PROJECT MANAGEMENT WORKBOOK
and PMP®/CAPM® EXAM STUDY GUIDE

Supplements Harold Kerzner's bestselling book
Project Management: A Systems Approach to Planning,
Scheduling, and Controlling, Eleventh Edition

For the latest PMP®/CAPM® Exam

Completely updated and aligned with PMI's
PMBOK® Guide, Fifth Edition

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WILEY
Project Management Workbook and PMP®/CAPM® Exam Study Guide
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The purpose of this workbook is to provide students of project management with meaningful exercises and homework problems that will enhance the knowledge of the subjects included in the textbook *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, Eleventh Edition by Harold Kerzner.

The material in this workbook is directly related to the subject and knowledge areas associated with the Project Management Institute® Project Management Professional PMP® Exam and the Certified Associate Project Manager CAPM Exam and will provide a sound framework for exam preparation.

The workbook is designed to engage the student in activities that will provide practical application of the concepts of project management as described in the textbook and in the *PMI® Guide to Project Management Body of Knowledge (PMBOK® Guide)*—Fifth Edition.

Included in this workbook are topic specific glossaries, common project terms and acronyms, knowledge area summaries, examples of typical project management mathematical formulas and equations, key project terms and enjoyable crossword puzzles. The workbook also includes PMP® Exam study tips, situational exercises, and sample questions designed to simulate the type of questions that may be encountered on the actual PMP® exam.

We hope you will find this book enjoyable and educational.
Project Management Workbook and PMP®/CAPM® Exam Study Guide
Chapter One

PROJECT MANAGEMENT OVERVIEW

Project management is not a new concept. It has been practiced for hundreds, even thousands of years. Any undertaking, large or small, requires a goal, a set of objectives, a plan, coordination, the management of resources, and the ability to manage change. Additionally, every project requires leadership. Project managers work with teams and a variety of stakeholders and must develop the skills to balance the expectations and demands of each stakeholder.

Today, project management has become a very formal methodology, and many organizations have adopted a “management by projects” approach. Some organizations have established Project Management Offices (PMOs) to assist them in developing standards for managing projects and processes to ensure that these standards are followed. As the project management discipline continues to evolve, organizations around the world are experiencing the benefits of project management. These benefits include better scheduling of resources, improved estimating, higher quality, early identification of issues and problems, and more effective measurement processes to assess success.

Projects are defined as temporary endeavors with specific start and end dates, and they are initiated to provide or produce a unique product or service. Project management is the application of knowledge skills, tools, and techniques to project activities to meet project objectives. Effective project management is accomplished through the application and integration of project management processes that will assist in the initiation, planning, execution, monitoring, controlling, and closing of a project. These processes also apply to the management of each phase of a project. A project manager is assigned to a project and becomes accountable for the success of the project through effective management techniques, coordination between functional organizations, and the ability to apply the appropriate amount of managerial and cross-organizational support and guidance as the project is executed.

**Glossary of terms** Key project management terms and definitions to review and remember. The discipline of project management includes a lexicon that is widely used in most industries and it is beneficial to learn the “language” of the professional project manager.

**Deliverable** A tangible, verifiable work output. Project work will generally produce multiple deliverables that will comprise the final project deliverable.
**Functional Manager**  Generally, the manager who “owns” or supervises the resources that will be assigned to project activities. Functional managers are considered to be the technical experts and usually provide information about resource requirements, task duration, schedule development and cost estimates. Project managers engage the assistance of functional managers (also known as line managers) to develop the project plan and subsidiary project plans.

**Non-Project Driven**  Generally, these organizations do not have a project methodology in place, are not organized around the delivery of projects, and are arranged in a functional, organizational structure. Work is generally associated with manufacturing and production lines. Projects are established as needed to improve or support functional lines and activities or organizational changes.

**Program**  A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them separately. Generally, projects in a program are interrelated.

**Project**  A temporary endeavor undertaken to create a unique product, service, or result. A project has a specific objective, defined start and end dates, and funding limitations. Projects consume resources including human (labor), equipment and materials. A project is generally multifunctional or cross-organizational in nature.

**Project Driven Organization**  Also known as “project based.” In these organizations all work is characterized through projects. Projects are arranged as separate cost centers and the sum of all project work is associated with organizational goals and strategic objectives.

**Project Management**  Application of knowledge skills, tools, and techniques to project activities to meet project requirements. Project management involves the utilization of the 5 major process groups: initiation, project planning, executing, monitoring and controlling, and closing. These processes are applied to each project phase and enable the project manager to effectively integrate the 10 project management knowledge areas described in the Guide to the Project Management Body of Knowledge® developed by the Project Management Institute or PMI®.

**Project Sponsor**  Generally, described as the person or organization that authorizes the project and provides the financial resources required to plan, execute, and deliver the project objectives.

**Triple Constraint**  A framework for evaluating the effects of changes to the competing project demands of Time (schedule), Cost (budget), and Scope (specifications) usually depicted as a triangle. Specifically, the Triple constraint emphasizes that a change to any one side or element will have an effect on the other elements. The Triple Constraint was considered to display the key factors that define project success. Today, project success is defined using several success factors including quality, value added, and fitness for use. These factors may be referred to as competing constraints or competing demands.

### Activities, Questions, and Exercises

Refer to Chapter One of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (11th Edition) for supporting information. Review each of the following questions or exercises and provide the answers in the space provided.

1. **Dr. Kerzner’s 16 Points to Project Management Maturity**
   1. Adopt a project management methodology and use it consistently.
2. Implement a philosophy that drives the company toward project management maturity and communicate it to everyone.

3. Commit to developing effective plans at the beginning of each project.

4. Minimize scope changes by committing to realistic objectives.

5. Recognize that cost and schedule management are inseparable.

6. Select the right person as the project manager.

7. Provide executives with project sponsor information, not project management information.

8. Strengthen involvement and support of line management.

9. Focus on deliverables rather than resources.

10. Cultivate effective communications, cooperation, and trust to achieve rapid project management maturity.

11. Share recognition for project success with the entire project team and line management.

12. Eliminate nonproductive meetings.

13. Focus on identifying and solving problems early, quickly, and cost effectively.

14. Measure progress periodically.

15. Use project management software as a tool, not as a substitute for effective planning or interpersonal skills.

16. Institute an all-employee training program with periodic updates based on documented lessons learned.

This exercise is intended to provide you with a basis and understanding of the major goals of an enterprisewide project management methodology and process for improvement. The 16 Points to Project Management Maturity are designed to assist an organization in achieving continuously higher levels of project performance by providing a baseline for assessing the current level of project management maturity and then developing steps to enhance existing processes and/or create new processes that will improve overall project performance.

**Exercise:** Review Dr. Kerzner’s 16 points to project management maturity and identify the specific benefits associated with each point. Identify actions that may be taken to introduce, implement, or further enhance the value of each of the listed points in an organization.

**Example:**

1. Adopt a project management methodology and use it consistently.

*Action:* Provide management with supporting information about how project management can assist in achieving organizational objectives. Obtain best practices documentation from companies that are actively using project management processes and methodologies and provide a summary to executive management.