



**University of Granada
Jean Monnet ChairPM²EU+**

Quality Review Report 04

PM² by European Commission. Open, free and common project management framework for all European institutions, companies and citizens. – PM²EU+

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1. INTRODUCTION

This report details the project's quality management activities and presents the key quality assurance and quality control findings, nonconformities, opportunities for improvement, recommendations and proposed corrective/improvement actions.

2. QUALITY MANAGEMENT ACTIVITIES

On 09/30/2022 the third Quality Review report was approved. Since that date the following activities have been carried out:

2.1. TEACHING

- On Wednesday, January 11, 2023 a Micro - Training was given to students of the Master's Degree in Industrial Engineering of the University of Jaén. The activity was organized by Prof. Julio Terrados (UJaén) and the Jean Monnet Chair in order to disseminate the PM² methodology and establish the essential bases of its application. The following were carried out:
 - The presentation of the Chair and its scope in terms of teaching, research and dissemination.
 - The analysis and presentation of the general concepts of project management.
 - The presentation of the PM² methodology developed within the DIGIT of the European Commission.

The meeting was conducted through a Google Meet session.

- From April 19 to June 21, 2023, the III Edition of the Basic Course on Project Management, approach to the PM² methodology, with a total of 9 attendees and a duration of 45 hours, was given. To assess the quality of the course, as stated in the Quality Plan, anonymous surveys were carried out through Google Form forms to the people who attended.



2.2. PM² TALK

- Is PM² training interesting for Irish students in technical careers?

On Tuesday, February 14, 2023, Jean Monnet Professor Germán Martínez held a working meeting with Dr. Deasún Ó Conchúir, a renowned project manager who has dedicated more than thirty years of his professional career to advanced training and consulting in project

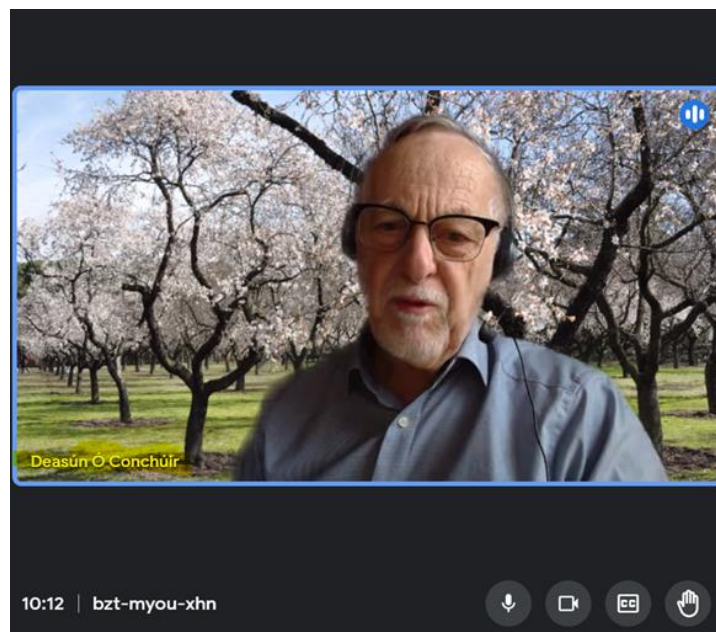
management. He is also an expert on different project management methodologies such as PRINCE2® and the Project Management Institute's framework.

The idea was to share the possibilities of the PM² methodology within the training of university technical students in Ireland.

Some of the aspects that were reviewed were:

- Its flexibility when it comes to its application.
- Its open and free nature.
- Its origin within the European Commission (both defended the conviction of the importance of Europe).
- The need for prior training in project management in order to get the most out of the methodology.
- The possibilities of improving some aspects of the methodology, especially those related to the governance model, the excessive number of artifacts and continuous references to the IT environment that detract from its universality when it is applied.
- The lack of a well-developed and structured community of users to share experiences and thus be able to improve the methodology.

It was an interesting day in which the sharing of reflections and concerns allowed for a deeper understanding of the PM² methodology as well as those aspects that have room for improvement.



