Project Management is the **discipline of planning, organising, and managing resources** to complete a specific goal or deliverable within defined constraints of **scope, time, cost, quality, risk, and resources**, using established **tools, techniques, and frameworks**.

Project Initiation & Planning

Task 2a:

State the objective of the initiation phase of the project life cycle, and identify an activity that takes place in this phase of the project:

Initiation Phase Objective	To define and authorise the project by establishing its purpose, scope, and feasibility, and identifying key stakeholders
Initiation Phase Activity	Developing the Project Charter, which formally authorises the project and outlines objectives, scope, and stakeholders.

Task 2b:

Complete the table below by **cutting and pasting** the correct descriptor to match the initiation phase activity the list:

Initiation Phase Activity	Activity Descriptor
Project Charter	● **A formal document that officially starts the project and authorises the project manager to use organisational resources.**
Identify Stakeholders	● **Conducting analysis, power-interest grids, and maps.**
Define & Scope Objectives	● **Statements that outline the deliverables, major tasks, and exclusions.**

Task 2c:

State the objective of the planning phase of the project life cycle, and identify TWO activities that takes place in this phase of the project:

Planning Phase Objective	To develop a detailed roadmap that defines how the project's scope, time, cost, quality, resources, communication, and risks will be managed to ensure successful project completion.
Planning Phase Activities	Activity 1: Develop the Quality Management Plan to set quality standards and how quality will be assured and controlled throughout the project. Activity 2: Perform Risk Management Planning, including identifying potential risks, analysing their impact, and creating mitigation strategies.

Task 2d:

From your identified activities above, summarise what those activities involve:

Activity	Activity Summary
Quality Management	Defines the quality standards for the project deliverables and outlines the processes for quality assurance and quality control to ensure the project meets those standards.
Risk Management	Identifies potential risks to the project, assesses their likelihood and impact, and develops strategies to mitigate, transfer, accept, or avoid those risks to minimise their effect on the project

Task 2e:

From the description on the right-hand side of the table below, identify the planning methodology:

Planning Methodology Description	Planning Methodology
This methodology is a technique for identifying the sequence of critical tasks that determine the project's duration.	**Critical Path Method (CPM)**

This methodology is a hierarchical decomposition of the total scope of work to be carried out by the project team.	Work Breakdown Structure (WBS)
This methodology uses visual tools for planning and scheduling project tasks over time.	Gantt Chart

Optional Extension Task:

List the remaining FIVE activities from the planning phase of the project lifecycle that you didn't cover in task 2d:

Planning Phase Activities	1. Scope Management 2. Time Management 3. Cost Management 4. Communication Management 5. . Resource Management

Project Execution

Task 3a:

State the objective of the execution phase of the project life cycle, and identify TWO activities that takes place in this phase of the project:

Execution Phase Objective	To carry out the project plan by coordinating people and resources, managing team performance, and producing the deliverables that meet the project's scope and quality standards
Execution Phase Activities	Activity 1: Assigning tasks to team members based on the project schedule and responsibilities. Activity 2: Conducting regular status meetings to monitor progress, discuss issues, and ensure alignment.

Task 3c:

In your own words, considering what you have learned so far, explain the importance of communication and collaboration in the execution phase:

Importance of Communication

Effective communication in the execution phase ensures that everyone is informed, aligned, and working toward the same goals. It helps prevent misunderstandings, keeps stakeholders updated on progress, and allows for quick responses to issues or changes. Clear and consistent messaging is key to maintaining momentum and avoiding delays.

Importance of Collaboration

Collaboration is essential for bringing together different skills, ideas, and efforts to solve problems and complete tasks efficiently. When team members work well together, they can support each other, share knowledge, and adapt to challenges more effectively. Strong collaboration also boosts team morale and helps deliver high-quality results.

