



Management and Coordination of EU Funded Projects with the PM² Methodology – PM²4EUFunds,

2ECTS

General information

Number of ECTS: 2

Language: English

Modality: Online

Proposed period: Summer Semester

Number of Participants: 40

Prerequisites: none

Lecturers: **Prof Danijela Ćirić Lalić, assistant professor, Faculty of Technical Sciences, University of Novi Sad**

Prof. Andrea Ivanišević, full professor, Faculty of Technical Sciences, University of Novi Sad

Course Aims

The aim of this course is to familiarize students with the principles and practices of the PM² project management methodology, emphasizing its application in the context of EU-funded projects. By the end of the course, students should be ready to undertake the PM² Basic Certification and apply their knowledge in real-world EU project scenarios, equipping them for potential future roles in this niche area of project management.

Course Description:

This dynamic two-day course is tailored for students aspiring to delve into the realm of EU-funded project management, introducing them to the foundational concepts of the PM² Project Management Methodology developed by the European Commission.

With an emphasis on real-world applicability, students will be guided through the core phases of project management within the EU framework: initiating, planning, executing, monitoring, controlling, and closing. Through engaging case studies, simulations, and interactive discussions, students will gain hands-on exposure to critical components such as stakeholder communication, risk assessment, project governance vital for EU project success.

As EU Funded Projects often have a global impact, understanding how to manage these projects effectively using standardized methodologies ensures better outcomes and can positively influence global health projects.

On completion, students will be poised to harness the power of PM², setting them apart in academic pursuits and potential career opportunities related to EU-funded projects.

Learning Objectives:

By the end of this two-day training, students will be able to:

1. Understand the specific context and nuances of EU-funded projects.
2. Implement project management best practices tailored for EU-funded projects.
3. Master the PM² Methodology and its practical application in managing projects.
4. Skillfully utilize PM² templates to streamline project processes.
5. Navigate the management of their projects with structured, step-by-step guidance.
6. Ensure robust project governance in line with EU standards.
7. Recognize and implement the key project management roles, along with their associated responsibilities.
8. Identify and leverage the Critical Success Factors (CSFs) essential for effective project management.
9. Organize and conduct kick-off meetings that set the stage for successful project execution.
10. Employ straightforward techniques to engage with and manage stakeholders effectively.
11. Integrate simple yet effective risk management techniques into their projects.
12. Adopt a results-oriented approach to drive project outcomes.
13. Monitor project performance, ensuring alignment with objectives and deliverables.
14. Enhance communication strategies to facilitate seamless interactions with project partners.
15. Conclude projects proficiently, ensuring all criteria are met and stakeholders are informed.

Learning Outcomes for the PM² Training:

1. Knowledge and understanding:
 - Articulate the unique attributes of EU-funded projects.
 - Understand the core principles of the PM² Methodology.
 - Recognize the purpose and structure of PM² templates.
2. Skills and abilities:
 - Draft a project plan using PM² guidelines for an EU-focused scenario.
 - Apply PM² templates effectively in project documentation.
 - Conduct a mock kick-off meeting and manage stakeholders in a simulated environment.
 - Design a risk management strategy for a hypothetical project.
 - Adjust project direction based on performance metrics and feedback.
3. Attitudes and values:

- Value the importance of transparency and governance in EU-funded projects.
- Embrace a results-oriented approach prioritizing outcomes.
- 4. Application and transfer:
 - Apply PM² principles in diverse EU project scenarios.
 - Implement tailored communication strategies for project stakeholders.
 - Finalize a simulated project, ensuring end-phase criteria are met.
- 5. Certification preparedness:
 - Complete a mock PM² Basic Certification exam, indicating readiness for the official certification.

Course design and content:

The course spans three distinct sections, each with its unique pedagogical components to ensure comprehensive and interactive learning. Before each in-class session, students are given **pre-session assignments** lasting 2 hours, designed to introduce them to the session's topic. This ensures they arrive with a foundational understanding, ready to dive deeper.

During two days, with the total of 16 hours **in-class session** (8 hours each day), the foundational theories and concepts relevant to the topic are laid out to create a theoretical framework. This is interspersed with engaging discussions, fostering critical thinking and collaborative dialogue. As the day progresses, students are engaged in interactive tasks that allow for the practical application of the discussed theories. This hands-on approach is further supplemented by team-based exercises facilitated through the collaborative platform, Miro Board, ensuring students not only understand but can apply their knowledge in real-world scenarios.

