



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 EU legislation and policies

This module provides the learners with an overview of the EU legislation and policies. The Module addresses the main policy documents and strategies that provide the foundations of the Funding programmes. An analysis of the documents to be collected as the basis for the project planning process is also made.

3

- Principles of EU legislation
- European policies in the field of education, culture, research, innovation, environment, justice, external cooperation
- From policies to funding programmes
- Overview of main funding programmes
- Information sources
- Finding and analyzing the information
- Collection of relevant documents for the project planning

Module 1.2

European Funding Opportunities

This module provides the learners with an overview of the funding opportunities made available by the European Union. The module also focuses on how to access the in progress information on the current funding programmes.

- Introduction to European Union funding programmes
- Direct funding programmes and Structural Funds
- Funding opportunities in the field of education, training, youth and sport (Erasmus+)
- Funding opportunities in the field of culture, creativity and media (Creative Europe)
- Funding opportunities in the field of climate, nature and environment (LIFE)
- Funding opportunities in the field of research and innovation (Horizon Europe, Digital Europe)
- Funding opportunities in the field of justice and social rights (Justice, Rights and Values)
- Funding opportunities in the field of external cooperation (EuropeAid)

Module 1.3

The Process for Planning European Projects

This module analyses the process for an effective project planning of EU funded initiatives. 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 addressed. Project application forms are analyzed.

- Formulation of the project idea
- Creation of the project summary
- Partners' search strategies
- Defining the role of each partner
- Management of contacts with potential partners
- Analysis of the main aspects of the application form
- Eligibility, quality and award criteria



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- The project proposals assessment process
- Scoring systems
- Characteristics of good projects

Module 1.4

European Project Planning in the field of Education, Training, Youth and Sport

This Module focuses on the presentation of the Erasmus+ Programme. An analysis of the political framework is carried out. Also, a detailed presentation of objectives, priorities, funded actions as well as eligible participants and target groups is made. Specific focus is given to each of the three Key Actions in which the Programme is organized.

- The Erasmus+ Programme: introduction to the political framework in the field of education, training, youth and sport
- The Erasmus Programme structure: objectives, funded actions, target groups and budget
- Key Action 1 - Learning mobility in education, training, youth and sport
- Key Action 2 - Cooperation among organizations and institutions in education and training, youth and sport
- Key Action 3 – Support policy development and cooperation in education and training, youth and sport

Module 1.5

Project Planning for Horizon Europe - Pillar 1, Excellent Science

This module provides depth insights on grant writing for the main programmes constituting the 1st Pillar of Horizon Europe: the European Research Council (ERC grants), the Marie Skłodowska Curie Actions programme (MSCA) and add some information about the Research Infrastructures. For each programme an overview of the main objectives, participation, eligibility and evaluation rules together with a detailed presentation of the latest available grants will be provided, with hints and tips, DO's and DON'Ts for proposals' development/writing and project management. Participants are asked to build up new project ideas with interactive working group sessions.

- Horizon Europe, European Research Council: the ERC policy and working methodology, types of available grants and eligibility criteria, how to select the Host, what is "Excellence", Teams versus Partnerships, high-risk/high-gain research projects, the evaluation process with tips for the panel interview, details on how to present an excellent CV and develop Part B1 and B2 of the project proposal.
- Horizon Europe, MSCA: history and future programming of the Marie Curie programme, mobility of staff and researchers with data on EU participation and mobility patterns, types of available Marie Curie grants for individuals and/or organizations with a focus on Doctoral Programmes and Individual Fellowships, the setting up of international collaborations and the evaluation procedure.
- Horizon Europe, research infrastructures: exploratory characteristics of FET to turn Europe's, the multi-disciplinary aspects of the programme and its links to cutting-edge engineering.