Project Monitoring & Controlling
Task 4a:

State the objective of the monitoring & controlling phase of the project life cycle, and identify TWO activities that takes place in this phase of the project:

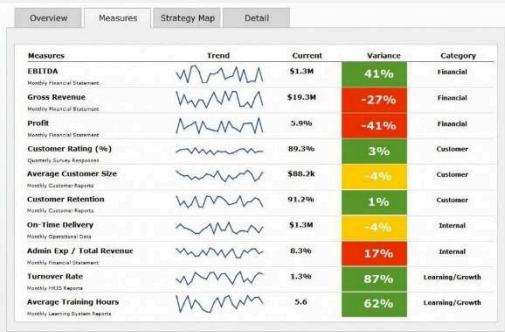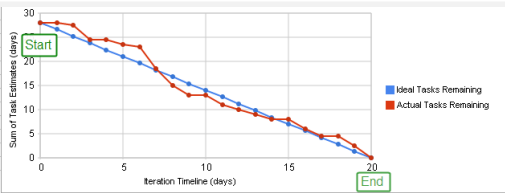| Monitoring & Controlling Phase Objective	To track, review, and regulate the project's performance and progress, ensuring that it stays aligned with the plan and making adjustments as necessary to meet objectives.
Monitoring & Controlling Phase Activities	Activity 1: Performance Measurement – monitoring project progress by comparing actual results with planned objectives (tracking budget, schedule, and quality). Activity 2: Change Control – managing and documenting any changes to the project scope, schedule, or resources through a formal process.

Task 4b:

Summarise what is involved in each of the activities at the monitoring & controlling phase:

Activity	Activity Summary
Performance Measurement	Involves tracking the project's actual progress (time, cost, scope, quality) against the project plan using tools like KPI's and status reports to identify variances.
Change Control	A structured process for evaluating and approving or rejecting proposed changes to the project's scope, schedule, or resources, ensuring minimal disruption.
Risk Management	Involves continuously identifying new risks, reassessing existing ones, and implementing response plans to minimise their impact on the project.

Task 4c:

From the three images, identify what the image is and provide a brief description of what it is used for:

Image	Name	Description
	Balanced Scorecard	It's a strategic planning and performance management tool that helps organisations align business activities with their vision and strategy.
	Burn Down Chart	Show progress toward completing the project. Help teams and stakeholders quickly identify delays or ahead-of-schedule progress. Support daily stand-ups and sprint reviews.
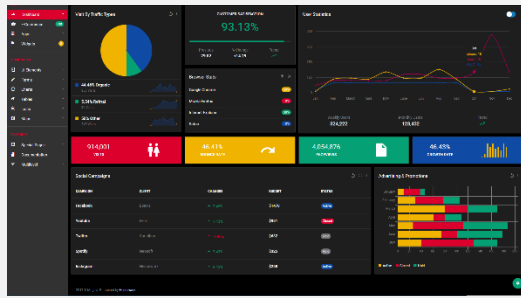
	Project Management Dashboard/Software	It's a digital tool designed to help teams and project managers plan, track, manage, and report on projects in a centralised platform.

Project Closing

Task 5a:

State the objective of the planning phase of the project life cycle, and identify TWO activities that takes place in this phase of the project:

Closing Phase Objective	To finalise all project activities, confirm that all project requirements have been met, formally close contracts, and document lessons learned to improve future projects.
Closing Phase Activities	Activity 1: Formal Acceptance of Deliverables – securing stakeholder sign-off that all project outcomes meet the agreed requirements. Activity 2: Post-Project Evaluations – reviewing overall project performance, assessing what went well and what could be improved.

Task 5b:

Identify the missing words that explain what the specified activity is at the closing phase of the lifecycle:

Formal Acceptance of Deliverables
Acceptance Criteria: ● The process of obtaining **formal** acceptance from the client or **stakeholders**. ● Meeting acceptance criteria and ensuring that **deliverables** are reviewed, approved, and signed off.
Missing Words

Missing word 1:	Missing word 2:	Missing word 3:
formal	**stakeholders**	**deliverables**

Closing Contracts

Contract Closure:

- It is important to **close** all project-related contracts and agreements.
- Employ a **checklist** to verify that all **contractual** obligations have been met and that there are no outstanding issues.

Missing Words

Missing word 1:	Missing word 2:	Missing word 3:
close	**checklist**	**contractual**

Celebrating Success

Recognising Team Contributions

- Recognise and appreciate the **efforts** of individual team members and the team.
- Methods for **acknowledging** contributions, such as awards, certificates, thank-you notes, and public acknowledgments, are valid ways of **motivating** team members for their contributions.

