

Foundations of Project Management — Source and Review Index

Version 1.2 · Six lectures + Foundations workbook v8.1 + two supplied reviews · October 5, 2026

This edition consolidates all six supplied Foundations recordings and the supplied workbook's explanatory text, embedded slides, glossary, exercises, sample solutions, and study checklist. It incorporates workbook-only material and resolves the earlier PDF review flags where the source supports a resolution. The package contains a complete guide, quick review, 42 original practice questions/answers, normalized transcripts, source manifests, and a citation ledger.

Reading the references

A lecture reference gives recording-relative time and normalized segment numbers. Segment IDs belong to this normalization and may differ from the local application's speaker-turn numbering. Cited ranges can include student interjections or administrative discussion; student claims are accepted only when Caldwell endorses or explains them. Timestamps preserve the supplied VTT time base.

Workbook citations show **printed page and PDF-viewer page**. In the Foundations body, PDF page = printed page + 6; printed p.136 is PDF page 142. That offset was checked against every extracted printed page label. The cover/roman-numbered front matter is outside this rule. References Caldwell gives to the separate PMBOK Guide or Standard are not references into this workbook.

The six transcripts were synthesized from the supplied recordings' text. Foundations workbook text was read through its teaching and appendices, and images relevant to disputed role labels, network arithmetic, resource loading, change control, and sample risk exposure were visually inspected. Reconstructed examples remain labeled by source; different versions of the classroom landscaping exercise were not combined. This is a source synthesis, not a fresh run of the local API batch analysis or an independently verified certification syllabus.

Session coverage

Session	Substantive coverage	VTT cues	Normalized segments	Last cue end
2026-08-24	Framework; organizations/matrix; PMOs; success; competencies; constraints; approaches	1,795	590	03:22:02.379
2026-08-26	PMBOK orientation; charter/sponsor; priorities/ROM; team/stakeholders; communication; kickoff	1,354	608	03:33:14.320

Session	Substantive coverage	VTT cues	Normalized segments	Last cue end
2026-08-31	Scope/WBS; deliverables/work packages; RAM/RACI; effort/duration; three-point estimates	1,158	465	03:08:10.129
2026-09-02	Dependencies; leads/lags; critical path; early/late dates/float; Gantt; schedule compression	1,312	510	03:21:23.050
2026-09-09	Gantt exercise; resource loading/leveling/histogram; cost estimating; budget/S-curve	1,041	433	03:05:20.410
2026-09-14	Risk analysis/responses/reserves; execution; Tuckman; reporting/control; changes; closing	1,351	410	03:05:59.720

Foundations workbook map

The supplied title is *Foundations of Project Management*, version **8.1**, 241 PDF pages. It contains both explanatory text and presentation slides. The module map follows the workbook's sections, which differ from the six recording dates.

Workbook section	Printed pages	PDF pages	Guide coverage
Module 1: Introduction	1–8	7–14	Scope and learning goals
Module 2: Framework	9–54	15–60	§§1–3; project/value definitions, organizations, competencies, constraints, approaches, domains/principles
Module 3: Charter	55–70	61–76	§4; business need, authorization, sponsor/PM, priorities, ROM
Module 4: Getting Started	71–86	77–92	§§1,5,17; stakeholders, planning, rolling wave, communication, kickoff, early policies
Module 5: Scope	87–106	93–112	§6; SOW, product/project scope, WBS and work packages
Module 6: Scheduling	107–142	113–148	§§7–11; RAM, estimating, dependency logic, CPM/float, Gantt/compression
Module 7: Resources/Budget	143–158	149–164	§§12–13; loading, overload remedies, estimating costs and baseline
Module 8: Risk/Baseline	159–176	165–182	§14; risk analysis/responses, reserve, finalizing the baseline
Module 9: Executing/Controlling	177–190	183–196	§§15–17; team development, monitoring, control, change flowchart

Workbook section	Printed pages	PDF pages	Guide coverage
Module 10: Closing	191–198	197–204	§18; final actuals, review, archive, celebration
Appendix A: Exercises	199–206	205–212	Applied practice sequence below
Appendix B: Glossary	207–214	213–220	Definitions; EV meanings; reference lookup
Appendix C: Sample solutions	215–228	221–234	Garden-shed project; separate examples, not lecture lawn-project data
Appendix D: Study Guide	229–232	235–238	Module checklist; §§19–20 and quick review
Appendix E: Microsoft Project	233–235	239–241	§18 software subsection; scheduling-tool principles

Blank/transition pages are included in the section ranges. The workbook's certification-preparation statement says its content leads toward, but is insufficient by itself for, CAPM/PMP preparation. (*Workbook v8.1, printed pp. 3 [PDF 9]*)

Applying the workbook exercises

Use one small project and carry its authorized scope consistently through this chain. Preserve assumptions when changing estimates or constraints; do not import a later example's numbers into an earlier table.