- The Cabildo Insular de Tenerife promotes PM².
One of the Chair's regular collaborators, Agustín Moya Coronado (PM² Alliance), conducted an interview on March 28, 20223 with the Island Director of Modernization, Mr. Daniel González Morales, of the Cabildo Insular de Tenerife, to learn first-hand about the project to implement the PM² Methodology in the work carried out by the Cabildo. The Director emphasizes in this interview that the main reasons why the PM² project management methodology was selected for implementation in the Cabildo are, among others, the enormous closeness and affinity with the public administration, its simplicity to understand and apply it, that it has the support of the European Commission and that it is also a flexible methodology with possibilities for progressive implementation.

Given the interest of the subject (implementation of the methodology in a public administration), it has been shared verbatim and in its entirety on the web page of the Chair (<https://catedras.ugr.es/openpm2/actividades/pm2-talks#title0>).

- Contact with CoEPM²
 - Throughout the year, contact has been maintained with CoEPM² via Google Meet and e-mail to exchange experiences that are being carried out, especially with the Valencia City Council, as well as the review, updating and continuous improvement of the methodology.

2.3. RESEARCH

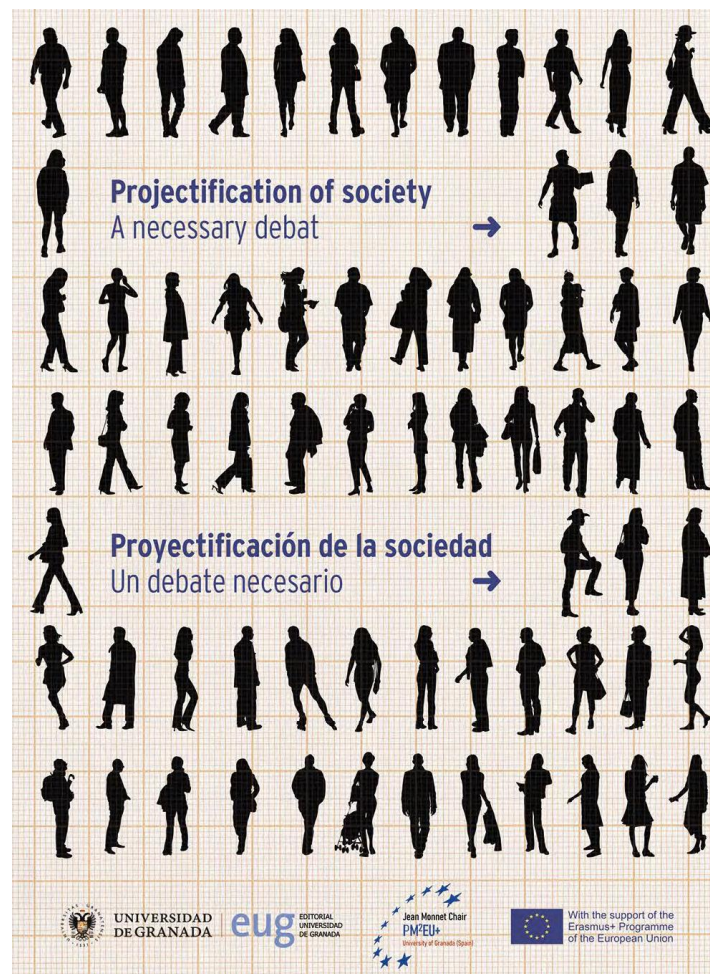
- An international article has been published in the journal *Systems*, Volume 11, Issue 4 (April 2023), entitled "*Review: Building the Foundation for a Necessary Debate: Projectification of Society*".

This article is the result of research initiated in February 2022 following the stay of Dr. Claudette El Hajj of Notre Dame University of Lebanon at the University of Granada. Professor El Hajj is an expert in new technologies applied to project management (BIM) and she is collaborating with the Jean Monnet Chair developing a research on the process of projectification of society and how it is affecting all levels (from micro to meta). To this end, the research was designed through a bibliometric analysis, a systematic literature review (SLR) and a subsequent discussion of the main findings.

