

**SYLLABUS**  
**Academic year 2023-2024**  
**Year of study I / 2nd semester**

**1. Information about the program**

1.1. Institution	„1 Decembrie 1918” University of Alba Iulia
1.2. Faculty	<b>Economics</b>
1.3. Department	<b>Business Administration and Marketing</b>
1.4. Study field	<b>Business Administration</b>
1.5. Level	<b>Master</b>
1.6. Study program/qualification	<b>Master of Business Administration/ Business administration 242213 Expert accessing European structural and cohesion funds, 242222 Business Information Analyst, 242232 Sustainable Development Expert</b>

**2. Information about discipline**

2.1. Discipline title	<b>Project Cycle Management</b>			2.2. Course code	BA 124		
2.3. Course coordinator	Assoc. PhD. Glevitzky Mirel						
2.4. Seminar coordinator	Teaching Assist. PhD Nichita Ramona-Anca						
2.5. Study year	<b>I</b>	2.6. Semester	<b>II</b>	2.7. Evaluation type (E/C/VP)	<b>E</b>	2.8. Type of course (C – compulsory, C – optional, F - Facultative)	<b>C</b>

**3. Number of teaching hours per semester**

3.1. Teaching hours per week	4	of which: 3.2. course	<b>2</b>	3.3. seminar	<b>2</b>
3.4. Total of hours per semester	<b>56</b>	of which: 3.5. course	<b>28</b>	3.6. seminar	<b>28</b>
Distribution of time					Number of hours
Study from course book					<b>40</b>
Supplementary documentation					<b>40</b>
Preparing for seminars, papers					<b>40</b>
Mentoring					<b>22</b>
Exams					<b>2</b>
Other activities					<b>-</b>

3.7. Total of hours per individual study	144
3.8 Total of hours per study plan	56
3.9 Total of hours per semester	200
3.10 Number of ECTS credits allocated	8

**4. Preconditions** (where applicable)

4.1. Curriculum	
4.2. Skills	

**5. Conditions** (where applicable)

5.1. for the course	Room equipped with projector, laptop
5.2. for the seminar	Room equipped with projector, laptop

## 6. Specific competences

Professional competences	<p>S4. Ability to act independently and creatively in addressing and solving problems, to objectively and constructively assess critical situations, to creatively solve economic problems and to communicate results in a demonstrative way.;</p> <p>S5. Leadership skills and a strong commitment to own professional development;</p> <p>S7. Establishing the business plan, the strategies, the specific plans and programs, the necessary procedures, as well as identifying and applying corrective measures in order to achieve the expected objectives in the best possible conditions;</p> <p>S9. Specializing Master's degree students in business development in order for them to understand, analyze and evaluate the activities involved in a complex process of implementing an economic project.</p> <p>S11. Knowledge of the main forms of communication, both within the organization and in relation to the environment, with the interest groups with which the organization comes into contact;</p> <p>S12. Ability to identify, apply and develop a project idea in an organization or in a region;</p> <p>S20. Ability to learn and analyze the means of communication that will be used in teamwork;</p> <p>S23. Ability to find a source of funding that is appropriate to the organization's purpose and objectives;</p>
Additional competences	<p>TS1. Development of logical and cognitive analysis mechanisms necessary for business management;</p> <p>TS4. Identifying roles and responsibilities in a multispecialized team and also within economic science research networks, and applying effective relationship and work techniques within the team;</p>

## 7. Discipline objectives

7.1 General objectives	Developing the student's ability to understand basic concepts of the system approach to projects
7.2 Specific objectives	<ul style="list-style-type: none"> <li>➤ Understanding the notion of "project cycle management";</li> <li>➤ Presenting and understanding the stages and phases of a project;</li> <li>➤ Studying the concepts of project market;</li> <li>➤ Understanding the costs related to project quality;</li> <li>➤ Understanding the main elements of a financing proposal;</li> <li>➤ Studying the characteristics of a good financing proposal;</li> <li>➤ Presenting the general aspects of the relationship with the funding entity and the assessment criteria of the funding entity;</li> <li>➤ Presenting main funding opportunities (funding lines);</li> <li>➤ Presenting the requirements for framing activities/objectives according to EU policies;</li> <li>➤ Presenting the importance of the checklist for the project;</li> <li>➤ Presenting examples of funded projects;</li> <li>➤ Identifying factors that can lead to the financing of a project.</li> </ul>

