



COURSE SYLLABUS 2019-2020

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 | Bachelor |
| 1.6 Programme of study/ Qualification | International Relations and European Studies (in English/German) |

2. Information about the discipline

| | | | | | | | |
|--------------------|---|--------------|---|--------------------------------------|---|---------------------------------|-----|
| 2.1 Module | Management of European Projects | | | | | | |
| 2.2 Course holder | Dr. Adrian-Gabriel Corpădean , Associate Professor | | | | | | |
| 2.3 Seminar holder | Dr. Adrian-Gabriel Corpădean , Associate Professor | | | | | | |
| 2.4 Year of study | 3 | 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 | 4 | 3.1 of which for course | 2 | 3.3 of which for seminar | 2 |
| 3.4 Total no. of hours in the curriculum | 48 | 3.5 of which for course | 24 | 3.6 of which for seminar | 24 |
| Time distribution: | | | | | Hours |
| Study by using handbook, reader, bibliography and course notes | | | | | 18 |
| Additional library/specialised online research, field research | | | | | 26 |
| Preparation of seminars/laboratories, homework, projects, portfolios and essays | | | | | 28 |
| Tutoring | | | | | 4 |
| Examinations | | | | | 6 |
| Other activities: | | | | | |
| 3.7 Total no. of hours for individual study | | | | | 82 |
| 3.8 Total no. of hours per semester | | | | | 130 |
| 3.9 No. of ETCS credit points | | | | | 6 |

4. Prerequisites (where applicable)

| | |
|---------------------|--|
| 4.1 of curriculum | • |
| 4.2 of competencies | • basic knowledge of economic terminology (English - B2 level) |

¹ E - exam, ME - multi-term examinations, C - collocutional examination/assessment test

² OB - core module, OP - elective module, F - extracurricular module

5. Conditions (where applicable)

| | |
|---|---|
| 5.1 For the development of the course | <ul style="list-style-type: none"> minimal attendance: 75% |
| 5.2 For the development of the seminar/laboratory | <ul style="list-style-type: none"> minimal attendance: 75% |

6. Specific skills acquired

| | |
|--------------------------|---|
| Professional skills | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> to acquaint students with analytical elements of European projects, through interactive teaching methods |
| 7.2 Specific objectives | <ul style="list-style-type: none"> to present the conceptual and operational framework of Project Cycle Management to analyse and simulate the development of a project with non-reimbursable European funding to prepare the necessary documents so as to apply for, implement, monitor and evaluate a project |

8. Contents

| 8.1 Course | Teaching methods | Observations |
|--|---|---|
| Course presentation. Setting the workgroups | Teambuilding | |
| The life cycle of projects | Presentations by students | <i>Project Cycle Management Manual</i> , European Commission, ECHO, June 2005, pp. 2-15. |
| Non-reimbursable sources of funding; the 2014-2020 multiannual framework; the Europe 2020 Agenda | Interactive exploration, internet support | Eric Marlier, David Natali, <i>Europe 2020: Towards a More Social EU?</i> , Peter Lang, 2010, pp. 15-44. |
| The trees of problems and objectives | Graphic support presentation, brainstorming | <i>Project Cycle Management Manual</i> , SCR, European Commission, 1999, pp. 15-20. |
| Activities, results and resources | Worksheets | <i>Idem.</i> |
| Communication with target group, beneficiaries and stakeholders | Case studies, conceptual | http://www.successful-project-management.com/project-management- |

| | | |
|---|------------------------------------|--|
| | approach | communication.html |
| The application form | Examples and common errors | www.fonduri-structurale.ro |
| Eligibility of expenses | Study on applicants' guides | <i>Idem.</i> |
| The implementation stage of the project | Best practice examples | Harold Kerzner, <i>Advanced Project Management: Best Practices on Implementation</i> , John Wiley & Sons, 2004, pp. 327-364. |
| Monitoring and evaluating the project; tasks of the management team | Multimedia presentation, role play | Harold Kerzner, <i>Advanced Project Management: Best Practices on Implementation</i> , John Wiley & Sons, 2004, pp. 245-259. |
| Management authorities, intermediary bodies | Graphic presentation | http://www.fonduri-ue.ro/ |
| Career opportunities in the management of European projects | Debate | - |

Recommended bibliography

1. Kendrick, Tom, *The Project Management Tool Kit*, AMACOM, 2010.
2. Kerzner, Harold, *Advanced Project Management: Best Practices on Implementation*, John Wiley & Sons, 2004.
3. Marlier, Eric; Natali, David, *Europe 2020: Towards a More Social EU?*, Peter Lang, 2010.
4. Turner, John Rodney, *Gower Handbook of Project Management*, 2007.
5. Verzuh, Eric, *The Fast Forward MBA in Project Management*, John Wiley & Sons, 2011.
6. CSNR 2007-2013, http://www.fonduri-ue.ro/res/filepicker_users/cd25a597fd-62/Doc_prog/CSNR/1_CSNR_2007-2013_%28eng.%29.pdf.*
7. RO-EU Partnership Agreement 2014-2020, <http://www.fonduri-ue.ro/acord-parteneriat#varianta-%C3%AEen-englez%C4%83>.
8. *Fundamentals of Project Management*, PM4DEV, 2008.
9. *Project Cycle Management Manual*, European Commission, ECHO, June 2005.
10. *Project Cycle Management Manual*, SCR, Comisia Europeană, 1999.*
11. <http://www.successful-project-management.com/project-management-communication.html>

