

PROJECT MANAGEMENT | COURSE BROCHURE

Earned Value Management in Practice

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Earned value management integrates scope, schedule and cost to show objectively how a project is performing and where it is heading. This practical course teaches how to set up the performance measurement baseline, measure progress, calculate variances and indices, forecast final cost and completion, and use earned value data to make timely management decisions.

Percentage-complete guesses hide problems until it is too late. Earned value gives early, reliable warning so you can act in time.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Step-by-step calculation exercises, spreadsheet models, a running project case and interpretation workshops.

Course objectives

By the end of this course, participants will be able to:
• Explain earned value concepts and terminology
• Build a performance measurement baseline
• Measure progress objectively
• Calculate cost and schedule variances and indices
• Forecast estimate at completion and completion dates
• Report and act on earned value results

Target audience

This course is suitable for:
• Project managers and planners
• Project control and cost engineers
• PMO staff
• Contract managers
• Project sponsors



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Target competencies

Participants will develop competencies in:

- Baseline development
- Progress measurement
- Variance analysis
- Forecasting
- Performance reporting

Course outline

Day 1: EVM Fundamentals

09:00–10:08	Why earned value
10:08–11:00	Planned value, earned value and actual cost
11:00–11:30	**Coffee break**
11:30–11:45	Planned value, earned value and actual cost (continued)
11:45–12:53	Key terms
12:53–14:00	Exercise: simple project

Day 2: Building the Baseline

09:00–10:08	Work breakdown structure
10:08–11:00	Control accounts and work packages
11:00–11:30	**Coffee break**
11:30–11:45	Control accounts and work packages (continued)
11:45–12:53	Time-phased budgets
12:53–14:00	Workshop: baseline setup

Day 3: Measuring Performance

09:00–10:08	Progress measurement methods
10:08–11:00	Variances and indices
11:00–11:30	**Coffee break**



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11:30–11:45	Variances and indices (continued)
11:45–12:53	Interpreting results
12:53–14:00	Exercise: monthly status

Day 4: Forecasting

09:00–10:08	Estimate at completion methods
10:08–11:00	To-complete performance index
11:00–11:30	**Coffee break**
11:30–11:45	To-complete performance index (continued)
11:45–12:53	Schedule forecasting
12:53–14:00	Case study

Day 5: Using EVM for Decisions

09:00–10:08	Reporting to management
10:08–11:00	Corrective actions
11:00–11:30	**Coffee break**
11:30–11:45	Corrective actions (continued)
11:45–12:53	EVM in contracts
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Barcelona Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,840.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
London Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,450.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Rome Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Vienna Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,940.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,650.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Rome Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,450.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	10 May 2027	14 May 2027	**€1,890.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	31 May 2027	4 Jun 2027	**€2,540.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Cape Town Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,890.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
Paris Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,860.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Barcelona Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,840.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Vienna Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,940.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,890.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Dubai Confirmed dates	1 Nov 2027	5 Nov 2027	**€3,150.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,650.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
London Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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