

COURSEWARE

Certified PM² Foundation by PM² GROUP Courseware

Laurent Kummer

Certified PM² Foundation
by PM² GROUP
Courseware

Colophon

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Authors: Laurent Kummer

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Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation. This courseware includes the official manual. The pages following the manual contain the courseware and syllabus.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

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Topics are (per domain):

IT and IT Management

ABC of ICT
ASL®
CATS CM®
CMMI®
COBIT®
e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
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ITIL®
MOF
MSF
SABSA
SAF
SIAM™
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Novius Architectuur
Methode
TOGAF®

Business Management

BABOK® Guide
BiSL® and BiSL® Next
BRMBOK™
BTF
EFQM
eSCM
IACCM
ISA-95
ISO 9000/9001
OPBOK
SixSigma
SOX
SqEME®

Project Management

A4-Projectmanagement
DSDM/Atern
ICB / NCB
ISO 21500
MINCE®
M_o_R®
MSP®
P3O®
PMBOK® Guide
Praxis®
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Author about this Courseware

Dear student, dear project enthusiast, welcome to the course “Manage projects with PM², the project management methodology from the European Commission”!

In this course, not only you will “learn the ropes” of a very efficient and light methodology, but you will also be exposed to a positive philosophy of good project management practice, focused on delivering value to citizens, following sustainable principles, ethics and principles.

The material in front of you is articulated around three objectives:

- Giving you an overview of PM² in the context of general project management.
- Teaching you the fundamentals of PM² in preparation of the certification exam.
- Helping you concretely manage projects by discussing general project management techniques and putting them in the context of PM²

To this effect you will see the various pages of this courseware have been coded accordingly.

The reach of PM² on the European landscape has been exponential in the past few years, since its original release to the public in 2016. The demand for an official syllabus from the European Commission to structure good qualitative certification has finally been answered, and the courseware you have in hand is the first to adhere strictly to this syllabus. You then have all the chances to pass the exam, get certified and be recognized as a PM² Project Manager.

More than that, I hope that, like me, you will appreciate the simple and elegant method developed by the European Commission for the benefits of all.

Happy Managing!

Laurent Kummer

Lead Editor PM² v3.0

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Self-Reflection of understanding Diagram

‘What you do not measure, you cannot control.’ – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it’s important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

<i>Level of Understanding</i>	<i>Before Training (Pre-knowledge)</i>	<i>Training Part 1 (1st Half)</i>	<i>Training Part 2 (2nd Half)</i>	<i>After studying / reading the book</i>	<i>After exercises and the Practice exam</i>
<i>Level 4 I can explain the content and apply it .</i>					
<i>Level 3 I get it! I am right where I am supposed to be.</i>					<i>Ready for the exam!</i>
<i>Level 2 I almost have it but could use more practice.</i>					
<i>Level 1 I am learning but don't quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:

Topic:

Part 1

Part 2

You have gone through the book and studied.

You have answered the questions and done the practice exam.

Agenda

Suggested Agenda – 1 day presentation:

Morning

- Introductions, setting up course objectives – 30 min
 - Context & challenges for projects & projects managers – 30 min
 - Definitions – 20 min
 - Overview of PM² - 30 min Governance – 1h
-

Afternoon

- Initiating Phase – 30 min
 - Planning Phase – 30 min
 - Executing Phase – 30 min
 - Monitor & Control – 1h
 - Closing Phase – 15 min
 - Mindsets – 15 min
 - Conclusion
-

2 days course:

Day 1:

Morning

- Introductions, setting up course objectives – 30 min
 - Context & challenges for projects & projects managers – 30 min
 - Definitions – 30 min
 - Overview & history of PM² - 45 min Governance – 1h
-

Afternoon

- Governance – 30 min
 - Initiating Phase – 45 min
 - Planning phase – 1h 30min
-

Day 2:

Morning

- Planning phase – 1h 30 min
 - Executing Phase - 15 min Monitor & Control – 1h
-

Afternoon

- Monitor & Control – 30 min
 - Closing Phase– 30 min
 - Mindsets – 20 min
 - Revisions – 1h 30min
-

3-days course:

Day 1:**Morning**

- Introductions, setting up course objectives – 30 min
 - Context & challenges for projects & projects managers – 45 min
 - Definitions – 30 min
 - Overview of PM² - 30 min
 - Governance – 30 min
-

Afternoon

- Governance – 30 min
 - Workshop: Project Selection & governance exercises– 1h
 - Initiating Phase– 1h
 - Workshop: Initiating a project – 30 min
-

Day 2:**Morning**

- Previous day review– 15 min
 - Planning Phase– 1h
 - Planning Phase – 1h 30 min
-

Afternoon 2

- Workshop: Project Planning exercises – 1h 30 min
 - Workshop: Team presentations – 1h 30 min
-

