Session 4 – Project Management
Introduction and agenda

RAMIRI 2 Learning Programme
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What are we talking about?

Project management deals with:

- Planning, organising, managing, securing resources…
- … for the achievement of specific goals.

A **project** is understood as:

- An endeavour defined in terms of objectives…
- … and subject to a variety of constraints (time, financial, political, environmental, technological, etc.)

Objectives of an RI

A "Facility" for service to "Research" which:

- **Offers cutting-edge, essential service** to research, on a non-economic basis, within an ERA outlook

- Awards **free open access** through international peer-review competition at world level

- Results published/shared in the public domain

- Proprietary and/or training access is marginal

- Clear pan-European added value: e.g. at least 30% of selected users coming from non-host countries

- Can be single sited, distributed, virtual, for short-term use (satellites) or very long-term use (libraries)…

(Definition provided byCarlo Rizzuto)

Some of the specificities of RI projects

- Large-scale projects
  - Complex systems
  - Very diverse constraints (technical, administrative, financial, environmental, safety, etc.)

- Cutting-edge technology

- Public sphere
  - Procurement rules
  - Political constraints

- Potential cultural conflicts (scientists vs. managers, international environment)

- Short-term actions vs. long-term development

- User satisfaction as a must

Lessons learnt from my (short) experience

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- It is better not to rely on chance when managing an RI project
- "Managers" is not an insult (!)
- It is better to consider what are the questions before considering the answers
- There are natural and logical steps in the development of a project
- It is not because a question is obvious that you should neglect it
- Consider what you want to achieve before trying to find out how to achieve it
- It is not because something is uncertain that one should be exempted from planning
- Visibility is a must for a manager
- Etc.

Focus of the session

- Challenges in the management of the implementation phase of large-scale RIs

- Presentation of the main dimensions of RI project management
  - What are the questions that really matter?
  - What are the main tools available?

- How does it work in practice?
  - How do the various dimensions of project management "integrate"?
  - What are the inner mechanisms at work within the management structure?
  - What are the key success factors for project management?

First part – 7 dimensions of management

- SCOPE MANAGEMENT
- TIME MANAGEMENT
- COST MANAGEMENT
- HR MANAGEMENT
- QUALITY MANAGEMENT
- PROCUREMENT
- RISK MANAGEMENT
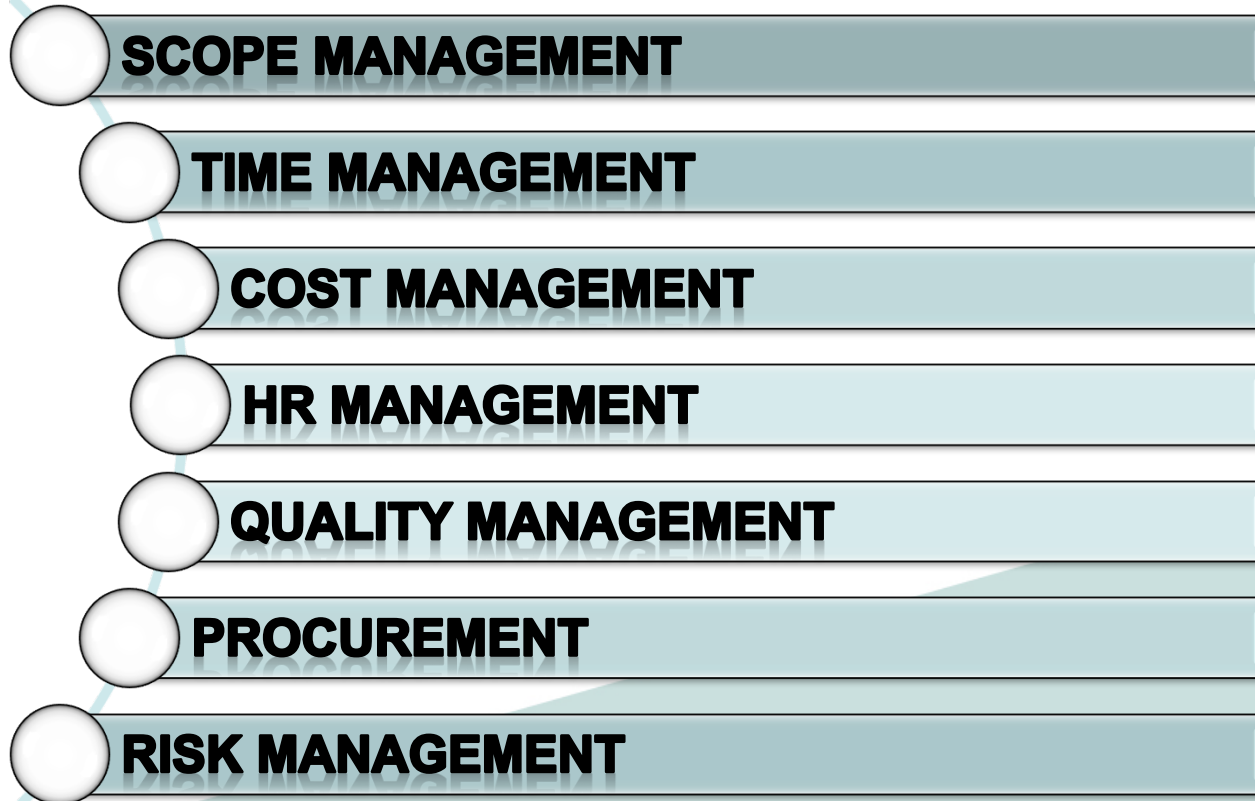
Outline

- First part – The dimensions of project management
  - Scope and time (Florian Gliksohn)
  - Cost management and containment (Karl Witte, John Wood)
  - "Quality" management (Michel Van der Rest)
  - Procurement (Alfonso Franciosi)
  - Risk management (Florian Gliksohn)

- Interlude
  - Long-term strategic development (Allen Weeks)
  - Financial aspects of RIs in the long-term perspective (Michel Van der Rest)

- RI project management in practice
  - "One week in the life of an RI manager" (Karl Witte)
  - Key success factors in RI project management (Wolfgang Meissner)

What you should expect…