



International  
Master in

# European Project Planning and Management



# PROGRAMME



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# Part 1) European Project Planning



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## Module 1.1

### Analysis of the main European Funding Opportunities

*This module provides the learners with an overview of the funding opportunities made available by the European Union in the fields of education, culture, research, innovation, environment, justice, and external cooperation. The module also focuses on how to access to the in progress information on the current and future funding programmes. An analysis of the documents to be collected as the basis for the project planning process is also made.*

- European policies in the field of education, training, culture, research and external cooperation.
- Information sources on the EU policies in the fields of education, culture, research, innovation, environment, justice, external cooperation.
- Introduction to the current European funding programmes.
- Information sources.
- Finding and analyzing the information.
- Collection of relevant documents for the project planning.

## Module 1.2

### Planning of European Projects

*This module analyses the process for an effective project planning of EU funded initiatives in the field of education, training and culture. The module presents the main issues that have to be taken into account when planning a European project. The first part concentrates on the development of an appropriate project idea and on its presentation to potential project partners. The strategies for the creation of a transnational partnership will be presented and discussed. The financial planning is also analyzed as well as the project application form.*

- Formulation of the project idea
- Discussion of the project idea and creation of the project summary
- Partners' search strategies
- Defining the role of each partner
- First contacts with potential partners
- Developing the project partnership
- Analysis of the main aspects of the application form
- Eligibility criteria
- Award criteria
- Characteristics of good projects
- Project assessment process
- Eligibility and quality check
- Scoring systems



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## Module 1.3

### European Project Planning in the field of Education, Culture, Research, Innovation

*This Module focus on fundings available in the field of education, culture, research and innovatioon. An analysis of the political framework at the basis of each of the relevant programmes is carried out. Also, for each of the programmes, a presentation is made of the objectives, priorities, funded actions as well as eligible participants and target groups.*

- The Erasmus+ Programme, introduction to the political framework.
- Erasmus+: Objectives, eligible participants, yearly priorities, funded actions, target groups and budget .
- The Creative Europe Programme, introduction to the political framework.
- Creative Europe: Objectives, eligible participants, yearly priorities, funded actions, target groups and budget .
- The Horizon 2020 Programme:, introduction to the political framework.
- Horizon 2020: Structure, subject areas, priorities, funded actions, target groups and budget .

## Module 1.4

### European Project Planning in the field of Innovation in SMEs

*This module aims to delve into the major funding European instruments to provide direct support and a favourable environment for growth of Small Medium-sized Enterprises (SME): Horizon 2020 for research and innovation activities and the Competiveness and SME programme (COSME) for internationalization strategies. Lessons will mainly focus on the major contributions from Horizon 2020 to SMEs competitiveness: the provision of financial support to own innovation projects by the SME instrument, the possibility to engage in the context of large projects with research institutions and to access specific financial instruments for technology and innovation based enterprises.*

*Over the two days the participants will be actively involved in the analysis of the proposal models, in the partnership building, in the settlement of a project financial strategy as well as in the calculation of the Eu contribution.*

- European and strategic context: the Europe 2020 Strategy, the Innovation Union Flagship and the Small Business Act
- The SMEs opportunities over the three Pillars of Horizon 2020
- “Innovation in SMEs” Work Programme: how to develop and provide better innovation support services to SMEs
- The new SME Instrument of Horizon 2020
- The Access to risk finance: the SME Instrument Phase 3
- COSME and the Enterprise Europe Network
- Rules of participation: Horizon 2020 general rules Vs SME Instrument
- How to successfully reach the market: partnership and commercialization strategies
- How to commit resources: build up a strong financial strategy
- Proposal writing: the SME Instrument Phase 1 template



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## Module 1.5

### European Project Planning in the field of Technological Research

*This Module focuses on funding available under first two pillars of H2020, in particular on: (a) individual grants under subprograms ERC & MSCA; (b) collaborative grants under subprograms MSCA & FET; and (c) technological collaborative grants under subprogram Industrial Leadership.*

*Main characteristics and participation/funding opportunities of each of the subprograms listed will be given. Wherever available, participants will be also given proposal examples and proposal evaluation results. Lectures will be accompanied by practical exercises in proposal drafting. Lessons learned, tips & tricks for competitive proposal preparation will be given.*

- Individual Grants, ERC
- Individual Grants, MSCA
- Collaborative Grants for Capacity Building, MSCA
- Collaborative Technological Topic-Free Grants, FET
- Collaborative Technological Topical Grants, Industrial Leadership

## Module 1.6

### European Project Planning in the field of Energy and Environment

*This module provides an overview of the funding opportunities and project planning strategies in the field of efficient energy. The module will focus on the Horizon 2020 opportunities in the areas of renewable and sustainable technologies, energy efficiency and smart cities. The second part of the module analyzes the Life Programme and the grants available in the areas of environment, resource efficiency, biodiversity, climate change.*

- European Programmes in the field of Efficient Energy - Horizon 2020, Third Pillar, Energy calls
- Renewables: Next generation development and demonstration etc.
- The EU electricity grid: Meshed offshore grids, transmission and wholesale, distribution and retail
- Storage technologies: Small and large scale, and next generation technologies
- Sustainable bio- and alternative fuels: Next generation technologies, technology demonstrations etc.
  - Buildings and consumers: Prefabricated modules, high energy performing buildings, ICT-based solutions, etc.
  - District heating and cooling technology
  - Industry and products: Energy efficiency innovation, technology for heat recovery throughout the energy cycle etc.
- Smart cities and communities: Integrating energy, transportation, and ICT sectors, etc.
- Horizon 2020 , Waste: Reduction and recycling of food waste, raw materials and agricultural bi-products, waste management in urban development, etc.
- Horizon 2020 , Water: Integration of water and climate change, commercialization etc.
- Horizon 2020 , Climate: Air quality improvement, ecosystem restoration, soil decontamination, environmental management and resource protection, sustainable production, etc.
- The LIFE Programme: Nature and Biodiversity; Environment and Resource Efficiency; Climate Change; Climate Governance and Information



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## Module 1.7

### European Programmes in the field of External Cooperation

*This module provides an overview of the funding opportunities made available by the European Union in the fields of education, training, innovation and research and development with special focused to External Relation actions in particular the following instruments ENI , IPA, DCI .*

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- European Neighbourhood Policy
- European Neighbourhood Instrument (ENI)
- Instrument for Pre-Accession Assistance (IPA)
- Development Cooperation Instrument (DCI)
- Strategic Forum for International Science and Technology Cooperation (SFIC)
- EU Third Countries Bilateral ST cooperation agreements
- Case studies

## Module 1.8

### Introduction to European Structural and Investment (ESI) Funds, how they are organized and monitored

*This module provides an overview of the funding opportunities available within the framework of the European Union Cohesion policy, that makes available up to EUR 351,8 billion to invest in Europe's regions, cities and the real economy during 2014-2020. The Cohesion policy will be the EU's main investment tool for delivering the Europe 2020 goals: creating growth and jobs, tackling climate change and energy dependence, and reducing poverty and social exclusion. Some important principles in the application of the Cohesion policy, as shared management, additionally, performance framework, orientation to results and partnership principles will be discussed. A special attention will be put on the management, implementation and control of the Operational Programmes and the overall evaluation of the achieved results.*

- Overview of the Europa 2020 strategy
- Main principles and objectives of the ESI Funds 2014-2020
- Partnership Agreements
- Thematic objectives and Investment priorities
- Ex-ante conditionalities
- Operational Programmes
- Specific objectives
- Financial Instruments in ESI funds
- Monitoring and Evaluation
- Performance framework and reserve
- Management, annual accounts and control
- Links with other EU funds (FEAD, Horizon 2020, Erasmus+, LIFE, etc.)



