

# Project Management English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

**Audience: project managers, program managers, PMO staff, scrum masters, delivery leads, operations managers, and cross-functional coordinators**

Focus: A project-management English curriculum for scope, schedule, risks, dependencies, stakeholder alignment, status reporting, change control, delivery governance, and difficult timeline conversations.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

## How to Use This Workbook

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For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

### Module 1. Project Charter and Scope Definition

#### Situation

A sponsor asks the team to start before scope is agreed.

Stakeholder pressure: Begin execution and define scope later.

Constraint: Objectives, deliverables, assumptions, exclusions, and decision rights need alignment.

#### Terms to use

- charter
- scope
- assumption
- exclusion

#### Evidence, owner, or policy boundary

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#### Pushback sentence

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#### Draft the project charter excerpt

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### Module 2. Schedule, Critical Path, and Dependencies

### Situation

A launch date is announced before vendor dates are confirmed.

Stakeholder pressure: Tell teams to compress their tasks.

Constraint: Critical path, dependency owners, buffers, and decision dates are unresolved.

### Terms to use

- critical path
- dependency
- milestone
- buffer

### Evidence, owner, or policy boundary

### Pushback sentence

### Draft the schedule risk update

## Module 3. Risk Register and Issue Escalation

### Situation

A risk has become an active blocker.

Stakeholder pressure: Keep it green until the next steering meeting.

Constraint: Severity, probability, impact, mitigation, and owner must be updated.

### Terms to use

- risk register
- issue log
- mitigation

- owner

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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**Draft the risk-to-issue escalation**

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**Module 4. Stakeholder Alignment and Governance**

**Situation**

Two executives give conflicting direction to the team.

Stakeholder pressure: Try to satisfy both quietly.

Constraint: Decision rights, tradeoffs, and escalation path need clarification.

**Terms to use**

- governance
- RACI
- decision rights
- steering committee

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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## Module 6. Status Reporting and Executive Updates

### Situation

The project has many small problems and leaders want a simple color status.

Stakeholder pressure: Mark it yellow without details.

Constraint: Executives need trend, risks, decisions, and owner accountability.

### Terms to use

- status report
- RAG status
- trend
- decision ask

### Evidence, owner, or policy boundary

### Pushback sentence

### Draft the executive status update

## Module 7. Vendor and Cross-Functional Delivery

### Situation

A vendor misses a deliverable and proposes a vague recovery plan.

Stakeholder pressure: Accept the revised date.

Constraint: Deliverables, acceptance criteria, resourcing, and escalation terms need definition.

### Terms to use

- deliverable
- acceptance criteria

- SLA
- escalation

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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**Draft the vendor recovery plan**

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**Module 8. Post-Implementation Review**

**Situation**

A project launches late and the sponsor wants a quick lessons-learned meeting.

Stakeholder pressure: Focus only on what went well.

Constraint: Root causes, decisions, handoffs, and preventive actions need honest review.

**Terms to use**

- postmortem
- lesson learned
- root cause
- action item

**Evidence, owner, or policy boundary**

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**Pushback sentence**

**Draft the post-implementation review**

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**Capstone Simulation**

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Lead a cross-functional meeting in project management. Choose four modules from this workbook, connect the risks, and prepare a five-minute update with decision, evidence, constraint, owner, and next step.

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