



International Master in European Project Planning and Management

Methods and Techniques for Planning and Managing Projects
funded by the European Commission
Florence, Italy





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OBJECTIVE OF THE MASTER

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The objective of the Master is to provide participants with the skills to successfully work in the field of European cooperation, through the use of funding for education, training, culture, research, development and external cooperation made available by the European Commission.

The Master focuses on the following topics:

- Analysis of European **funding opportunities**
- Understanding of **calls for proposal**
- Development of **effective project ideas**
- Identification and collection of **documents for the project submission**
- Creation and management of transnational **project partnerships**
- **Filling in of Application Forms** for the submission of European projects
- Planning the **financial aspects** of the project
- **Management of relations with the partnership** and with the European Commission
- **Effective project management** for reaching the project expected outcomes
- **Quality Issues and Best Practice**
- **Monitoring and evaluation** of European Projects
- **Dissemination, exploitation and sustainability**
- **Reporting**
- Project **financial management**
- **External auditing**

The Master **programme** is organized in two main modules:

Module 1) European Project Planning

- European funding opportunities
- Matching ideas and funding programmes
- Development of effective project ideas
- Creation of transnational partnerships
- Filling in the Project Application Form
- Planning of the project budget
- Project self-assessment
- The project evaluation process

Module 2) European Project Management

- Project Life Cycle and Organization
- Planning of project work
- Management of the project partnership
- Monitoring the project development
- Quality issues and best practice
- Exploitation and sustainability
- Creation and delivery of project reports
- Financial management
- Auditing of European projects



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TARGET GROUP

The Master is open to participants from all over the world.

Pre requisites to access the Master course are:

- University Diploma or Degree.
- Good knowledge of English.
- International experience.

There is no age limit.

Up to 30 participants will be selected. The selection of applications will be based on the motivation letter and CV submitted.

The Master provides participants with the **skills** to:

- analyse the current European **funding opportunities** and **calls for proposal**
- develop **effective project ideas**
- collect all necessary **documents for the project submission**
- create an appropriate transnational **project partnership**
- **fill in the application form** for the submission of European projects
- organize and plan the **Financial Aspects** of the project
- **manage** the European project activities
- manage **relations with the partnership** and with the European Commission
- **reach the project objectives** and expected outcomes
- **monitor and evaluate** the project
- promote the **exploitation and sustainability** of the project
- produce **project reports**
- carry out an effective **project financial management**
- organize the project material for **external audits**





PROGRAMME

Module 1) European Project Planning

Module 1. 1

Analysis of the European Funding Opportunities

This module provides an overview of the funding opportunities made available by the European Union in the fields of education, training, culture, research and development 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 funding programmes in the field of education, training, culture, research and external cooperation
- Information sources on the EU policies in the fields of education, culture, research and external cooperation
- Information sources on the relevant funding programmes
- Finding and analyzing the information
- Collection of relevant documents for the project planning
- *Practical simulations*

Module 1.2

European Project Planning in the field of Education, Training and Culture

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 are presented and discussed. The financial planning is analyzed as well as the criteria to be used to fill in the project application form.

- Matching ideas with funding programmes in the field of education, training and culture
- Preparatory activities
- The project planning process
- Formulation of the project idea
- Creation of the project presentation document
- Partner search strategies
- Creating the project partnership
- First contacts with partners
- Defining the role of each partner



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- Analysis of the main aspects of the application form for the education, training and culture programmes
- Project selection criteria
- Elements for the self assessment of the project
- *Practical simulations*

Module 1.3

European Project Planning in the field of Research and Development

This module provides a comprehensive as well as practical introduction to European policies and funding in the area of research and development (R&D). The discussion focuses mainly on the main European funding opportunity in this field – the upcoming framework program for R&D Horizon 2020. Alternative sources of financing and their main characteristics are presented as well. The core of this module is the project planning and preparation for projects in this field. Attention is also given to financial and legal rules of the programs and to preparation of high quality competitive projects and support available thereto. All theoretical knowledge will be accompanied with discussions, mutual sharing and practical exercises.