Produce/check	Workbook exercise PDF pages	Garden-shed sample PDF pages	What to check
Project selection and charter	205–206	222–223	Objective, scope, priorities, assumptions, early ranges
WBS	206	224	Complete scope, manageable packages, numbering
RAM, effort and duration	207	225–226	Role legend, commitments, person-hours vs working time
Dependency network and CPM	208	227–228	Sound logic, leads/lags, longest path, early/late dates
Gantt and resource loading	209–210	229–230	Dates, capacity, feasible sequencing and float
Cost budget	211	231	Rate/effort assumptions, period totals, cumulative baseline

Produce/check	Workbook exercise PDF pages	Garden-shed sample PDF pages	What to check
Risk plan	212	232–233	Probability/impact, responses, residual exposure and reserve
Closing/lessons	212	234	Results, useful practices, improvements and retained records

The sample CPM runs **21 days** and includes a one-day lag; the transcript/workbook teaching network runs **58 days**. The sample cost baseline totals **\$1,780**; the lecture's five-day lawn example totals **\$5,890**. They are separate projects. The guide works the 58-day network and lawn budget in detail; use the sample figures for an additional practice case. (*Workbook v8.1, printed pp. 222 [PDF 228]; 225 [PDF 231]*) (Sep 2 · 02:01:10 · segments 302–326) (Sep 9 · 02:23:05 · segments 310–325)

Earlier flags resolved by the workbook

Item	Resolution and guide treatment	Workbook source
ROM range	Explicit course rule –50%/+100%; lower = half, upper = double. Independent exam-source alignment is a separate question.	(<i>Workbook v8.1, printed pp. 67 [PDF 73]; 110 [PDF 116]; 126 [PDF 132]</i>)
Course RACI	Embedded RAM image confirms Responsible overall, Approval authority, Contributor, Informed. Labels were checked visually, not inferred from extracted text.	(<i>Workbook v8.1, printed pp. 124 [PDF 130]</i>)
Sample O/A/I	Owner, Approval, Implementer. The sample I means doing work, not informed; read the legend.	(<i>Workbook v8.1, printed pp. 219–220 [PDF 225–226]</i>)
Modified Delphi	Independent initial expert estimates, comparison/discussion, individual revision, repeat toward consensus.	(<i>Workbook v8.1, printed pp. 110 [PDF 116]</i>)
Rolling wave	Detail the next phase while later phases remain broad. Progressive elaboration refines information; neither definition equates rolling wave with Agile.	(<i>Workbook v8.1, printed pp. 75–76 [PDF 81–82]</i>)
Free float	Protects successors' early starts/constraints. Design free float = 0 and build free float = 6 in the checked 58-day network; both have 6 total float.	(<i>Workbook v8.1, printed pp. 117 [PDF 123]; 134–136 [PDF 140–142]</i>)
58-day network	Actual diagram verifies requirements ¹⁷ , parallel test-procedures ²⁹ versus design ¹⁵ →build ⁸ , then test ¹² ; six shared noncritical days.	(<i>Workbook v8.1, printed pp. 134–136 [PDF 140–142]</i>)
Framework counts	Workbook explicitly lists seven domains, six principles and 40 processes. The guide names the domains/principles and distinguishes them from five focus areas.	(<i>Workbook v8.1, printed pp. 20–24 [PDF 26–30]; 49–50 [PDF 55–56]</i>)

