# Earned Value Management for Project Performance Control Training Course



23 - 27 Nov 2026

Tokyo

5800 € (Per Person)

Ref: #PMP1820_122720

## Course Introduction / Overview:

Earned Value Management (EVM) is a globally recognized project management methodology for objectively measuring project performance and progress. This comprehensive course provides a robust framework for integrating scope, schedule, and cost data to generate accurate performance metrics. It moves beyond theoretical knowledge to instill practical skills for proactive project control, enabling participants to identify variances early, forecast future outcomes, and make informed decisions to keep projects on track. As detailed by authorities like Quentin W. Fleming in his seminal work, "Earned Value Project Management," the power of EVM lies in its ability to provide an early warning signal, transforming project data into actionable intelligence. At BIG BEN Training Center, we have designed this program to demystify EVM concepts, from establishing a solid Performance Measurement Baseline (PMB) to interpreting complex indices like CPI and SPI. Participants will learn not just the formulas, but the strategic application of EVM, ensuring they can implement and manage this powerful system within their own organizational context to drive project success and deliver value consistently. This course is an essential toolkit for any professional committed to mastering advanced project performance monitoring and control techniques.

## Target Audience / This training course is suitable for:

- Project Managers and Program Managers.
- Project Control Officers and Project Schedulers.
- Cost Controllers and Cost Engineers.
- Project Management Office (PMO) members and staff.
- Finance Managers involved in project oversight.
- Government and private sector contract administrators.
- Team Leads and Functional Managers with project responsibilities.
- Consultants in project management and performance improvement.

## Target Sectors and Industries:

- Construction and Engineering.
- Information Technology and Software Development.
- Aerospace and Defense.
- Manufacturing and Industrial Projects.
- Telecommunications.
- Oil and Gas.
- Pharmaceutical and Healthcare.
- Government agencies and public sector undertakings.

## Target Organizations Departments:

- Project Management Office (PMO).
- Planning and Scheduling.
- Finance and Accounting.
- Operations Management.
- Engineering and Development.
- Procurement and Contract Management.
- Quality Assurance and Control.
- Strategic Planning.

## Course Offerings:

By the end of this course, the participants will have able to:

- Develop and maintain an integrated Performance Measurement Baseline (PMB).
- Calculate and interpret key EVM metrics including PV, EV, and AC.
- Analyze project performance using Cost Variance (CV) and Schedule Variance (SV).
- Evaluate project efficiency with the Cost Performance Index (CPI) and Schedule Performance Index (SPI).
- Generate accurate project forecasts such as Estimate at Completion (EAC) and Estimate to Complete (ETC).
- Apply the To-Complete Performance Index (TCPI) to assess the feasibility of project goals.
- Create comprehensive performance reports for stakeholders.
- Integrate EVM with risk management and change control processes.
- Adapt EVM principles for use in Agile and hybrid project environments.

## Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, engaging, and application-focused, ensuring participants can translate learned concepts into real-world capabilities. We employ a blended learning approach that combines expert-led instruction with hands-on practical exercises. The course is built around a series of realistic case studies that challenge participants to apply EVM techniques to complex project scenarios. Group discussions and collaborative workshops encourage peer-to-peer learning and the sharing of diverse industry experiences. Participants will engage in simulation activities where they will establish a baseline, track progress, analyze variances, and forecast outcomes for a sample project. Our instructors facilitate a dynamic learning environment, providing continuous feedback and personalized guidance to address individual challenges. The focus is not merely on memorizing formulas but on developing the critical thinking skills needed to interpret EVM data and make strategic project decisions. This practical, immersive approach ensures that participants leave the course confident in their ability to implement and manage an effective EVM system within their organizations.

## Course Agenda (Course Units):

### Unit One: Fundamentals of Earned Value Management

- Introduction to Project Performance Measurement.
- The Triple Constraint of Project Management.
- Limitations of Traditional Performance Tracking.
- Core Concepts of EVM: Integrating Scope, Schedule, and Cost.
- Defining Planned Value (PV), Earned Value (EV), and Actual Cost (AC).
- The Importance of the Performance Measurement Baseline (PMB).
- Understanding the EVM Data Flow and Requirements.

### Unit Two: Core EVM Performance Analysis

- Calculating Schedule Variance (SV) and Cost Variance (CV).
- Interpreting the Meaning of Positive and Negative Variances.
- Measuring Efficiency with the Schedule Performance Index (SPI).
- Evaluating Cost Efficiency with the Cost Performance Index (CPI).
- Analyzing Performance Quadrants for Project Status.
- Practical Workshop: Calculating Variances and Indices.
- Common Pitfalls in Performance Data Interpretation.

### Unit Three: Project Forecasting with EVM

- Introduction to Project Forecasting Techniques.
- Calculating Estimate at Completion (EAC) using Various Formulas.
- Determining the Estimate to Complete (ETC).
- Understanding Variance at Completion (VAC).
- The Role of the To-Complete Performance Index (TCPI).
- Introduction to the Earned Schedule (ES) Concept.
- Forecasting Workshop: Predicting Project Outcomes.

## Unit Four: Implementing EVM in the Organization

- Steps to Implementing an EVM System (EVMS).
- Defining Control Accounts and Work Packages.
- Establishing and Managing the Performance Measurement Baseline (PMB).
- Integrating EVM with Change Control Processes.
- The Role of the Work Breakdown Structure (WBS) in EVM.
- Aligning EVM with Organizational Project Management Maturity.
- Challenges and Success Factors for EVM Adoption.

## Unit Five: Advanced Applications and Reporting

- Developing Effective EVM Performance Reports.
- Communicating EVM Data to Different Stakeholders.
- Applying EVM Principles in Agile and Hybrid Projects.
- Integrating Risk Management with EVM Analysis.
- Using EVM for Contract and Supplier Management.
- Comprehensive Case Study: From Project Start to Finish.
- Course Review and Final Q&A Session.

# FAQ:

### Qualifications required for registering to this course?

There are no requirements.

### How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

## Something to think about:

Beyond simple variance reporting, how can Earned Value Management be leveraged as a proactive tool to influence strategic decision-making and stakeholder confidence?

## What unique qualities does this course offer compared to other courses?

This course distinguishes itself by moving beyond the mechanical calculation of EVM formulas to cultivate a deep, strategic understanding of performance management. While many programs focus solely on the "what" and "how" of EVM, we emphasize the "why" and "so what," enabling participants to translate raw data into actionable project intelligence. Our curriculum is built on a foundation of practical application, utilizing comprehensive, industry-relevant case studies that mirror the complexities of real-world projects. This hands-on approach ensures participants grapple with implementation challenges, data interpretation nuances, and stakeholder communication strategies, rather than just theoretical concepts. Furthermore, the course addresses modern project environments by dedicating significant time to the application of EVM in Agile and hybrid contexts, a critical skill often overlooked in traditional training. We foster an understanding of EVM not as a rigid reporting requirement, but as a dynamic control system that, when integrated with risk and change management, becomes a powerful tool for proactive decision-making and predictable project delivery. The focus is on developing analytical and strategic thinking, empowering participants to become true performance management leaders within their organizations.