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AUSTRIAN ACADEMY OF SCIENCES  
INSTITUT FÜR WELTRAUMFORSCHUNG



# Project Management

## How to Manage a Research Project?



Funded by  
the European Union



UK Research  
and Innovation

# Project Management

## How to Manage a Project?

- Definition
  - Life cycle of a project
- How to plan and manage a project?
  - Work Plan
- Practical tips
  - Technical and financial management

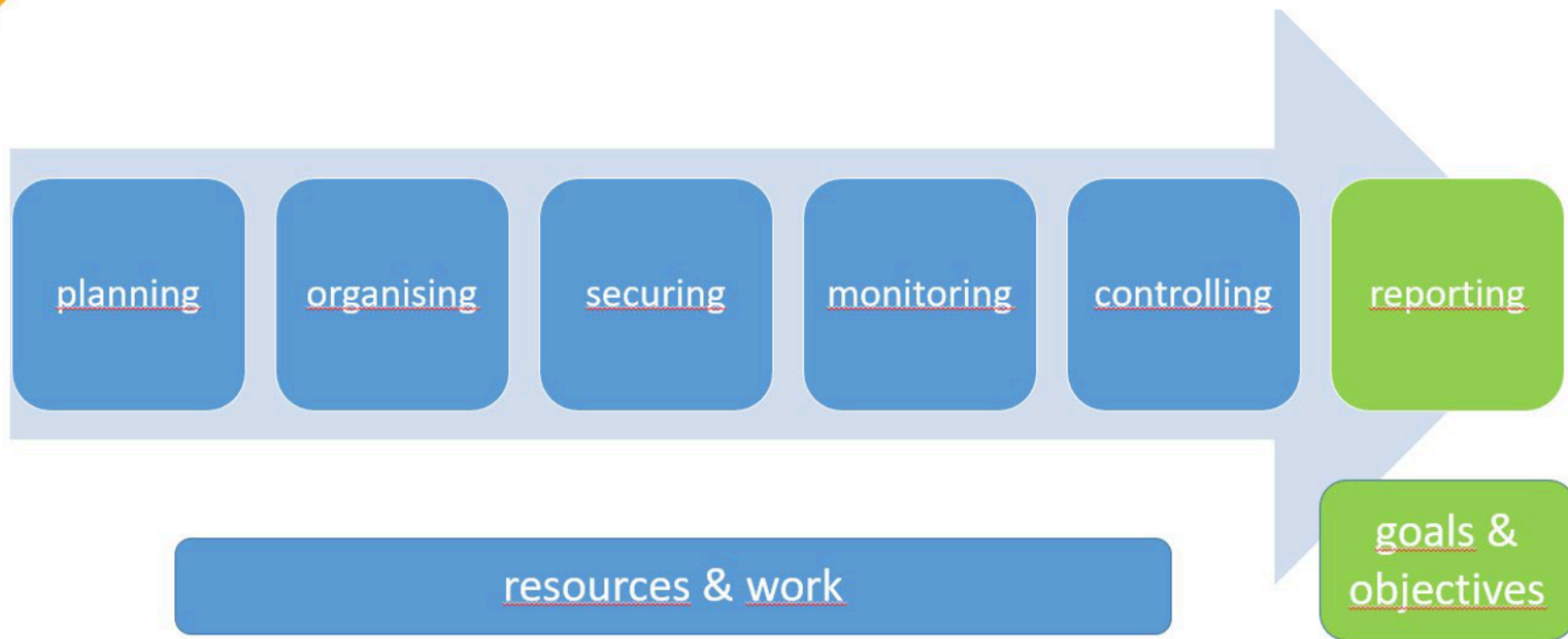
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# What is a Research Project?

TEMPORARY	UNIQUE	CONSTRAINTS	OUTPUT
time limited coop.	third party funded specific limited resources	complex/unique task	clear aims &
	assigned personnel	strategic relevance	defined objectives
	controlling	innovative character	benefits
start & end	opportunities	not „business as usual“	outcome results
	risk mitigation	multi-/cross-/trans-/inter- disciplinary cooperation	impact

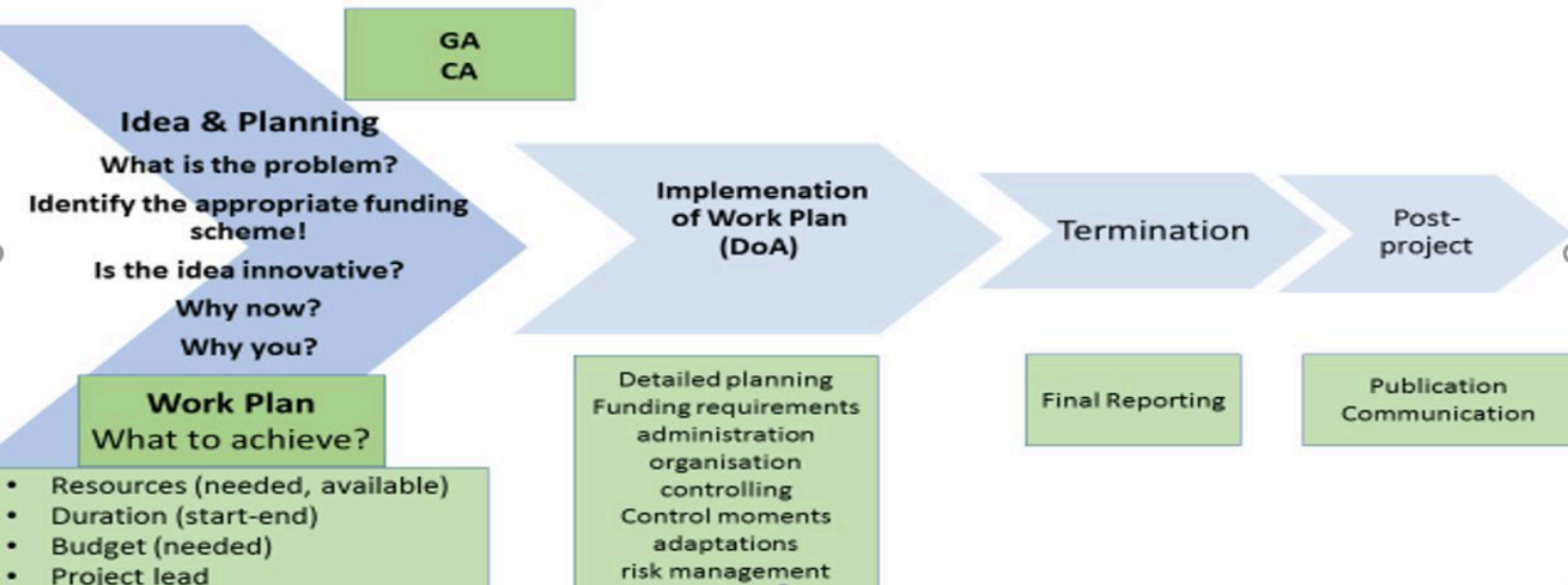
Definition: The practice of „**planning, organizing, monitoring, controlling and reporting** of all aspects of a project, and the **motivation** of all those involved in it to achieve the [project \(3.3.2\)](#) [objectives \(3.5.13\)](#)” (ISO 22886:2020(en), 3.9.7)

# Definition of Project Management?



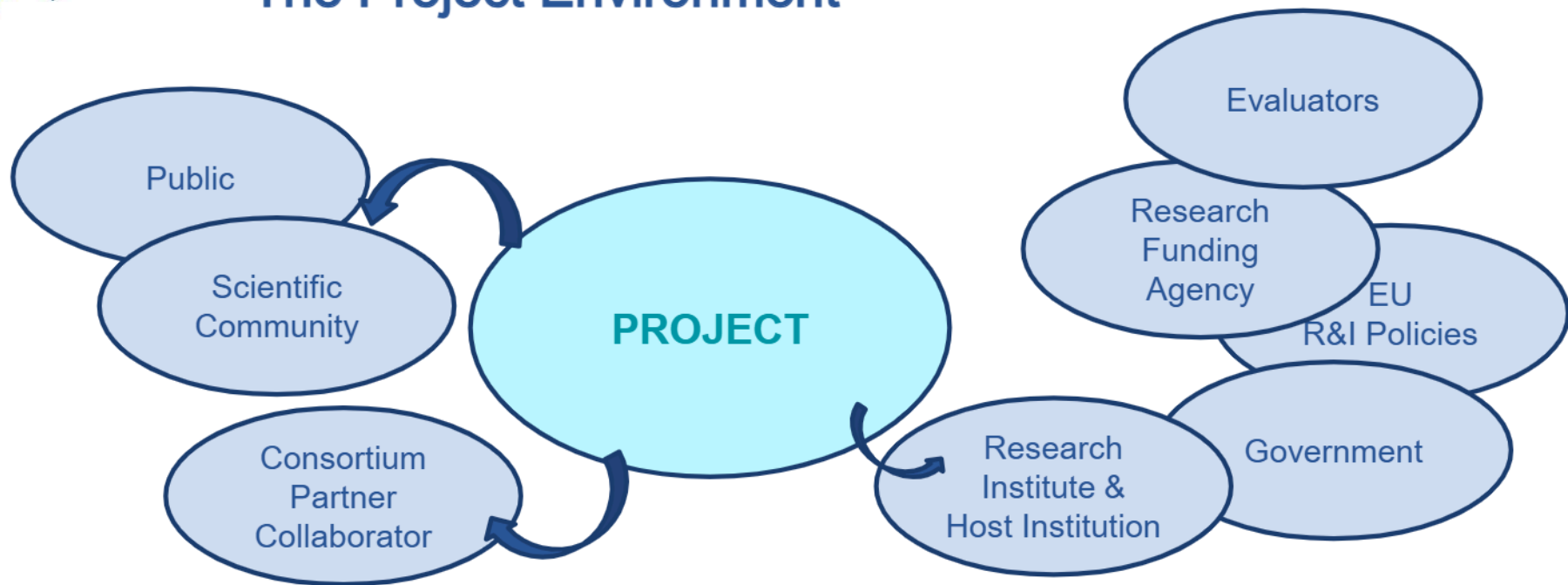
Definition: The practice of „**planning**, **organising**, **monitoring**, **controlling** and **reporting** of all aspects of a project, and the motivation of all those involved in it to achieve the project (3.3.2) objectives (3.5.13)” (ISO 22886:2020(en), 3.9.7)

# Phases of a Project



CA: Consortium Agreement, DoA: Description of the action GA: Grant Agreement

# The Project Environment



# Project Management<sup>2</sup> Pillars



- **Lifecycle** : project phases
- **Processes** : project management activities
- **Governance** : roles & responsibilities
- **Artefacts** :  
documentation, templates and guidelines
- **Mindsets** :

values, attitudes and behaviours that focus on what is important to achieve the goals

Source: PM<sup>2</sup> Project Management Methodology Guide 3.0.1 p. 13 <https://op.europa.eu/en/publication-detail/-/publication/b8458be2-821d-11eb-9ac9-01aa75ed71a1>