Module 1.6

Project Planning for Horizon Europe - Pillar 2, Global Challenges and European Industrial Competitiveness

5

This module provides an overview of the funding opportunities and project planning strategies in the field of Pillar 2 of Horizon Europe. The module analyzes the structure of Horizon Europe, topics and funding mechanisms, rules for participation, calls and the submission process, as well as the structure of a project proposal together with practical suggestions and exercise in proposal writing

- R&I funding from the European perspective
- Horizon Europe – Topical overview
- Pillar 2 – Topical overview
- Six clusters of Pillar 2
- Calls 2023
- Other collaborative funding schemes
- Program implementation
- Rules for participation
- Financial rules
- Funding and Tenders Portal
- Proposal structure, Part A
- Project Strategy and Impact
- Proposal Structure, Part B
- Protection, Dissemination, Exploitation, Communication
- Open access to project results
- Pros and Cons for participating in Research and Development projects

Module 1.7

Project Planning for Horizon Europe - Pillar 3, Innovative Europe

This module provides an overview of the funding opportunities and project planning strategies in the field of Pillar 3 of Horizon Europe. The module focuses on the European Innovation Council (EIC) which is aimed to support top-class innovators, entrepreneurs, small companies and scientists with bright ideas and the ambition to scale up internationally. To do that it brings together funding opportunities for researchers and innovators across the whole value chain from basic research to the market.

- The European Innovation Council (EIC) Pathfinder calls for advanced research
- The new EIC Transition to Innovation Activities – Technology transfer
- From SME (Small and Medium Enterprises) Instrument to EIC Accelerator
- Blended finance: how the equity component of the EIC Accelerator will work
- Business model and business plan: principles and useful tools
- How to pitch your ideas in front to an investor
- Proposal writing



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Module 1.8

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 External Relation actions.

6

- European Neighborhood Policy
- European Neighborhood Instrument
- Instrument for pre-accession assistance
- Development cooperation instrument
- Strategic Forum for International Science and Technology Cooperation
- EU Third Countries bilateral cooperation agreements
- Case studies

Module 1.9

The European Social Fund: How It Is Organized and Monitored

This module provides an overview of the funding opportunities available within the framework of the European Union Cohesion policy. The module presents the organization and management of the European Social Fund (ESF), one of the main investment tool of the European Union for delivering the key reforms at national and regional level in the areas of employment, social inclusion and education. The ESF investment also coordinates the investments with the Recovery and Resilience Facility. 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 is put on the preparation of the programming documents and the link between reforms, investment and long-term impact of the EU support.

- European Pillar of Social Rights and its Action plan as main Strategic reference documents
- Multiannual Financial Framework 2021-2027 and Next Generation EU funding instruments
- Main principles and objectives of the Structural Funds
- Partnership Agreements: objective, structure and governance
- Policy objectives and Specific Objectives



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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 module 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 analyzes the strategies to monitor the project developments as well as the production and delivery of project reports for the European Commission.

8

- 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 to achieve an efficient and successful project completion. Budget estimation processes and resource management are also presented. Practical simulations on real cases are 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 three 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 three concepts: dissemination, exploitation and sustainability. For each of these concepts there is special attention allocated to planning, budget, evaluation, quality assurance, ensuring impact. Practical activities specially created for experiential learning are organized. Show-casing is used for illustration of DO's and DON'Ts.

- 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 communication that 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 examined 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, there is a 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
- Origins of diversity management
- Engaging with difference
- Developing intercultural competence in EU project management





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.

10

- 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. The first part of the Module addresses the administrative and financial rules of the European programmes. 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 main current programmes
- 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



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Module 2.7

Control and Auditing in EU funded R&D Programmes

11

This module is intended to give the learner a good understanding of the financial rules governing European projects as well as what is good practice with respect to the management of EU funded research projects. It also covers how the Commission carries out audits as well as the changes in audit approach with respect to governing Horizon Europe. An accent is put on providing examples and case studies, as well as giving the participants the opportunity to practice what they have been learning in group exercises and practical activities. The audit course also provides 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 also discusses with the participants what has been learnt overall and what lessons can be taken forward into the world of work.

- The key documents and origin of the financial rules
- Contractual and financial rules applicable to the various types of European projects
- 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 European projects
- What are risky areas with respect to financial management
- Audits and control (lessons learned from the past)
- How audits of projects are organized (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 working 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 are explored. Role-plays and other “hands-on” exercises are used to provide practical experience of the situations involved. The module finalizes 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, writing and submission process
 - Practical group work for the preparation of the management documents for an approved project.
- FINAL EXAM

