

Syllabus

Babes-Bolyai University

Faculty of Political Sciences, Public Administration and Communication

Department of Public Administration

1. General information about the course

Course title: Projects management in public institutions and NGOs

Course code: UMSP 2105, UMDC 2103 and MON 2104

ECTS (number of credits): 6

Year and Semester: Semester 1, 2nd Year

2. General information about the instructor

Instructor's name: Assistant Professor Alexandru PAVEL

Contact information: pavel@fspac.ro

3. Course description

a. Course description:

The "Projects management in public institutions and NGOs" course focuses on training the student's skills in order to increase their capacity to understand and develop project proposals for public institutions and/or NGOs. Project management theory, project phases and components, examples of project proposals and budgets, nonrefundable programs, basic regarding feasibility studies etc. are presented. The course will support students to understand and use the basic concepts and instruments used in the projects developed and implemented by public institutions and NGOs.

b. Course objectives:

The main objective of the course is to support the students to understand the project management concept and the characteristics of the projects implemented by public institutions and NGOs, most of them being not-for-profit projects.

Based on the knowledge and skills obtained to this course, at the end of it the students should be able to:

- Know and understand the concepts like project, program, project management, life cycle of project, logical framework approach.
- Understand and use the logical framework and specific tools (stakeholder analysis, SWOT analysis, strategy selection, problem tree, objective tree, logical framework matrix, etc.).
- Understand and formulate goals, specific objectives, results, output, and outcome indicators.
- Establish necessary activities for implementing a project and identify the necessary resources to implement a project and achieve the established results.
- Estimate and plan in time frame (Gantt matrix) the implementation of activities.
- Estimate and calculate the necessary costs to implement a project (project budgeting), distinguishing between different types of costs.
- Understand the importance of risk management and the sustainability of a project.
- Know the basic components of a feasibility study, a works approval documentation, as well as the specifics of the cost-benefit analysis and the economic analysis in the case of public investment projects.
- Know the basic elements regarding the monitoring, evaluation and audit procedures of the projects.
- Understand the concept of call for proposal, guide for applicants, project proposal / grant application and its annexes.

- Understand the importance of the administrative evaluation grid and the technical evaluation grid in the case of a project proposal.
- Understand how to submit / upload a project proposal and annexes.
- Know the main non-reimbursable sources for funding public projects.
- Develop a project proposal for a public organization or an NGO.

c. Skills acquired by students:

General skills:

- Diagnosis of the problem, identifying solutions, fundraising, planning, budgeting, writing and presentation abilities.

Specific skills acquired

- Developing a project proposal for a particular (public) problem identified in a community.

4. Required bibliography (no more than 10 titles)

1. **Project Cycle Management Guidelines, 2004.**
2. **Jaliu Dragos, *Project Management*, textbook, 2013.**
3. Richardson, G.L., & Jackson, B.M. (2018). *Project Management Theory and Practice*, Third Edition (3rd ed.). Auerbach Publications. <https://doi.org/10.1201/9780429464140>
4. Schwalbe, K., *An Introduction to Project Management*, Sixth Edition, Schwalbe Publishing, Minneapolis, 2017.
5. HEAGNEY, J., *Fundamentals of Project Management*. 5th ed. AMACOM Division of American Management Association International, 2016.
6. Meredith, Jack R.; Mantel Jr., Samuel J.; Shafer, Scott M., *Project Management: A Strategic Managerial Approach*, 10th edition, Wiley, 2017.
7. Project Management Institute, *A guide to the Project Management Body of Knowledge*, sixth edition, 2017.
8. Seymour, T., & Hussein, S. (2014). The History of Project Management. *International Journal of Management & Information Systems (IJMIS)*, 18(4), 233–240. <https://doi.org/10.19030/ijmis.v18i4.8820>.

5. Required materials (computers, access to internet, access to specific data bases, online platform)

The students should have access:

- to a computer connected to internet in order to attend the classes and to write the final paper;
- to E-learning platform of FPSPAC (Moodle platform).

6. Schedule of course activities:

DATE	Main topics covered
Week 1	Introduction. Course overview. Project management (PM) origins and evolution. Definitions. Concepts. Principles of project management.
Week 2	The project-focused organizations. Types of projects. Project and human resources. Project Manager - roles, skills, interpersonal skills. Project life cycle. The particularity of European project management: Applicant Guide; The logical framework approach (LFA); Cycle, documents, and responsibilities; Decision points; Quality frame; The financing decision.