## 8. Content

Course	Teaching methods	Obs.
1. General notions – project, management, quality	Lecture, video, examples, discussions	2 hours
2. The concept of quality, quality management, principles of quality management	Lecture, video, examples, discussions	2 hours
3. National and international standards on quality – ISO standards	Lecture, video, examples, discussions	2 hours
4. Fundamental concepts. Programs. Projects	Lecture, video, examples,	2 hours

	discussions	
5. System approach to programs – PROJECT SYSTEM	Lecture, video, examples, discussions	2 hours
6. Project Management. Project management functions	Lecture, video, examples, discussions	2 hours
7. Problem analysis and identification in a development region/SWOT analysis	Lecture, video, examples, discussions	2 hours
8. Funding sources, financing application, applicant's guide, evaluator's guide	Lecture, video, examples, discussions	2 hours
9. General objective and specific objectives of a project	Lecture, video, examples, discussions	2 hours
10. Project activities and the Gantt chart	Lecture, video, examples, discussions	2 hours
11. Project resources	Lecture, video, examples, discussions	2 hours
12. Project justification and sustainability	Lecture, video, examples, discussions	2 hours
13. Project implementation	Lecture, video, examples, discussions	2 hours
14. Presentation of projects developed	Lecture, video, discussions	2 hours

#### References

1. Popa, M., *Project cycle management – Note de curs*, Alba Iulia, 2009
2. Popa, M., *Managementul calității proiectelor – Note de curs*, Alba Iulia, 2008
3. McCollum, J.K., & Banacu, C.S., *Management de proiect – O abordare practică (Project management – A practical approach)*, Editura Universitară, București, 2007
4. Androniceanu, A. et al., *Managementul proiectelor cu finanțare externă*, Editura Universitaria, București, 2004
5. Grigorescu, A., *Practica managementului proiectelor*, Editura Uranus, București, 2009
6. Constantinescu, D., & Nistorescu, T., *Managementul proiectelor. Fundamente, metode și tehnici*, Editura Sitech, Craiova, 2009
7. Roberts, P., *Ghid pentru managementul proiectelor. Cum gestionăm corect proiectele pentru a obține beneficii durabile*, Editura Comunicare.ro, București, 2016
8. Levin, G. (Ed.), *Program management: A life cycle approach (Best practices in portfolio, program, and project management)*, Auerbach, Boca Raton, 2012
9. Frohnhoefer, R., & Hassen, I., *Project cost management: Principles, tools, techniques, and best practices for project finance*, PPC Group, San Diego, 2022
10. Ajam, M., *Project management beyond waterfall and agile (Best practices in portfolio, program, and project management)*, Routledge, Oxon, 2021
11. Kliem, R.L., *Ethics and project management*, Auerbach, Boca Raton, 2011
12. Wilson, R., *Comprehensive guide to project management schedule and cost control: Methods and models for managing the project lifecycle*, Pearson FT Press, Upper Saddle River, NJ, 2014
13. Nicholas, J.M., & Steyn, H., *Project management for engineering, business and technology*, Routledge, Oxon, 2020
14. Nizhebetskyi, D., & Dawson, A., *Practical project management: Proven framework that great project managers use in the real world*, 2022
15. Meredith, J.R., Mantel Jr., S.L., & Shafer, S.M., *Project management: A strategic managerial approach*, 10<sup>th</sup> edition, Wiley, Hoboken, 2017
16. Richardson, G.L., & Jackson, B.M., *Project management theory and practice*, 3<sup>rd</sup> edition, Auerbach, Boca Raton, 2023
17. Donahue, W.E., *Mastering project management – Planning for performance: A competency-based guidebook focused on technical project management*, 2023