Day 3:**Morning 3**


- Previous day review – 15 min
 - Executing Phase – 15 min
 - Monitor & Control – 1h
 - Monitor & Control – 30 min
 - Workshop – 1h 30 min
-

Afternoon


- Closing Phase – 30 min
 - Mindsets – 30 min
 - LFA – 30 min
 - Revisions – 1h 30min
 - Conclusion
-





Managing projects with



The open-source project management methodology created
and maintained by the European Commission



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This courseware is intended for trainers and project professionals to help them understand how to manage projects with PM². It is based on the version 3.0.1 of the PM² Methodology Guide and the official open-source material published by the European Commission and available at <https://europa.eu/pm2>

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(https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/eupl_v1.2_en.pdf)

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How to use this courseware ?

The coloured circles correspond to the level of understanding sought from the course:

- 1 circle: High level introduction to PM² (1 day course)
- 2 circles: Theoretical knowledge and preparation for certification exam (2 days course)
- 3 circles: Practical guidance on how to manage projects with PM² (3+ days course).

Note that the preparation for the exam is covered by slides with one **and** two circles.

Quick reference to PM² lifecycle

Planning: Planning Kick-off: Meeting

- Discuss and elaborate a clear project scope and clarify Roles & Responsibilities.
- Ensure common understanding of the Project Charter.
- Set the expectations of all the key Project Stakeholders.
- Identify project risks/constraints/assumptions and discuss the project planning.

RAM (RASC)	AGB	PSC	PO	SM	UR	SP	PM	PCT
Kick-off meeting	I	A	C	S	C	C	H	C

Where relevant, you will find a reference to the PM² Guide paragraph: P2.3 refers to paragraph 2.3 of the Guide. AE6 refers to appendix E.6 for example.

These training materials offer participants the opportunity to learn how to manage projects using PM².

The suggested course duration to get an advanced understanding of the methodology is three days through lectures covering the theoretical aspects and workshops. It is possible, though, to shorten the training to two days (theory only, covering the PM² certification syllabus) or even use the materials for a one-day introduction course.

To help the trainer in their choice, the slides will be flagged using the following codes:

● Slides covering basic minimum to get an overview of PM².

● Slides covering the syllabus of PM² v3 and preparation for the certification.

● Slides providing extensive understanding of PM² methodology and associated techniques.

Note that in order to prepare for the PM² Certification, the two days training covering all theoretical concepts is strongly suggested (●+●)!



The one-day course does not cover the entire PM² v3 Syllabus published by the European Commission.

PM² Material

A copy of the PM² Guide V3.0.1 is included in this courseware. For the best experience we recommend downloading the latest versions of the PM² guide and the artefacts that can be found on the European Commission website: <https://europa.eu/pm2>



Course objectives

This course introduces key project management concepts in the context of the PM² Methodology.

It enables participants to:

- Obtain the foundation knowledge necessary for using the PM² Project Management Methodology effectively.
- Understand the full PM² project lifecycle, organisation, roles & responsibilities.
- Understand the PM² Mindsets.
- Familiarise themselves with the key PM² artefacts for initiating, planning, executing, controlling and closing projects.
- Prepare for the PM² Certification exam*
- Understand the implementation of core project management processes**.
- Understand key project management tools and techniques**.

Course content



1. Introduction
 - The context for projects and project management
 - Useful definitions
 - Project successes and project failures
2. The PM² proposal
 - History and current state
 - PM² in the context of EU funded projects
 - Structure of the methodology
3. PM² Governance model
4. Phases and Artefacts
 - Initiating
 - Planning
 - Executing
 - Monitor & Control
 - Closing
5. PM² Mindsets

Suggested agenda – 1 day course

Morning

Introductions, setting up
 course objectives – 30 min
 Context & challenges for
 projects & project managers –
 30 min
 Definitions – 20 min
 Break
 Overview of PM² - 30 min
 Governance – 1h
 Lunch break

Afternoon

Initiating Phase – 30 min
 Planning Phase – 30 min
 Executing Phase – 30 min
 Break
 Monitor & Control – 1h
 Closing Phase – 15 min
 Mindsets – 15 min
 Conclusion

Suggested agenda – 2 days course

Day 1

Morning	Afternoon
Introductions, setting up course objectives – 30 min	Governance – 1h Lunch break
Context & challenges for projects & project managers – 30 min	Afternoon Governance – 30 min
Definitions – 30 min	Initiating Phase – 45 min
Break	Break
Overview & history of PM ² - 45 min	Planning phase – 1h 30min

Day 2

Morning	Afternoon
Planning phase – 1h 30 min	Monitor & Control – 30 min
Break	Closing Phase – 30 min
Executing Phase - 15 min	Mindsets – 20 min
Monitor & Control – 1h	Break
Lunch break	Revisions – 1h 30min
	Conclusion

