

The Challenge

Project Management made simple and fun



The Challenge

Project Management Made Simple and Fun

The Challenge

Project Management Made Simple and Fun

Joanna Rzempala, Poland
Miguel Carvalho e Melo, Portugal
Sanja Mededović, Montenegro
Darija Ivandić Vidović, Croatia
Jorunn Wolstad, Norway



Colophon

Title:	The Challenge, Project Management made Simple and Fun
Authors:	Joanna Rzempala, Miguel Carvalho e Melo, Sanja Mededović, Darija Ivandić Vidović, Jorunn Wolstad,
Text editor:	Steve Newton, Galatea
Publisher:	Van Haren Publishing, 's-Hertogenbosch-NL www.vanharen.net
Lay out and DTP:	Coco Bookmedia, Amersfoort-NL
ISBN Hard copy:	978 94 018 1348 8
ISBN eBook (pdf):	978 94 018 1349 5
ISBN ePub:	978 94 018 1350 1
Edition:	First edition, first impression, September 2025
Copyright:	© IPMA / Van Haren Publishing, 2025
Websites:	www.vanharen.net , bookshop.ipma.world

Trademarks

IPMA ICB®, IPMA OCB®, IPMA Delta® and IPMA Project Excellence Baseline® are registered trademarks of the International Project Management Association (IPMA®).

Disclaimer

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior permission of the copyright owners

Specifically, without such written permission, the use or incorporation of this publication, in whole or in part, is **not permitted** for the purposes of training or developing large language models (LLM) or any other generative artificial intelligence systems. It is also not permitted for use in, or in connection with, such technologies, tools, or models to generate any data or content and/or to synthesize or combine it with any other data or content.

Contents

Foreword	9
----------	---

1	Introduction	11
1.1	Why Did We Write This Book?	11
1.2	The Players	11
1.3	The Project	12
1.4	How to Use This Book	12
2	Getting Started	15
2.1	Getting to Know the Project Team	16
2.2	What Is a Project?	21
2.3	What Is Project Management?	23
2.4	Sustainability in Projects	24
2.5	Ethical Behavior	25
2.6	Cultural Respect	26
2.7	The Project Manager as Conductor	27
2.8	Measuring Success	29
2.9	Leadership Styles	30
3	Investigate	37
3.1	Working as a Team	37
3.2	So Many Questions ... to Investigate	40
3.3	Where to Go?	43
3.4	Meeting Management	44
3.5	The Project Canvas	47
3.6	Sharing the Project Canvas	58
4	Define	61
4.1	Refining the Project Goal	61
4.2	Starting the Planning	62
4.3	Mission: What's on Our To-Do-List?	64

4.4	The Dream Team Lineup: Who's the Boss of What?	69
4.5	The Schedule: How and When Are We Going To Do It?	74
4.6	Risk Radar: What Could Surprise Us?	80
4.7	The Budget Breakdown: What's In the Budget?	88
4.8	Success Barometer: How Will We Measure Our Victory?	95
4.9	Fundraising Plan: Where Could We Find Some Money	97
4.10	Conflict: Not Necessarily Bad	98
5	Act	109
5.1	Let's Review Our Progress On The Planned Activities	109
5.2	Keeping Track	110
5.3	Change Requests	114
5.4	And Here We Go!	117
5.5	Oops! What Just Happened?	118
6	Wrap-It-Up	121
6.1	Step 1 – Did We Do Everything We Planned To Do?	122
6.2	Step 2 – How Did We Do?	124
6.3	Step 3 – Final Report and Sign Off	132
6.4	Step 4 – Archiving Project Documentation	135
6.5	Step 5 – Let's Party!	135
6.6	A Word About Adjourning	135
A.	Twenty Years Later	137
B.	Templates – that will help you	139
1	– Project Canvas	139
2	– Work Breakdown Structure	140
3	– RAM – Responsibility Assignment Matrix	140
4	– Project Schedule	141
5	– Risk Response Plan	142
6	– Project Budget	142
7	– Status Report	143
8	– Change Request Log	144
9	– Final Report	145

C.	Project Management Competencies Addressed	146
D.	Glossary	147
E.	Biographies	151

Foreword

Project design and management are professional skills and invaluable everyday life competencies – from organizing school events to realizing ambitious goals. The Challenge is a book that introduces young people and their teachers to the world of project management in an accessible and engaging way.