- Current development in R&D&I policy
- Motivation for looking for financial support in R&D&I
- Finding the right program
- Introduction to Horizon 2020 – objectives, basic building blocks, biggest changes with respect to previous funding programs, new opportunities
- Funding mechanisms – calls, prizes...
- Locating your topic within Horizon 2020 – what are you looking for?
- Rules for participation and dissemination – financial, legal and IPR rules
- Project life cycle, project preparation
- Proposal writing tips, proposal writing good practices
- Partner search
- Project submission, electronic submission
- Grant Agreement, Consortium Agreement
- Project negotiations with the European Commission
- Project evaluation, acting as an evaluator
- Funding outside of Horizon 2020 mainstream
- Networking, lobbying
- Actors, players, decision making
- Support and services available to applicants
- *Practical simulations*

Module 1.4

Quality Issues in the Planning of EU funded Research and Development Projects

This module focuses on strategies and quality elements for submitting successful projects funded by research and development (R&D) Programmes. The module focuses on the planning of the project work, of the partnership, of the budget. This module also analyzes sensitive issues connected with R&D projects, as gender issues, possible dual use, ethical issues etc. Specific information on the upcoming





Horizon 2020 Programme is provided. Several examples and case studies are presented.

- Examples of successful projects funded by the 7th Framework Programme for Research, Technological Development and Demonstration Activities and its components: 1. Ideas; 2. Cooperation; 3. People; 4. Capacities; 5. Nuclear Research and Training; 6. Joint Research Centre
- Examples of successful projects funded by the Competitiveness and Innovation Framework Programme (CIP) and its components: 1. The Entrepreneurship and Innovation Programme (EIP); 2. The Information Communication Technologies Policy Support Programme (ICT-PSP); 2. The Intelligent Energy Europe Programme (IEE)
- The funding schemes for the R&D Programmes
- *Practical simulations*

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Module 1.5.

Cooperation with Third Countries in the field of Research & Development and Education

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 focus on International Cooperation. EU Third Countries Bilateral ST cooperation agreements, synergies with Development Cooperation programmes (IPA, DCI, ENPI, EDF), the application process of ERASMUS MUNDUS, TEMPUS, ALFA and Co-operation with industrialised countries (EU-USA, EU-Canada, EU-Australia, EU-New Zealand, EU-Japan, EU-Korea) are presented. Special attention is also given to Euro-Mediterranean Innovation Space (EMIS) in particular ENPI CBC Mediterranean Sea Basin Programme.

- International Cooperation In ERA
- EU Third Countries Bilateral ST cooperation agreements
- Cooperation between EU and Latin America, Mediterrean area, Africa, Asia, Western Balkans
- Development Istruments for Research and Innovation Infrastrutrure and synergies with FP7
- Istrument for Pre Accession (IPA)
- European Neighbouring Policy Istrumentn (ENPI)
- Development Cooperation Instrument (DCI)
- European Development Fund (EDF)
- International co-operation in education and training
- Bilateral Co-operation EU-USA, EU-Canada, EU-Australia, EU-New Zealand, EU- Japan, EU-Korea
- EU Agreements with individual countries (USA, Canada, China, Mexico)
- Euro-Mediterranean Innovation Space (EMIS)
- The Neighbourhood Investment Facility (NIF)
- The Facility for Euro-Mediterranean Investment and Partnership (FEMIP)
- The European Investment Bank role in EMIS
- *Practical simulations*



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Module 2) European Project Management

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Module 2.1.

Project Management in Education Training and Culture projects

This module is intended to provide the learners with information about quality elements of successful projects. The module also focuses on the planning and organization of project work, on the identification of tools to be applied for carrying out the project activities and 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.

- Analysis of the project content
- Creation of the calendar of activities
- Creation of the project presentation
- Coordination of the Project partnership
- Management Methodologies
- Organization of Partners Meetings
- Presentation of best practice projects
- Analysis of the quality elements of best practice projects
- Monitoring and Evaluation of Projects
- Progress and Final Reports
- Financial and Administrative Rules
- Financial Management of the project partnership
- Preparation of Financial reports
- *Practical simulations*

Module 2.2.