- The final publication of the Chair, "*Projectification of Society: A necessary debate*", has been published. The book, published by the official publishing house of the University of Granada, is one of the most important activities of the Chair, as committed in the proposal presented within the project. It analyzes the phenomenon of the projection of society from different perspectives: economic, social, human, business, organizational and European. The Chair has been able to count on a panel of international experts (fourteen in total) who have selflessly offered to collaborate in the book. The result has been a high quality publication that sets the basis for any debate related to projectification and how it should be managed in the coming years to enhance the positive effects and reduce the negative ones. An effort has been made and the publication is presented in English and Spanish, thus reaching the widest possible audience. The detailed contents and the magnificent panel of contributors are as follows:
 - Foreword. Germán Martínez Montes (Jean Monnet Chair Holder & Begoña Moreno Escobar Jean Monnet Academic Coordinator - University of Granada)
 - Chapter 1. Projectification and economy. (Yvonne G. Schoper – University of Berlin)
 - Chapter 2. Projectification and SME (Juan Manuel Dominguez - APGP)
 - Chapter 3. Projectification and development (Agustín Moya & José Luis Yague - Polytechnic University of Madrid)
 - Chapter 4. Projectification and the academia. (Javier Pajares - University of Valladolid)
 - Chapter 5. Projectification and European Union (Mats Fred, Beata Jalocha & Dalia Mukhtar-Landgren - Jagiellonian University)
 - Chapter 6. Determinants of the Negative Aspects of Projectification (Claudette El Hajj & Dima – NTU Lebanon; Dima Jawad – Ontario Tech University)
 - Chapter 7. Projectification of society – a sociological perspective. (Reinhard Wagner - Alma Mater Europaea ECM, Maribor, Slovenia)
 - Chapter 8. Key issues in the management of the project-based organization. (J. Rodney Turner - School of Civil Engineering, University of Leeds)
 - Chapter 9. The dark side of projectification. (Yannick Kalff - Universität Osnabrück)
 - Chapter 10. Projectification and PM Associations (Jesús Martínez Almela – International Project Management Association)
 - Chapter 11. Projectification and Certifications (Salvador F. Capuz Rizo – Polytechnic University of Valencia).

Following the policy of generating free resources, it is possible to download the e-book at the following web site:

<https://catedras.ugr.es/openpm2/en/informacion/presentacion/debate?q=en/informacion/presentacion/debate>



- Collaboration project with the Valencia City Council

On November 3, 2022, the Office for European Projects of the City Council of Valencia invited the Jean Monnet Chair to submit a bid for the MINOR CONTRACT FOR ASSISTANCE IN A PILOT PROJECT PM². After submitting the corresponding bid, the Chair was awarded the contract on December 16, 2022, having to carry out the following activities throughout the year 2023:

- Document the phases of initiation, planning, execution, closure and monitoring and control using the PM² methodology and the artifacts, roles and functions, RASCI tables of the pilot project selected by the City Council of Valencia and entitled "IT tool of a strategy and project manager for the urban agenda in the City Council of Valencia".
- Propose adaptations of the PM² method that are considered necessary for its proper use in the City Council.

As a result of this collaboration, the document "Guide to the Project Management Methodology of the City Council of Valencia" is being finalized, which will be the starting point to modify the bases of project management in the City Council after the adaptation of the PM² Methodology to the particularities of this administration.

- Collaboration project with the Regional Ministry of University, Research and Innovation, General Secretariat of Universities.

After the meeting held on October 6, 2022 with the Secretary General of Universities and the Director General of University Coordination presenting them with a proposal for research and training within the Regional Ministry of University, Research and Innovation, the Secretariat finally commissioned on July 19, 2023 a minor collaboration contract with the following objective: "To conduct a report to learn about the possible widespread use of the PM² Project Management Methodology, developed by the European Commission, in the Andalusian Public Universities' own Services".