Optional bibliography

1. Kerzner, Harold, *Project Management Case Studies*, John Wiley & Sons, 2012.
2. Roberts, Paul, *Guide to Project Management*, The Economist, London (e-book), 2007.

| 8.2 Seminar / Laboratory | Teaching methods | Observations |
|-------------------------------------|------------------------------------|--|
| Analysis of the project idea (SWOT) | Brainstorming | http://ec.europa.eu/contracts_grants/grants_ro.htm www.fonduri-structurale.ro http://eeagrants.org/Where-we-work/Romania |
| The project team | Factsheet | |
| Identifying a source of funding | Applicants' guides analysis | www.fonduri-structurale.ro www.fseromania.ro http://www.fonduri-ue.ro/ |
| The logical matrix of the project | Graphic support activity | Tom Kendrick, <i>The Project Management Tool Kit</i> , AMACOM, 2010, pp. 1-20. |
| Drafting the feasibility study | Team work, speakers' presentations | Tom Kendrick, <i>The Project Management Tool Kit</i> , AMACOM, 2010, pp. 21-40. |
| The list of activities and results | Examples, Q&A | |
| Stakeholder and risk analysis | Brainstorming, | Eric Verzuh, <i>The Fast Forward MBA in</i> |

| | | |
|--|---|---|
| | Q&A | <i>Project Management</i> , John Wiley & Sons, 2011, ch. 3. |
| How to fill in the application form | Creativity exercise | www.fonduri-structurale.ro http://www.asistentasee.fonduri-ue.ro/ |
| The budget of the project | Team work | Fundamentals of Project Management, PM4DEV, 2008, pp. 58-61. |
| Application and selection procedures | File preparation, simulation, peer review | https://actionweb.fseromania.ro http://ec.europa.eu/programmes/erasmus-plus/ (examples) http://www.fonduri-ue.ro/mysmis https://actionweb.fseromania.ro/ |
| Monitoring and evaluation strategies | Drafting specific documents | Harold Kerzner, <i>Advanced Project Management: Best Practices on Implementation</i> , John Wiley & Sons, 2004, pp. 95-142. |
| The final evaluation of the project | Presentations in groups | Turner, John Rodney, <i>Gower Handbook of Project Management</i> , 2007, pp. 95-109. |
| <p>Recommended bibliography</p> <ol style="list-style-type: none"> 1. http://ec.europa.eu/contracts_grants/grants_ro.htm. 2. http://www.asistentasee.fonduri-ue.ro/* 3. http://www.fonduri-ue.ro/ (Ministry of European Funds)* 4. http://www.successful-project-management.com/project-management-communication.html. 5. https://actionweb.fseromania.ro.* 6. PND 2007-2013, http://discutii.mfinante.ro/static/10/Mfp/pnd/documente/pnd/PND_2007_2013.pdf.* 7. <i>Project Cycle Management Manual</i>, European Commission, ECHO, June 2005. 8. <i>Project Cycle Management Manual</i>, SCR, Comisia Europeană, 1999.* 9. www.fonduri-structurale.ro* 10. www.fseromania.ro.* <p>* English translation available</p> <p>Optional bibliography</p> <ol style="list-style-type: none"> 1. Badiru, Adedeji B., <i>Project Management: Systems, Principles and Applications</i>, CRC Press, 2009. | | |

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

- The Management of European Projects course combines specific elements of the Project Cycle Management method with procedures regarding the drafting, implementation, monitoring and evaluation of projects based on non-reimbursable funding. By covering a broad range of information and activities germane to the life cycle of European projects, this course enables students to conduct complex activities in their relevant professional environment.

10. Assessment

| Type of activity | 10.1 Assessment criteria | 10.2 Assessment methods | 10.3 Percentage of the final grade |
|-------------------------|---|-------------------------|------------------------------------|
| 10.4 Course | Quality of answers based on course, applied to the project idea | Questions, oral exam | 30 |
| 10.5 Seminar/Laboratory | Quality of project file: <ul style="list-style-type: none"> • tree of problems • tree of objectives | File correction | 15 |

| | | | |
|--|--|--|----|
| | <ul style="list-style-type: none"> • SWOT analysis • Gantt chart • list of activities and results • application form • budget | | |
| | Final presentation of project file | Individual/team questions, oral presentation | 15 |
| | Seminar activity | Ongoing evaluation | 30 |
| | + 1 point | | |
| 10.6 Minimum standard of performance | | | |
| <ul style="list-style-type: none"> • a minimum of 6 items in the evaluation file • participation in a project team (5 or 6 members required) – compulsory for all exam sessions! • coherent presentation of the file, ability to answer medium-difficulty questions • active attendance at 25% of seminars | | | |

Date: 12 September 2019
 Course holder signature: Assoc. Prof. Dr. Adrian-Gabriel Corpădean
 Seminar holder signature: Assoc. Prof. Dr. Adrian-Gabriel Corpădean

Date of departmental approval: 15 september 2019
 Head of department signature: Assoc. Prof. Dr. Nicoleta Racolța-Paina