Project Management of Research and Development Projects

This module addresses issues related to the management of European projects in the field of research and development (R&D). The project life cycle is analyzed and strategies for its organization are discussed. Tools and methods to develop an effective plan for management of projects in R&D are presented. Methods to assess the project work in progress are addressed. Financial management of R&D projects is also presented and discussed.

- Project Life Cycle and Organization
- Project Management Processes for a Project
- Development of Project Management Plan
- Management of Project research activities
- Process Flow Diagrams
- Project Integration Management
- Project scope management
- Project Human Resource Management
- Management of resources



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- Project Time Management
- Project Quality Management
- Cost Estimating and Budgeting
- Assessment of Project Work
- *Practical Simulations and Exercises*

Module 2.3

Quality management, Assessment and Evaluation of European Projects

This module addresses the key aspect of evaluation within all project activities and externally, from the point of view of the funding agency and its representative bodies. There are several challenges that are unique to a transnational co-operation project, and this module identifies those and provides information on how to anticipate and respond to them. The module emphasizes the importance of having several evaluation mechanisms in place to ensure that all aspects of the project are covered and all stakeholders involved. It also features key content on the importance of fully utilizing the tools and recording their value, as indicators of qualitative and quantitative controls within the project.

- Definitions of quality management, assessment and evaluation based on different stakeholder expectations
- Quality assurance: The formal role of Quality Assurance in a project work plan
- Internal and external quality processes
- Quality statement and creation of checklists and assessment procedures
- Building in project assessment to a project plan
- The practicalities of application, progress and final report assessment from the side of the European Commission
- The importance of indicators, qualitative and quantitative measures
- Typical and useful formative and summative procedures for collaborative cross-border project work
- Assessing content, processes, meetings, partner involvement, transnationality, engagement
- Mechanisms to record responses to feedback
- Ensuring deliverables and other outputs correspond to what was foreseen in the application

Module 2.4.

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. The skills outlined include listening, mediation, facilitation, innovation, communications, empathy, feedback mechanisms and diversity management. An analysis of the elements of successful leadership in EU project contexts is outlined.

- Defining Leadership: the four dimensions shaping the conceptual framework
- Leadership as process in cooperative engagement and European projects
- Leadership in action: understanding power, authority, trust, and innovation.
- Securing consent: the impact of non-coercive relationships

- Dealing with individual personalities and cultural difference
- Achieving results: from managerial effectiveness to transformational leadership
- Exemplary leadership best practice: the five key factors
- Approaching contested meanings: valuing and managing diversity in EU partnership contexts
- Developing leadership paradigms: achieving results through others
- From using resources to embedding inspiration: the journey of leadership in European projects
- *Practical simulations*

Module 2.5

Planning of Project Dissemination, Exploitation and Sustainability

This module deals with 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.

- Dissemination: goal of dissemination activities (approaching stakeholders and raising awareness, promotion of and motivation for new outputs), strategies: planning the dissemination activities (case study), delivery (approaches and resources), handling budgets, ensuring impact
- 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
- Exploitation: goal of exploitation activities (approaching stakeholders, valorization of outputs), strategies: planning the exploitation activities (case study), delivery (approaches and resources), handling budgets, ensuring impact
- Allocation of partner roles; IPR and usage agreements
- Exploitation plan (structure)
- Sustainability: goal of sustainability activities (engaging key actors in the field to streamline the outputs), strategies: planning the sustainability activities (case study), delivery (approaches and resources), handling budgets, ensuring the creation of a critical mass for change
- Role of sustainability in the project cycle and beyond (including how sustainability is evaluated at project proposal assessment phase)
- Commercialization plan (structure)
- *Practical simulations*

Module 2.6

Financial Management and Auditing in EU funded R&D Programmes

This module is intended to give the learner a good understanding of the financial rules governing FP7 projects as well as what is good practice with respect to the management of EU funded research projects. This module have a particular emphasis on projects funded under the Cooperation programme, although, examples will be drawn from all the programmes under FP7. 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.

