



## Course syllabus

### Academic year 2023-2024

#### 1. Information about the program

1.1 Higher Education Institution	<b>Babeș-Bolyai University</b>
1.2 Faculty	<b>European Studies</b>
1.3 Department	<b>European Studies and Governance</b>
1.4 Field of study	<b>International Relations and European Studies</b>
1.5 Study level	<b>Bachelor</b>
1.6 Programme of study/ Qualification	<b>International Relations and European Studies (in English and German)</b>

#### 2. Information about the discipline

2.1 Title	<b>Management of European Projects</b>						
2.2 Course holder	<b>Gianina JOLDESCU-STAN, PhD</b>						
2.3 Seminar holder	<b>Gianina JOLDESCU-STAN, PhD</b>						
2.4 Year of study	<b>3</b>	2.5 Semester	<b>2</b>	2.6. Type of assessment <sup>1</sup>	<b>C</b>	2.7 Type of module <sup>2</sup>	<b>OB</b>

#### 3. Total estimated time (teaching hours per semester)

3.1 No. of hours per week	<b>4</b>	3.2 of which for course	<b>2</b>	3.3 of which for seminar	<b>2</b>
3.4 Total no. of hours in the curriculum	<b>48</b>	3.5 of which for course	<b>24</b>	3.6 of which for seminar	<b>24</b>
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			5		

#### 4. Prerequisites (where applicable)

4.1 of curriculum	❖
4.2 of competencies	❖ Basic knowledge of economic terminology (English- level B2)

#### 5. Conditions (where applicable)

5.1 For the development of the course	❖
5.2 For the development of the seminar/laboratory	❖ Minimal attendance of 75%

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

<sup>2</sup> OB - core module, OP - elective module, F - extracurricular module



## 6. Specific skills acquired

<b>Professional skills</b>	<ul style="list-style-type: none"> <li>❖ A solid foundation in project management principles, methodologies, and tools. This includes skills in planning, budgeting, scheduling, risk management, and resource allocation.</li> <li>❖ Identify, assess, and mitigate risks associated with the project. This involves developing contingency plans and being proactive in addressing potential challenges.</li> <li>❖ Familiarity with the various funding programs and initiatives offered by the European Union. This includes understanding the application process, eligibility criteria, and compliance requirements.</li> <li>❖ Knowledge of EU laws, regulations, and compliance standards relevant to the specific industry or sector of the project. This ensures that the project operates within the legal framework and meets all necessary requirements.</li> <li>❖ Strong financial skills, for budgeting, financial reporting, and ensuring that project funds are used efficiently and transparently. This includes knowledge of financial regulations and accounting principles.</li> </ul>
<b>Interdisciplinary skills</b>	<ul style="list-style-type: none"> <li>❖ Effective communication skills, including the ability to navigate language barriers, understand cultural nuances, and adapt communication styles.</li> <li>❖ Developing and maintaining a network of contacts within the industry and relevant institutions. Building strong relationships can facilitate collaboration, resource-sharing, and future opportunities.</li> <li>❖ Adaptability and Flexibility: Interdisciplinary projects often encounter unforeseen challenges and require individuals to adapt to evolving circumstances. Being adaptable and flexible allows project managers and team members to adjust their approaches, strategies, and priorities in response to changing requirements or constraints. This may involve integrating new technologies, accommodating shifting stakeholder needs, or incorporating emerging best practices from different fields.</li> </ul>

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

7.1 General objective	<ul style="list-style-type: none"> <li>❖ To equip students with the knowledge, skills, and tools necessary to effectively learn and write an application for funds and an understanding of project management processes and the various stages involved in managing projects efficiently and successfully.</li> </ul>
7.2 Specific objectives	<ul style="list-style-type: none"> <li>❖ To provide students with comprehensive understanding of various European Union funding programs, such as Horizon Europe, Erasmus+, and Structural and Cohesion Funds. Learn about the eligibility criteria, application processes, and specific focus areas of each program.</li> <li>❖ To enable students to develop comprehensive project plans. This includes understanding how to define project scope, set clear objectives, identify project stakeholders, establish realistic schedules, allocate resources efficiently, and develop risk management plans.</li> <li>❖ To teach students about the financial management skills specific to European projects. Help them learn to create and manage budgets, adhere to financial regulations, and ensure transparent use of funds in compliance with EU guidelines.</li> </ul>