Suggested agenda – 3 days course

Day 1

Morning	Lunch break	Afternoon
Introductions, setting up course objectives – 30 min		Governance – 30 min
Context & challenges for projects & project managers – 45 min		Workshop: Project Selection & governance exercises – 1h
Break		Break
Definitions – 30 min		Initiating Phase – 1h
Overview of PM ² - 30 min		Workshop: Initiating a project – 30 min
Governance – 30 min		

Day 2

Morning	Afternoon
Previous day review – 15 min	Workshop: Project Planning exercises – 1h 30 min
Planning Phase – 1h	Break
Break	Workshop: Team presentations – 1h 30 min
Planning Phase – 1h 30 min	
Lunch break	

Day 3

Morning	Lunch break	Afternoon
Previous day review – 15 min		Closing Phase – 30 min
Executing Phase – 15 min		Mindsets – 30 min
Monitor & Control – 1h		LFA – 30 min
Break		Break
Monitor & Control – 30 min		Revisions – 1h 30min
Workshop – 1h 30 min		Conclusion

Presentations – roundtable

Present yourself to the class:

- What is your project management experience?
- Do you have a certification?
- What are your expectations of the course?
- Anything useful for the class to know about you?



INTRODUCTION TO PROJECT MANAGEMENT

Why do we do projects ?

- To solve large scale issues (healthcare, environment, energy ...)
- To improve how we do things (new industrial usages)
- To transform business operations in order to improve the way of working
- To offer new products or services
- To progress as a civilisation

- To change (for the better!) our society

Tip

It is important to understand that most projects have a transformational dimension for the organisation on the receiving end of the project. Projects create changes, changes on people, on how they work, how they live. Problem: nobody likes to be changed! We must always remember the "why" of the project. If the "why" is change, this must be taken into account through the entire duration of the project and beyond!

How old is project management ?



Henry Gantt, 1915

Tip

Project management is probably as old as mankind. Evidence found for Egyptian Pyramids, the Great Wall of China and Babylon Gardens. Acceleration in 20th century. Project management became a separate field of study in the 1980s (First academic journal in 1981)

Discussion: project challenges

Why do (your) projects fail, what challenges/frustrations do you have?

Discuss and/or list on a flip-chart

Tip Why do project fails despite mankind being involved in projects forever? Because we're humans! Probably none of the reasons listed on the board are technical but all are related to human flaws.



Why do projects fail?

- Inadequately trained and/or inexperienced project managers
- Failure to set and manage expectations
- Poor leadership at any and all levels
- Failure to adequately identify, document and track objectives and requirements
- Poor plans and planning processes



Source: Frank Winters, "The Top 10 Reasons Projects Fail" in *ganthead.com*

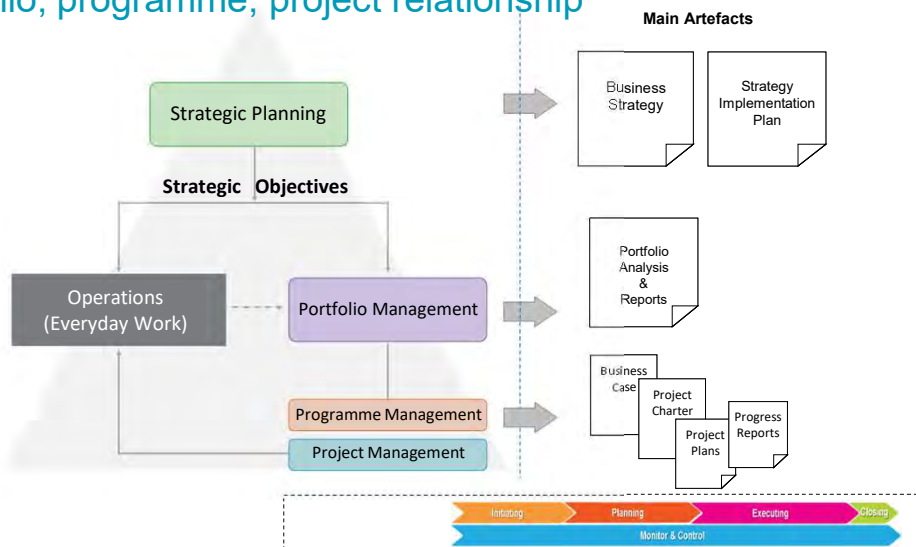
Examples of projects

Projects are undertaken at all levels of the organisation, and they can involve a single person or many thousands.

Their duration ranges from a few weeks to several years. Projects can involve one or many organisational units.

- Developing a new product or service
- Effecting a change in structure, staffing, or style of an organisation
- Designing a new transportation vehicle
- Developing, modifying or acquiring a new information system
- Constructing a building or facility
- Building a water system for a community
- Running a campaign for political office
- Implementing a new business procedure or process
- Responding to a contract solicitation.

