



APPLIES TO ACADEMIC YEAR 2016/2017

GRA 8508 Governance of Complex Energy Projects

Programme

Executive Master of Management in Energy (EMME)

Responsible for the course

Jon Lereim

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

This course is part of the Executive Master of Management in Energy in cooperation with BI Norwegian Business School and IFP School.

Development and realization of initiatives within the energy industry is frequently to be done through use of the project approach.

The characteristics of the field development projects within energy are:

- Complex
- Large
- Long lead time from feasibility to operation
- International
- Multisite
- Several partners, sponsors and contractors

A key element in project success is to achieve satisfactory project governance in which the role of the project owner is critical.

Governance of Complex Energy projects is linked to the selection and control of the right project ideas and performing the controlling function towards the respective projects. The project owner must evaluate the single project in a broader perspective in which the strategic project portfolio perspectives are important.

Learning outcome

Learning outcome

The course focuses on project management & execution of larger complex energy projects appropriate for upstream, midstream and downstream development projects. Particular attention is made on the role of the project owner and how to perform good project governance on single projects and on the project portfolios.

Acquired Knowledge

This course provides you with:

- Basic knowledge of project management and project execution models for large & complex projects
- Insights into project governance theory and its applications in projects and current project portfolios
- Knowledge of relevant project management and governance tools; relevant project execution models, project portfolio models, life cycle assessments etc.
- Enhanced knowledge for the role as project owner.

Skills

Skills developed upon completion of the course include the abilities to:

- Design and establish relevant project execution models
- Design and manage a project portfolio
- Trained in performing the project owner role

Reflection

- The participants will acquire insights and perspectives on role as project owner and the importance on project governance excellence
- The participant will achieve an understanding on the importance of prioritization of initiatives and projects in light of a project portfolio approach.

Prerequisites

Granted admission to the Executive Master of Management in Energy programme.

Compulsory reading

Books:

Robert Buttrick. 2009. "The Project Workout". 4th ed. FT Prentice Hall
R. Muller. 2012. Project Governance. Gover Publishing Company

Other:

A selected set of publications at Conferences and in Scientific Journals.

Recommended reading

Books:

Edward W. Merrow. 2011. Industrial megaprojects. John Wiley & Sons

Course outline

Key topics are:

- The characteristics of major capital intensive complex projects in energy sector, upstream, midstream and downstream
- The fundamentals of project governance
- The role of the project owner and steering group
- Value creation & value control during the project life cycle
- Strategic project portfolio management
 - Strategy focus
 - Selection criteria and portfolio selection
 - Portfolio risk management
 - Portfolio resource management

Computer-based tools

It's Learning

Learning process and workload

1 ECTS credit corresponds to a workload of 26-30 hours.

Attendance to all sessions in the course is compulsory. If you have to miss part(s) of the course you must ask in advance for leave of absence. More than 25% absence in a course will require retaking the entire course. It's the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ It's learning or other course materials. Sessions include lectures, seminars and group work.

This online course has a plenary startup day followed by online activities with case descriptions reviews and explanation.

Examination

The students are evaluated through an individual 72 hours home exam, counting for 5 credits.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class.

Examination code(s)

GRA 85081 - Home exam; counts for 100% to pass the course GRA 8508; 5 credits.

The course is a part of a full Executive Master of Management in Energy (EMME) and examination in all courses must be passed in order to obtain a certificate.

Examination support materials

Re-sit examination

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or continuous assessment, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information

