

# Educational Path



European Master  
First Level  
In Project Management

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## 1. FUNDAMENTALS

- a. Project, process, service – The project definition
- b. Project Management and Project Manager: definition and meaning
- c. Short History of Project Management and examination institutes:  
PMI, AXELOS, APM, IPMA, PM2; standard and certifications
- d. Project value and project success
- e. The talent triangle

## 2. SOFT COMPETENCES

- a. Strategy and Business Management
  - I. Game theory: a short description
  - II. Dominant Strategy: Overview
  - III. Game theory and Strategic Behaviour
  - IV. Strategic approaches: Porter's Generic Strategies
  - V. Competitive advantage
  - VI. Competition and Porter's five forces
  - VII. SWOT Analysis and BCG Matrix
- b. Leadership
  1. The Historical Evolution of the Main Leadership Theories
  2. Who is the Leader - Main Elements for Leadership,
  3. Fundamentals of leaderships and main leaders
  4. Communication
  5. Emotional Intelligence (Salovey & Goleman)
  6. Leading change
  7. Influence
  8. Servant Leadership
  9. Compassionate Leadership
- c. PM's soft skills
  1. General (people) Management
  2. Autonomy
  3. Self-confidence
  4. Flexibility
  5. Stress tolerance
  6. Planning and Organization Skills
  7. Attention to detail
  8. The ability of Continuous Learning
  9. Ability to accomplish goal

10. Communication
  11. Problem solving
  12. Team Work
  13. Time management
  14. Meeting management
  15. Conflict management
- d. Continuous improvement: il Coaching
1. Coaching
    - What is coaching and what is not
    - Who is the coach and what makes a good professional coach
    - Coaching to turn limitations into resources
    - Coaching for managers and executives
    - Coaching in human resources
  2. Leadership
    - Strategic leadership
    - Decision making
  3. Communication
    - Pragmatics of communication
    - Communication and reality
    - The strategic dialogue
    - The company interview
  4. Problem solving
    - The model of strategic problem solving
  5. Personal well-being
    - Stress, Motivation, Self-Esteem
    - Dealing with emotions and moods

### 3. COMPANIES AND ORGANIZATIONS

- a. Project Management Office
- b. Organizational models and integration with PMO
- c. Agile organizations

### 4. HARD COMPETENCES

- a. The KNOWLEDGE AREAS by the Project Management Institute (PMBok 6th edition)
  1. Project Integration Management
    - Develop Project Charter
    - Develop Project Management Plan
    - Develop and Manage Project Work
    - Manage Project Knowledge
    - Monitor and Control Project Work
    - Perform Integrated Change Control
    - Close Project or Phase
  2. Project Scope Management

- Plan Scope Management
  - Collect Requirements
  - Define Scope
  - Create WBS
  - Validate Scope
  - Control Scope
3. Project Schedule Management
- Plan Schedule Management
  - Define Activities
  - Sequence Activities
  - Estimate Activity Durations
  - Develop Schedule
  - Control Schedule
4. Project Cost Management
- Plan Cost Management
  - Estimate Cost
  - Determine Budget
  - Control Costs
5. Project Quality Management
- Plan Quality Management
  - Manage quality
  - Control Quality
6. Project Resource Management
- Plan Resource Management
  - Estimate Activity Resources
  - Acquire Resources
  - Develop Team
  - Manage Team
  - Control Resources
7. Project Communication Management
- Plan Communication Management
  - Manage Communications
  - Monitor Communications
8. Project Risk Management
- Identify Risks
  - Perform Qualitative Risk Analysis
  - Perform Quantitative Risk Analysis
  - Plan Risk Response
  - Implement Risk Response
  - Monitor Risk
9. Project Procurement Management

- Plan Procurement Analysis
- Conduct Procurement
- Control Procurement

#### 10. Project Procurement Management

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Management
- Monitor Stakeholder Engagement

#### b. Project management maturity e adaptation to the changed conditions of the cultural, social and industrial scenario

1. PMBoK VI, processes and process groups
2. What is the waterfall framework
3. Towards the VUCA scenario (Volatility, Uncertainty, Complexity, Ambiguity)
4. The CYNEFIN framework: how to model the complexity
5. Inadequacy of traditional predictive models
6. Introduction to agility
7. The PMBoK VII

#### c. AGILE PHYLOSOPHY

1. History of Agile approach
2. Agile mindset values principles
3. Agile Manifesto
4. The agile framework: Scrum, Kanban, XP
5. The software development: DevOps and CD/CI
6. Tradition and innovation
  - Plan Procurement Analysis
  - Positive and negative aspects
  - Criteria for choosing project management approaches
7. Scrum
  - Main aspects
  - Scrum and kanban
  - Benefits and differences
  - Roles: Scrum master, product owner, team
  - And the Project Manager?
  - Focus on scrum master
  - Artifacts: product backlog, sprint backlog, increment
  - Events: Sprint, Sprint Planning, Daily standup, Retrospective, Review, Ceremonies
8. Scaling Agile framework
  - Aim high: fundamental concepts
  - Scrum @ scale and Lean mindset
  - Safe – Scaled Agile Framework

- LeSS – Large-Scale Scrum
- 9. DASM (Disciplined Agile Scrum Master)
  - A general overview
  - Be disciplined
  - Generalities of Disciplined Agile Delivery
  - Roles, Rights, and Responsibilities
  - Focus on goals instead of process
  - Choosing the right life cycle
  - The "disciplined" success

## 5. TOOLS

- a. Overview
- b. Monday
- c. Focus on Atlassian tools:
  1. Jira Software
  2. Trello
  3. Confluence