Missing Words

Missing word 1:	Missing word 2:	Missing word 3:
efforts	**acknowledging**	**motivating**

Optional Extension Task:

Create your own version of the project Lifecycle, using WordArt or similar, with titled phases and a summary sentence of the phase:

Optional Lifecycle Diagram

Project Management Methodologies: Waterfall

Task 6a:

Define the Waterfall methodology:

Waterfall Methodology Definition	It's a linear and sequential project management approach, where each phase of the project must be completed before the next one begins.

Task 6b:

Fill in the model diagram with the names of each phase of the Waterfall methodology:

Scenario 1
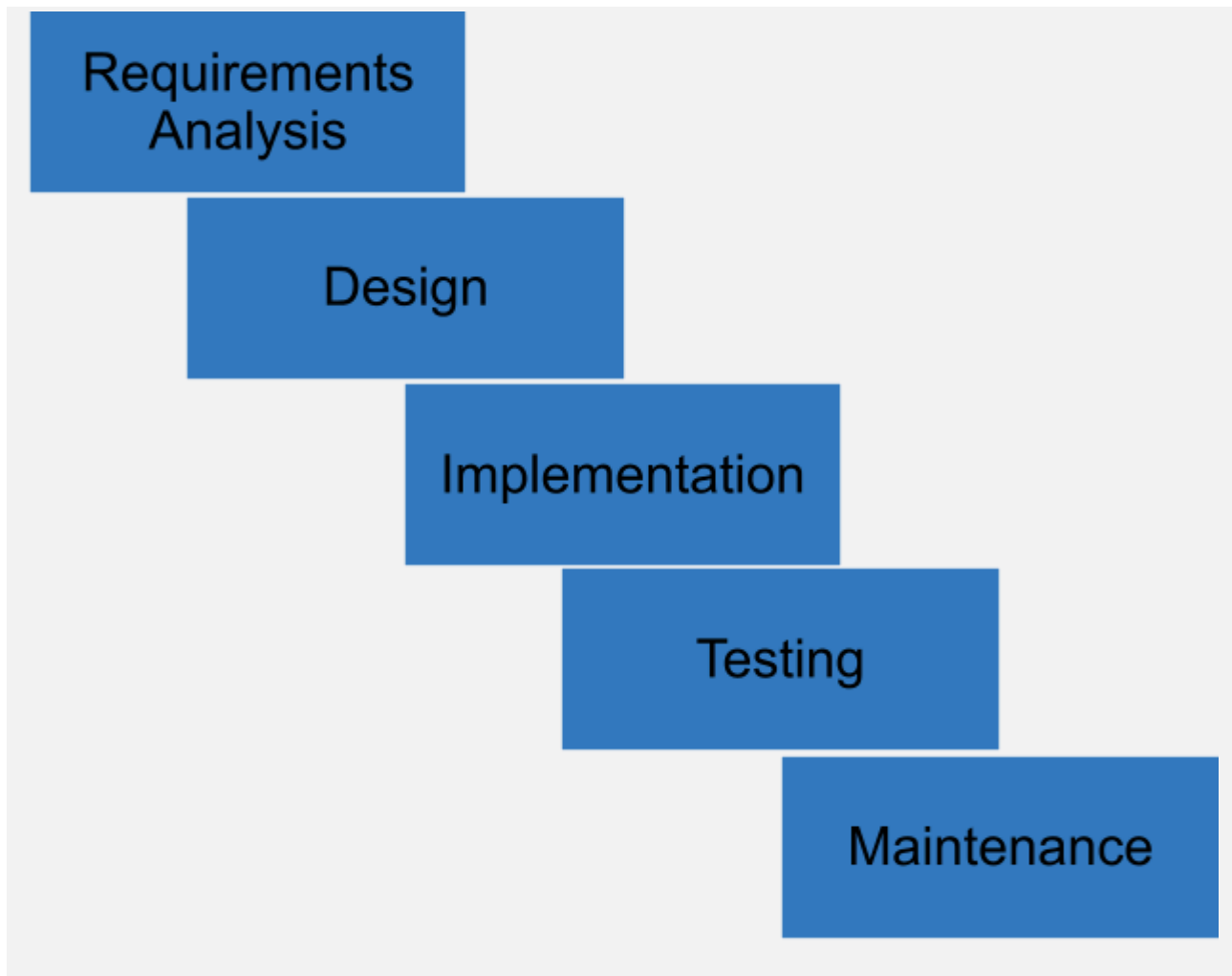
Task 6c:

From the phases you have identified above, match them to the objectives of that phase:

Waterfall Phase Objective	Waterfall Phase
Ensuring the project performance has met the requirements set out in the first phase.	Testing
Converting the 2nd phase into something functional.	Implementation
Understand and document the project aims and success criteria.	Requirements
Ensuring the project's requirements remain functional after the project is complete.	Maintenance
Creating detailed technical specifications of the project.	Design

Project Management Methodologies: Agile

Task 7a:

Define the Agile methodology:

Agile Methodology **Definition**	It's an iterative and incremental approach to project management that allows for flexibility and continuous improvement. It focuses on delivering small, functional pieces of a product quickly and adapting to change throughout the development process.

Task 7b:

Complete the table below by **cutting and pasting** the correct statement into the strengths or weaknesses column:

Agile Methodology Strengths	Agile Methodology Weaknesses
• **Enhanced customer satisfaction**	• **High customer/stakeholder involvement**
• **Continuous feedback & improvement**	• **Possibility of scope creep**
• **Flexible & adaptable approach** • **High customer/stakeholder involvement**	• **Timelines & budgets can't be predicted**

Strengths and weaknesses statements:

Optional Extension Task:

Choose one strength and one weakness and summarise why they are so:

Agile Strength	Summary: Agile allows teams to respond quickly to changing requirements or customer feedback. This adaptability helps ensure that the final product remains aligned with user needs and market shifts, even if those evolve during the project.
Agile Weakness	Summary: Because Agile projects often don't define the full scope, cost, or timeline up front, it can be hard to predict outcomes. This makes Agile challenging for fixed-budget or contract-based work where exact deliverables and deadlines are expected.

Other Project Management Methodologies

Task 8a:

Complete the table below by reading the key word/term and adding in the relevant methodology:

Key Word/Term	Methodology
Sprint	Agile/Scrum
Critical & Non-critical Tasks	Waterfall / Critical Path Method (CPM)
Projects In Controlled Environments	PRINCE2
High Governance	PRINCE2
Visualisation of Task Dependency	Waterfall /CPM
Daily Scrum	Agile / Scrum

Choosing a Project Management Methodology

Task 9:

Based on the Smart Board Rollout project charter, state below which methodology you would employ for that project and provide a rationale which describes why it is the most appropriate:

Smart Board Rollout Project Management Methodology
Methodology Chosen: PRINCE2
Detailed Rationale: PRINCE2 is well-suited for the Smart Board Rollout project because it provides strong governance, clear roles and responsibilities, and a structured approach to managing risks and changes. Since this project likely involves multiple schools, budgets, technical installations, and stakeholder groups, PRINCE2's emphasis on documentation, business justification, and stage-by-stage control ensures that the rollout remains on time, within scope, and within budget. Its scalability also allows the methodology to be adapted to different locations or school sizes while maintaining consistency across the project.

Optional Extension Task:

Choose one alternative methodology and summarise why it isn't suitable:

Methodology :	Summary: Agile is less suitable for this project because it is designed for flexible, evolving requirements, typically found in software development. The Smart Board Rollout likely has fixed deliverables (e.g., number of smart boards, installation deadlines, training sessions), which don't benefit from Agile's iterative and constantly changing approach. The need for detailed planning, hardware coordination, and stakeholder reporting is better managed through PRINCE2's controlled structure.

Project Management Tools: Gantt Charts

Task 10:
Summarise in your own words the key activities a Gantt Chart is used for:

Task Listing Summary	A Gantt chart helps break the project into smaller tasks, showing each one clearly so it's easier to plan and manage.

|	
Timeline Development Summary	It sets start and end dates for each task, placing them on a timeline to show when work will happen and how long it will take.
Progress Tracking Summary	The chart allows you to track how much of each task is done, helping you see if the project is on schedule or falling behind.