- Contractual and financial rules applicable to the various Funding Schemes (types of project)
- Eligibility of costs (what type of costs can be claimed and what is not eligible)
- Choice of the right overhead model (full cost, flat rates)
- Creation of a budget
- Audit certification (when do certificates have to be provided and what are the various models)
- Financial reporting and best practice in 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)
- Preventative measures (reducing the risk of negative audits).
- *Practical simulations*

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3) Project Work and Final Exams

Module 3. 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



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THE PROMOTER OF THE MASTER

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The Master is organized by Pixel in cooperation with international partners. Pixel promotes internationalization and European Cooperation in the fields of Education, Training and Culture. Pixel was established in Florence (Italy) in 1999 and has significant experience in the following areas:

■ Direct submission and management of European projects

Pixel successfully coordinated and managed over 60 European projects. Some of the European programmes that funded the projects in which Pixel was and is involved are: Socrates ODL; Socrates Minerva, Socrates Grundtvig, Socrates Lingua, eLearning, Leonardo da Vinci, Lifelong Learning (Sub Programmes: Comenius, Erasmus, Leonardo da Vinci, Grundtvig and KA1, KA2, KA3, KA4 Transversal Programmes), Justice Programme, Safer Internet Programme. Many among the European projects coordinated by Pixel, as well as of projects where Pixel was the partner in charge of quality assurance, were given an “Excellent” rating and identified as “Best Practice” by the European Commission.

Pixel also coordinated and managed over 30 projects funded by the European Social Fund.

■ Organization of international education and training initiatives

Pixel organizes and deliver international in-service training courses on different topics such as: European cooperation, new technologies for education, innovative educational methodologies, language learning etc. Some of these courses have been delivered in over 30 editions so far. An average of 300 participants, from all over Europe, attend Pixel international courses every year. The international courses organized are addressed to: school teachers, head of schools, university lecturers, trainers, researchers, public officers, managers of education and training organizations etc.

■ Organization of international events and conferences in the field of education

Pixel organizes international conferences. Three of them are organized on a yearly basis. The first one is entitled: The Future of Education and it is held in Florence, every year, in June. The second international conference is entitled: ICT for language Learning and it is held in Florence, yearly, in November. The third international conference is entitled: New Perspectives in higher Education and it is held in Florence, yearly, in March. About 250 participants attend each of the events representing over 50 countries in the five continents.

At European level, Pixel has developed cooperative agreements and partnerships with over 500 institutions cooperating with Pixel in the organization and management of its activities. Pixel’s European partners are: ministries, universities, schools, regions, provinces, municipalities, training institutions, research centres, cultural institutions, schools, hospitals etc. in over 30 different European countries. Pixel is also coordinator or member of the some European networks.

Pixel is engaged in a constant improvement in the quality of the services performed. Pixel obtained quality certification according to UNI EN ISO 9001:2000. Pixel is accredited as an in-service education and training organization by the Italian Ministry of Education. Pixel is accredited as a training agency by the Tuscany Regional Government.

More information on the expertise of Pixel can be found at: <http://www.pixel-online.net>.



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TEACHING STAFF

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Some of the Trainers involved in the Master are:

■ David Kolman, Helmholtz Association of German Research Centres, Brussels (Belgium)

David Kolman graduated in 1991 from Czech Technical University in Prague, Faculty of Nuclear Science & Physical Engineering. In 1997, he obtained his PhD at University of Minnesota (U.S.), Dept. of Mechanical Engineering. In 1997-1998, he worked at University of Minnesota as a Research Associate, in 1999-2000 as researcher at Technical University Ilmenau (DE), in 2000-2005 as researcher at Czech Technical University. He is a holder of the prestigious Humboldt Fellowship in science. In 2005-2008, David worked as an EU science manager in engineering and non-life sciences, and later as the Director of the Czech Liaison Office for R&D. Since 2009, he works in R&D project consultancy. In 2010-2011, he worked at the Ministry of Education, Youth and Sports of the Czech Republic, lately as the Head of Unit of Conceptual Governance of Structural Funds. Since summer 2011 he works as the expert on Key Enabling Technologies in FP7 for the Brussels Office of the Helmholtz Association of German Research Centres. He gives lectures at EU R&D policy, programs, management and lobbying in Germany and the Czech Republic. He is an EC evaluator for FP7 priorities NMP and Security

