

# Governance and Governmentality for Projects: Enablers, Practices and Consequences

---

**Duration:** One Week

**Location:** Houston/Katy, TX USA

**Lead Instructor:** Dr. Ralf Müller

---

## Overview

Organizational leaders, portfolio and PMO managers need to know the governance approaches and techniques for effective management of their organizations. This seminar provides insight into practical and relevant governance of individual projects, groups of projects (like programs or portfolios) and board level governance of projects. It is based on current research results and builds on many years of experience in implementing project governance structures in organizations.

## The Seminar

The seminar *Governance and Governmentality for Projects: Enablers, Practices and Consequences* provides insights and structures for the development of company specific frameworks for project-related governance in organizations. It starts with defining Projects, Program and Operations Management. It then zeroes in on the governance concepts and positioning governance in the realm of projects against corporate governance, and how both are linked through the four governance principles.

This is followed by the differences in governance of individual projects, groups of projects (such as programs and portfolios), and board level governance of projects. From there the seminar turns to the organizational enablers that allow governance to emerge, and distinguish between strategic and tactical enablers. This is followed by an overview of different governance practices and their relation to different levels of project and organizational success.

The concept of governance paradigms is introduced, which allows to identify the particular governance approaches in organizations and the related impact on and consequences for project success and ethical issues in projects.

The seminar continues by introducing governmentality (i.e. the way those in governance roles present themselves to those they govern) as a concept with direct

impact on the organizational results, which is contingent on the prevailing governance structure.

The seminar concludes by expatiating on Operating Excellence Framework for Capital Investment Management, and Mega Projects Learning's. All through the week, there will be no shortage of Case Studies!

### **Who is this Seminar for?**

The seminar is designed for senior and executive level managers of any functional discipline in project-oriented organizations.

### **Seminar Aims**

It provides insight into the governance approaches for the project-based part of the organization using state-of-the-art approaches and frameworks.

The seminar builds on the latest developments and research results in the area of governance in the realm of projects, such as the book on *Governance and Governmentality for Projects: Enablers, practices and consequences*, published by seminar leader, as well as other publications.

### **Contents:**

- Projects and Program Management
- Project Management vs Operation Management
- Governance versus management
- Definitions, principles, theories etc.
- Levels of governance
- Practices: Paradigms and models
- Consequences: Governance and project results, ethical issues
- Governmentality
- Profiles of organizations
- Operating Excellence Framework for Capital Investment Management
- Mega Projects Governance Learning's
- Case Studies. Case Studies. Case Studies

### **Seminar Objectives:**

- Understand Project vs Program vs Operations Management
- Understand the principles of governance and apply them to project settings
- Distinguish project governance, project management governance, governance of projects and governmentality
- Learn about the governance migration framework and apply it to the own organization
- Learn about the governance paradigms and their consequences for projects and organizations
- Understand the different approaches to governmentality in organizations and their relationship with project and organizational success

- Use tools and techniques to assess and profile governance and governmentality in the own organization
- Understand and use governance theories for better decision making in organizations
- Understand Operating Excellence Framework for Capital Investment Management
- Reflect on some Mega Projects Governance Learning's

## Instructors Bio:



**Ralf Müller**

Dr Müller is Professor of Project Management at BI Norwegian Business School, Norway and their former Associate Dean for executive programs. He is also adjunct and visiting professor at a number of Universities in Europe and Asia, including a distinguished scholarship position at Dalian University in China. He is associated member of the Project Management Research Chair at the University of Quebec in Montreal, Canada, and member of the Senate at ISM University in Lithuania. Before this, he was Professor of Business Administration at Umeå University, Sweden. He lectures in Master's, doctoral and executive programs and researches in leadership and governance of projects, programs, and project portfolios.

His research focuses on project, program and portfolio management improvement and governance from an organization-wide perspective. In recent years the Project Management Institute (PMI) awarded him several research grants, for example for studies on program and portfolio management, leadership, Project

Management Offices (PMOs), organizational enablers for project governance, or research informed standards. In 2009 the Norwegian Center of Project Management awarded him a research grant for a study on governance and ethics, which was executed in collaboration with several Universities worldwide. Currently he leads a research project on balanced leadership in projects, for which he employs nine country teams around the world. The results of these and several other research studies appeared in more than 200 publications, including thirteen books. He is frequent speaker at global research conferences such as IRNOP (International Research Network on Organizing by Projects) and the European Academy of Management Conference (EURAM), as well as practitioner conferences, such as those of NASA, PMI and the International Project Management Association (IPMA).

In parallel, he is the Managing Director of PM Concepts AB, a Sweden-based management consultancy. Prior to joining academia, he was Worldwide Director of Project Management at NCR Corporation's Teradata Business Unit, where he was a member of the global leadership team of the corporation's Professional Services line of business. He has worked in 50+ different countries for the improvement of project management in large organizations and

governments. The Projects he worked on span from small up to USD 5 billion in value. In these projects, he worked closely with AT&T and Bell Laboratories, USA.

Ralf Müller holds a Doctor of Business Administration (DBA) degree from Henley Management College / Brunel University, UK and a Docent qualification from Umeå

University. He also holds an MBA from Heriot-Watt University in Edinburgh, UK; as well as Master Certificates in Global Business Management and in Project Management from George Washington University, USA. Furthermore, he holds a Project Management Professional (PMP) certification from PMI, USA.

Contact Ralf [here](#).



**Akinlolu (Akin) Oni, MBA, PMP, CPTM, CCP**

Akin is currently the Principal and Chief Development Officer for Eftex Energy Services, LLC ([www.eftexenergyservices.com](http://www.eftexenergyservices.com)), a firm of world-class SMEs specializing in Mergers, Acquisitions & Divestments (MA&D), Engineering & Technology Solutions, Project Management Services, Expert Consulting and, Engineering and Project Management Training in multiple industries and across continents.

Akin holds a First Class Honors degree in Mechanical Engineering, an executive MBA in Project Management and various global credentials. He has expertise leading the application of best practices to MA&D activities, major technical studies, field development and execution of oil, natural gas, LNG, refining, mining and infrastructure engineering projects in different cultural environments. Recognized for implementing a strong focus on Leadership, People, Process, Technology, Deliverable and Sustainability, he has held senior project and program leadership roles, with asset-intensive businesses, accountable for functional and delivery Project Management globally. He currently consults for major Oil & Gas companies in The Americas and Africa on Transactions, Capacity Building, Major Capital Projects Development, Reviews and Governance, amongst his many other activities.

Contact Akin [here](#).



**Eftex Energy Services, LLC | 24044 Cinco Village Center Blvd #100, Katy TX 77494, USA +1  
(832) 331-4713; | [info@eftexenergyservices.com](mailto:info@eftexenergyservices.com)**