An IPMA World team developed this publication and aims to support the development of IPMA Junior competencies – an international standard covering perspective, people, and practice in project management for youth aged 16–18. Through this book, young leaders can acquire the knowledge and skills necessary for effective planning, organization, and project execution. At the same time, teachers will find inspiration to incorporate project management elements into the educational process.

The Challenge is not just theory; it offers practical guidance, inspiring examples, and exercises that help develop key competencies for future project managers. Whether planning a school project, a social initiative or preparing for your future career, this book will guide you in the fascinating world of project management.

We invite you to take on The Challenge!



1 Introduction

In this chapter, we will give you some guidance for reading and understanding this book.

1.1 Why Did We Write This Book?

Why? To encourage you, dear reader, to discover the world of project management. We hope this book will help you to enrich your skills and take on new challenges. We hope you will let project management become your tool to create a better future for yourself and others.

Project management is more than just a set of competencies for professionals. You can apply it to organizing school or work events, planning trips with friends or family, or even achieving personal goals. Competent project management can help you to succeed!

Remember that every project you undertake – even small and simple ones – can change the world. Don't be afraid to dream big and act boldly. Let project management be your ally on your path through life.

We wish you success in your projects! May project management become your secret advantage for achieving outstanding results!

1.2 The Players

You will get to know the project team. The project manager, Anna, and her teammates – Bob, Diego, Eva, Sami, and Sara. You'll also meet their project sponsor, one of their teachers, Ms. James, and Mr. Chen, a school administrator in charge of supporting and overseeing school projects.

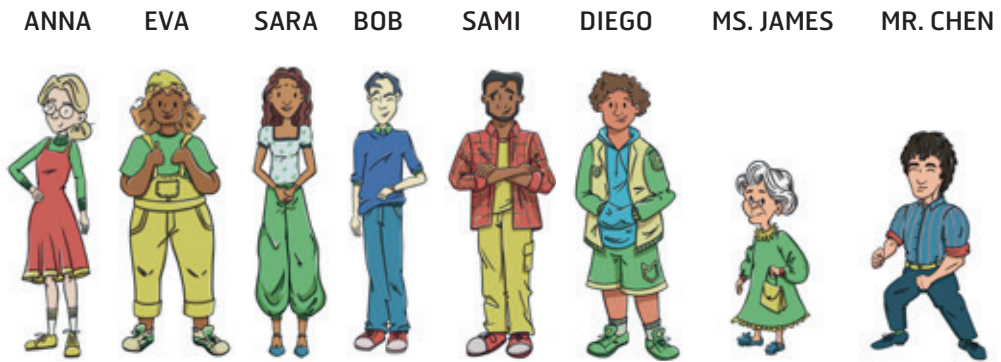


Figure 1 The Project Team

Together, they will be responsible for a project to organize an end-of-year trip for their fellow final year students. You will read about what they do and share their challenges while they do it.

And you won't just read about them – you'll hear their voices as they explore project management and share their insights with each other.

You'll follow Anna and her team through every step of planning and delivering their project. Along the way, you'll gain a clear, step-by-step understanding of the project management process and learn the essential vocabulary of the field.

1.3 The Project

Every year, at the team's school, the final year students go on an end-of-year trip. The trip is planned and managed by students. It includes both learning and fun activities. In prior years, it has lasted a week. The school expects that the project team will learn about project management during the project.

This year's class includes 68 students who will participate in the trip, accompanied by two teachers serving as chaperones.

1.4 How to Use This Book

The book's chapters follow the phases of a simple project life cycle:



Figure 2 The project life cycle

In each phase, different methods and techniques are used to manage different aspects of the project. You will learn about these methods and techniques through the discussions of the team members.

Definitions are given in boxes like this:

IPMA Junior

An **IPMA Junior** is aged 16–18. This book is mostly for you.

In the appendices, you will find templates for the project management documents that are used by the project team. You can use these in your own projects. Examples of how to use each can be found in the book's chapters.

So, what are you waiting for?