Portfolio, programme, project relationship



Portfolio, programme, project relationship



Programme:

A programme is a collection of projects aimed towards a common goal—i.e. a group of related projects managed in a coordinated way to obtain benefits that could not be achieved from their individual management. Programmes may also include elements of related work outside the scope of its projects.



Portfolio:

A portfolio is a collection of projects, programmes and other activities grouped in order to ensure better financial and resource control, and to facilitate their effective management in terms of meeting strategic objectives.

Management of projects, programmes and portfolios



Portfolio management: Managing the *right* project.



Project management: Managing the project *right*.



Programme management: Integrating the projects the *right* way.

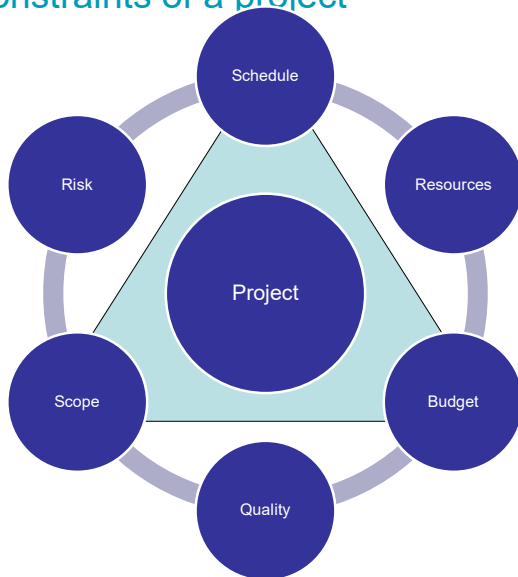
What is a project?

A project is a temporary organisation set up to create a unique product or service within certain constraints such as time, cost and quality.

→ People!



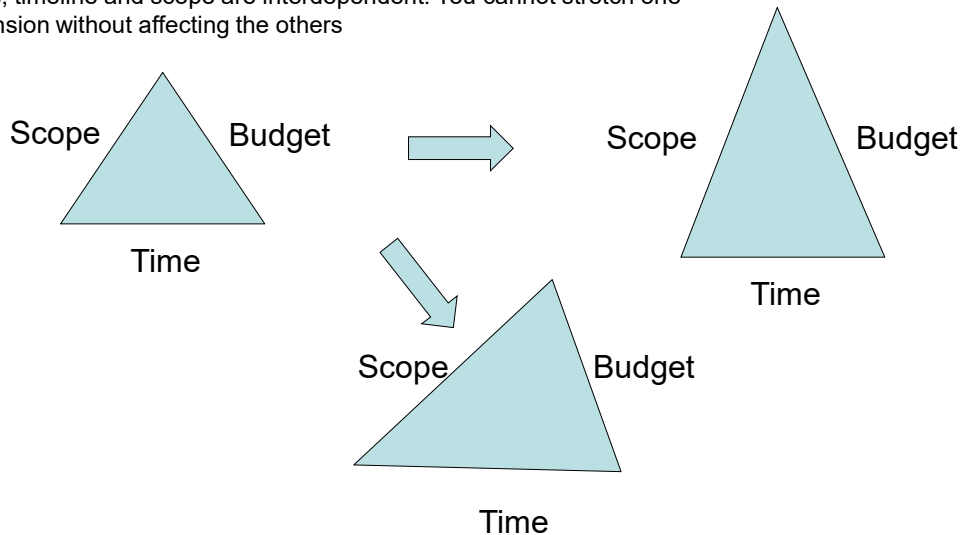
Constraints of a project



Tip Also politics, competition, laws & regulations, environment, market etc..

The Triple Constraint or “Iron Triangle”

Costs, timeline and scope are interdependent. You cannot stretch one dimension without affecting the others



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Who are the stakeholders?

Stakeholders are organisations, groups of people or individuals that are:

- Actively involved in the project
- Whose interests may be affected as a result of project activities or project outputs
- ... *Or believe they are!*



Tips

- Be aware of the self-made stakeholder: People who think they are project stakeholders become de facto ones, as their actions will have an effect on the project.
- ISO 21505:2017 - person, group or organisation that has interests in, or can affect, can be affected by, or perceive itself to be affected by, any aspect of a project, programme, portfolio or the organisation's governance

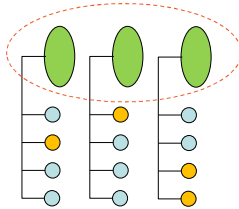
P4.1

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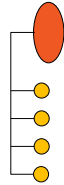
Organisation structures

● Functional (line manager) ● Project manager ● Project staff



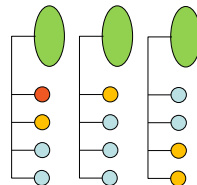
Functional

Branches are isolated. Project coordination is shared across functional managers. E.g. Public organisations, administrations...



