



UNIVERSITATEA BABEȘ-BOLYAI
BABEȘ-BOLYAI TUDOMÁNYEGYETEM
BABEȘ-BOLYAI UNIVERSITÄT
BABEȘ-BOLYAI UNIVERSITY
TRADITIO ET EXCELLENTIA



Facultatea de Studii Europene

Str. Emmanuel de Martonne nr. 1, 400090 Cluj-Napoca
Tel.: 0264-593770
Fax: 0264-590251
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Course syllabus Academic year 2023-2024

1. Information about the program

1.1 Higher Education Institution	Babeș-Bolyai University
1.2 Faculty	Faculty of European Studies
1.3 Department	European Studies and Governance
1.4 Field of study	International Relations and European Studies
1.5 Study level	MA
1.6 Programme of study/ Qualification	International Relations and Cultural Diplomacy

2. Information about the discipline

2.1 Module	The management of EU cultural policies and projects						
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	2	2.5 Semester	3	2.6. Type of assessment ¹	E.	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:					Hours
Study by using handbook, reader, bibliography and course notes					14
Additional library/specialised online research, field research					10
Preparation of seminars/laboratories, homework, projects, portfolios and essays					14
Tutoring					10
Examinations					8
Other activities:					
3.7 Total no. of hours for individual study	28				
3.8 Total no. of hours per semester	42				

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

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



3.9 No. of ETCS credit points

6

4. Prerequisites (where applicable)

4.1 of curriculum	• --
4.2 of competencies	• Knowledge of academic English

5. Conditions (where applicable)

5.1 For the development of the course	• Videoconference tools
5.2 For the development of the seminar/laboratory	• Minimal attendance of 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	• this <u>practical course</u> is meant to enable students to become professionally engaged in all the steps of the lifecycle of a cultural project in the EU's framework of funding
7.2 Specific objectives	<ul style="list-style-type: none"> • to identify an appropriate source of funding within the EU and tailor a cultural project idea in accordance with its requirements • to formulate the application form of a cultural project within a group of students • to simulate the implementation of an EU-sponsored cultural project from the standpoint of its cash-flow, management of indicators and reporting



8. Contents

8.1 Lecture	Teaching methods	Observations
1. Introduction and course requirements	Interactive presentation	-
2. The strategic framework for the EU's cultural policy	Lecture, Q&A	https://ec.europa.eu/culture/policies/strategic-framework-eus-cultural-policy
3. Funding for the cultural and creative sectors in the EU's framework	Case study presentation	https://ec.europa.eu/culture/calls https://ec.europa.eu/info/live-work-travel-eu/culture-heritage-sport-eu/funding-culture_en https://www.visegradfund.org/ https://www.nordiskkulturkontakt.org/en/apply-for-funding/ https://eeagrants.org/topics-programmes/culture-civil-society-good-governance-and-fundamental-rights-and-freedoms/culture
4. The project idea and its analysis	Interactive lecture	https://ec.europa.eu/programmes/creative-europe/culture/european-cooperation-projects_en
5. Human resources management on projects	Interactive lecture	Anne-Sophie DEMILLIERE, "The role of human resources in project management", 2013: https://econpapers.repec.org/article/rdcjournl/v_3a5_3ay_3a2014_3ai_3a1_3ap_3a36-40.htm
6. The logical framework of a cultural project application	Lecture, Q&A	Philip DEARDEN and Bob KOWALSKI, "Programme and Project Cycle Management (PPCM): lessons from South and North", Development in Practica, vol. 13, no. 5, November 2003, http://www2.wlv.ac.uk/webteam/international/cidt/cidt_PPCM_Lessons.pdf
7. Project narrative	Interactive lecture	https://ec.europa.eu/programmes/erasmus-plus/resources/documents/applicants/forms_en https://eacea.ec.europa.eu/about-eacea/electronic-application-forms-eforms_en https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/applying-for-funding_en.htm
8. The management of	Lecture, Q&A	Helena HIRSENBERGER <i>et al.</i> "Collaborative projects in cultural heritage conservation – management challenges and risks", Journal of Cultural Heritage, vol. 37, May–June 2019, pp. 215-224, https://www.sciencedirect.com/science/article/pii/S1296207418304205?casa_token=KiNFCzgoSecAAAAA:-GDfz-