Task 11:

Show your Gantt Chart for the Smart Board Rollout Project:
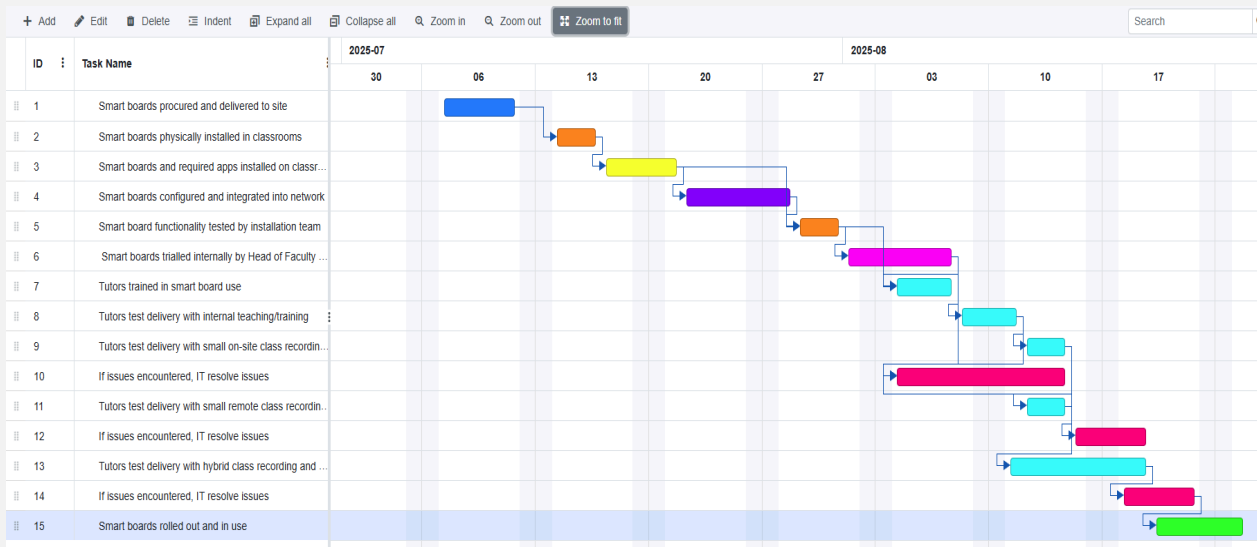
Project Management Tools: Kanban Boards

Task 12a:
In your own words state the objective of a Kanban Board:

Kanban Board Objective:	A Kanban board is used to visually manage tasks and track their progress through different stages. Its main goal is to improve workflow efficiency by helping teams see what needs to be done, what is being worked on, and what is finished, all in one place.

Task 12b:
Summarise in your own words the key components of a Kanban Board:

Columns	Show the steps in the workflow, like "To Do", "In Progress", and "Done". Tasks move from one column to the next as they are worked on.
Cards	Represent individual tasks or work items. Each card contains details like what the task is, who's doing it, and any important notes.
WIP Limits	WIP limits set a maximum number of tasks allowed in each column. This helps prevent overload and keeps the team focused on finishing tasks before starting new ones.

Task 13a:
Show your Kanban Board columns for the Smart Board Rollout Project:

