



International Master in

# European Project Planning and Management





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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**
- Development of transnational **project partnerships**
- **Filling in 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
- **International Communication** and Leadership
- **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 the project budget
- Project self-assessment
- The project evaluation process

## Module 2) European Project Management

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



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# TARGET GROUP

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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.

There is no age limit.

Up to 30 participants are selected. The selection of applications is 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 transnational **project partnerships**
- **fill in the application form** for the submission of European projects
- organize and plan the **Financial Aspects** of the project
- **manage** the European project's activities
- manage **relations with the partnership** and with the European Commission /Agencies
- **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**



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# PROGRAMME

## Part 1) European Project Planning

### Module 1.1

#### **Analysis of the 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, 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 will also be 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, training, culture and research
- Information sources on the relevant funding programmes
- Finding and analyzing the information
- Collection of relevant documents for the project planning

### 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 will be presented and discussed. The financial planning will also be analyzed as well as the project application form.*

- The project planning process
- Formulation of the project idea
- Creation of the project presentation document
- Creating the project partnership
- Defining the role of each partner
- Analysis of the main aspects of the application form
- Project selection criteria
- Evaluation of the projects developed
- Project approval process



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## 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, development and innovation (R&D&I). The discussion focuses mainly on the main European funding opportunity in this field – the present Framework Program for R&D&I Horizon 2020. The core of this module is the project planning and preparation of competitive project proposals in this field. Attention is also given to the necessary knowledge of relevant European policies and to the role of key players in this field. Also, legal rules of the program, and procedures associated with proposal submission and evaluation are discussed. All theoretical knowledge will be accompanied with discussions, mutual sharing and practical exercises.*

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- Current development in R&D&I policy
- Motivation for looking for European financial support in R&D&I
- Introduction to Horizon 2020: policy objectives, structure - thematic building blocks
- Funding mechanism and Funding schemes
- Rules for participation
- Proposal writing tips, good practices
- Project evaluation
- Networking, lobbying
- Actors, players, decision making
- R&D&I funding outside of Horizon 2020

## 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 Competitiveness 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

### Cooperation with Third Countries in the field of Research Innovation 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 focused to International Cooperation. In particular will focused to EU Third Countries Bilateral ST cooperation agreements , synergies with Development Cooperation programmes (IPA, DCI, ENI, EDF). Special attention will dedicate to Euro-Mediterranean Innovation Space (EMIS) in particular to Research to Innovation (R2I) initiative . One special module will dedicate to the the collaboration with Brazil and LIFE programme.*

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- International Cooperation In ERA
- Strategic Forum for International Science and Technology Cooperation (SFIC)
- EU Third Countries Bilateral ST cooperation agreements
- Biregional and bilateral cooperation between EU and Latin America, Mediterrean, Africa, Asia,, Black Sea, Western Balkans
- Introduction of International Cooperation in Horizon 2020
- European Neighbouring Policy the case study of Jordan for SRTD II and synergies with ERA WIDEs and R2I initiatives
- Case studies
- Collaboration in Nanotechnologies and Materials in Latin America: a case study NMP DeLA project
- EU Brazil mobility programme synergies between H2020 and Without Borders (AGUASOCIAL case LIFE Programme 2014-2020)

## Module 1.6

### 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

#### International Communication skills for European Project Management

*Effective communication skills provide project managers with the basis for managing project objectives, planning project performance and carrying out and closing projects successfully. Good communication skills are essential to your project's success. In this module you will be introduced to a variety of strategies to manage intercultural communication effectively. These include formal verbal communication, documentation and reporting as well as interpersonal skills that are vital to conflict resolution and good relationship.*

- General aspects of communication – the decoding model and its application
- Transparent and comprehensible communication
- The functions of language – problems of communication
- Nonverbal communication, Meta-communication
- Listening, giving and receiving feedback
- Analysis of own experience with international teams
- The impact of national cultures on cross-cultural project teams
- Managing Individual differences
- Managing and resolving conflicts
- Developing problem solving strategies

### Module 2.2

#### 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 cultural complexity and ethics. The skills outlined include listening, mediation, facilitation, innovation, communications, empathy, feedback mechanisms and diversity management. 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
- Approaching contested meanings: valuing and managing diversity in EU partnership contexts
- 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



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## Module 2.3

### R&D Project Management Fundamentals and Tools

*This module presents all the fundamentals of the project management in Research and Development 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.*

- Project Life Cycle and Organization
- Project Management Processes for a Project
- Process Flow Diagrams
- Project Integration Management
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Activity Definition and Sequencing
- Activity Resource Estimating
- Project Cost Management
- Cost Estimating and Budgeting

## Module 2.4

### Project Management in Education Training and Culture 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.*

- Contracts with the Commission/Agency and with the Project Partners
- 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



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## Module 2.5.

