Curriculum

To be reviewed by Feb. 2024	Activity number 58	**PM2: Project Management in support of CSDP missions and operations**	ECTS **2**

CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
Civilian training area n 2: Leadership & Management Military Training Discipline n 8: Leadership and Management	**SQF-MILOF: Level 2** **Focus: Pol Civ-Mil**

Target audience

The course is open to:
- Civilian, military and police personnel from EU Member States and from CSDP missions/ operations.
- Personnel seconded from third countries to CSDP missions.
- Personnel serving in missions/ operations supporting structures either within the EU bodies or at Member – State level
- Personnel from Partnership Framework Agreement (PFA)

Aim

This pilot course aims to address the needs expressed in the annual CSDP lessons reports, following the creation of Project Cells in the CSDP Missions. Its primary focus is thus to increase the efficiency and effectiveness of the Missions by providing a widely acknowledged methodological framework that can be used to manage almost all types of projects being run under their auspices.

The course will equip participants with all the necessary knowledge, skills and reference sources to help them understand, tailor and effectively use the PM^2 Methodology both for the management of their projects, but also for effective reporting and smooth communication with the numerous project stakeholders at various authority levels.

Learning Outcomes

Knowledge	LO1. Describe the objectives of the PM^2 methodology LO2. Explain the PM^2 lifecycle LO3. Understand the relevance and applications of the PM^2 artefacts LO4. Understand the core elements of the PM^2 methodology LO5. Exercise and apply selected elements of the PM^2 methodology
Skills	LO6. Apply selected processes and procedures in a simulation LO7. Contribute to the solution-finding and decision-making process during designated group works LO8. Develop collaborative skills to solve complex problems LO9. Identify the capabilities of PM^2 processes LO10. Identify the applicability of the PM^2 methodology in the CSDP context LO11. Apply CSDP knowledge and develop creative solutions within a specialised CSDP field to solve complex or unpredictable problems LO12. Compare the suitability of different projects with regard to the application of various PM^2 solutions LO13. Use the advantages of teams to achieve better results
Responsibility and Autonomy	LO14. Analyse the individual field of work to identify opportunities to apply PM^2 LO15. Identify arguments that support the implementation of PM^2 in their own working environment LO16. Develop strategies to benefit from the implementation of PM^2 or its processes LO17. Make decisions during simulations, analyse potential and combine efforts to achieve more

	LO18. Transfer acquired knowledge to achieve practical applicability
	LO19. Identify and use the inter-dependencies between PM² processes in order to foster synergies
	LO20. Evaluate strengths and weaknesses, including the impact of a lack of any PM application, in order to understand the benefit of PM² for future undertakings

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation* (*based on participants' satisfaction with the course*) and *level 3 evaluation* (*assessment of participants' long-term change in behaviour after the end of the course*). *Evaluation feed-back* is given in the level 1 evaluation on the residential modules.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on their active contribution to the residential modules, including their syndicate sessions and practical activities as well as on their completion of the eLearning phases: course participants must finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. **However, no formal verification of the learning outcomes is foreseen; proposed ECTS is based on participants' workload only**.

The Executive Academic Board takes these factors into account when considering the award of *Certificates* to participants. Module leaders provide an evaluation report for each residential module. The Course Director is responsible for overall coordination, with the support of the ESDC Secretariat, and drafts the *final evaluation report, which* is presented to the Executive Academic Board.

Course structure

The residential course is held over five days (one week) and gives an overview of the PM2 methodology and its several phases.

Main Topic	Suggested Working Hours (required for individual learning)	Suggested Contents
1. Aim of Project Management	2	1.1. Exercise to accelerate Team Forming and understanding of subject
2. Introduction of PM	3	2.1 Definition, Characteristics, Distinction btw. Operation, Program 2.2 History and Development of PM
3. Introduction of open PM2	3	3.1 Different PM Methodologies (differences and redundancies) 3.2 Background / Idea of open PM² 3.3 Basic approach and structure of open PM² 3.4 Review of first exercise application of the lifecycle to the initial case 3.5 Terminology 3.6 Key roles in PM² 3.7 Project Documentation (Artefacts)
4. Initiating Phase	8	4.1 Steps of the Initiating Phase 4.2 Situation analysis (SWOT, Problem Tree) 4.3 Learning Activity: Application on underlying Story (Continuation) 4.4 Objective analysis (success criteria, constraints) 4.5 Learning Activity: Application to Story 4.6 Identification of Risks 4.7 Artefact: Project Initiation Request 4.8 Artefact: Business Case 4.9 Project Justification 4.10 Selection of Solution 4.11 Identification of Stakeholder 4.12 Learning Activity: First analysis of the possible relevant person / groups based on the continuation of story 4.13 Artefact: Project Charter 4.14 Scope 4.15 Roadmap

		4.16 Wrap up / Post Assessment
5. Planning Phase	8	5.1 Re-narration of the Storyline (previous day) and all taken steps 5.2 Aim of Planning Phase 5.3 Kick – off Meeting; 5.4 Stakeholder Management 5.5 Project Handbook 5.6 Define movement 5.7 Define documentation 5.8 Define rules 5.9 Resource management 5.10 Project Work Plan 5.11 The WBS 5.12 Costs & Effort 5.13 The Schedule (Gantt Chart) 5.14 Risk Management 5.15 Ready for Executing
6. Executing Phase	4	6.1 Kick Off Meeting 6.2 Coordinating, Monitoring & Controlling 6.3 Leadership and Guidance 6.4 Assure Quality 6.5 Reporting 6.6 Deliverable Acceptance 6.7 Declare Ready for Closing
7. Monitoring & Controlling	4	7.1 Introduction to Monitoring and Controlling 7.2 Merging Monitoring and Controlling activities into other phases 7.3 Monitoring Instruments of PM^2 7.4 Project Performance 7.5 Project Schedule 7.6 Project Costs 7.7 Project Stakeholder 7.8 Risks 7.9 Quality
8. Closing Phase	3	8.1 Aim of Closing Phase 8.2 Project End Review Meeting 8.3 Lessons Learned (Project End Report) 8.4 Closure (archival storage) 8.5 Wrap up key content
9. Closure	2	9.1 Feedback & Evaluation 9.2 Handover Certificates
TOTAL	**54 (19)**	

Materials	Methodology
<u>Materials</u> **Required:** Essential eLearning: - AKU 34: PM2 - The EC's Project Management Methodology - AKU 300 Intercultural Competence in Civilian Crisis Management (ENTRi) - PM2 (Project Management Methodology) Guide 3.0 - Project Management Tools & Techniques - PM2 Artefacts - Templates - Syndicate material, scenario, other documents provided by course director/ Instructors **Recommended:**	<u>Methodology</u> The course is based on the following methodology: lectures, panels, workshops etc. <u>Additional information</u> Pre-course questionnaire on learning expectations and possible briefing topic from the specific area of expertise may be used. All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory. The number of AKU's included in the e-learning module is decided by the Course director, but should not be fewer than two. In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module: "participants are free to use the

- AKU 11A - GENDER and the UNSCR 1325 - AKU 35: Project Portfolio Management - AKU 29 - Conflict Sensitivity - AKU 301 Stress Management (ENTRi)	information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed".