

Module I Multi-Project Management and Organisation

Code Number 94091	Semester Sem. 2	Duration 1 Sem.	ECTS-Credits 6		
Type of lecture Required course	Language of instruction English	Frequency Annually - ST	Semester hours per week 4		
1	Course Title	Contact hours (h)	Self-study (h)	Total workload (h)	SWS
	Multi-Project and Project Portfolio Management	30	60	90	2
	Project and Program Organisation	30	60	90	2
2	<p>Content</p> <p>Multiproject Management and Portfolio Management</p> <p>Multi Project Management (MPM) encompasses all management activities for selection, prioritisation, planning, balancing, and controlling several project in an organization.</p> <p>The portfolio of a company in the sense of Project Portfolio Management (PPM) is a collection of components (projects, programs, other work to be done) to reach the strategic business objectives of the company.</p> <p>Programs are collections of components (projects, other work to be done) with a common goal.</p> <p>Agile approaches on Multi project Management level as LeSS (Large Scale Scrum) and SAFe (Scaled Agile Framework) are part of the content.</p> <p>The course considers developments in Multi project management from different points of view, e.g. standardization, research, agile. The course follows the standards of PMI, Axeloss, and IPMA.</p> <p>This course deals with:</p> <ul style="list-style-type: none"> • Main characteristics of Multi-project Management • Differentiation from Portfolio Management and pograms • Different functions and areas of MPM, e.g. Resource Management • Characteristics and concept of Project Portfolio Management • Organisation and standardization of MPM (e.g. IPMA (OCB, PEB, ICB, PCB); PMI (PMBOK, OPM), Anxelos (MoP, P3M3,P3O), • Agile multi-project management approaches (e.g. LeSS and SAFe)Maturity Models (see above "standardisation") • The PMO concept <p>Project and Program Organisation</p> <p>This course deals with</p>				

	<ul style="list-style-type: none"> • organizational structures of projects and programs roles and responsibilities of project team members • competencies of project team members • Organisation of different project members • stakeholders and the project environment. <p>Roles and responsibilities in projects are linked to competences to meet the requirements for roles and responsibilities in projects.</p> <p>The course "Project Organisation" encompasses but not limited to:</p> <ol style="list-style-type: none"> 1. Types of organizations <ul style="list-style-type: none"> • Functional organization • Projectized organization • Matrix organization 2. Organizations for agile project management 3. Roles and responsibilities in organizations <ul style="list-style-type: none"> • Overview of roles and responsibilities along the list of stakeholders • The impact of roles and responsibilities <p>Description of responsibilities according to defined formats (RACI-Format: R Responsible, Accountable, C Consult, I Inform; and further formats)</p>
<p>3</p>	<p>Learning Outcomes / Competencies</p> <p>3.1 Professional Competencies</p> <p>3.1.1 Knowledge</p> <p>Multi-Project and Portfolio Management</p> <p>The students are able to explain</p> <ul style="list-style-type: none"> • the core concepts of projects, programs, and portfolios • the characteristics of Multi Project Management • the characteristics of Project Portfolio Management • the core concepts and roles of PMO (Project Management Office) <p>Project and Program Organisation</p> <p>The students are able to explain</p> <ul style="list-style-type: none"> • concepts of functional organization, projectized organization and matrix organization. • the core issues of project organization: Project manager, project team, organizational environment, etc. • the impact of programmes and portfolios on project organization. the differences the classical approaches of project organization and the approaches in agile project management (SCRUM, etc.). <p>3.1.2 Skills</p>

	<p>Multi Project and Portfolio Management The students are able to</p> <ul style="list-style-type: none"> • analyse programs and portfolios, • develop elementary programs and portfolios, • develop processes for programs and portfolios, • apply selected methods and tools for program and portfolio management - regarding scope management or risk management • distinguish between the PPM point of view on the one hand and the strategic management point of view on the other hand, design a PMO (Project Management Office). <p>Project and Program Organisation The students are able to</p> <ul style="list-style-type: none"> • develop concepts for the organization of a project in selected cases. • detect the limits, opportunities and risks in the different approaches of project organization • analyse influences of different organization on projects and programs • develop concepts for different organization of a projects (agile, traditional, hybrid) • solve the problems a.m. different type of project organisations <p>3.2 Personal Competencies 3.2.1 Social Competencies</p> <p>The Students can/know/apply</p> <ul style="list-style-type: none"> • lead and coordinate large, interdisciplinary and international teams in different type of organisation, • present and prudently defend team results in a complex and demanding environment, • improve cooperation among human resource in projects and organizations based upon appropriate policies and strategies, • handle complexities while working in temporary organisation, • develop team competencies among the members <p>3.2.2 Autonomy Students can/know/apply</p> <ul style="list-style-type: none"> • manage and transform work or study contexts that are complex, unpredictable and require new approaches, • reflect operational challenges of a project, programmes, portfolios in a temporary and permanent organisation, • analyse and develop standards for a company
<p>4</p>	<p>Teaching and Training Methods e.g: Lectures incl. practitioners' best practices, Interactive case studies, Seminar, Case studies, (Short) presentations, Results-oriented presentations in oral and written form</p> <ul style="list-style-type: none"> • Lectures introducing concepts, methods and tools