Kanban Columns - Smart Board Rollout Project

My Trello board

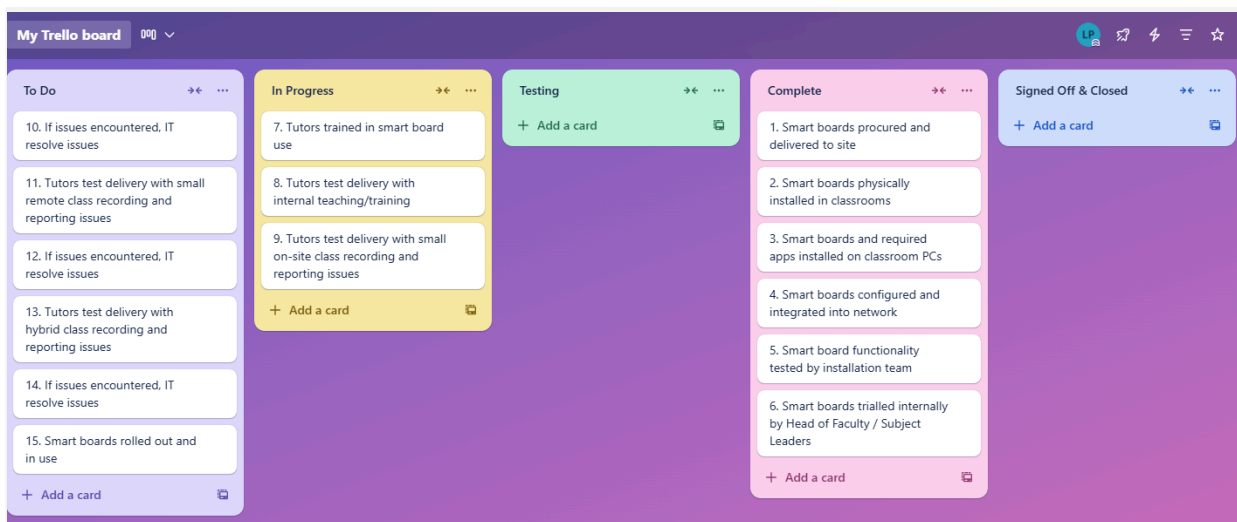| To Do	In Progress	Testing	Complete	Signed Off & Closed
1. Smart boards procured and delivered to site	+ Add a card	+ Add a card	+ Add a card	+ Add a card
2. Smart boards physically installed in classrooms				
3. Smart boards and required apps installed on classroom PCs				
4. Smart boards configured and integrated into network				
5. Smart board functionality tested by installation team				
6. Smart boards trialled internally by Head of Faculty / Subject Leaders				
7. Tutors trained in smart board use				
8. Tutors test delivery with internal teaching/training				
9. Tutors test delivery with small on-site class recording and reporting issues				
10. If issues encountered, IT resolve issues				

Task 13b:

Show a selection of cards on your Kanban Board for the Smart Board Rollout Project:

Kanban Cards - Smart Board Rollout Project

My Trello board

To Do	In Progress	Testing	Complete	Signed Off & Closed
10. If issues encountered, IT resolve issues	7. Tutors trained in smart board use	+ Add a card	1. Smart boards procured and delivered to site	+ Add a card
11. Tutors test delivery with small remote class recording and reporting issues	8. Tutors test delivery with internal teaching/training		2. Smart boards physically installed in classrooms	
12. If issues encountered, IT resolve issues	9. Tutors test delivery with small on-site class recording and reporting issues		3. Smart boards and required apps installed on classroom PCs	
13. Tutors test delivery with hybrid class recording and reporting issues	+ Add a card		4. Smart boards configured and integrated into network	
14. If issues encountered, IT resolve issues			5. Smart board functionality tested by installation team	
15. Smart boards rolled out and in use			6. Smart boards trialled internally by Head of Faculty / Subject Leaders	
+ Add a card			+ Add a card	

Project Roles & Responsibilities:

Task 14a:

From the description on the right-hand side of the table below, identify the project role being described:

Role Description	Role
Provides project funding and supports in high-level decision making.	**Project Sponsor**
Internal or external individuals, groups, or organisations who have an interest in or are affected by the project.	**Stakeholders**

The person responsible for leading the project to successful completion through planning, scheduling, allocating resources, managing risks and communicating with stakeholders.	Project Manager

Task 14b:

Summarise in your own words the following roles:

SMEs	Subject Matter Experts are specialists with deep knowledge in a specific area. They provide expert advice, answer technical questions, and help ensure the project's outputs are accurate and meet industry or organisational standards.
Team Members	The people who carry out the work on a project. They use their skills to complete tasks, collaborate with others, and help deliver the project's goals on time and to the right quality.