Post-session, students are given home assignments, taking between 4 to 6 hours. These assignments serve a dual purpose: reinforcing the day's learning and setting the stage for the next session. Tasks may include research, essay writing, or practical exercises related to the PM² Methodology.

This combination of preparatory work, in-depth in-class sessions, and reflective post-session tasks provides students with a rounded and immersive learning experience, preparing them to handle the complexities of EU-funded project management.

Content:

1. Introduction to the EU grant landscape

- Overview of EU funding structures (Erasmus+, Horizon Europe, Creative Europe, etc.)
- International development goals – SDGs and their relation to the EU grant landscape

2. Foundational concepts in project management

- Understanding projects & project management
- Delving into project management levels
- Unpacking the triple constraint

3. Introduction to PM2 methodology

- PM2 guide overview
- PM2 in the context of EU-funded projects
- Comparing the PM2 lifecycle with the EU-funded project lifecycle
- Exploring the PM2 activities and artefacts landscape

4. Project organization in PM2

- Roles within a project

- The PM2 governance model
- The RASCI model: assigning roles & responsibilities

5. Project initiation

- Workflow and key outputs in the initiating phase
- Crafting a project initiation request
- Building a business case
- Developing a project charter
- Clearly defining project scope
- Introduction to risk management: identification and analysis

6. Project planning

- Overview of planning phase and key outputs
- Organizing a kick-off meeting
- Creating a project handbook
- Conducting stakeholder analysis
- Drafting the project work plan
 - Work breakdown
 - Estimation of effort and duration
 - Setting the schedule and budget

7. Project execution

- Workflow and key outputs in the execution phase
- Ensuring quality management
- Distributing information effectively
- Regular project reporting

8. Monitoring and control

- Overview of the monitoring & control phase
- Techniques to monitor project performance
- Change management
- Managing stakeholders, risks, and issues
- Schedule and cost control
- Maintenance of project logs and utilizing PM2 checklists

9. Project closure

- Workflow and key outputs in the closing phase
- Conducting a project-end review meeting
- Collating lessons learned and crafting post-project recommendations
- Achieving formal project acceptance
- Undertaking administrative closure

Team exercises :

- **Empathy mapping exercise:** Explore the current problem/need from stakeholders' and users' perspectives.
- **Alternative solutions discussion:** Identify and assess at least two potential solutions using the SWOT analysis.
- **Project scope exercise:**
 - Define what's "IN" the project's scope: expected outputs and deliverables.

- Specify what's "OUT" of the project's scope.
- **Risk identification workshop:**
 - Spot and list four negative project risks.
 - Identify two positive project risks.
 - Apply the cause-risk-effect formula to each risk.
- **Stakeholder engagement activity:**
 - Pinpoint key stakeholders.
 - Assess, prioritize, and strategize for stakeholder engagement.
- **Work Breakdown Structure (WBS):**
 - Break the project into components: deliverables, work packages, activities, tasks.
 - Represent the WBS in chosen formats like list, tree, etc.

Assessment

1. Active participation (30% of the total grade): Participation in lectures, discussions, group activities, and Q&A sessions.
2. Practical application of PM² (40% of the total grade): Students will be tasked with managing a mock EU funded project using the PM² methodology, from inception to closure.
3. In-Class Quizzes and Tests (30% of the total grade): Assessment of their understanding of PM² principles, tools, and techniques.

About the PM² Methodology

PM² is a Project Management Methodology custom developed by the European Commission to fit the specific needs, culture and constraints of EU Institutions. Its purpose is to facilitate the effective management of a project's complete lifecycle, and to increase the quality of the project management process and project results. It incorporates elements from a wide range of globally accepted project management best practices as well as European Commission's operational experience from many projects. PM² is a light and easy to implement methodology suitable for any type of project.

The European Commission has published PM² with an open and free license for anyone to use for the management of their projects, with a focus on projects running within the EU Institutions or funded by EU programmes. As such, working knowledge of the PM² Methodology becomes essential for anyone participating in relevant projects.

Grades

Marking scale: Fail, Pass.

Pass. A result that satisfies the requirements with regard to theoretical depth, practical relevance, analytical ability and independence.

Fail. An inadequate result with regard to theoretical depth, practical relevance, analytical ability and independence.

Further Information

Nataša Hrabovski, University of Novi Sad, Serbia (natasa.hrabovski@uns.ac.rs)