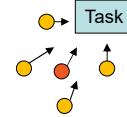
Projectized

Project manager has full authority over project team. E.g. Solution providers, consulting firms...



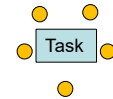
Matrix

Project staff share functional duties with project activities. E.g. Most private organisations operate here...



Fluid

Project teams formed in an ad-hoc way when activities arrive and disband shortly after. E.g. High maturity organisations.



Holonic

Autonomous and self-organised project teams. E.g. Agile companies.

P2.3.1

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Performance in projects

	Functional	Weak Matrix	Balanced	Strong Matrix	Projectized	Fluid	Holonic
Project manager's authority	Little or none	Low	Low to moderate	Moderate to high	High	High	N/A
Resource availability	Little or none	Low	Low to moderate	Moderate to high	High	High	High
Budget responsibility	Functional manager	Functional manager	Mixed	Project manager	Project manager	Project manager	Project manager
Project manager's role	Part-time if any	Part-time	Full-time	Full-time	Full-time	Full-time	Full-time
Project staff	Part-time	Part-time	Part-time or full-time	Full-time	Full-time	Full-time	Full-time



P2.3.1

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Competences

The project manager needs to exhibit a large number of skills to deal with all kind of situations. The project team members must be selected on the basis of their talents, so they complement each other and all necessary competencies for the project are covered.

Example of competency framework:

Perspective	People	Practice
Strategy Governance Compliance Power & Interest Culture & values	Self-reflection Integrity, reliability Communication Relationships Leadership Teamwork Conflict & crisis Resourcefulness Negotiation Result orientation	Project design Requirements & objectives Scope, time Organisation Quality Finance Resources Procurement Plan & control Risks Stakeholders Change

Source: IPMA ICB 4.0



The right methodology for the right team

The Dreyfus model of skill acquisition

Novice	Advanced beginner	Competent	Proficient	Expert
<ul style="list-style-type: none"> • Rigid adherence to taught rules or plans • No exercise of discretionary judgment 	<ul style="list-style-type: none"> • Limited situational perception • All aspects of work treated separately with equal importance 	<ul style="list-style-type: none"> • Coping with multiple activities and information • Some perception of actions in relation to goals • Deliberate planning • Formulate routines 	<ul style="list-style-type: none"> • Holistic view of situation • Prioritises importance of aspects • Perceives deviations from normal patterns • Employs principles for guidance to adapt to situation at hand 	<ul style="list-style-type: none"> • Transcends reliance on rules, guidelines and principles • Intuitive grasp of situation based on deep understanding • Has a vision of what is possible • Uses an analytical approach in new situations

Process-based methods ← → Principle-based / Agile methods

Tips
 It is important to understand the maturity level of the project team. PM² is essentially a process-based methodology, and it therefore well adapted to low to middle maturity levels. More flexibility must be introduced for advanced teams. In that case more emphasis should be put on PM² Mindsets.

Agile PM²

PM² recognises the complex and uncertain nature of many types of projects and the positive contribution of the Agile way of thinking to their effective management.

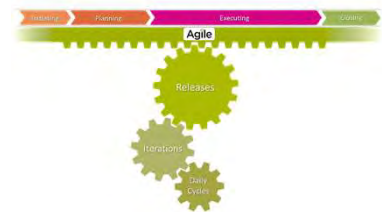
Agile is an approach to managing projects based on a specific set of principles and practices, which promote adaptive planning, evolutionary development, early incremental delivery and continuous improvement. It encourages rapid and flexible responses to change.

Agile takes into account the inherent uncertainty of the project environment and creates an organisation that is highly adaptive. It uses short feedback loops to allow for rapid responses to changes in product requirements and for ongoing improvements to processes.

The Agile extension to PM² incorporates Agile into the overall PM² framework and creates the foundations for moving towards increased project management and organisational agility. It helps project teams achieve the desired level of agility while accommodating tight procurement and audit requirements, coordination with the programme and portfolio levels, and collaboration with other projects, contractors, other organisational units and even external organisations.

The Agile extension to PM² provides (for IT projects):

- Agile roles & responsibilities (as an extension to the PM² governance).
- Integration with the overall PM² project lifecycle.
- A set of suggested Agile PM² Artefacts (as an extension to the PM² Artefacts).



AD1

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Discussion: project success

Discuss with the class:

- What is a successful project ?
- Are there different types of success ?
- Is there a systematic way to assess success ?



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Project success



project success ≠ project management success



Initial project plan: 1945-1950, 7 million AUD
 Completed 1966, 100 million AUD
 Profit by 2012: 227 million AUD

Photo Sources: Foozine.com (Roundabout), Wikipedia (Sidney Opera)

Project results

- Project deliverables are merely a means to an end
- The real purpose of a project is to achieve certain outcomes & benefits



	Outputs	Outcomes	Benefits
Measure	Easy	Average	Complex
Cost to measure	Low	Mid to high	Expensive
Relevant to	Project manager (PM)	Users (UR)	Project owner (PO)

Note that project outcomes and benefits are often realised only after the project has closed.

