



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	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 members required) • coherent presentation of the file, ability to answer medium-difficulty questions • active attendance at 25% of seminars 			

Date
12 September 2017

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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