■ Sally Reynolds, ATiT, Roosbeek (Belgium)

An Irish citizen, Sally has a background in remedial linguistics and has also worked for several years in radio and television in Ireland as a manager, researcher, presenter and producer for local stations and the national radio and television service (RTE). She is currently joint Managing Director of the Belgian company ATiT which specialises in the application and use of media to support teaching and learning. She has been working in the field of technology enhanced learning projects since the early 90's and much of this work has involved European Funding. She has worked as a manager of European projects funded under different programmes, most recently in the Lifelong Learning Programme and FP7. She is currently coordinating 2 LLP projects and ATiT is currently a partner in 4 others. Since the LLP programme began, ATiT have either been partner in or led a further 6 LLP projects. She is also currently leading the dissemination work for an FP7 project and has led similar work in two further FP7 projects in the recent past. She regularly works as an evaluator and reviewer for the European Commission on the R&D Framework Programmes and has also led ATiT's involvement in several eContent and eContent+ projects.

■ John Stringer, Berkley Associates , Bruxelles (Belgium)

John Stringer is the General Manager of Berkley Associates sprl. He is a UK Barrister and has been working in the field of EU funded projects since 1987. He is an expert in the management and development of EU funded projects and is specialized in the areas of research and development, education and training, innovation policy and the development of SMEs. He has held key positions in a number of Technical Assistance Offices implementing EU programmes on behalf of the EU Commission. The last of these was as Head of the Financial and Investigation Team at the Socrates, Leonardo & Youth Technical Assistance Office where he carried out project monitoring and inspection visits on behalf of the EU Commission. He has carried out a number of key strategic studies for the Commission on the management of big projects and is currently acting as a management reviewer for a number of large scale projects funded under the EU's 6th Framework Programme.



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■ **Alan Bruce, Universal Learning System, Dublin (Ireland)**

Alan Bruce is a sociologist who undertook his academic studies in Los Angeles, Galway, Amsterdam and Hull. He has lectured in universities in France, England and Ireland and worked in policy research for the European Commission in Brussels. In Ireland he was responsible for disability policy and education in vocational rehabilitation. He is CEO of ULS, an international consultancy firm specializing in research, education, training and evaluation with offices in Dublin, Helsinki, Edinburgh and Chicago. He collaborates with various universities in the United States and teaches with the National University of Ireland Galway on learning policy, diversity and systematic training. He is a Senior Research Fellow in the University of Edinburgh. He has many years experience with EU projects as both evaluator and partner with focus on human rights, community empowerment, standards, best practice and employment outcomes for marginalized groups. He is a specialist in equality and diversity projects in post-war, conflict transformation and security contexts. He Vice-President of the European Distance and E-Learning Network. He has lectured and published widely on the social impact of disability, labour market policy, innovative education, distance learning, social inclusion, conflict transformation, strategic change and managing diversity. He is centrally involved in innovative educational development, transformational school systems and enhanced use of ICT in schools.

