



## STUDY PROGRAMME(S)

(1) EU International Relations and Diplomacy Studies

(2) Transatlantic Affairs

## ACADEMIC YEAR

2021-22

## SEMESTER

2

## COURSE TITLE

Project Management in Development Cooperation

## COURSE PROFESSOR(S)

Kurt WAGNER

## COURSE ASSISTANT(S)

Adela PINTEA

## NATURE OF COURSE (COMPULSORY, OPTIONAL, ELECTIVE)

(1) Optional course

(2) Elective course

## ECTS CREDITS

4.5

## LANGUAGE OF INSTRUCTION

English

## 1. COURSE OBJECTIVES

This optional course gives an overview of and insight into the different models and forms of project management used and applied in development cooperation, especially in the German context, over the last 20 years. It starts with the logical framework (which is still used by large organisations like the EU), or 'goal-oriented project planning', before moving on towards the orientation on impacts introduced in the late 1990s. Finally, the most current development, CapacityWORKS, will be addressed. This is a management and steering model which was developed at the German Agency for International Cooperation (GIZ) on the basis of European quality management standards and is now used in all its projects abroad. The presentation of the different project management models and forms is accompanied by practical exercises and work on real projects geared towards a deeper understanding of the model's logic and its systems relations as well as the importance of framework conditions.

At the end of this course, the student will be able to:

- describe and understand the cycle of project management
- explain the complex role of project management in development cooperation
- apply the Logical Framework Approach and its different steps of analysis and planning and the Management and Steering Model CapacityWORKS to different projects
- work in a team and under time pressure towards the evaluation of a real project.

## 2. LEARNING OUTCOMES

The course objectives tie in with the following learning outcomes of the programme **EU International Relations and Diplomacy Studies**:



- 1.1 The graduate masters the most important theoretical approaches and concepts of International Relations, EU Studies and Diplomacy Studies relevant for the analysis of the role of the European Union in international affairs.
- 1.2 The graduate can describe, explain and illustrate the current state of scientific research in the field of EU external relations in a broad sense and is able to critically assess the results of this research.
- 1.4 The graduate has acquired insights into the political, legal and economic aspects of EU external action and can use these insights to contextualise and interpret new developments.
- 2.2 The graduate has the ability to critically reflect upon problems in international and European affairs, to adopt well-informed points of view and to communicate them effectively orally and in writing, whether working independently or in a team.
- 2.3 The graduate can independently formulate a research question within the field of European affairs, find, select and critically assess relevant sources, answer the question using typical concepts and methods and present the research results in line with the ethical rules of the discipline.
- 2.4 The graduate is capable of processing a large amount of information within a short period of time and to work efficiently and effectively through planning, organising, setting priorities and meeting deadlines.
- 2.5 The graduate has the intellectual maturity and skills to function responsibly and autonomously in a professional context at national, European or international level and the capacity of suggesting possible action that contributes to problem-solving in a creative way.
- 3.4 The graduate has acquired specific professional skills relevant to the practice of EU external action but also transferable to many other fields in the public and private sector.

The course objectives tie in with the following learning outcomes of the programme **Transatlantic Affairs**:

- 1.1 The graduate masters the most important theoretical approaches and concepts of, depending on his or her disciplinary focus, Economics, International Relations and Diplomacy Studies, Legal Studies and/or Political Science relevant for the analysis of transatlantic affairs.
- 1.2 The graduate can describe, explain and illustrate the current state of scientific research in the field of transatlantic affairs in a broad sense and, is, in line with his or her disciplinary focus, able to critically assess the results of this research.
- 1.4 The graduate has insights into historical, political, legal and economic aspects of transatlantic affairs as well as into those policy areas that are of essential importance to transatlantic affairs. He or she can use these insights to contextualize and interpret new developments.
- 2.2 The graduate has the ability to critically reflect upon problems regarding an extensive range of transatlantic affairs, to adopt well-informed points of view and to communicate them effectively orally and in writing, whether working independently or in a team.
- 2.3 The graduate can independently transform complex transatlantic issues into a research question within the broader field of transatlantic affairs and, depending on his or her disciplinary focus, find, select and critically assess relevant sources, answer the question using appropriate concepts and methods and present the research results in line with the ethical rules of the chosen discipline.
- 2.4 The graduate is capable of processing a large amount of information and appropriately analyse relevant sources depending on his or her disciplinary focus within a short period of time and of suggesting possible actions that contribute to problem-solving in a creative way.
- 2.5 The graduate is capable of processing a large amount of information and appropriately analyse relevant sources depending on his or her disciplinary focus within a short period of time and of suggesting possible actions that contribute to problem-solving in a creative way.



### 3. COURSE CONTENTS

#### *First Block*

Session 1: Introduction

Session 2: Goal-Oriented Project Planning (GOPP) – Elements and Application: From Problem Analysis to Project Planning Matrix (PPM)

#### *Second Block*

Session 3: Presentation and discussion of the group-homework assigned in the first block

#### *Third Block*

Session 4: Additional Important Elements of the GOPP Approach

Session 5: The Move towards Impact Orientation

Session 6: CapacityWORKS

Please refer to the intranet course page for access to the full course outline.

### 4. TEACHING METHOD

- Interactive lectures
- Participation: Each session consists of debating, analysing and practicing project design and project management. Students are expected to regularly attend the class, to prepare the required readings and to participate actively in the discussions and group exercises.
- Group work: Students are divided into groups and work on concrete development cooperation projects.
- Oral group presentations: Each group presents the design, management and implementation of a real project, and assesses its strengths and weaknesses.

Please refer to the intranet course page for access to further information and instructions.

### 5. COURSE MATERIAL

Please refer to the intranet course page for access to the detailed reading list (required and supplementary readings) and the slides.

### 6. EVALUATION

- Given the interactive nature of this course, full attendance is compulsory and part of the assessment. In case of unjustified absences, points are deducted from the final mark (as indicated on the course outline).
- Active participation in terms of contribution in class and class exercises (25%)
- The group presentation of a project-planning homework (25%)
- A written exam (50%)

In case of a second-session resit, students will be evaluated on the basis of a 2h written exam accounting for 100% of the final mark.

Please refer to the intranet course page for access to further information and instructions.

The College of Europe reserves the right to change the delivery and assessment of the course in case of restrictions related to the Covid-19 pandemic. Any communication from the Department in this regard takes precedence over the information provided in this ECTS card.