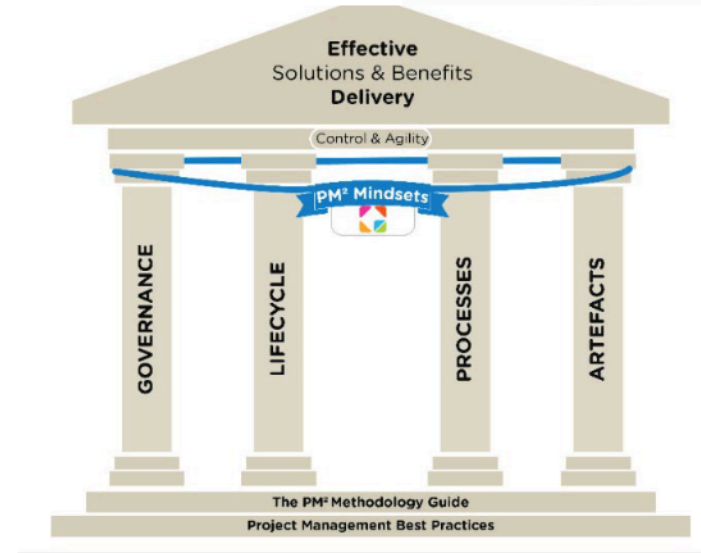
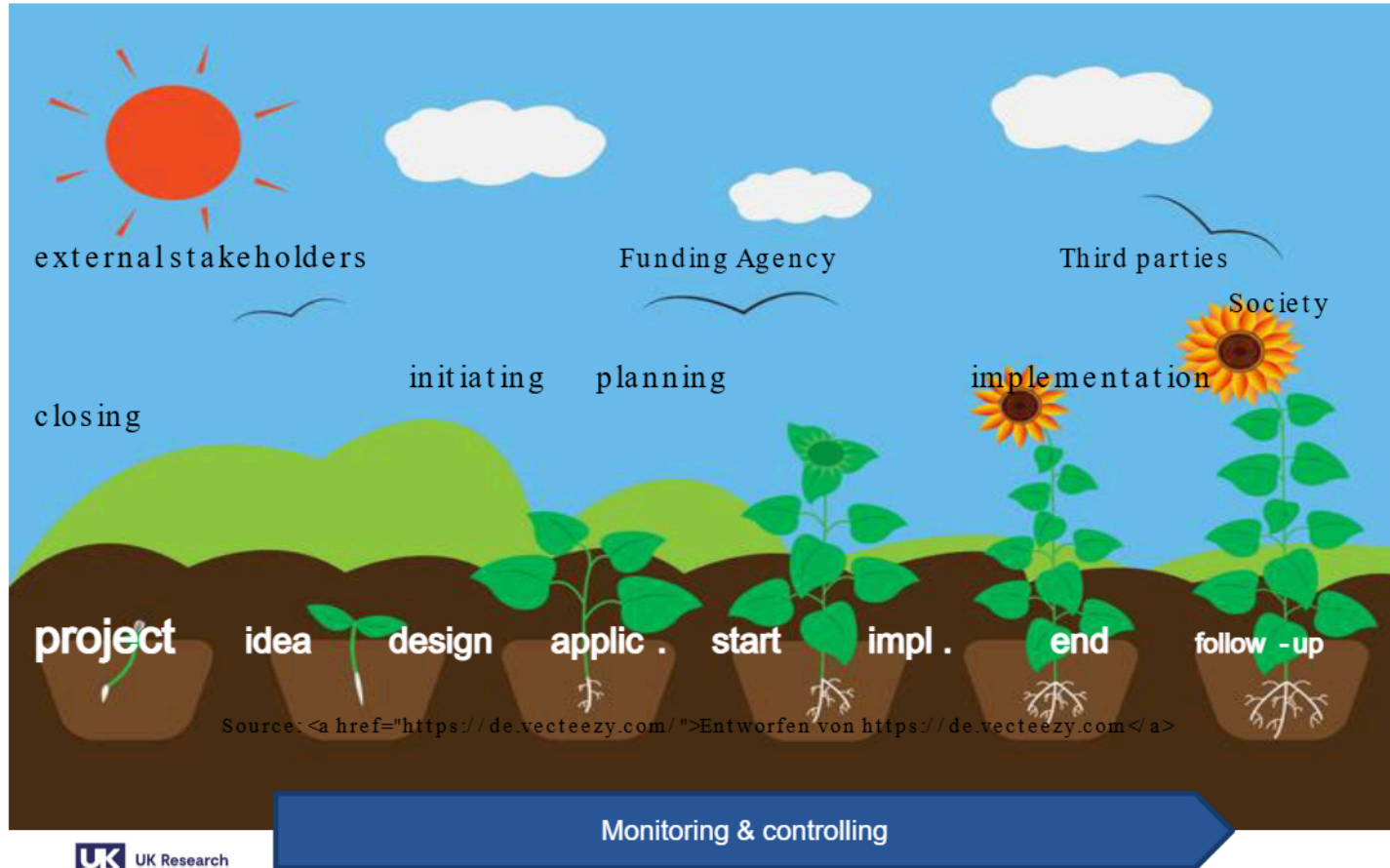