The duration of the contract is 8 months, starting in September 2023, and the activities to be performed will be as follows:

1. Analysis of the singularities of the Projects
2. Study of the Project that will serve as pilot of the experience.
3. Proposal of PM² artifacts map for projects.
4. Adaptation of the main artifacts in format and content for projects in the PAUs.
5. Final report (Conclusions Report).

3. RESULTS OF ACTIVITIES

3.1. III Edition of the Basic Course on Project Management. Approach to the PM² Methodology, from April 19 to June 21, 2023

This section presents the main aspects to be highlighted from the survey carried out among the participants in the III Edition of the "Basic Course on Project Management. Approach to PM² methodology".

Between April 19 and June 21, 2023, the 45-hour classroom course was given, aimed especially at the staff of the University of Granada, with a total of 9 people enrolled.

The course aimed to provide participants with the knowledge, skills and sources of reference necessary to:

- Master the essential elements of project management (characterization, scope, time, cost, quality, communication, human resources, stakeholders, risk, procurement and change).
- Understand, adapt and effectively use PM²'s open methodology both for managing your projects and for effective reporting and smooth communication with the many project stakeholders at various levels of authority.

With a clear practical approach, participants have gained experience and at the end of the course are able to apply PM² best practices.

The survey was completed by all course attendees. Of the data obtained, the following can be highlighted:

- In general terms, the course syllabus was very appropriate for the expected knowledge, as was the division into two blocks (basic aspects of project management, Figure 1, and PM² methodology, Figure 2).

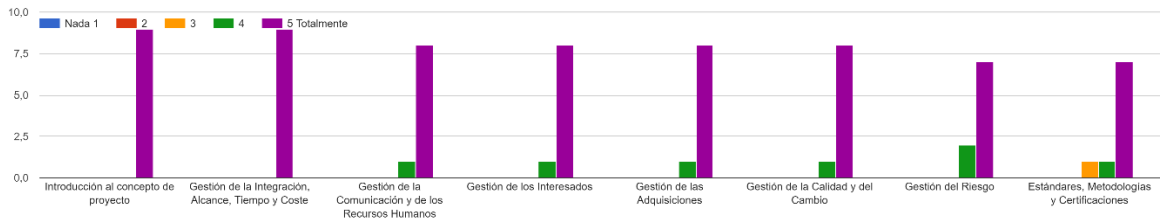


Figure 1: The topics of the project management basics block have been adequate (1-none; 5-very adequate).

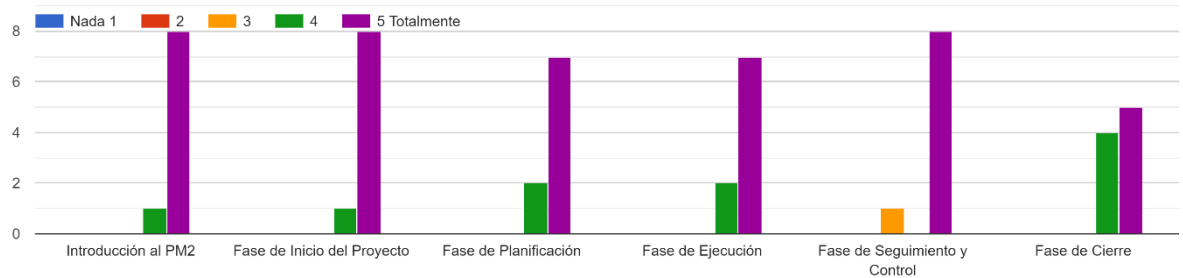


Figure 2: PM² Methodology block topics have been adequate (1-none; 5-very adequate).

- The teaching methodology used, as well as the knowledge of the teachers, obtained the highest rating from all those attending the course.
- Most of the attendees (nearly 80%) considered the practical cases carried out during the course to be very correct and sufficient, improving the evaluation with respect to previous editions.
- Only 2 of the people attending the course were familiar with the PM² methodology developed by the European Commission. After the course, all of them found it to be an interesting proposal for project management, and it could be very useful in the exercise of their functions (figure 3), especially with regard to the importance of documentation and keeping a record of everything that happens during the project and change management.