Item	Resolution and guide treatment	Workbook source
Initiation	Includes obtaining authorization for a project or a new phase; not universally outside project management.	(Workbook v8.1, printed pp. 55 [PDF 61]; 64 [PDF 70])
Duration zero	Appendix E explicitly defines milestones as zero-duration activities. The class's nonzero/round-up rule applies to its work-activity exercise.	(Workbook v8.1, printed pp. 234 [PDF 240])
Three-point weighting	PERT is 1:4:1 divided by six; disregard the contradictory spoken "double weight" shorthand.	(Workbook v8.1, printed pp. 111 [PDF 117]; 127 [PDF 133])
Risk EV	Workbook sample confirms $25\% \times \$1,000 = \250 ; expected value and earned value have separate glossary entries.	(Workbook v8.1, printed pp. 161 [PDF 167]; 208–209 [PDF 214–215])
Change decision	The flowchart includes accept, reject or defer , followed by notification and integration of accepted changes.	(Workbook v8.1, printed pp. 180 [PDF 186])
Closing	Can close a phase/contract or terminate an unfinished project, not just follow successful delivery.	(Workbook v8.1, printed pp. 191 [PDF 197])

Differences and remaining limits

Item	Source distinction	Study treatment
Talent Triangle labels	Workbook: Technical, Leadership, Strategic & Business Management. Lecture: Ways of working, Power skills, Business acumen.	Learn both course presentations; the workbook does not verify Caldwell's official-renaming claim. (Workbook v8.1, printed pp. 18 [PDF 24]; 45 [PDF 51]) (Aug 24 · 02:55:40 · segments 495–519)
Team stages	Workbook lists four through performing; lecture adds adjourning.	Recognize four in the workbook checklist and the lecture's fifth closing-stage label. (Workbook v8.1, printed pp. 178 [PDF 184]; 185 [PDF 191]; 232 [PDF 238]) (Sep 14 · 02:12:30 · segments 275–301)
ROM in the garden-shed sample	Sample duration 20 days ± 10 differs from the explicit $-50\%/+100\%$ ROM rule.	Use the explicit range table for ROM calculation questions; do not force the sample to match. (Workbook v8.1, printed pp. 110 [PDF 116]; 126 [PDF 132]; 217 [PDF 223])
John's resource load	Prose says almost 40; table/histogram give 43.7. Lecture arithmetic is $25 + 28/1.5$.	Checked load = 43.67; overload above 40 = 3.67. (Workbook v8.1, printed pp. 146 [PDF 152]; 153–154 [PDF 159–160]) (Sep 9 · 00:55:34 · segments 103–104; 00:59:47 · segments 122–132)
History statistics	Narrative and slide differ in an old project-cost-overrun percentage; sources are historical studies.	Do not memorize these as current failure/overrun rates. (Workbook v8.1, printed pp. 13 [PDF 19]; 36 [PDF 42])

Item	Source distinction	Study treatment
Level of effort	Listed as the third duration type; not explained in the supplied Foundations text.	Know the label; seek instructor/additional-source definition before using it in formal questions. (<i>Workbook v8.1, printed pp. 127 [PDF 133]; 231 [PDF 237]</i>)
QA versus QC	Workbook lists assurance and mentions QA/QC checks without a full distinction.	Keep standards/checking concepts; do not infer formal definitions from the lecture shorthand. (<i>Workbook v8.1, printed pp. 177 [PDF 183]; 185–186 [PDF 191–192]</i>)
Leveling versus smoothing	Course uses leveling broadly for overload remedies; workbook does not distinguish smoothing.	Know practical options without claiming every option has the same formal label. (<i>Workbook v8.1, printed pp. 143 [PDF 149]; 154 [PDF 160]; 224 [PDF 230]</i>)
Dependency classifications	Required versus discretionary describes necessity; internal versus external describes boundary/control.	Preserve both classifications. Leads/overlap must be feasible; they do not permit violating mandatory physical logic. (<i>Workbook v8.1, printed pp. 111–113 [PDF 117–119]; 128–129 [PDF 134–135]</i>)
Network simplifications	Examples use simple FS arithmetic and zero start; absolute zero-float/start claims do not cover all constrained schedules.	Apply the formulas under their stated assumptions. Parallel branches alone do not prove direct SS/FF links. (<i>Workbook v8.1, printed pp. 115–117 [PDF 121–123]; 134–136 [PDF 140–142]</i>)
Early change policy	Getting Started says original approver approves changes and PM approves additional work.	Read with later baseline change control and delegated authority, not as unlimited PM authority to change scope/budget. (<i>Workbook v8.1, printed pp. 76 [PDF 82]; 85 [PDF 91]; 179–180 [PDF 185–186]</i>)
WBS 8–80 heuristic	Workbook teaches it and the checklist asks a decomposition best practice; instructor downplays exam memorization.	Understand as a heuristic, not an absolute size rule or guaranteed exam omission. (<i>Workbook v8.1, printed pp. 94 [PDF 100]; 104 [PDF 110]; 230 [PDF 236]</i>) (<i>Aug 31 · 00:48:42 · segments 129–139</i>)
PMOs and code of accounts	Lecture supplies these named concepts; workbook has numbered WBS examples but does not establish all lecture terminology.	Retain the lecture citations; a section's broad workbook lookup does not support every sentence. (<i>Aug 24 · 02:26:45 · segments 402–418</i>) (<i>Aug 31 · 00:46:22 · segments 124–128</i>)
Report audience and project dictionary	Lecture contrasts internal progress vs outward status and discusses a terms/formulas dictionary.	Do not impose exclusive audiences or equate that glossary with a formal WBS dictionary. (<i>Sep 14 · 02:25:49 · segments 310–326; 02:35:44 · segments 339–340</i>)
Reserve and responses	Summing residual EV is the taught introductory reserve method; threat avoidance is presented favorably.	Context/authority still govern responses; the sum is not a universal sufficiency guarantee. Record risk dispositions according to the applicable tracking policy. (<i>Workbook v8.1, printed pp. 163 [PDF 169]; 172–173 [PDF 178–179]</i>)