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# Part 2) European Project Management



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## Module 2.1

### The Process for Managing European Projects

*This module is intended to provide the learners with the information about quality elements of successful projects. The modules also focuses on the planning and organization of the project work, on the identification of tools to be applied for the carrying out of the project activities on the coordination of the work of the partnership. The last part of the module will analyze the strategies to monitor the project developments as well as the production and delivery of project reports for the European Commission.*

- Contractual issues
- Analysis of the project content
- Creation of the calendar of activities
- Creation of the project presentation
- Coordination of the Project partnership
- Characteristics of a Good Partnership
- Management Methodologies
- Organization of Partners Meetings
- Presentation of best practice projects
- Analysis of the quality elements of the best practice projects
- Monitoring and Evaluation of Projects
- Progress and Final Reports

## Module 2.2

### Project Management Fundamentals and Tools

*This module presents the main strategies and tools for project management in European projects. It presents the definition of life cycle and organization. Major tools, like flow diagrams and project documents are presented. The module aims to get in-deep knowledge on the processes followed to manage and control project work and achieve an efficient and successful project completion. Budget estimation processes and resource management are also presented. Practical simulations on real cases are been introduced to participants.*

- Basics on R&D Project Management
- Project Life Cycle and Organization
- Project Scope Management and Work Breakdown Structure
- “Get to know” with a Project Management Tool
- Project Time Management
- Tools for efficient Time Management
- Monitor and Control Project Work
- Critical Path (Calculations and Estimations)
- The Logical Framework Approach
- Human Resource Management
- Schedule Development
- Activity Resource Estimation



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## Module 2.3

### Planning of Project Dissemination, Exploitation and Sustainability

*This module deals with 3 concepts which are intertwined in all work packages and refer to the way in which the project results are made public and promoted. It also discusses how different stakeholders motivation is being cultivated and encouraged so that the innovative results of the project continue to be exploited and streamlined for their beneficiaries.*

*The activities are structured on the 3 concepts: dissemination, exploitation and sustainability. For each of these concepts there is special attention allocated to planning, budget, evaluation, quality assurance, ensuring impact and practical activities specially created for experiential learning. Show-casing is used for illustration of DO's and DON'Ts.*

- Definitions. Differences and similarities of concepts: Management of Change and Innovation through EU projects; dissemination, exploitation, sustainability and their link with project planning, implementation of work packages and delivery of outcomes
- Dissemination, Exploitation and Sustainability: goals, strategies, delivery, handling budgets, ensuring impact
- Role of dissemination, exploitation and sustainability in the project cycle
- Allocation of partner roles
- Selection of channels and approaches to maximize impact for identified target groups
- Value for money: impact vs. resources; financial planning; eligibility of expenditures

## Module 2.4

### Quality communication and intercultural competence in transnational project management

*All projects rely on individuals, the teams they form and the wider stakeholder communities with which the project engages. The glue holding this complex process together is communications. Communications means more than dialogue and recorded interactions. At its heart is shared meaning and shared purpose, continuously re-examined and evaluated to ensure that aims and objectives are being reached in a timely manner. This is the core of effective communications which we shall examine by looking at issues around empathetic understanding, clarity, reinforcement, feedback and corrective adjustment. Underlying communications is the concept and practice of quality. The communicative dimensions of quality EU project management are further shaped by the contexts in which projects operate. In today's environment of crisis and change, we need to look also at issues around diversity and difference and one of the key insights of the movement around global learning – intercultural competence. Competence in dealing with difference and diversity is now a central aspect of effective quality communications.*

- Defining effective communications
- Optimizing communication effectiveness in project management
- Developing competence in quality communication systems
- Understanding communication contexts: crisis and systemic change
- Understanding media and information management
- Approaching contested meanings: valuing and managing diversity in EU partnership contexts



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- Origins of diversity management
- Engaging with difference
- Developing intercultural competence in EU project management
- Benefitting from difference