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cultural indicators		cXB4FMDNuXBs6V5x54EOIMsWtqcP8yFphoYe OfSUwRXIWng2V6j9SL8U_xlkj3V4TYL4Y
9. Drafting the budget forms	Lecture, Q&A	https://enspire.science/horizon-europe-budget-preparation-guide/ (example)
10. Project application and evaluation	Lecture, Q&A	https://ec.europa.eu/info/research-and-innovation/funding/how-apply/application-process_en (example)
11. Implementation strategies	Lecture, Q&A	https://cultureactioneurope.org/news/the-first-creative-europe-calls-are-finally-out/
12. Financial and situational risk management	Lecture, Q&A	Martin LOOSEMORE <i>et al.</i> , "Risk Management in Projects", Taylor & Francis, 2006, pp. 1-16, https://books.google.ro/books?printsec=frontcover&vid=LCCN2005014920&redir_esc=y#v=onepage&q&f=false
13. Final assessment, closure and archiving	Lecture, Q&A	https://ec.europa.eu/info/research-and-innovation/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/evaluation-impact-assessment-and-monitoring_en (example)
14. Brainstorming on the course	Interactive discussion	-
Additional compulsory bibliography : <ul style="list-style-type: none"> Christine Petersen, <i>The practical guide to Project Management</i>, Bookboon, 2013, http://worldwideuniversity.org/library/bookboon/the-practical-guide-to-project-management.pdf. The PM² Project Management Methodology Guide 3.0, European Commission, 2018, https://www.pm2alliance.eu/wp-content/uploads/2019/05/PM%C2%B2-project-management-methodology.pdf. Mark Thatcher, "Direct and market governance paths for the creation of an EU political identity: cultural heritage policy", <i>Comparative European Politics</i>, vol. 17, 2019, pp. 585–602, https://iris.luiss.it/retrieve/handle/11385/189544/96713/Thatcher_DirectAndMarketGovernancePaths_2019.pdf. 		

8.2 Seminar / Laboratory	Teaching methods	Observations
1. Teambuilding and task allocation	Interactive exercise	
2. Brainstorming on project ideas and peer review	Team presentations	
3. Reporting on the analytical part of the project	Comparative reports	



4. Drafting and reviewing the application form	Text review	
5. Budget report	Assessment	
6. Simulation of implementation and risk management occurrences	Scenario-building	
7. Final evaluation of projects	Open discussion	

Non-compulsory bibliography :

- Kathy Schwalbe, *Introduction to Project Management*, 2nd Edition, Cengage Learning, 2008.
- Dennis Lock, *Project Management*, Gower Publishing, 2013.
- Jack Meredith *et al.*, *Project Management: A Strategic Managerial Approach*, John Wiley & Sons, 2017.
- Harold Kerzner, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, John Wiley & Sons, 2017.
- Beatrix Hargitai Solymosi, "The sustainability of completed EU-funded cultural projects", Forum on Economics and Business, no. 20(133), 2017, pp. 58–76,
http://epa.oszk.hu/00300/00315/00123/pdf/EPA00315_kozgazdasz_2017_04_058-076.pdf.
- Tuuli Lähdesmäki, "Politics of tangibility, intangibility, and place in the making of a European cultural heritage in EU heritage policy", International Journal of Heritage Studies, 22 (10), 2016, pp. 766-780,
<https://jyx.jyu.fi/bitstream/handle/123456789/53253/lahdesmaki%20maindocumentfinal.pdf?sequence=1>.

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 practical abilities germane to the management of EU cultural projects, based on the understanding of policies in this regard, is a key component meant to facilitate students' integration into the professional community in the areas of cultural patrimony and cultural diplomacy. This practical course has been tailored following ample consultations with private and public entities that are active in the management of EU-funded cultural projects and programmes, and can be taken by both students with previous experience in Project Management and newcomers to this field.

10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course/Lecture	Understanding of the course	Oral exam - questions	50%
10.5 Seminar	Quality of inputs to final projects	Presentation of final projects, in groups	40% + 1 point ex officio
10.6 Minimum standard of performance: Students shall be granted a pass if they obtain at least grade 5 in their oral exam. All exams will be conducted in groups. <u>Active participation throughout the semester in a group is mandatory.</u> Seminar attendance no longer counts for the re-examination.			



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Date

22 September 2023

Course holder signature

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Seminar holder signature

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Date of departmental approval

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Head of department signature

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