



COURSE SYLLABUS 2022-2023

1. Information about the program

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| 1.1 Higher Education Institution | Babeș-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

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|--------------------|--------------------------|--------------|---|--------------------------------------|---|---------------------------------|-----|
| 2.1 Module | Project Cycle Management | | | | | | |
| 2.2 Course holder | Ioana HAPCA, PhD | | | | | | |
| 2.3 Seminar holder | Ioana HAPCA, PhD | | | | | | |
| 2.4 Year of study | 1 | 2.5 Semester | 2 | 2.6. Type of assessment ¹ | E | 2.7 Type of module ² | OB. |

3. Total estimated time (teaching hours per semester)

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|---|-----------------------|-------------------------|----|--------------------------|-----------|
| 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: | 5 x 25 = 125 / 11 = 9 | | | | Hour s |
| Study by using handbook, reader, bibliography and course notes | | | | | 2 |
| Additional library/specialised online research, field research | | | | | 3 |
| Preparation of seminars/laboratories, homework, projects, portfolios and essays | | | | | 3 |
| Tutoring | | | | | 1 |
| Examinations | | | | | 2 |
| Other activities: | | | | | |
| 3.7 Total no. of hours for individual study | | | | | 8 |
| 3.8 Total no. of hours per semester | | | | | 125 |
| 3.9 No. of ECTS credit points | | | | | 5 |

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

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



4. Prerequisites (where applicable)

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| 4.1 of curriculum | • |
| 4.2 of competencies | • |

5. Conditions (where applicable)

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| 5.1 For the development of the course | • |
| 5.2 For the development of the seminar/laboratory | • |

6. Specific skills acquired

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|---------------------------------|---|
| Professional skills | <ul style="list-style-type: none"> • To write European and international projects • To conceive strategies in the area of international relations and European affairs • To provide assistance in the management of relations within organisations and institutions involved in European and international processes • To monitoring of the projects after implementation phase (indicators, results etc.) |
| Interdisciplinary skills | <ul style="list-style-type: none"> • 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 • To apply effective multidisciplinary team work techniques at various hierarchical levels • 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)

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|-------------------------|---|
| 7.1 General objective | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | Lecture, Interactive presentation Brainstorming | <ul style="list-style-type: none"> ▪ 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 ▪ http://ier.gov.ro/wp-content/uploads/publicatii/Manual_PCM.pdf ▪ www.fonduri-structurale.ro ▪ www.mfe.ro ▪ https://commission.europa.eu/education/set-projects-education-and-training/erasmus-funding-programme_en ▪ https://www.horizon-eu.eu/ ▪ https://www.nord-vest.ro/ ▪ https://www.afcn.ro/ ▪ www.eca.europa.eu/Lists/ECADocuments/RW23_01/RW_RFF and Cohesion funds RO.pdf |
| 2. Presentation of national and international operational programmes and project frameworks | Lecture, Interactive presentation Brainstorming Synthesis | <ul style="list-style-type: none"> ▪ www.mfe.ro ▪ www.fonduri-structurale.ro ▪ https://www.nord-vest.ro/ ▪ www.eca.europa.eu/Lists/ECADocuments/RW23_01/RW_RFF and Cohesion funds RO.pdf |
| 3. Analysing the problems and objectives of a project. Correlating project activities to results and indicators | Lecture, Interactive presentation Brainstorming Synthesis | <ul style="list-style-type: none"> ▪ www.mfe.ro ▪ Project Cycle Management Manual, European Commission, ECHO, June 2005 ▪ 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 |
| 4. The project idea. The narrative part and the submission of a project application | Lecture, Interactive presentation Brainstorming Synthesis | <ul style="list-style-type: none"> ▪ https://2014.mysmis.ro/frontOffice/faces/pages/autenticare/login.xhtml ▪ https://www.fonduri-ue.ro/images/files/mysmis/6.Instruc%C8%9Bune.completare.cerere.finan%C8%9Bare.pdf ▪ www.mfe.ro |



