

Provisional Outline Curriculum

To be reviewed by 2022	Activity number 58	PM²: Project Management in support of CSDP missions and operations	ECTS 2
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<p><u>Target audience</u></p> <p>The course is open to:</p> <ul style="list-style-type: none"> 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) countries, on a case by case basis 	<p><u>Aim</u></p> <p>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.</p> <p>The course will equip participants with all the necessary knowledge, skills and reference sources to help them understand, tailor and effectively use the PM² 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.</p>
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> Describe the objectives of the PM² methodology Explain the PM² lifecycle Understand the relevance and applications of the PM² artefacts Understand the core elements of the PM² methodology Exercise and apply selected elements of the PM² methodology
	Skills	<ul style="list-style-type: none"> Apply selected processes and procedures in a simulation Contribute to the solution-finding and decision-making process during designated group works Develop collaborative skills to solve complex problems Identify the capabilities of PM² processes Identify the applicability of the PM² methodology in the CSDP context Apply CSDP knowledge and develop creative solutions within a specialised CSDP field to solve complex or unpredictable problems Compare the suitability of different projects with regard to the application of various PM² solutions Use the advantages of teams to achieve better results
	Competencies	<ul style="list-style-type: none"> Analyse the individual field of work to identify opportunities to apply PM² Identify arguments that support the implementation of PM² in their own working environment Develop strategies to benefit from the implementation of PM² or its processes Make decisions during simulations, analyse potential and combine efforts to achieve more Transfer acquired knowledge to achieve practical applicability Identify and use the inter-dependencies between PM² processes in order to foster synergies 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 participant's satisfaction with the course)*.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on the active contribution in the residential Module, including their syndicate session and practical activities as well as on their completion of the eLearning phases: course participants finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course is used.

However, no formal verification of learning outcome is foreseen; proposed ECTS is based on participants' workload only.

Course structure		
Main Topic	Recommended Working Hours	Contents
Aim of Project Management	2	<ul style="list-style-type: none">Exercise to accelerate Team Forming and understanding of subject
Introduction of PM	1	<ul style="list-style-type: none">Definition, Characteristics, Distinction btw. Operation, ProgramHistory and Development of PM
Introduction of open PM2	3	<ul style="list-style-type: none">Different PM Methodologies (differences and redundancies)Background / Idea of open PM²Basic approach and structure of open PM²Review of first exercise application of the lifecycle to the initial caseTerminologyKey roles in PM²Project Documentation (Artefacts)
Initiating Phase	8	<ul style="list-style-type: none">Steps of the Initiating PhaseSituation analysis (SWOT, Problem Tree)Learning Activity: Application on underlying Story (Continuation)Objective analysis (success criteria, constraints)Learning Activity: Application to StoryIdentification of RisksArtefact: Project Initiation RequestArtefact: Business CaseProject JustificationSelection of SolutionIdentification of StakeholderLearning Activity: First analysis of the possible relevant person / groups based on the continuation of storyArtefact: Project CharterScopeRoadmapWrap up / Post Assessment

Planning Phase	8	<ul style="list-style-type: none"> • Re-narration of the Storyline (previous day) and all taken steps • Aim of Planning Phase • Kick – off Meeting; • Stakeholder Management • Project Handbook • Define movement • Define documentation • Define rules • Resource management • Project Work Plan • The WBS • Costs & Effort • The Schedule (Gantt Chart) • Risk Management • Ready for Executing
Executing Phase	4	<ul style="list-style-type: none"> • Kick Off Meeting • Coordinating, Monitoring & Controlling • Leadership and Guidance • Assure Quality • Reporting • Deliverable Acceptance • Declare Ready for Closing
Monitoring & Controlling	4	<ul style="list-style-type: none"> • Introduction to Monitoring and Controlling • Merging Monitoring and Controlling activities into other phases • Monitoring Instruments of PM² • Project Performance • Project Schedule • Project Costs • Project Stakeholder • Risks • Quality
Closing Phase	3	<ul style="list-style-type: none"> • Aim of Closing Phase • Project End Review Meeting • Lessons Learned (Project End Report) • Closure (archival storage) • Wrap up key content
Closure	2	<ul style="list-style-type: none"> • Feedback & Evaluation • Handover Certificates

<u>Material</u>	<u>Additional information</u>
<p>General learning Material:</p> <ul style="list-style-type: none"> - PM² (Project Management Methodology) Guide 3.0 - Project Management Tools & Techniques - PM² Artefacts - Templates - Syndicate material, scenario, other documents provided by course director/ Instructors 	<p>Pre-course questionnaire on learning expectations and possible briefing topic from the specific area of expertise may be used.</p> <p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is used during the residential Module: "<i>participants to the CSDP HLC are</i></p>

<p>Essential E-learning:</p> <ul style="list-style-type: none"> - AKU 34: PM² - The EC's Project Management Methodology - AKU 300 Intercultural Competence in Civilian Crisis Management (ENTRi) <p>Voluntary E-learning:</p> <ul style="list-style-type: none"> - AKU 11A - GENDER and the UNSCR 1325 - AKU 35: Project Portfolio Management - AKU 29 - Conflict Sensitivity - AKU 301 Stress Management (ENTRi) 	<p><i>free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed".</i></p>
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