Example: The bridge

Imagine a region cut in half by a big river...
On one side: a nice, big, dynamic city, with lots of activity, jobs, profits etc...
On the other side: the countryside. Dull. No jobs. No activity. The few people that live there must drive north one hour to the closest bridge and then south again to go to the city. A two hours commute!
As governor of the region, you want to see economic indicators, the global wealth of the region, go up. You order studies, discuss with your advisors and come up with a solution: to build a bridge!



You produce a tender, find a public construction company that builds the bridge for you. A success! Now people who want to go from countryside to the city only need 15 minutes, even by bike!
Fast forward to a few years later: people have moved towards the countryside to the point that new services have been developed locally. Unemployment figures are dropping. The whole region benefits from the project. You are a happy governor.

The bridge: debrief

Based on the previous example, describe the following:

- Project output
- Project outcomes
- Project benefits (or impact)
- Discuss



Quiz

Project Context



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Question #1

A project has a:

1. A short duration
2. A long duration
3. A finite duration
4. An infinite duration

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● Question #2

The three related project constraints are:

1. People, positions, politics
2. Scope, quality, time
3. Scope, time, budget
4. Risk, resources, budget

● Question #3

Order the following organisation models by project efficiency:

1. Matrix, functional, projectized
2. Functional, projectized, matrix
3. Functional, projectized, balanced matrix
4. Functional, matrix, projectized



Question #4

In a portfolio of projects, all projects are interrelated.


1. True
2. False



Question #5

Fill in the gaps: The project delivers which, when used provide to users that in the long term pile up to offer

1. Deliverables, Outputs, Outcomes
2. Outcomes, Outputs, Benefits
3. Benefits, Outputs, Impacts
4. Outputs, Outcomes, Benefits



Overview

THE PM² PROPOSAL

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The European Union context



- 27 countries
- 350 regions
- ~500 millions citizens
- 24 languages
- >30, 000 staff in EU Institutions
- Budget: a 6 years envelope worth more than 1 trillion €



Many cultures
Many « clichés »
Many differences...
... a lot of alignment work

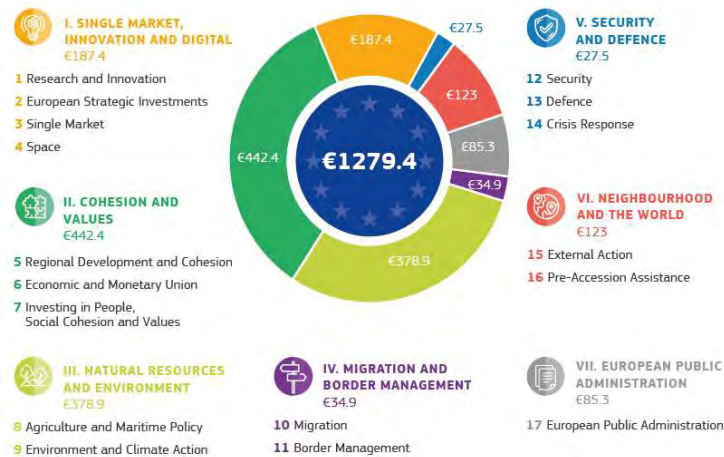


GOEIEDAG OLA MERHABA HOLA 你好 BONJOUR
GUTEN TAG CZEŚĆ CIAO HELLO ANOI Добрый день
SHALOM CZEŚĆ CIAO HELLO HEI SALUT HALLO

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EU budget

Long-term budget agreement: 2021-2027 (Multi-annual Financial Framework)