### Quality management

*This module deals with Quality in projects – definition, perspectives, tools, roles. It focusses on how quality assurance and quality management intertwine to help the project processes and results and contribute to project sustainability. A specific case: the NELLIP project and its study on quality will be presented and analysed. Interventions on projects as a result of quality evaluation done by various players are illustrated: project beneficiaries, internal evaluators, external evaluators, auditors, EACEA evaluators.*

- Definitions of quality
- Quality assurance and quality management
- Assessing project quality-criteria, standards and indicators/ methods and procedures/case studies
- Tools for quality management
- Quality milestones
- Exercise: Role-play on internal/external project auditing

## Module 2.6.

### 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 2.7

### 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.*



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- 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 2.8

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

*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 with respect to FP7 (previous Framework Programme) 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 practice 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. As one of the last modules in the course, 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.*

- The key documents and origin of the financial rules
- What are the major changes with respect to FP7
- 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 2.9


### 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*



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*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.*

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- 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

## 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



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# THE COORDINATOR OF THE MASTER

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The Master is organized and coordinated 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 75 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, Safer Internet Programme, Lifelong Learning, Justice Programme, Erasmus +. Many among the European projects coordinated by Pixel were given an "Excellent" rating and identified as "Best Practice" by the European Commission.

More information on the European projects carried out is available at: [http://www.pixel-online.net/PRJ\\_european\\_projects\\_lista.php](http://www.pixel-online.net/PRJ_european_projects_lista.php)

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 topics such as: European cooperation, new technologies for education, language learning etc. Some of these courses have been delivered in over 35 editions so far. An average of 300 participants, from all over the world, attend Pixel's international courses every year. The international courses organized are addressed to: school teachers, head of schools, university lecturers, trainers, researchers, public officers etc.

More information is available at: <http://europlan.pixel-online.org/index.php>

## ■ Organization of international 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.

More information is available at: <http://conference.pixel-online.net/>

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 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 by the Italian Ministry of Education and 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 evaluator for the European Commission for FP7 and Horizon 2020 priorities NMP and Security.

■ **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 7th Framework Programme.

■ **Stanislav Ranguelov, European Commission, DG Employment, Brussels, (Belgium)**

Stanislav Ranguelov graduated in Business Economics and Finance from the University of National and World Economy (Sofia, Bulgaria) in 1993 and has a PhD in Financial Economics and Business Management since 2006. He is currently Coordinator of Employment, Social policies and the European Social Fund for Spain at the European Commission in Brussels. Previously he was Coordinator of Analysis on Education systems and Policies at the Education, Audiovisual and Culture Executive Agency of the European Commission. Before joining the European Institutions in 2008, he worked in the Spanish academic sector for almost 10 years participating and managing international research projects in the area on business innovation and knowledge management. He has also extensive experience in the area of scientific research and technology transfer between research centres and SMEs. He was appointed as expert in the VI and VII European Research Framework Programmes in the areas of Technological transfer and SMEs; Social sciences and governance and Science and society. His main areas of interest are the prospective analysis, evaluation of intangible assets like social development and technological innovation.



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■ **Antonio Carbone, APRE, Rome, (Italy)**

Antonio Carbone is the Italian National Contact Point SME, ICT and Access to risk finance under Horizon 2020 European Research and Innovation Programme. At the same time he is charge as Italian Expert in the “SMEs and Access to risk finance” European Commission Programme Committee. Antonio is also actively involved in the activities of EEN - Enterprise Europe Network, with particular reference to the ICT Sector Group and IPR issues. In this context he has followed the EC Working Group on the “New EEN services in H2020”. He counts a good experience as teacher in the context of master and dedicated training courses held at Universities, chambers of commerce, industrial association both at national and international level. Furthermore he is project manager of FP7 and H2020 projects with particular reference to the SMEs sector by ensuring correct execution of the activities and preparing all requested reports and support documents for the European Commission. He is graduated in International Relation at Roma3 University and he got a master in Management of international project at Sole24ore Business School.

■ **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 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.