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| <p>5. The narrative part and the submission of a project application. Project budgets. The financial management of projects (inclusively co-financing). Team management.</p> | <p>Document-based presentation Lecture Interactive presentation Brainstorming Synthesis</p> | <ul style="list-style-type: none"> ▪ https://2014.mysmis.ro/frontOffice/faces/pages/autenticare/login.xhtml ▪ https://www.fonduri-ue.ro/images/files/mysmis/6.Instruc%C8%9Bune.completare.cerere.finan%C8%9Bare.pdf ▪ www.mfe.ro |
| <p>6. Project financing. Financing agreement and annexes. Online platforms for project management. Beneficiary guideline</p> | <p>Document-based presentation Lecture Interactive presentation Brainstorming Synthesis</p> | <ul style="list-style-type: none"> ▪ www.mfe.ro ▪ Project Cycle Management Manual, European Commission, ECHO, June 2005 ▪ 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 |
| <p>7. Implementation of projects. Entities involved in project implementation (Financial authority/Beneficiary/Constructor/ /Suppliers and service providers/Target group/Management team/Implementation team). Personal employment. Elaboration of methodologies/studies/supporting notes. Target group selection. Information and publicity (press release/visual identity elements/etc.)</p> | <p>Document-based presentation Lecture Interactive presentation Brainstorming Synthesis</p> | <ul style="list-style-type: none"> ▪ www.mfe.ro ▪ Project Cycle Management Manual, European Commission, ECHO, June 2005 ▪ 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 |
| <p>8. Project implementation. Communication with the sponsor (notifications, additional agreements. Technical report etc.)</p> | <p>Document-based presentation Lecture Interactive presentation Brainstorming Synthesis</p> | <ul style="list-style-type: none"> ▪ www.mfe.ro ▪ Project Cycle Management Manual, European Commission, ECHO, June 2005 ▪ 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 |



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| <p>9. Project documentation in relation with the sponsor. Financial Statement. Pre-financing Request. Request for Reimbursement. Payment request</p> | <p>Document-based presentation Lecture Interactive presentation Brainstorming Synthesis</p> | <ul style="list-style-type: none"> 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. www.mfe.ro |
| <p>10. Project monitoring</p> | <p>Document-based presentation Lecture Interactive presentation Brainstorming Synthesis</p> | <ul style="list-style-type: none"> https://mfe.gov.ro/wp-content/uploads/2020/09/907c77c0662dd82670b30f2c175a6734.pdf www.mfe.ro |
| <p>11. Evaluating, auditing and reporting</p> | <p>Lecture Interactive presentation</p> | <ul style="list-style-type: none"> www.mfe.ro www.eca.europa.eu/Lists/ECADocuments/RW23_01/RW_RFF_and_Cohesion_funds_RO.pdf https://mfe.gov.ro/wp-content/uploads/2021/03/5fa827d23ed3b16025df707892f27140.pdf |
| <p>12. Simplification measures in Cohesion policy 2021-2027</p> | <p>Lecture Interactive presentation</p> | <p>https://cor.europa.eu/en/engage/studies/Documents/simplification-measures.pdf</p> |
| <p>13. Project sustainability</p> | <p>Lecture</p> | <ul style="list-style-type: none"> Project Cycle Management Manual, SCR, European Commission, 1999 https://www.pm2alliance.eu/wp-content/uploads/2019/05/PM%C2%B2-project-managementmethodology.pdf. |
| <p>14. Course evaluation and feedback</p> | <p>Interactive discussion Q&A</p> | |

Recommended 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.
7. Christine Petersen, The practical guide to Project Management, Bookboon, 2013,
<https://projektkvalitet.dk/wp-content/uploads/the-practical-guide-to-project-management.pdf>.
8. The PM² Project Management Methodology Guide 3.0, European Commission, 2018,
<https://www.pm2alliance.eu/wp-content/uploads/2019/05/PM%C2%B2-project-managementmethodology.pdf>.
9. <https://cor.europa.eu/en/engage/studies/Documents/simplification-measures.pdf>