Task 14c:

Complete the table below by **cutting and pasting** the correct descriptor into the communication or collaboration column:
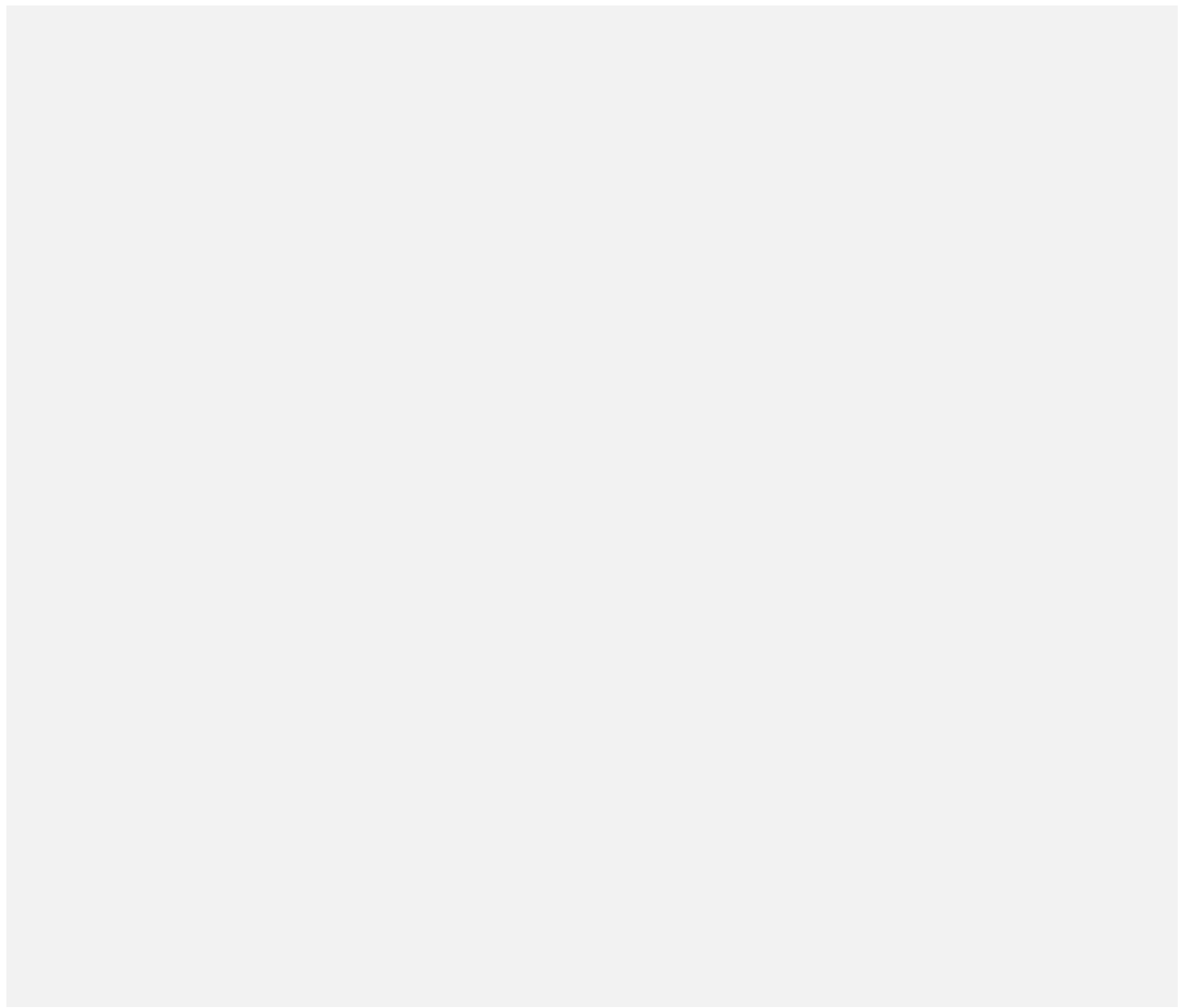
Communication	Collaboration
• **Conduct regular meetings** • **Provide clear & concise messages** • **Ensure active listening**	• **Foster an environment of teamwork** • **Encourage openness & idea sharing** • **Use tools that can be accessed by all team members effectively**

Descriptor options:

Course Notes:

It is recommended to take notes from the course, use the space below to do so:

Additional Information

We have included a range of additional links to further resources and information that you may find useful.

Session Name
- Link
- Link

END OF WORKBOOK

Please check through your work thoroughly before submitting and update the table of contents.