■ **Leonardo Piccinetti, Europe for Business, London, (United Kingdom)**

Leonardo Piccinetti is Senior Research and Innovation Advisor; he is Managing Director of Europe for Business and President Funding Director of European Centre for Research in Asia Africa and Latin America. He consults several European research and business communities on issues relating to Research and Innovation. Leonardo has been appointed co-director and his main activity is the daily management and implementation of the activities to be carried out within the European projects managed by EFB, as well as writing project proposals for the EC Framework Programmes. Leonardo has fifteen years of international experience in the field of EU consulting and academic experience (lecturer in University of Milan, Trieste, Maastricht, Exeter, Bologna, Brussels, College of Bruges) in regional studies with special interests in Lisbon Strategy, Innovation, and Governance with more twenty publications. Leonardo holds a BSc in Economics at University of Rome with special focused to health management in Mediterranean countries. In 1999, he finished his Master in European Studies at Sussex European Institute in University of Sussex, where the for his thesis he did a research project of Structural Funds evaluation in Italian Objective 2 regions. Since 2010 he is PhD candidate in at ECDP in Belgrade, focusing in EU S&T Policy in International Cooperation . Leonardo is fluent in English, Italian, and Spanish French.

■ **Christel Schneider, CSiTrain, Hamburg (Germany)**

Christel Schneider is the managing director of CSiTrain. She has been the director of the ICC – the international language association from April 2006 until October 2012 and worked as head of the language department for a German adult education association prior to this position. She has also worked as a visiting lecturer at Hamburg University (Dept. of Education) teaching didactics and methodology for more than 10 years. Her published works include a wide range of materials on course design and teacher training, as well as several course books and various articles. She was also part of a team of authors which has published English textbooks for adults. Her online experience includes working as an online tutor for the Institute of Education at the University of London and as a guest tutor on an online course (train the 'online' trainer) at the Northern Illinois University.

Christel Schneider has been involved in numerous EU projects in different roles. She has been



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involved in projects in training and learning in 3D worlds and has been responsible for course evaluation and course observation. She has developed content for a number of projects and is a specialist in eLearning. She has developed and carried out a Master Trainer Course for Language Trainers and been involved in the development of the framework and procedures for the ELTACS programme, EUROPEAN Language Teachers Assessment and Certification Scheme.

■ **Anca Colibaba, EuroEd, Iasi (Romania)**

Anca Colibaba is University Professor since 2007; teaches at the Gr.T Popa University of Medicine and Pharmacy since 1990; head of discipline since 2008; PhD in linguistics since 1998. International Diploma in Language Teaching Management from School for International Training, Vermont, USA, University of Queensland, Australia and University of Cambridge, UK. International Inspector for Equals, the European Association for Quality of Linguistic Services since 2004. International projects coordinator since 1990 (more than 50 projects). Work experience in international contexts and with a variety of international funding organizations. International research in the field of education and its impact on economic and social development and inclusion through international projects. Publications: 4 books in the field of linguistics and FLL and more than 100 articles. International events participation: an average of 10 international events/year (conferences, international meetings, trainings, exchanges). International trainer: management, communication, setting up organisations, fundraising, sustainability(EU countries, Moldova, Kazakhstan). International awards: 5 European Label Awards for creativity and innovation impact WorldAware Award for impact of projects on the local community. Founding member of the following organizations: EuroEd Foundation, Iasi, Romania (President); Quest, Romania, the National Association for the Quality of Linguistic Services (Vice President); FocusEd, the International Association for Excellency, Innovation and Quality (Vice President); ELAN, the EU Association of Less Widely Used/Taught Languages (VicePresident).

■ **Spiros Sirmakessis, Technological Educational Institution of Messolongi, Patras (Greece)**

Spiros Sirmakessis is an Associate Professor at the Technological Educational Institution of Messolongi. Since 2004, he is the Head of the Data Bases and Information Systems Sector and Director of the e-Business and Human Computer Interaction Lab in the same department. He is teaching the "Human Computer Interaction", the "E-Commerce" and the "Project Management" courses. He has graduated from the Department of Computer Engineering and Informatics in the University of Patras in 1992 and received his PhD from the same department in 1997. His PhD thesis is in the area of Computational Geometry and Multidimensional Data structures. Since 1997, he works in the area of software engineering, web mining, web engineering and distance learning. He is author of books and chapters in books. He is also editor in several books. His papers have been published in Journals (international and national) and international and national conferences. His work has been cited by several researchers. He is a committee member and reviewer in conferences and journals. Spiros Sirmakessis is teaching Project Management as a graduate course in his Department. Moreover he is also teaching selected courses in Quality and Project Management as a postgraduate course at the Hellenic Open University.