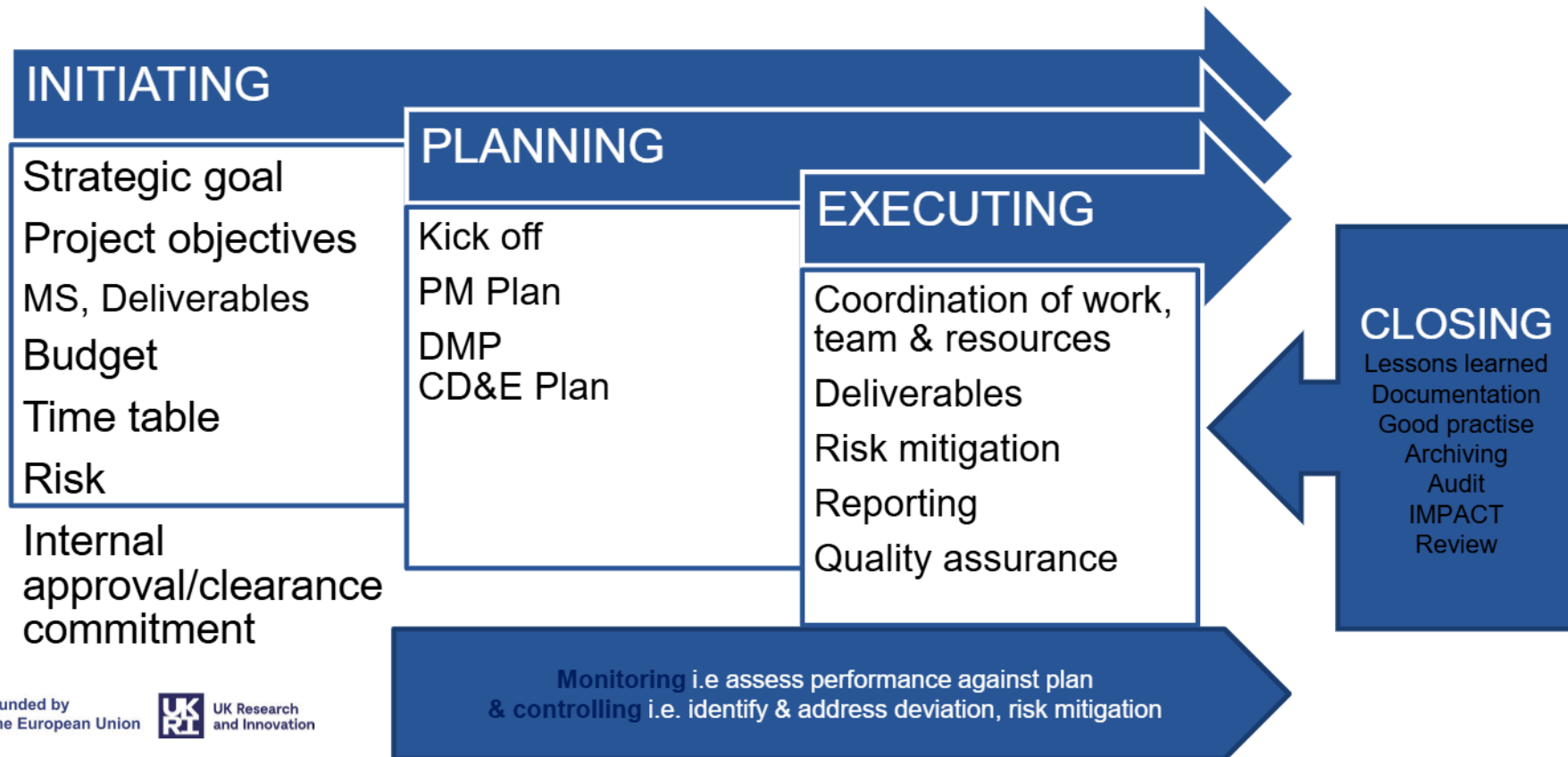
Fig 3.1 The House of PM<sup>2</sup>

# Project Management Life Cycle



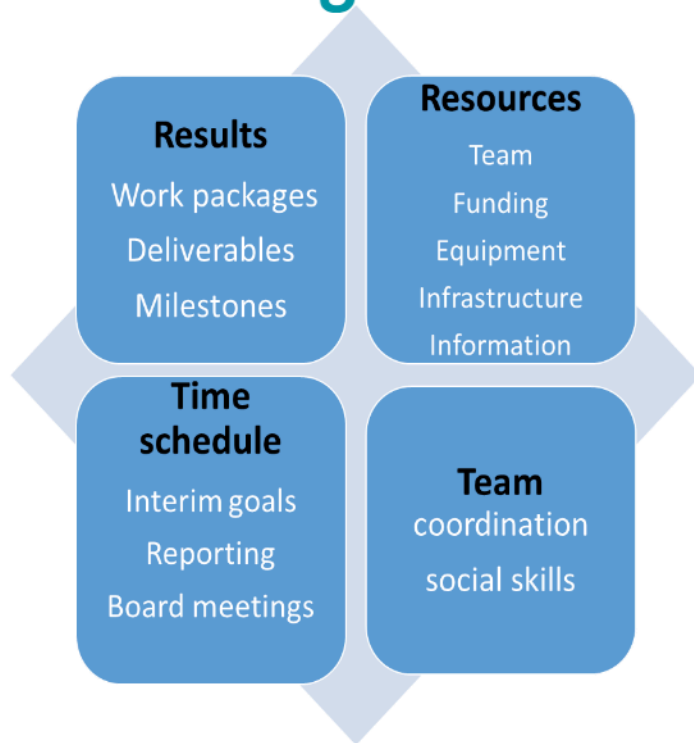


# Project Management Life Cycle



# Project Processes – Planning : Work Plan

Include WP MSCA gantt chart  
CDP  
DMP  
IP mgt  
Funding rules  
Ethics (DP) and research  
security mgt



# Risk Analysis - SWOT

- **S**trengths?
- **W**eaknesses?
- **O**pportunities?
- **T**hreats/risks?

# Risk Management

- Identify and define the risk scenarios: technical, financial and operational (high-medium-low)
- Control the risk
- Recording of risks
- Consequences of risks
- Develop risk assessment methods & preventive measures to minimize the risks -> Risk mitigation plan

# Tipps for the Management of People/Team

Who/when/what?  
WP – Activity – responsible person, from – to, risks – risk-mitigation-comments

- Clear distribution of tasks/roles & responsibilities (assign PL)
- Team: recruited according to required expertise & skills incl. soft (intercultural) skills, requires motivation, feedback and decisions!
- Monitoring: measuring activities & assessing project performance against project plan
- Define a communication culture (how, who, when?; regular meetings - minutes)
- Documentation: supports implementation, risk assessment, reporting, reviews, audits, informs team, provides learning for follow-up activities, good practise

# Tips for the Financial Management

- Controlling (status: budget, personnel)
