COURSE SYLLABUS
2017-2018

1. Information about the program

1.1 Higher Education Institution	Babeş-Bolyai University Cluj-Napoca
1.2 Faculty	European Studies
1.3 Department	European Studies and Governance
1.4 Field of study	International Relations and European Studies
1.5 Study level	Master
1.6 Programme of study/ Qualification	International Communication

2. Information about the discipline

2.1. Module	**Project Cycle Management**					
2.2. Course holder	**Assoc. Prof. Dr. Adrian-Gabriel Corpădean**					
2.3. Seminar holder	**Assoc. Prof. Dr. Adrian-Gabriel Corpădean**					
2.4. Year of study	**1**	2.5. Semester	**2**	2.6. Type of assessment[1]	**C**	2.7. Type of module[2]	**OB.**

3. Total estimated time (teaching hours per semester)

3.1 No. of hours per week	**3**	3.1 of which for course	**2**	3.3 of which for seminar		**1**
3.4 Total no. of hours in the curriculum	**42**	3.5 of which for course	**28**	3.6 of which for seminar		**14**
Time distribution: 6*25=150/14						Hours
Study by using handbook, reader, bibliography and course notes						**3**
Additional library/specialised online research, field research						**3**
Preparation of seminars/laboratories, homework, projects, portfolios and essays						**3**
Tutoring						**1**
Examinations						**1**
Other activities:						**1**

3.7 Total no. of hours for individual study	**6**
3.8 Total no. of hours per semester	**150**
3.9 No. of ETCS credit points	**6**

4. Prerequisites (where applicable)

4.1 of curriculum	● -
4.2 of competencies	● knowledge of English language

5. Conditions (where applicable)

5.1 For the development of the course	

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[1] E - exam, ME - multi-term examinations, C - collocutional examination/assessment test
[2] OB - core module, OP - elective module, F - extracurricular module

5.2 For the development of the seminar/laboratory	• minimal attendance: 75%

6. Specific skills acquired

Professional skills	C2. To write European and international projects C4. To conceive strategies in the area of international relations and European affairs C6. To provide assistance in the management of relations within organisations and institutions involved in European and international processes
Interdisciplinary skills	CT1. To manage information pertaining to the resolution of complex tasks in context (reception, transmission, modification and storage of information in specific documents), also by using an international language at an advanced level and a second one, at an intermediate or advanced level CT2. To apply effective multidisciplinary team work techniques at various hierarchical levels CT3. To objectively perform a self-assessment of the need for professional training aimed at insertion and adaptability to the requirements of the labour market

7. Course objectives (based on list of acquired skills)

7.1 General objective	• To access non-reimbursable sources of funding available through EU, corporate and international programmes, by integrating the latter into the specific PCM mechanisms and stages.
7.2 Specific objectives	• To analyse funding and partnership opportunities that contribute to solving problems at local, regional, national and European levels. • To assess the available resources and the feasibility of a project idea, depending on the amount and type of funding provided. • To correlate sources of funding, risks and resources to the specific elements of a project, throughout its lifecycle.

8. Contents

8.1 Course	Teaching methods	Observations
1. Introduction: course presentation and PCM correlations	Brainstorming	*Project Cycle Management Manual*, European Commission, ECHO, June 2005, pp. 2-15. Westland, Jason, *The project management life cycle: a complete step-by-step methodology for initiating, planning, executing & closing a project successfully*, Kogan Page Publishers, 2007, pp. 3-15.
2. Presentation of national and international operational programmes and project frameworks. The project idea.	Interactive presentation, synthesis, examples from bibliography	www.fonduri-structurale.ro, www.fseromania.ro http://eeagrants.org/Where-we-work/Romania http://www.afcn.ro/

		http://www.taraluiandrei.ro/implicarea-petrom
3. Analysing the problems and objectives of a project	Lecture, team activity	www.fonduri-structurale.ro, http://ec.europa.eu/contracts_grants/grants_ro.htm, www.fseromania.ro
4. Correlating project activities to results and indicators	Graphic support lecture, brainstorming	*Project Cycle Management Manual*, SCR, Comisia Europeană, 1999, pp. 15-20.
5. The narrative part and the submission of a project application	Examples, team presentations	Kendrick, Tom, *The Project Management Tool Kit,* AMACOM, 2010, pp. 21-40.
6. Project budgets. The financial management of projects.	Document-based presentation. Examples from bibliography	https://www.thebalance.com/create-a-project-budget-2779550
7. Stakeholders and risk analysis	Interactive chart, PowerPoint	https://www.wrike.com/project-management-guide/faq/what-is-risk-management-in-project-management/
8. Project implementation	Best practice examples, lecture	www.fonduri-structurale.ro http://ec.europa.eu/programmes/erasmus-plus/
9. Project documentation in relation with the sponsor	Best practice examples, lecture	http://www.fonduri-ue.ro/rapoarte-implementare
10. Project monitoring	Best practice examples, lecture	www.finantare.ro
11. Evaluating, auditing and reporting	Lecture	*Fundamentals of Project Management*, PM4DEV, 2008.
12. The visual identity of the project	Lecture, brainstorming, Q&A	https://ec.europa.eu/info/resources-partners/european-commission-visual-identity_en http://www.fonduri-ue.ro/images/files/transparenta/comunicare/MIV.v2.2014.2020.pdf
13. Project sustainability	Case studies	various
14. Course evaluation and feedback	Interactive discussion	-