Source: DG Budge, 2019

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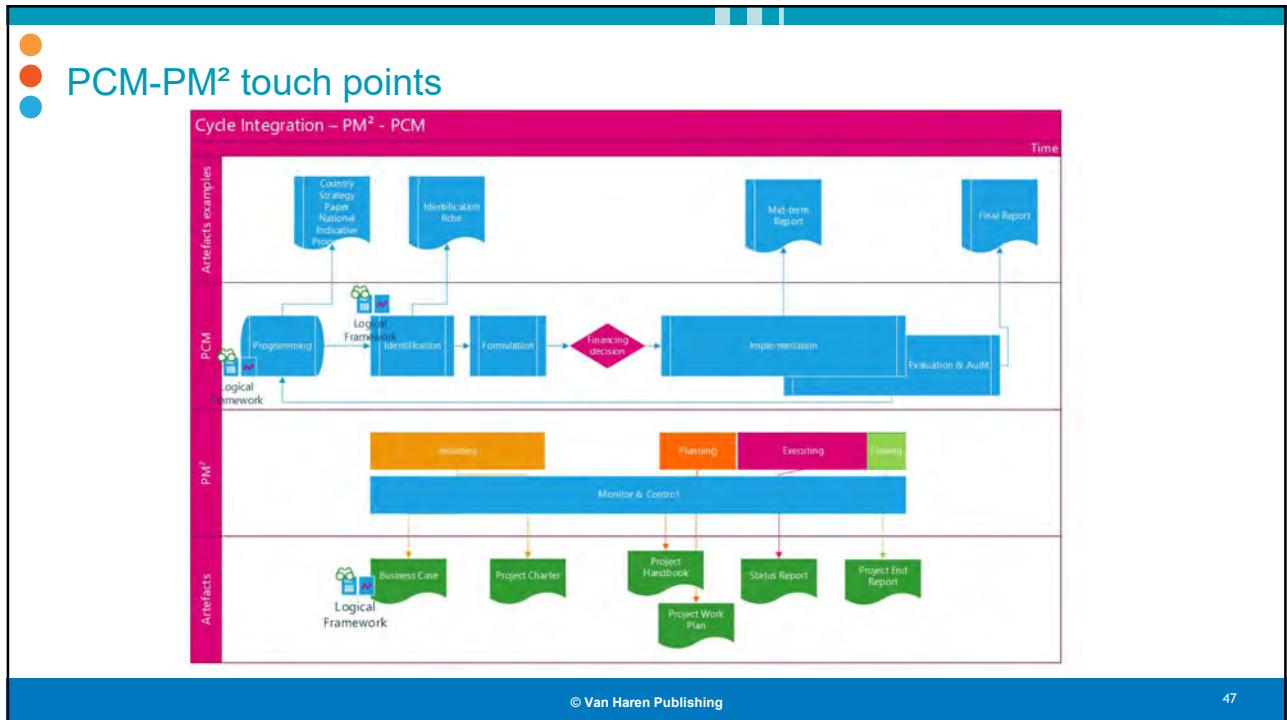
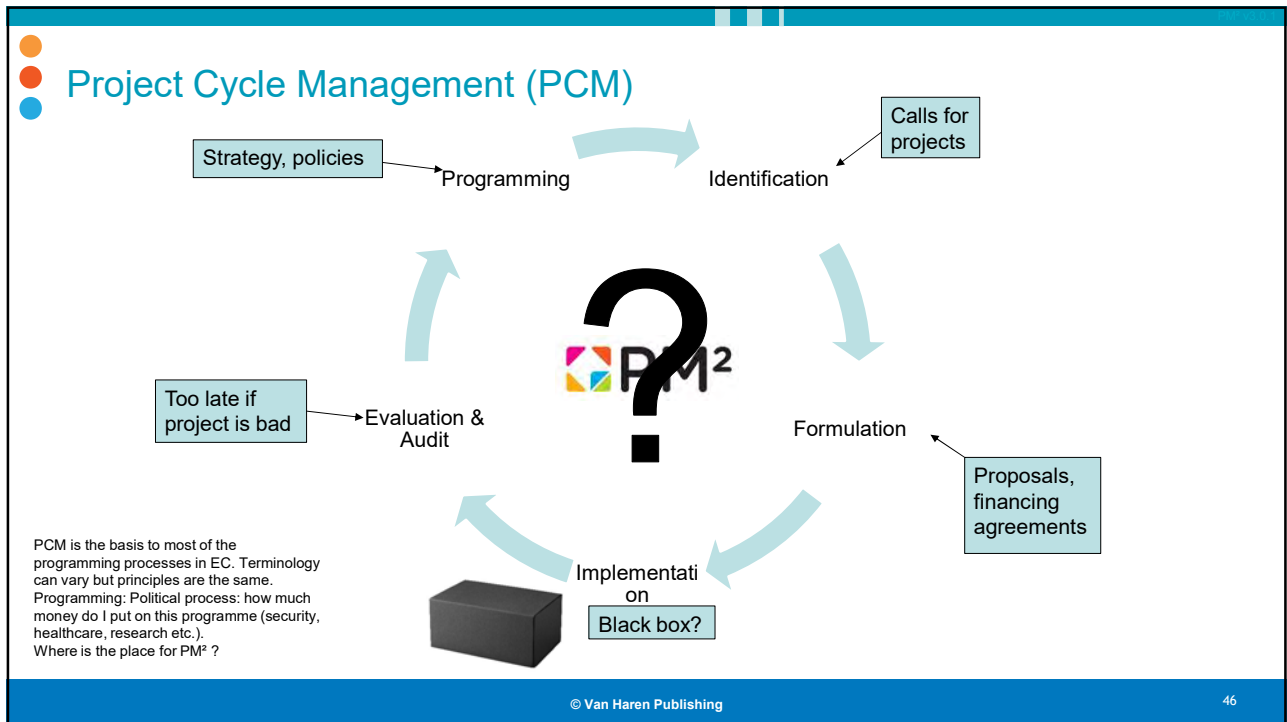
Annual budget