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

Spiros Sirmakessis is a full Professor at the Technological Educational Institution of Western Greece. He is the Vice Chairman of the Computer Informatics and Engineering Department and Director of the e-Business and User Experience Interaction Lab in the same department. He is an elected member of the Institutional Council. He is also member of the Research Committee of the organization with management responsibilities. He is teaching the "Interaction Design", the "E-Business", the "Computer Graphics" and the "Information and Communication Technologies Project Management" courses. He is also a Tutor in the Hellenic Open University. He 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. Since 1997, he works in the area of software engineering, web mining, web engineering, edutainment 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 were presented in 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 has been coordinating more than 150 projects funded by European, National, private and public sources.



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■ **Maria Rigkou, University of PatrasPatras, (Greece)**

Maria Rigkou is a lecturer at the Department of Computer Engineering and Informatics at the University of Patras. She graduated from the aforementioned department in 1997, fulfilled her master degree on Computer Science and Technology in 2000 and received her PhD also from the same department. She also received a Master in Arts (Graphic Arts and Multimedia) from the Hellenic Open University. Since 1998, she works in the area of software engineering, web mining, human-computer interaction and project management. Maria has participated in more than 25 R&D projects of national or European funding. She has taught several courses at graduate and postgraduate level including Software Design, Project Management and e-Commerce. She is the co-author of eight book chapters and two books, one of which on Project Management. She has published her research work in international journals and conference proceedings and has been cited by several researchers.

■ **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.

■ **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 Eequals , 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



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and Quality (Vice President); ELAN, the EU Association of Less Widely Used/Taught Languages (VicePresident).

■ **Andrea Peraldo, Pixel, Florence, Italy**

Andrea Peraldo graduated in Political Sciences from the University of Florence in 1999 and completed a Master in European Studies in 2000. Andrea started working at Pixel in 2001 as European project manager. Andrea has planned and managed more than 40 projects funded by the European Commission in the field of education, training, research and culture. Andrea is in charge of the financial management of the International projects in which Pixel is involved. Andrea has also planned and managed several projects funded by the European Social Fund in the following areas: in company training, entrepreneurship, tourism, new technologies. Andrea is in charge of management of the European Mobility initiatives organized by Pixel. These are addressed both to in service staff in the field of education and training and to students.

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

Leonardo Piccinetti is Senior Research and Innovation Advisor. 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, Spanish and French.

■ **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 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 rooster 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 course is held at Pixel, in Florence (Italy). Pixel headquarters are near the historical city centre of Florence.

The internship is held in one of the partner organizations based in one of the European Union's member states

## Language

The Master course's language is English

## Methodology

The **approach used is highly practical**, based on the expertise of the course trainers who have 15 to 20 years experience in European project planning, management, assessment and auditing.

**Practical simulations** are carried out for each topic analyzed. The practical simulations are based on the use of the services, databases, and documentation made available, on-line, by the European Commission and its Agencies.

The objective of the practical activities is the **simulation of the planning and management of European projects.**



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At the end of the Master course, 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

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 the host organizations, each student is required to submit a detailed CV that is sent to the partner organizations that have previously declared their availability to host interns as they are interested in the job profile acquired by the students themselves.

### Accreditation

Pixel, the Master course coordinator, is accredited by the Tuscany Regional Government and by the Ministry of Education.

The Master course is recognized by the County Government (Provincia di Firenze).

### Final Certification

A Master Participation Certificate is delivered at the end of the study period. The certificate is organized to provide the following information:

- the programme and its total duration
- the assessment of results achieved during the classroom based course
- the assessment of the project work carried out
- the evaluation of the internship



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## DATES

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

The fourth edition of the international Master in European Project Planning and Management starts on 12 October 2015.

The deadline for the enrollment is **19 June 2015**.

The Master course is organized as follows.

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### 2015

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12 October – 11 December	Classroom based course and project work in Florence
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### 2016

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January – March	Internship
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# INTERNSHIP