■ **Silvia Ciotti, EuroCrime, Florence (Italy)**

Silvia Ciotti is founding president and senior researcher of the EuroCrime independent research centre. She graduated in Jurisprudence – Criminal Law from the University of Florence in 1997. She has an University Post-Bachelor Specialization in Clinical Criminology magna cum laude, achieved at the University of Genoa. She has been First Degree Honorary Judge at the



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Criminal Court of Florence from January 2001 to June 2006. She has been Adjunct Professor at the University for Foreigners of Perugia. She is a member of the roster of the REA (Research Executive Agency) of the European Commission. Since 2007 she is involved as an independent expert evaluator in the evaluations process of the proposals submitted under the EU Seventh Framework Programme – Security calls. Silvia Ciotti is the director of the EuroCrime special division EuroShield, actively working in the field of European projects. She teaches in a number of courses about the European Union and the European funding programs every year, specifically directed to professionals and public and private institutions. She is also a consultant, planning and managing projects funded by the European Commission, and developing and coordinating international partnerships for public and private institutions, universities, associations and SMEs.



ORGANIZATION

Duration and Organisation

The Master has a total duration of 5 months (800 hours) organized as follows:

- 2 months of classroom based training and project work. The classroom based training has a duration of 8 hours a day, from 9.00 to 17.00. The classroom based course and project work are held in Florence (Italy).
- 3 months of internship, in a public or private institution located in one European Union's member states. The intern will work as an Assistant European project manager.

Location

The classroom based part of the Master will be held at Pixel, in Florence (Italy). The internship will be held in an organization based in one of the European Union's member states

Language

The Master will be held in English

Methodology

The **approach used is highly practical**, based on the expertise of the course trainers who have over 15 years experience in European Cooperation.

A **practical simulation** will be carried out for each topic in focus. The practical simulation will be based on the use of the services, databases, and documentation made available, on-line, by the European Union.

The objective of the practical activity is the **simulation of the planning and management of a European project**.



At the end of the Master, every work group will have produced:

- a European project including the application form, budget, transnational partnership, administrative requirements, supporting documents etc.
- Guidelines for an Effective European Project Management

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The internship, which lasts 3 months, takes place in a public or private institution located in one European Union's member states. The intern works as an Assistant European project manager. During the internship the intern is assisted by an internal tutor as well as by the tutor of the Master.

In order to facilitate the selection of candidates by host institutions, each student will be required to submit a detailed CV that is sent, during the Master, to institutions that have previously declared their availability to host interns, and institutions interested in the job profile acquired by the students themselves.

Final Certification

The students will receive a Certificate of Participation with details of the Master course contents and results achieved



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DATES

The total duration of the Master course is 800 hours organized in 5 months.

The second edition of the international Master in European Project Planning and Management starts on 14 October 2013.

The deadline for the enrollment is **21 June 2013**

The Master course is organized as follows.

2013

14 October – 13 December	Classroom based course and project work in Florence
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2014

January – March	Internship
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INTERNSHIP

The Master offers the participants the opportunity to carry out a four month internship abroad, in one of the European Union's countries. The organizations hosting the students for the internship are all actively involved in European projects and therefore every student will carry out the internship with the role of Assistant European Project Manager. The internship will therefore give the participants in the Master the opportunity to immediately put into practice the skills acquired through a direct involvement in the management of European projects. During the internship, the students will be assisted by an internal tutor who will support them both in the carrying out of their tasks and in the integration process within the hosting organization.

Below is the list of some of the organizations willing to host a student of the Master for an internship.