Compulsory bibliography

1. *Fundamentals of Project Management*, PM4DEV, 2008.
2. Kendrick, Tom, *The Project Management Tool Kit,* AMACOM, 2010.
3. *Project Cycle Management Manual*, European Commission, ECHO, June 2005, http://ec.europa.eu/echo/files/partners/humanitarian_aid/fpa/2003/guidelines/project_cycle_mngmt_en.pdf.
4. *Project Cycle Management Manual*, SCR, European Commission, 1999.
5. Verzuh, Eric, *The Fast Forward MBA in Project Management*, John Wiley & Sons, 2011.
6. Westland, Jason, *The project management life cycle: a complete step-by-step methodology for initiating, planning, executing & closing a project successfully*, Kogan Page Publishers, 2007.

Optional bibliography

1. http://www.adrcentru.ro/Detaliu.aspx?t=PFCatalog
2. http://eufinantare.info/intrebari-finantari-disponibile.html
3. http://www.ecomunitate.ro/Surse_de_Finantare%2815399%29.html
4. www.cncsis.ro

5. http://www.afcn.ro/
6. www.fonduri-structurale.ro
7. www.fseromania.ro
8. http://ec.europa.eu
9. http://ec.europa.eu/programmes/erasmus-plus/
10. www.finantare.ro
11. http://www.taraluiandrei.ro/implicarea-petrom

8.2 Seminar / Laboratory	Teaching methods	Observations
1. Creating the project teams and identifying the areas of interest	Teambuilding	
2. Presenting the project ideas and allocating tasks	Team activity, progress report	
3. The feasibility study	Team activity, progress report	
4. The narrative part of the application form	Team activity, progress report	
5. Project budget	Team activity, progress report	
6. Implementation elements	Team activity, progress report	
7. Project round-up	Peer review, Q&A	

Compulsory bibliography

1. Morris, Peter; Pinto, Jeffrey K., (2007), *The Wiley Guide to Project, Program, and Portfolio Management*, John Wiley & Sons, Statele Unite ale Americii
2. *Project Cycle Management Manual*, European Commission, ECHO, June 2005, http://ec.europa.eu/echo/files/about/actors/fpa/2003/guidelines/project_cycle_mngmt_en.pdf.
3. Roberts, Paul (2007), *Guide to Project Management*, ed. The Economist, London (e-book).
4. Turner, John Rodney, (2007), *Gower Handbook of Project Management*, Rodney Turner and contributors, Marea Britanie.

Optional bibliography
1. http://www.immromania.ro
2. http://ec.europa.eu/education/lifelong-learning-programme/index_en.htm

9. **The correspondence between the content of the course and the expectations of the academic community, professional associations and representative employers in the field**

- Students will simultaneously develop knowledge and skills in matters of European Projects and Project Cycle Management, so as to become familiar with projects in such areas as administration, entrepreneurship, regional development, agriculture and rural development, research and innovation, education and consultancy. The abilities fostered correspond to the requirements of the labour market in the broader area of management, all the more so because the need to write and implement projects in keeping with an appropriate source of funding is a constant in the students' field of activity.

10. **Assessment**

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course	Final presentation of project file (in groups): • feasibility study (problem analysis, location, stakeholders, eligibility) • logical matrix • application form • risk management strategy	Oral presentation Individual/team problem-solving questions	70

	• project budget (XLS) • 1 visual identity element • 1 technical report • 1 job description • 1 procedure Questions on correlating the contents of the file to information from the course		
10.5 Seminar/Laboratory	Seminar activity Quality of project file	Continuous evaluation File correction	20 + 1 extra point

10.6 Minimum standard of performance
• a minimum of 5 items in the evaluation file • participation in a project team • a coherent presentation of the file, the ability to answer medium-difficulty questions • active attendance at a minimum of 25% of seminars

Date   Course holder signature   Seminar holder signature
1 September 2017   …………………………   ……………………………

Date of departmental approval   Head of department signature
……………………………………   ……………………………………