Item	Source distinction	Study treatment
Accounting thresholds and budgets	Dollar thresholds vary by organization; budget figures represent planned spending.	Do not memorize example thresholds as universal rules or mistake planned costs for actuals/completed work. (<i>Sep 9 · 02:06:50 · segments 262–269; 02:14:58 · segments 283–299</i>)
Software menus/auto matic leveling	Appendix E supplies implementation steps and a simplified tool explanation.	Teach scheduling principles; current Microsoft Project UI and behavior have not been checked. (<i>Workbook v8.1, printed pp. 233–235 [PDF 239–241]</i>)
Current certification alignment	Workbook cites PMBOK Eighth Edition, while some teaching material retains older labels.	Attribute edition-specific claims to the supplied course materials; no current external exam outline was checked.

Instructor navigation references

The complete guide's emphasis table distinguishes named circle/star signals, explicit exam comments, and write-down instructions from general marking conventions. These signals express study guidance, not guarantees about an examination.

- August 24 appendix stars are navigation aids; general instructions about circles do not establish that every adjacent topic was marked. (*Aug 24 · 00:41:55 · segments 131; 00:43:26 · segments 134; 01:57:42 · segments 316*)
- August 26 Standard section 3, pp.35–55, and Guide p.9 refer to the **separate PMBOK book**. This workbook's seven-domain/six-principle/process presentation can be found in the Foundations map above. (*Aug 26 · 00:28:38 · segments 54–55; 00:32:56 · segments 61; 00:40:12 · segments 106*) (*Workbook v8.1, printed pp. 49–50 [PDF 55–56]*)
- September 2 a participant mentions glossary p.132. Edition/page numbering differs; use this supplied workbook's glossary at printed pp.207–213 for substantive definitions. (*Sep 2 · 00:46:31 · segments 157–167*) (*Workbook v8.1, printed pp. 207–213 [PDF 213–219]*)
- September 14 exercise 10/p.226 is a navigation hint. In the supplied v8.1 PDF, the risk exercise is printed p.206 (PDF 212), with risk sample solutions at printed pp.226–227 (PDF 232–233). (*Sep 14 · 00:57:50 · segments 166–177*) (*Workbook v8.1, printed pp. 206 [PDF 212]; 226–227 [PDF 232–233]*)

Finance & Control workbook: separate course package

The second supplied PDF is *Project Finance & Control*, version **8.0**, 247 PDF pages. Its title, contents, section starts and learning-objective headings are indexed here for navigation. The separate Finance & Control study package integrates its full workbook, five recordings and three module reviews. Its later-course concepts are not blended into this Foundations guide, and no Finance & Control transcript is included in this package.