## Module 2.5

### Leadership Skills for European Cooperation

*Successful project delivery depends on comprehensive understanding of dynamics that shape partner behaviors, attitudes and interactions. This module explores the nature of effective leadership – qualitative dimensions that go beyond simple administrative efficiency to a dynamic and proactive marshaling of human potential in a focused way. Team-building, common strategic goal setting, motivation and high performance are determinants of meaningful leadership. But this also requires sensitivity to complexity, motivation and ethics. The skills outlined include listening, mediation, facilitation, innovation, communications, empathy, feedback mechanisms and strategic planning. A critical review of transformational capacity, trust building and added value is outlined within a framework of relationship management in achieving shared vision. An analysis of the elements of successful leadership in EU project contexts is outlined.*

- Leadership in action: understanding power, authority, trust, and innovation
- Obtaining desired outcomes – leadership processes
- Exemplary leadership best practice
- Leadership as process in cooperative engagement and European projects
- Leadership obligations: good governance; legal frameworks; equality; health and safety
- Shaping European issues
- From using resources to embedding inspiration: the journey of leadership in European projects

## Module 2.6

### Financial Management

*This module provides an overview for administrative and financial management of European projects in the field of education, training and culture. The first part of the Module addresses the administrative and financial rules of the European programmes in the field of education, training and culture. The second part of the module analyses the most effective strategies to monitor and assess the project expenditures, as well as the production and delivery of project reports for the European Commission.*

- Project Lifecycle from the administrative and financial point of view
- European project budget structure and cost categories
- Real costs, unit costs and lump sum
- Financial and Administrative Rules in the Lifelong Learning and Erasmus+ Programme
- Accounting and monitoring project expenditures
- Production of administrative documents for justifying the project expenditures
- Financial Management of the project partnership
- Assessment of project partners' financial reports
- Preparation of Financial reports

## Module 2.7

### Control and Auditing in EU funded R&D Programmes



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*This module is intended to give the learner a good understanding of the financial rules governing H2020 projects as well as what is good practice with respect to the management of EU funded research projects. It will also cover how the Commission carries out audits as well as the changes in audit approach with respect to H2020. An accent will be put on providing examples and case studies, as well as giving the participants the opportunity to practise what they have been learning in group exercises and practical activities. The audit course will also provide the learners with the general principles of how the Commission carries out audits which can be applied to projects outside of the R&D Framework.. The trainer will also discuss with the participants what has been learnt overall and what lessons can be taken forward into the world of work.*

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- The key documents and origin of the financial rules
- Contractual and financial rules applicable to the various types of projects funded under H2020.
- Eligibility of costs (what type of costs can be claimed and what is not eligible)
- Audit certification (when do certificates have to be provided and what are the various models)
- What is best practice in financial management of Horizon 2020 projects
- What are risky areas with respect to financial management .
- Audits and control (lessons learned from the past)
- How audits of projects are organised (who carries out the audits and what are their roles, which projects get audited, general audit approach)
- Preparation for the audit (documents to prepare, responding to pre-audit questionnaires, pre-audit checks, setting up the audit files)
- Key areas of interest for the auditor (what do they check and how to deal with difficult questions)
- Responding to the audit report and the closing process
- Preventative measures (reducing the risk of negative audits).

## **Module 2.8**

### **Future Perspectives and Job Opportunities for European Project managers**

*The aim of this module is to help the participants prepare for work in the field of European project management. The module focuses on the nature of the different kinds of work involved, and the range of different principal employment options available to people with this skill set, including consultancy work and work within organizations. Strategies for winning contracts and successful job applications will be explored. Role-plays and other “hands-on” exercises will be used to provide practical experience of the situations involved. The module will finalize with an overview of the likely development of job opportunities in the sector in the coming years.*

- Networking, Positioning, Specialization
- Employment options
- Freelance options
- Combinations
- Getting the work (Interviews, Presentations, Contract negotiation)
- Internal and External work
- Evolution of the job market in this sector



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## Part 3)

# Project Work and Final Exams

- PROJECT WORK
  - Practical group work simulating the project planning and submission process
  - Practical group work for the preparation of the management documents for an approved project.
- FINAL EXAM