



## A common understanding of the project

**Dietrich Ebert's department takes care of business applications in the area of finance and controlling. The team attended the basic seminar on "Project Management". Some team members then completed the modular offer "Certification as a Project Manager".**

In 2020, Dietrich Ebert was in contact with the Personnel and Organisational Development Department (HR-PEDE). His task: a summary training programme in project management running from classic to agile for his entire team. Ultimately, the Business Application Management (BAM) department works mainly on projects and tasks.

"We have relatively little day-to-day business," says Dietrich Ebert.

The department is mainly concerned with the operation and further development of SAP systems. These include accounting and reporting systems. So it was a good fit that Personnel and Organisational Development was just about to set up a modified project management offering, by initially teaching the basics of project management. The whole BAM team took part. Afterwards, two team members registered directly for the "Certification as a Project Manager" course. In the second round, another person took

part – as did Ebert himself. His wish was that, gradually, other team members would also go through certification, or the basic project management course, depending on their area of responsibility.

“It was very compact and gripping, and backed up with good examples.”

Projects can be designed in different ways. Many roads lead to Rome. But: "Those who follow certain plans and certain work steps have better chances of success," says Ebert. He

thinks it makes sense if project management is implemented according to a certain standard. Otherwise, projects could falter and produce meagre results. This would be neither personally fulfilling nor of benefit to the Goethe-University. Ebert describes the contents of the certification offering as each building on one another. Depending on the module, participants were called to solve practical tasks as a group: set up milestone plans, create cost overviews or submit a project application.

### Project management as a certification

Certification as a project manager is carried out in accordance with international standards in cooperation with TÜV SÜD. Participants not only get to know the individual phases of project management, but also learn how to implement projects effectively and efficiently. In addition to classic approaches, agile methods will now also be introduced from 2023 onwards. The certification offering consists of four modules of two days each, as well as a certification examination – accredited according to ISO 17024, DIN ISO 21500. Those wishing to attend the basic seminar "Project Management – Foundations and Methods: Successfully Planning and Organising Projects" can have this credited towards their future studies for certification as a project manager.

More information about the content can be found here: [www.goethe-lerncampus.de](http://www.goethe-lerncampus.de).

"It was very compact and gripping, and backed up with good examples," he recalls. This was of great value for him.

#### Added value of certification

Ebert describes the topic of "project delimitation" as a eureka moment. By this, the leader means questions that a project team should ask itself about its goals: What do we want to achieve with the project, and what could others expect from the project? Are the goals measurable, reasonable and realistic? What could not be achieved through this project (so-called non-objectives)? Who is entrusted with which tasks, and what can we expect from each person? "Expectations and role distributions are best clarified right at the start of a project," says Ebert. He and his team like to use the classic methods of project management. His team is currently in the process of setting up a new project and writing a project application for it. "We are already thinking in the categories we learned in the seminar modules," he explains.

**Dietrich Ebert** heads the Business Application Management Department, Finance and Controlling. He has been working at the Goethe University since 1999 – first as an engineer for energy and heating technology, and later in projects dealing with SAP systems.



Ebert sees the added value of the certification in the fact that the participants can apply what they have learned in practice. And the more people participate, the deeper the shared understanding of the project in an organisation. But also for personal development, continuing education with certification is a great incentive. He writes that the Goethe University benefits from continuing education like this being offered in the first place. Dietrich Ebert also emphasises the professional management and support provided by the Personnel and Organisational Development Department.