Use these **PDF-viewer positions**, not inferred printed page numbers:

Section	PDF pages
Module 1: Introduction	7–16
Module 2: Overview	17–52
Module 3: Establish the Cost Baseline	53–86
Module 4: Control Finances	87–124
Module 5: Establishing Project Control	125–148
Module 6: Controlling the Project	149–166
Appendix A: Procurement	167–198
Appendix B: Exercises	199–222
Appendix C: Bibliography	223–226
Appendix D: Glossary	227–236
Appendix E: Sample Solutions	237–247

Supplied module-review comparison

Review	Existing coverage	Revision
Foundations M2 Review MASTER.docx (two spaces before M2 in original filename)	§§1–4: framework, organizations/PMOs, competencies, constraints, approaches and business need	Add a short recall checkpoint; preserve existing qualified definitions
Foundations M5 Review MASTER.docx	§6: project versus product scope	One scope question under a Module 5/6 heading; no additional scope chapter needed

(Module review: Foundations M2 Review MASTER.docx, body blocks 5–17, 43–50, 78–93.) (Module review: Foundations M5 Review MASTER.docx, body blocks 1–5.)

Review wording	Treatment in this guide
"Project Management Org"	Project Management Office
Program described as department/division	Related work coordinated for benefits is the defining distinction
Peer team implies all authority is equal	Coordination and assigned decision authority still matter

Review wording	Treatment in this guide
Risk means things that can go wrong	Include threats and opportunities
"Agile AKA iterative"	Iteration alone does not establish Agile

(Module review: Foundations M2 Review MASTER.docx, body blocks 17, 43, 70–75, 83–93.)

The Module 2 worksheet's planning-heavy question has no filled answer. The existing planning discussion supplies context; no invented answer key is attributed to the review. Its generic organization examples and unsupported numerical generalizations do not replace the course's qualified comparisons.

Review citations identify **original Word body-block positions**, counting blank paragraphs, not printed pages. `module-review-manifest.json` records original filenames/hashes and `module-review-extracts/` supports lookup. See `PMA-Module-Review-Comparison.md` for the five-file comparison and Markdown/PDF formatting decisions.

Source fingerprints

Original VTT files

Session	Original filename	SHA-256
2026-08-24	GMT20260824-225208_Recording.transcript.vtt	dc2359c56357fce3025319fdef7243b371a6c86248833c57fcbcfef2a31d3e2
2026-08-26	GMT20260826-224627_Recording.transcript.vtt	cc6832afe89f7e4065a8b289befd621efe832bbe11ecdb55630a2f359809cf1d
2026-08-31	GMT20260831-224633_Recording.transcript.vtt	e4f8f08818ac6395d7092bd824e0a521942954020111a6e55a0e94a0edc9e34c
2026-09-02	GMT20260902-225435_Recording.transcript.vtt	7dc0663f8e92a06dae7849eebe7bf74c3d4045482192b1df74975ba35d2fb437
2026-09-09	GMT20260909-225311_Recording.transcript.vtt	9aad1130d601c11cd9e65f57cf6aa68edb637b264e9aea24c3965ad7ba00dbe2
2026-09-14	GMT20260914-225735_Recording.transcript.vtt	e1fd8f8beedf6d703517ddfe5e87f788f6b9a5bc081712b6bccb0fb331992ad2

Supplied workbook PDFs

Course	Version	Original filename	PDF pages	SHA-256
Foundations of Project Management	8.1	w pgs Foundations of PM V8.1 (1).pdf	241	f954ee892fb2d7cbdeab3131f2ab29d4978fe88dd762c78f3b812e158fab5f12
Project Finance & Control	8.0	PMA - Project Finance and Control V8 (1).pdf	247	e1073736e973e46a6cf6b619b7397af5002c3465c8eb3b45683028eee8acc7b8

Citation lookup and checks

`citation-ledger.json` records recording citations with date, segment IDs, timestamps and source hash; workbook citations with printed/PDF page numbers, version and source hash. `source-manifest.json` identifies the six VTTs. `workbook-manifest.json` identifies both supplied PDFs; `workbook-page-index.json` supplies the section map and page-label inventory. `transcripts/YYYY-MM-DD.txt` supports direct recording citation lookup. The original VTT/PDF inputs are not duplicated in the ZIP; the fingerprints identify them.

Before delivery, references were checked for existing source segments/pages, source hashes, table consistency and complete numbered question/answer pairs. Worked arithmetic was checked for estimates/ranges, the 58-day network and free float, resource overload, both teaching budgets, and expected risk exposure. These checks verify the documented examples and reference mappings; they do not independently establish the truth of every course statement or current exam relevance.