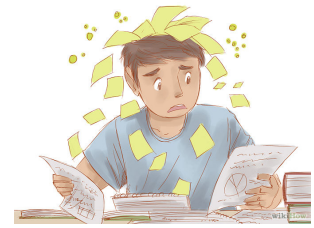


# Project Management Exam

## How to study the Project Management course?



*"Well, tests ain't fair. Those that study have an unfair advantage. It's always been that way."  
(Allan Dare Pearce)*

You followed a course on **Project Management (PM)**, also known as **Integrated Project Planning and Control**, **Dynamic Scheduling** or **Dynamic Project Planning** at Ghent University, Vlerick Business School or University College London, you (hopefully) enjoyed the topics and teaching approach, and now you are in front of the study material, wondering how to study this stuff for an exam. Here is a single page summary to help you!



### Lectures

The best way to be prepared for the exam is to attend all the lectures. I hope you did, since tips and tricks were given, methodologies were discussed, exercises were made and case studies and business games were integrated in the curriculum. And all of this... will be part of the exam. But even if you did attend all the sessions, you still might need to refresh some details, and that's why there is more below.

### Study material

Most of, if not all, the topics discussed are given on the slides shared with you. In a way, if you understand every little detail of the slides, there is no need to study more. But as slides only contain a bullet point overview, the handbook "**Project management with dynamic scheduling: Baseline scheduling, risk analysis and project control**" (published by Springer, ISBN 978-3-642251-74-0) might be a helpful source of information. Make sure you have the second edition (2014), since the first edition is no longer up to date. Of course, not every chapter is equally important, and you can even skip some of the chapters. While the relevant chapters depend on the length of the course and the topics discussed, just make sure that you study every topic we have discussed in class, and skip all the rest (or read it afterwards, when the exam is finished, since it might be relevant for your future career in Project Management).

### Exercises and case studies

But what about the exercises and case studies solved in class?

Well, these are relevant too, and should be studied for the exam. Of course, I won't ask you a detail about a specific case study or exercise, but the lessons learned (that you received in the feedback sessions) belong to the exam material. One great advantage of case studies is that I asked you to solve them in class before the feedback session. So... if you did your best then, you probably have already understood the purpose of the case, and you now just have to review its main lessons to refresh your memory.



Beware that exercises, case studies and their solutions will never be put available online or via email due to copyright protection. You should have received a hard copy in class. If you missed it, make sure you receive a copy from your fellow students.

### Evaluation



The exam is different from course to course, depends on the length of the course, the topics discussed, the audience, and much more... but mostly consists of two parts. In a written group assignment, you should be able to prove that you can write a professional report on any PM topic discussed in class. For the written closed book exam, the focus lies on exercises and integration of concepts. No theoretical questions will be asked, but of course, I assume you know the little formulas we discussed and you understand the pros and cons of each topic. Besides, I do not distinguish very much between theory and exercise, since you need both to understand the general PM framework.

### Background information

Several optional sources of extra information on the same topics discussed in class are available to students. **PM Knowledge Center** is available as a free online website ([www.pmknowledgecenter.com](http://www.pmknowledgecenter.com)) or as a printed book. This book contains +70 short articles, one for each topic, with several questions (and answers) to test your knowledge. As the title of this section suggests, this serves as background literature, and reading this book is not mandatory for the exam. Furthermore, if you wish to get to know more about the topic, you can freely download the **ORASTalks** app or join the ORASTalks Facebook page. You never know that you are still interested in PM next year. I guess/hope you will. Alternatively, you can download the free book "**The Art of Project Management: A Story about Work and Passion**" from [www.or-as.be/books](http://www.or-as.be/books) to learn more about the Dynamic Scheduling methodology. I guess it won't help you much for the exam, but it will guide you to the wonderful world of PM, and that might also be valuable to you!

### Questions

So now that you know how to study the exam, the only unknown part is the set of questions that will be asked. Well, that's a surprise! I can only tell you this. If you love the course content, you understand the concepts, you prepare everything well, then simply expect an integrated exam focussing on **all** the concepts discussed in class. Yes, all... from PERT/CPM to Schedule Risk Analysis (SRA), from Resource Constrained Scheduling (RCP) to Critical Chain (CC) and from Earned Value Management (EVM) to Earned Schedule (ES). If you attended all lectures, and if you studied the material well, then don't fear anything since you know your stuff. Good luck!