Optional bibliography

10. <http://www.adrcentru.ro/Detaliu.aspx?t=PFCatalog>
11. <https://www.fonduri-structurale.ro/stiri/24416/2021-2027-primele-drafturi-ale-acordului-departeneriat-si-programelor-operationale-au-fost-publicate-in-consultare>
12. <https://uefiscdi.gov.ro/>
13. <http://www.afcn.ro/>
14. <https://2014.mysmis.ro/frontOffice/faces/pages/autentificare/login.xhtml>
15. <https://www.fonduri-ue.ro/images/files/mysmis/6.Instruc%C8%9Biune.completare.cerere.finan%C8%9Bare.pdf>
16. www.mfe.ro
17. www.fonduri-structurale.ro
18. www.fseromania.ro
19. <http://ec.europa.eu>
20. <http://ec.europa.eu/programmes/erasmus-plus/>
21. www.finantare.ro
22. <http://www.taraluiandrei.ro/>
23. Kathy Schwalbe, Introduction to Project Management, 2nd Edition, Cengage Learning, 2008
24. Dennis Lock, Project Management, Gower Publishing, 2013.
25. Jack Meredith et al., Project Management: A Strategic Managerial Approach, John Wiley & Sons, 2017.
26. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, John Wiley & Sons, 2017.

| 8.2 Seminar / Laboratory | Teaching methods | Observations |
|---|--------------------------------|--------------|
| 1. Creating the project teams and identifying the areas of interest | Teambuilding | |
| 2. Communication with managing Authority | Team activity, progress report | |
| 3. Activity report of the experts | Team activity, progress report | |



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|--|-----------------------------------|--|
| 4. Technical report | Team activity, progress report | |
| 5. The Budget of the project | Team activity, progress report | |
| 6. Visual identity elements | Team activity, progress report | |
| 7. Project round-up | Peer review, Q&A | |
| <p>Recommended bibliography</p> <p>Recommended bibliography</p> <ol style="list-style-type: none"> 2014.mysmis.ro https://mfe.gov.ro/minister/periode-de-programare/periodada-2021-2027 Morris, Peter; Pinto, Jeffrey K., (2007), The Wiley Guide to Project, Program, and Portfolio Management, John Wiley & Sons, Statele Unite ale Americii 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. Roberts, Paul (2007), Guide to Project Management, ed. The Economist, London (e-book). Turner, John Rodney, (2007), Gower Handbook of Project Management, Rodney Turner and contributors, Marea Britanie. | | |

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 | <p>Final presentation of project file:</p> <ul style="list-style-type: none"> Programming period 2021-2027 (operational programmes of Romania, multiannual | <p>Oral presentation</p> <p>Individual/team problem-solving questions</p> | 60 |



| | | | |
|--|---|--|-----------|
| | financial framework 2021-2027 etc.) <ul style="list-style-type: none"> • Application form (objectives, activities, risks, visual identity, etc.) • Implementation project and the relation with sponsor, project budget (XLS), technical and financial report, job descriptions, procedures etc. • Evaluating, auditing and reporting • Simplification measures in Cohesion policy 2021-2027 • Project sustainability Questions on correlating the contents of the file to information from the course | | |
| 10.5 Seminar/Laboratory | <ul style="list-style-type: none"> • Seminar activity • Quality of project file | Continuous evaluation File correction | 30 |
| | | | + 1 point |
| 10.6 Minimum standard of performance | | | |
| <ul style="list-style-type: none"> • a minimum of 3 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
12 February 2023

Course holder signature
Ioana HAPCA, PhD

Seminar holder signature
Ioana Hapca, PhD

Date of departmental approval
20 February 2023

Head of department signature
Nicoleta Dorina Racolța-Paina, PhD