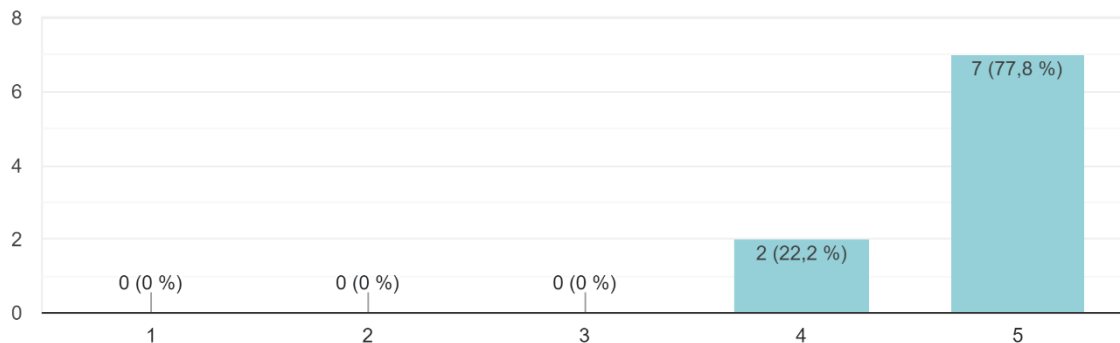


Figure 3: Did you find the PM² methodology developed by the European Commission an interesting proposal for project management in your institution and/or company? (0- Not at all; 5- Very interesting).

- The overall rating of the course (Figure 4) and its organization was very high by all attendees, with all values between 9 and 10, and 100% of the participants recommending the course to third parties.

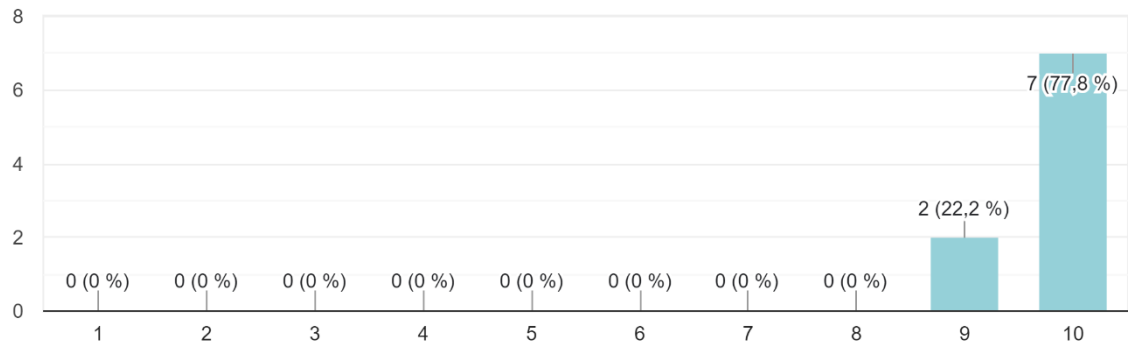


Figure 4: Overall course rating.

- The main aspects that they would like to deepen in a new course are the adaptation of the methodology to concrete cases, especially to research projects and the adaptation of artifacts to these projects.

4. RECOMMENDATIONS AND ACTIVITIES TO BE CARRIED OUT

The Jean Monnet Chair has finished on Sept 14th. Anyway, there is a very interesting learning of this last academic year.

After the analysis of the activities carried out and the completion of the project "PM² by European Commission. Open, free and common project management framework for all European institutions, companies and citizens", the following recommendations and activities are considered to be carried out by the faculty beneficiary of this Chair:

- Incorporate the study of the European Commission's PM² methodology into the training of university technical students.
- Once the contracts with the City Council of Valencia and the Regional Government of Andalusia are concluded, dissemination activities should be carried out to other organizations with the same characteristics as the City Council and the Regional Government of Andalusia, especially to all the Andalusian Public Universities.