Annual budget is voted by Parliament and implemented according to spending priorities (headings). Three ways of spending the budget:

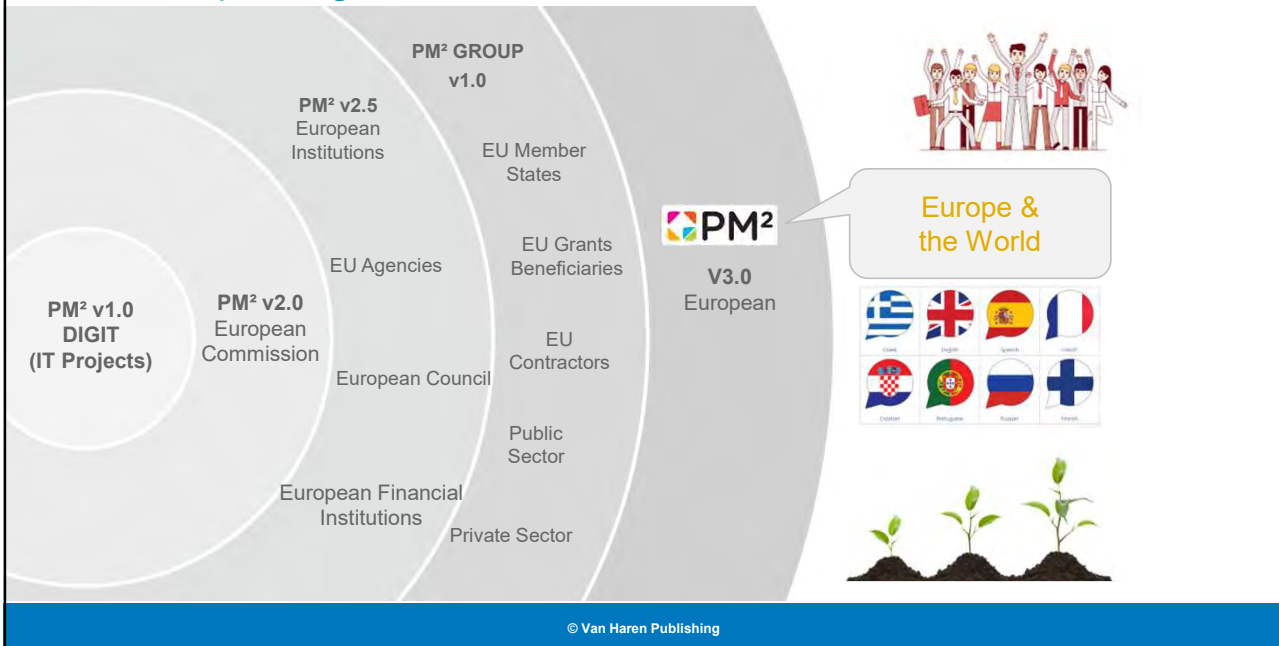
- **Direct** (by Commission, Union delegations, Executive agencies)
- **Indirect** with:
 - Third countries or the bodies they have designated
 - International organisations and their agencies
 - The European Investment Bank (EIB) and the European Investment Fund (EIF)
 - Article 208 and 209 of the Financial Regulation: agencies, public-private partnership bodies (PPP) etc.
 - Public law bodies
 - Private law bodies with a public service mission
 - Bodies governed by the private law of a Member State that are entrusted with the implementation of a public-private partnership (PPP)
 - Persons entrusted with the implementation of specific actions in the Common Foreign and Security Policy (CFSP).
- **Shared** (giving it to Member States so they can fund their national programmes)

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The Expanding Reach of PM²



The proposal: PM² is...

LIGHT Methodology size in pages

PM²	PRINCE 2	PMBOK V5
100	300	500

INEXPENSIVE 0€ = 0£ = \$0

Open-source material
No community fees
Free access to all publications

EU FOCUSED

Custom-made based on EU experience
European vocabulary
Governance model for administrations

SIMPLE Management processes

PMBOK	PM²	PRINCE2
48	30	07

Best practices from Prince2/PMBOK/IPMA
→ Easy transition to PM²
Embedded customisation guidelines

PRACTICAL

Templates & tools freely available

	PM²	Prince2	PMBOK
Templates	32	0	0
Tools	77	0	60

EVOLUTIVE

Domain & tool agnostic
Regular revision cycle
Integration with PPM* and Agile*

Programme & Portfolio Mgt → PM² → Agile

* The European Commission is also publishing a Programme Management methodology, a Portfolio Management methodology and an Agile framework that are all part of the PM² ecosystem.