Week 3	LFA – The analysis phase: Stakeholder analysis. SWOT analysis. Problem Analysis. Objective Analysis. Strategy selection. Quiz 1
Week 4	LFA – The planning phase: The Logframe Matrix: Completing the Logframe matrix.
Week 5	The Planning Stage - Activities, resources, and cost schedules: calendar of activities, results and indicators, objective statement. Risk management. Sustainability. Resource programming. Quiz 2
Week 6	The specifics of the investment projects: components, rules. Feasibility study.
Week 7	Cost-benefit analysis. Project investment proposal example.
Week 8	Quiz 3 Assignment 1: Submitting and presenting of the first part of the final paper: problem description and context, stakeholder analysis, SWOT analysis, problem tree, objective tree, Logaframe Matrix, identified program for funding project, overall objective of the project, specific objectives. Discussions and feedback.
Week 9	Project budgeting. Costs layout. Cost categories. Cost estimation. Example.
Week 10	Assignment 2: Submitting and briefly presenting of the second part of the final paper: activities – description and Gantt chart, planed results, target group, indicators (outputs and outcomes), critical risks and mitigation measures, sustainability, horizontal objectives. Discussions and feedback.
Week 11	Monitoring, evaluation, and audit. PM General rule. PM - Lessons learned. Usual mistakes.
Week 12	Quiz 4 EU Funding. Operational Structural Programs 2021 – 2027. Characteristics of the EU funded projects. Fundraising. IT software for PM. Assignment 3: Submitting and briefly presenting the third part of the final paper: management team and procedures, budget, and resources.
Week 13	Uploading proposal and contracting. Project implementation. Managerial activities. Human resources management during implementation.
Week 14	Quiz 5 Recapitulation. Discussions and feedback on the projects developed by students.

7. Evaluation

The grade will consist in:

- 15% - In-class activities and attendance. Students are expected to actively participate in class by asking questions, working on in-class exercises, giving presentations as individuals or as part of their team projects, and sharing personal experiences and opinions related to the topics discussed.
- 25% – Quick quizzes: 5 quizzes, 10 items/quiz.
- 60% - Final paper/project proposal.

Until the end of the semester, students' teams (each team has 2 students) will develop a project proposal for a particular (public) problem identified in a community. The project proposal has to be developed from the perspective of a public institution or an NGO.

8. Organizational details and rules for exceptional circumstances. Plagiarism

1. The final (team paper - 2 persons) paper/project proposal should contain next sections:

1. Problem description and context (references to relevant and actual studies); justify the need of the project (provide relevant data); please use stakeholder analysis, SWOT analysis,

problem tree, objective tree, Logaframe Matrix as instruments and explain.

2. Identified program for funding the project related to the identified problem – short description of the program.
3. Objectives: overall objective of the project, specific objectives (SMART defined).
4. Activities – description (what, who, how, when, what resources?) and Gantt chart.
5. Planned results – for each activity.
6. Target group – quantified.
7. Indicators: outputs and outcomes.
8. Critical risks and mitigation measures.
9. Sustainability.
10. Horizontal objectives.
11. Management team and procedures; the level and field of expertise for team members, necessary skills, remits for each team member.
12. Budget and resources.
13. Annexes (if they exist as for example feasibility study, documentation for notify the necessary interventions' works etc.).
14. Some concise conclusions and lessons learned.

2. **Plagiarism and other forms of academic fraud are sanctioned according to the Code of Ethics for FPACS students available at**

<https://fspac.ubbcluj.ro/en/resurse/administrative/regulamente>

3. When preparing the paper, the students are expected to refer to a standard academic reference such as: Chicago Manual of Style (<https://www.chicagomanualofstyle.org/home.html>) or

APSA Style Guide (<https://www.apsanet.org/Portals/54/APSA%20Files/publications/APSAStyleManual2006.pdf>)

or

TRAS (<http://rtsa.ro/tras/index.php/tras/pages/view/forauthors>)

4. The complete paper should be approximately 20-25 pages in length (not including references, tables, and figures).

5. The students are expected to turn in original work, otherwise they can fail the exam.

9. Attendance

Attendance and active participation are important requirements. Students need to attend at least 8 sessions to grade the assignments and final paper. Students who do not participate up to expectations or miss more than 6 in-class hours without a pre-approved or written excuse will have their final grades reduced by 3 grades.

Do not use cell phones, laptops, or other devices in class unless you are asked to do so or if you use them for class work. Be present in class.