## 8. Contents

8.1 Course	Teaching methods	Observations
1. What are projects? Conceptual analysis (explanation of management related terms)	Lecture Interactive presentation Brainstorming	
2. How to identify a source of funding	Lecture Interactive presentation Brainstorming	
3. Identification of problems, setting objectives and SWOT analysis	Lecture Interactive presentation	
4. General elements of a project application. Part 1: context, justification, target group	Lecture Interactive presentation	
5. General elements of a project application. Part 2 – sustainability, relevance, risks	Lecture Interactive presentation	
6. General elements of a project application. Part 3 – horizontal principles, methodology	Lecture Interactive presentation	
7. Resources in project management	Lecture Interactive presentation Case-studies	
8. Activities in project management	Lecture Interactive presentation Case-studies	
9. Indicators: output (immediately) vs. outcome (added value), partnerships	Lecture Interactive presentation Brainstorming	
10. Budget analysis for European funded projects	Lecture Interactive presentation	
11. Monitoring, reporting indicators post implementation, sustainability period and good practices in Project Management	Lecture Interactive presentation	
12. Career opportunities in the management of European projects	Case-studies Debate	
<b>Bibliography:</b>		
<ol style="list-style-type: none"> <li>1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" by Project Management Institute (PMI)</li> <li>2. Heagney, Joseph, Fundamentals of Project Management, 4th ed., Amacom, 2012, <a href="https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf">https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf</a>.</li> </ol>		



3. "Project Management for Beginners: Proven Project Management Methods to Complete Projects with Time and Money to Spare" by Miguel Richardson
4. "The Fast Forward MBA in Project Management" by Eric Verzuh
5. "Project Management: A Managerial Approach" by Jack R. Meredith and Samuel J. Mantel Jr.
6. "The Project Management Office (PMO): A Quest for Understanding" by Brian Hobbs and Monique Aubry
7. "Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance" by Harold Kerzner
8. "The Project Manager's MBA: How to Translate Project Decisions into Business Success" by Dennis J. Cohen and Robert J. Graham

8.2 Seminar/Laboratory	Teaching methods	Observations
1. Discussing administrative and organisational aspects and preparing application structure	Teambuilding Organisational activities	
2. Setting up teams and the applicant's identity	Individual activities	
3. Tree of problems (causes and effects), setting up objectives (SMART), SWOT analysis	Team activities Individual activities Progress report	
4. Feasibility study and part 1: context, justification, target group- applied to the groups idea	Team activities Individual activities Progress report Discussions	
5. Part 2 – sustainability, relevance, risks	Individual activities Discussions	
6. Part 3 – horizontal principles, methodology	Individual activities Discussions	
7. Teamwork: How to evaluate a project application	Team activities Individual activities Progress report Discussions	
8. Evaluation	Peer review Evaluation Q&A	

**Bibliography:**

1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" by Project Management Institute (PMI), seventh Edition, 2021.
2. Robinson Ben, Project Management For Beginners: The ultimate beginners guide to fast & effective project management!, 2015.
3. Eric Verzuh, "The Fast Forward MBA in Project Management", 1999.
4. Jack R. Meredith and Samuel J. Mantel Jr, "Project Management: A Managerial Approach", 2021.



5. Brian Hobbs and Monique Aubry, "The Project Management Office (PMO): A Quest for Understanding", 2010.
6. Harold Kerzner, "Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance", 2017.
7. JOSEPH HEAGNEY, Fundamentals of Project Management Fourth Edition, American Management Association, 2012,  
[https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick\\_Detwiler/15\\_Detwiler\\_Resources.pdf](https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf).

**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 skills obtained in the management of European projects are applicable across various industries and sectors. Whether in business, healthcare, education, development, or government, projects are ubiquitous. Learning how to identify and apply for structural funds equips students with versatile skills that can be applied to a wide range of career paths. Proficiency in project management can open up opportunities for career advancement. Many leadership and management positions require the ability to plan, execute, and oversee projects effectively. Learning project management teaches students how to adapt to changing circumstances, overcome obstacles, and stay resilient in the face of adversity. These qualities are highly sought after by employers looking for candidates who can thrive in dynamic and unpredictable environments.

**10. Assessment**

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course	Knowledge of the course material Presentation of project application file	Oral presentation Individual problem-solving questions	20%
	Quality of project application file and annexes (SWOT analysis, GANTT chart, budget)	File correction The ability to answer questions based on the responsibilities within the project team	30%
10.5 Seminar/ Laboratory	Activity during seminars Implication in team-activities and on-the-job activity	Ongoing evaluation	40%
			<i>Ex officio</i> : 1 point
10.6 Minimum standard of performance			



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<p>For grade 5:  <i>Attendance to a minimum of 75% of the seminars</i>  <i>Participation in a project team (5-6 members)-</i>  <i>compulsory for all exam sessions.</i>  <i>A coherent presentation of the project application.</i>  <i>The ability to answer one of the questions asked at the</i>  <i>final examination.</i></p>	<p>For grade 10:  <i>Active attendance to a minimum of 50% of the seminars.</i>  <i>A coherent presentation of the project application and</i>  <i>the ability to respond to a risk management question</i>  <i>based on it.</i>  <i>The ability to answer to all questions asked at the final</i>  <i>examination.</i></p>
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Date

Course holder signature

Seminar holder signature

2.02.2024

Gianina JOLDESCU-STAN, PhD

Gianina JOLDESCU-STAN, PhD

Date of departmental approval

Head of department signature

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Nicoleta RACOLȚA-PAINA, PhD