18. Maltzman, R., & Shirley, D., <i>Green project management</i> , CRC Press, Boca Raton, 2010		
19. www.europa-creativa.eu		
20. www.infoeuropa.ro		
21. www.finantare.ro		
<b>Seminar</b>		
1. Establishing the project team; 2. Methods tailored to establishing roles in a team (Belbin Test)	<i>Discussion, examples, case studies</i>	4 hours
2. Project financing. Conceptualising the notion of “project budget”	<i>Discussion, examples, case studies</i>	4 hours
3. Identifying the necessary resources based on the project activities. Designing the project budget.	<i>Discussion, examples, case studies</i>	4 hours
4. Expenses with team staff. Expenses with logistics	<i>Discussion, examples, case studies</i>	4 hours
5. Mobility expenses. Project indicators	<i>Discussion, examples, case studies</i>	4 hours
6. Evaluation of projects. Monitoring project implementation	<i>Discussion, examples, case studies</i>	4 hours
7. Group audit. Portfolio presentation	<i>Discussion, examples, case studies</i>	4 hours
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Popa, M., <i>Project cycle management – Note de curs</i>, Alba Iulia, 2009</li> <li>2. Popa, M., <i>Managementul calității proiectelor – Note de curs</i>, Alba Iulia, 2008</li> <li>3. McCollum, J.K., &amp; Banacu, C.S., <i>Management de proiect - O abordare practică (Project management – A practical approach)</i>, Editura Universitară, București, 2007</li> <li>4. Androniceanu, A. et al., <i>Managementul proiectelor cu finanțare externă</i>, Editura Universitaria, București, 2004</li> <li>5. Grigorescu, A., <i>Practica managementului proiectelor</i>, Editura Uranus, București, 2009</li> <li>6. Constantinescu, D., &amp; Nistorescu, T., <i>Managementul proiectelor. Fundamente, metode și tehnici</i>, Editura Sitech, Craiova, 2009</li> <li>7. Roberts, P., <i>Ghid pentru managementul proiectelor. Cum gestionăm corect proiectele pentru a obține beneficii durabile</i>, Editura Comunicare.ro, București, 2016</li> <li>8. Levin, G. (Ed.), <i>Program management: A life cycle approach (Best practices in portfolio, program, and project management)</i>, Auerbach, Boca Raton, 2012</li> <li>9. Frohnhoefer, R., &amp; Hassen, I., <i>Project cost management: Principles, tools, techniques, and best practices for project finance</i>, PPC Group, San Diego, 2022</li> <li>10. Ajam, M., <i>Project management beyond waterfall and agile (Best practices in portfolio, program, and project management)</i>, Routledge, Oxon, 2021</li> <li>11. Kliem, R.L., <i>Ethics and project management</i>, Auerbach, Boca Raton, 2011</li> <li>12. Wilson, R., <i>Comprehensive guide to project management schedule and cost control: Methods and models for managing the project lifecycle</i>, Pearson FT Press, Upper Saddle River, NJ, 2014</li> <li>13. Nicholas, J.M., &amp; Steyn, H., <i>Project management for engineering, business and technology</i>, Routledge, Oxon, 2020</li> <li>14. Nizhebetskyi, D., &amp; Dawson, A., <i>Practical project management: Proven framework that great project managers use in the real world</i>, 2022</li> <li>15. Meredith, J.R., Mantel Jr., S.L., &amp; Shafer, S.M., <i>Project management: A strategic managerial approach</i>, 10<sup>th</sup> edition, Wiley, Hoboken, 2017</li> <li>16. Richardson, G.L., &amp; Jackson, B.M., <i>Project management theory and practice</i>, 3<sup>rd</sup> edition, Auerbach, Boca Raton, 2023</li> <li>17. Donahue, W.E., <i>Mastering project management – Planning for performance: A competency-based guidebook focused on technical project management</i>, 2023</li> <li>18. Maltzman, R., &amp; Shirley, D., <i>Green project management</i>, CRC Press, Boca Raton, 2010</li> </ol>		

- 19. [www.europa-creativa.eu](http://www.europa-creativa.eu)
- 20. [www.infoeuropa.ro](http://www.infoeuropa.ro)
- 21. [www.finantare.ro](http://www.finantare.ro)

**Corroborating the contents of the discipline with the expectations of epistemic community representatives, professional associations and representative employers in the field of the program**

The syllabus of the discipline was compiled after consulting and collaborating with specialists in the area of writing and implementing projects within different organizations: ADR Center, NGOs, associations, groups of local action, etc. Teaching staff from other UAB departments or other higher education institutions also participated in the discussions related to the development of the syllabus. The meeting aimed at identifying the needs and expectations of employers in the field, as well as the correlation with similar programs from other higher education institutions.

**Evaluation type**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percent in the final grade
10.4 Course	<i>Solving exam requirements</i>	Final project presentation	60%
10.5 Seminar	<i>Completing practical activities</i>	SWOT analysis	40%
	<i>Scientific content of papers</i>	Elaboration and presentation of seminar tasks	
	<i>Involvement in class discussions</i>		
10.6 Minimum performance standard: minimum grade 5			
Demonstrating competences: <i>identifying needs and going through the steps in developing a project that will lead to the development of an organization's work</i>			

Submission date:  
16.09.2023

Signature of course coordinator:  
Assoc. PhD. Glevitzky Mirel

Signature of seminar coordinator:  
Teaching Assist. PhD. Nichita Ramona-Anca

Approval date in department:  
20.09.2023

Signature of the Head of Department:  
Assoc. Prof. PhD. Maican Silvia-Ştefania