- Evolaris GmbH , Graz, **Austria**
- University of Applied Sciences - FH Joanneum, Graz, **Austria**
- ECRAAL - European Centre for Research in Asia, Africa and Latin America, Bruxelles, **Belgium**
- Moverim consulting sprl, Bruxelles, **Belgium**
- Business & Strategies in Europe, Bruxelles, **Belgium**
- European Partnership for Democracy , Bruxelles, **Belgium**
- Unrepresented Nations and Peoples Organization, Bruxelles, **Belgium**
- In.For.Ef, Initiatives pour une formation efficace, Liège, **Belgium**
- Zinev Art Technologies, Sofia, **Bulgaria**
- Omnia, Joint Authority for Education, Espoo, **Finland**
- Association of Local Democracy Agencies, Strasbourg, **France**
- Omnia, Joint Authority of Education in Espoo Region, Espoo, **Finland**
- Bildung und Projekt Netzwerk GmbH, Göttingen, **Germany**
- Aspete University, Athens, **Greece**
- Technological Educational Institution of Messolongy, Messolongi, **Greece**
- EAQUALS, Evaluation & Accreditation of Quality in Language Services, Budapest, **Hungary**
- University of Florence, Florence, **Italy**
- Latvia University, Riga, **Latvia**
- Social Innovation Fund, Kaunas, **Lithuania**
- Kaunas University of Technology, Kaunas, **Lithuania**
- University of Luxembourg, Luxembourg, **Luxembourg**
- EU Steering And Action Committee, Valletta, Malta
- WSINF, Institute of Computer Sciences , Lodz, **Poland**
- CKU, Centre for Continuing Education, Sopot, **Poland**
- UEFISCDI – Executive Agency for Higher Education, Research and Development, Bucharest, **Romania**
- University of Bucharest, Bucharest, **Romania**
- Fundatia EuroEd, Iasi, **Romania**
- University of Seville, Seville, **Spain**
- University of Barcelona, Barcelona, **Spain**
- University of Oviedo, Oviedo, **Spain**
- Florida University, Valencia, **Spain**
- European Minds , Luleå, **Sweden**
- Landstede School of Vocational Educational, Zwolle, **The Netherlands**
- University of Hull, Hull, **United Kingdom**
- Europe for Business Ltd, London, **United Kingdom**





WHY CHOOSE THIS MASTER?

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For 7 good reasons:

1) The training content.

The Master provides participants with practical skills to access the funding opportunities made available by the European Commission and to submit quality projects applications. The participants will also acquire the skills to successfully organize and manage European projects and to carry out an effective project financial planning and control.

2) The skills, experience and expertise of the international teaching staff.

The trainers represent several European countries and all have over 15 years of experience in planning and managing European cooperation initiatives. The trainers involved are: senior European project planners, senior European project managers, senior executives of the former offices of the European Commission, Evaluators for the European Commission, Auditors etc.

3) The skills, experience and expertise of the promoter of the Master.

Pixel, has over fourteen years of experience in European cooperation and is/was directly involved in over 60 European projects funded in the framework of past and current programmes managed by the European Commission.

4) The practical approach.

Practical simulations are constantly carried out throughout the delivery of the Master course. At the end of the Master course, every participant have contributed to the writing of a European project and to the development of a European project management strategy.

5) The International Internship.

All participants carry out a three month internship abroad, in one of the European Union's countries. The organizations hosting the students for the internship are all actively involved in European projects and therefore every student carries out the internship with the role of Assistant European Project Manager.

6) The colleagues attending the Master.

The Master is opened to graduates from all over the world. Therefore each participant works with colleagues from other countries who are likely to become future partners of projects that will be prepared and submitted.

7) The Language in which the Master is held.

Il Master course is delivered in English. All teaching material is available in English, all practical simulations are held in English, the working language during the internship is English. The Master therefore gives the participants the opportunity to improve their language skills in *European English*.



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CONTACT INFORMATION

For further information and to request the enrolment form, please contact:

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Further information on the Master is available on line at:

http://euoplan.pixel-online.org/MST_intro.php

ENROLMENT

The enrolment fee is 3.600 euro. It includes:

- Participation in the Master
- Teaching material
- Organization of the international internship

The deadline for enrollment is **21 June 2013**



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