



**Education:** *Bachelor of Science (BSc) in Engineering Management*  
**Specialization:** *Project management*

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1. Environmental conditions and types of organizational changes. The concept of change, its necessity, external and internal environmental influences, systematization of the types of changes.
2. The concept, models and process of change management. Change management approach, classic and modern models, e.g. Lewin, Kotter, ADKAR and the steps of successful change.
3. The human side of change and the role of organizational culture. Employee resistance, motivation and involvement, characteristics of a supportive organizational culture, the relationship between cultural dimensions and change management.
4. The concept of crisis, its types and crisis management strategies. Identification of crises, their characteristics, crisis management and communication, elementary crisis management techniques.
5. Stakeholders of change management. The role of the leader in the interest of organizational renewal. Characteristics of a leader who supports change. Leadership models that support successful change (e.g.: COPE, leaders of change concept, servant leader, resonant leader, situational leader, etc.). The role of leadership quality (boss economy) in successful operation.
6. The concept and operation of structured finance. The importance of syndicated lending in the financing spectrum.
7. The concept and operation of project financing as a type of loan, project financing models, basic contract types.
8. Additional sources of project financing: supplier financing, asset financing, securities financing.
9. The place of project controlling is along the focus and knowledge areas of projects.
10. Controlling the project triangle – the place and messages of the EVM methodology in project control.
11. Describe the general characteristics of a business process! Present the business process model and describe its individual elements! What classes can business processes be classified into, according to their function in the organizational process system, and what are the characteristics of each process class?

12. Describe the three-level measurement system of processes! Show what properties the indicators necessary for measuring processes must have! Outline the aspects of developing the indicator system!
13. Factors determining customer satisfaction: need; expectation; requirement; latent need. Describe each concept and show how they affect customer satisfaction!
14. Describe the different levels of quality systems: quality control; quality assurance; quality governance; quality management. Compare them based on the following aspects: What is the purpose of the system?; What is the typical control method?; What does the system focus on?; What does the proper operation of the system result in?; Which parts of the organization are directly affected by the operation of the system?
15. Handling of nonconforming product or service: repair; correction; prevention. Describe the purpose of each of the nonconformity management methods, what are their characteristics, and at what level of the business processes do they have an impact?
16. The conceptual system, actors and life cycle of project portfolio management: Present the conceptual system and place of project portfolio management (PPM) in the hierarchy of organizational management! Explain how project management, program management and portfolio management differ from each other and how they are related to each other! Discuss when it becomes necessary to implement PPM and what are the most common pitfalls of implementation!
17. Portfolio strategic management and governance: Describe the role and main documents of portfolio strategic management! Explain the essence of portfolio governance, how governance differs from management, and how the governance organization is structured! Describe the process of strategic change management and the four management functions of governance!
18. Portfolio Management Execution Process (Aligning Process Group), Monitoring and Controlling: Describe in detail the steps of the Portfolio Management Execution Process (Aligning Process Group)! Explain the content of identification, categorization, evaluation, selection, prioritization, balancing and authorization! Describe the role of monitoring and controlling, with particular attention to periodic reporting and the management of strategic changes!
19. Program Management: Strategic Alignment, Benefits Management, and Stakeholder Engagement: Introduce the five main areas of program management and explain in detail the content of Program Strategy Alignment and Program Benefits Management! Describe the program stakeholder engagement process and tools, with special attention to stakeholder analysis and communication management!
20. Capacity and capability management, value management and risk management in the project portfolio: Explain the purpose and elements of portfolio capacity and capability management! Describe the components of portfolio value management and the value creation process! Describe the specifics of portfolio-level risk management, the types of risks and the four phases of risk management! Describe how these areas are interconnected in the successful implementation of the portfolio!