- Reporting -> financial statement steady actualisation (audit)
- Compilation of documentation (travel, meetings, conferences,...)
- Time-recording
- Communication (Supervisor, Project Leader, Project Manager, team members, consortium partners, financial officer in Grant Management Dpt, Grant Service, Innovation Manger, sub-contractor)
- Project closure (remaining funds/ costs; know-how transfer, archiving)

# Tips for the Technical Management

- Monitoring of progress according to Work Plan; deliverables (timeline), risk mgt
- Dissemination Plan: Science to science/stakeholder/publication  
(OA, logo, acknowledgement of funding)
- Data Management Plan (template)
- Communication Plan: strategy & public engagement/outreach  
(talks, blog, newsletter, press release, NIGHT, schools)
- Technical Reporting (Review)
- Internal evaluation, lessons learned, good practises
- Innovation Management: IMPACT

# Tips for Establishing a Project Culture

- Project Public Relation Mangement
  - Create a „project identity“, logo
  - Media: brochure, newsletter, blogs,...
  - Events: for various audiences citizens, politics, children, customers, ...
  - Project website, video, ...
  - Promote the action by explaining in 2 minutes the aims, expected impact, innovation/progress.



## Strengthen Your Personal Skills

- Be proactive, pragmatic and flexible!
- Use your diplomatic skills!
- Know the „legal“ issues!
- Keep on smiling!



**Good luck!**

# Good Luck and Have Fun!



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