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The Master offers the participants the opportunity to 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. Every student carries out the internship with the role of Assistant European Project Manager. The internship therefore gives the participants 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 are assisted by a tutor who supports them both in the carrying out of their tasks and in the integration process within the host 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**
- European SchoolNet, Bruxelles, **Belgium**
- Moverim Consulting sprl, Bruxelles, **Belgium**
- Business & Strategies in Europe, Bruxelles, **Belgium**
- In.For.Ef, Initiatives pour une formation efficace, Liège, **Belgium**
- Zinev Art Technologies, Sofia, **Bulgaria**
- Omnia, Joint Authority for Education, Espoo, **Finland**
- EU Athletes, Paris, **France**
- Bildung und Projekt Netzwerk GmbH, Göttingen, **Germany**
- Edumotiva, Athens, **Greece**
- Technological Educational Institution of Western Greece, Messolongi, **Greece**
- University of Florence, Florence, **Italy**
- Galileo Museum, Florence, **Italy**
- Centro Machiavelli, Florence, **Italy**
- InnoLab Srl, Pisa, **Italy**
- University of Genoa, Department of Industrial Chemistry, Genoa, **Italy**
- Latvia University, Riga, **Latvia**
- eMundus, Kaunas, **Lithuania**
- University of Luxembourg, Luxembourg, **Luxembourg**
- AcrossLimits, Hamrun, **Malta**
- WSINF, Institute of Computer Sciences , Lodz, **Poland**
- CKU, Centre for Continuing Education, Sopot, **Poland**
- Polish Academy of Sciences, Krakow, **Poland**
- The Polytechnic Institute of Bragança, Bragança, **Portugal**
- Bucharest University of Economic Studies , Bucarest, **Romania**
- Fundatia EuroEd, Iasi, **Romania**
- University of Seville, Seville, **Spain**
- University of Barcelona, Barcelona, **Spain**
- P.A.U Education, Barcelona, **Spain**
- Florida Group, Valencia, **Spain**
- Infobòtica, Oviedo, **Spain**
- Inercia Digital, Huelva, **Spain**
- LEITAT Technological Centre, Terrassa, **Spain**
- Instituto Tecnologico de Galicia, Oviedo, **Spain**
- European Minds , Luleå, **Sweden**
- Landstede School of Vocational Educational, Zwolle, **The Netherlands**
- Yaşar University, European Union Research Center, İzmir, **Turkey**
- University of Hull, Hull, **United Kingdom**
- Nottingham Transportation Engineering Centre, Nottingham, **United Kingdom**



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# 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 project 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 to 20 years of experience in planning, managing, assessing and auditing European projects. 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 coordinator of the Master.

Pixel, has fifteen years of experience in European project planning and management and is/was directly involved in over 75 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 will 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 project planning and management 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*.



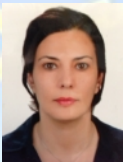
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## TESTIMONIALS

Testimonials that were made by participants in the previous editions of the European Project Planning in service training course.



**Deniz,**

*Cyprus*

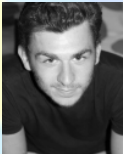
Very well structured and focused programme. Very useful! I have gained a lot of knowledge. Pixel has a very successful and long experience in European project planning and management. The Master was based on a practical approach and delivered by an international teaching staff, it offered a great opportunity for an international internship and was organised in the fantastic city of Florence. I would highly recommend this Master programme.



**Carlotta,**

*Italy*

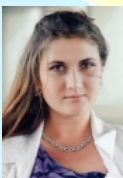
The Master provided me with the adequate basis to fully accomplish the tasks assigned to me during the internship period. The training contents were appropriate and well developed by European experts with long and extensive experience in the field. The multicultural class composition definitely represent an added value of the Master. The precious chance to get in contact and to collaborate with such a wide outreach of participants' cultures is a great opportunity to become familiar and confident with the international work environment. The internship has been a deeply appreciable professional and human experience. The internship has now developed into a work collaboration.



**Claudio,**

*Italy*

Pixel is a great organization with a long experience in formulating, managing projects and teaching about the EU dimension. I had a great time in Pixel. They gave value to our individual personalities to make each one of us aware of our capacities. My internship was very successful. I have the luck and the honour to work with colleagues whose kindness, respect and loveliness is beyond comparison. They gave me the possibility to submit an entire project of mine. And we still have plenty of visions we will carry out together. I want to be nowhere else but here. I am proud to speak in present tense because my coordinator and I realized that we were not able to say goodbye and she asked me to be officially part of their amazing team.



**Anya,**

*Russia*

The initial idea of studying at Pixel was to travel and learn something practical that I can use in my career. Right now I can without a doubt say that I have satisfied both criteria. The professors who taught us were interesting professionals. Learning from them was a real pleasure. The internship was very interesting. I participated in project meetings, cooperated in research activities, wrote reports and strategies, collaborated with project partners and submitted applications. I also participated in conferences and workshops. It was a great experience, and I definitely miss them already. I started my own business during the internship and it is now going well.

More testimonials at: [http://euoplan.pixel-online.org/MST\\_testimonials.php](http://euoplan.pixel-online.org/MST_testimonials.php)



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# PHOTO GALLERY



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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://europlan.pixel-online.org/MST\\_intro.php](http://europlan.pixel-online.org/MST_intro.php)

## ENROLLMENT

The enrollment fee is 3 600 euro. It includes:

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

The deadline for enrollment is **19 June 2015**



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