	<ul style="list-style-type: none"> • Group work to practice concepts and methods, to develop skills and to work on case studies • Home work to add individual contributions • Presentations to communicate results
5	<p>Prerequisites for Admission</p> <p>Formal: -</p> <p>Knowledge and Competencies: PM Fundamentals (1st Semester course of EuroMPM) or comparable courses from other universities for external students (Non-EuroMPM students)</p>
6	<p>Assessment</p> <ul style="list-style-type: none"> • 50% contributions within the course (homework, group work, presentations, case studies) • 50% written or oral examination at the end of the course
7	<p>Requirements for Award of Credits</p> <p>Successful completion of examination, Presentation (individual / group)</p>
8	<p>Module used in other programmes</p>
9	<p>Weighting of the mark for the final grade</p> <p>EuroMPM (3 Sem.): 6,6 % (6/66) x 73</p> <p>EuroMPM (4 Sem.): 6,8 % (6/66) x 75</p>
10	<p>Module Leader</p> <p>Prof. Dr. Dechange</p> <p>Dr. Erasmus</p>
11	<p>Literature</p> <ul style="list-style-type: none"> • AXELOS, (2017): Managing Successful Projects with PRINCE2. London: The Stationery Office Ltd. • Bea, F.X.; Scheurer, S.; Hesselmann, S. (2011): Projektmanagement, 2. Auflage, Konstanz und München • Brown, James T.: The Handbook of Program Management (2014): How to Facilitate Project Success with Optimal Program Management, 2nd edition, 201408, ISBN 978-0071494724. • Dechange, A.; Friedrich, B. (2013): <i>Multiprojektmanagement in der Energiewirtschaft</i> in: Lau, C; Dechange, A; Flegel, T. (Hrsg.): <i>Projektmanagement im Energiebereich</i>, Springer Verlag, Wiesbaden, S. 101 – 124

- Dechange, A.; Lau, C. (2008): Effiziente und erfolgreiche Implementierung von Projekt Management Offices in: Steinle, Ebeling und Eichenberg (Hrsg.) (2010): *Handbuch Multiprojektmanagement und -controlling – Projekte erfolgreich strukturieren und steuern*. 2. Auflage. Erich Schmidt Verlag, S. 69 – 86
- Dechange, André (2020): *Projektmanagement – Schnell erfasst*, SpringerGabler
- Gerald I. Kendall; Steve C. Rollins (2003): *Advanced Project Portfolio Management and the PMO*,
- Green, Allen R.; Levin, Ginger (2013): *Implementing Program Management: Templates and Forms Aligned with the Standard for Program Management*,
- Hill, G. (2004): *The Complete Project Management Office*. Auerbach Publications

- International Project Management Association IPMA - Individual Competence Baseline 4th version (ICB4), 2015
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- Milosevic, Dragon Z.; Martinelli, Russ; Waddell, James M.: *Program Management for Improved Business Results*, 2007, ISBN 978-0471783541.
- Milosevic, Dragon Z.; Patanakul, Peerasit; Srivannaboon, Sabin: *Case Studies in Project, Program, and Organizational Project Management*, 2010, ISBN 978-0470183885.
- Peter Morris, Peter; Pinto, Jeffrey, K. (2007): *The Wiley Guide to Project, Program, and Portfolio Management*.

- Project Management Institute (2018): *The Standard of Program Management*, Newtown Square, PA
- Project Management Institute (2018): *The Standard for Portfolio Management*, Newtown Square, PA
- Project Management Institute (2017): *A guide to the project management body of knowledge (PMBOK guide) Sixth edition; Agile practice guide*. Newtown Square, PA
- Sanghera, Paul (2008): *Fundamentals of Effective Program Management: A Process Approach Based on the Global Standard*, 2008, ISBN 978-1932159691.