

MASTER European Innovations for a Sustainable Management of Albanian
Territories, Rural Areas and Agriculture: Instruments, policies, strategies

Module description

D3.3. v.2

Module 10 Project Design, Preparation and evaluation

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1. *Description of the module - objectives, and procedures*

1.1. OBJECTIVES OF THE MODULE

The module aims to provide students adequate knowledge and concepts of Project Design /Preparation and Evaluation.

The main objectives of this module are as follows:

1 – The fundamentals:

- To equip students with knowledge and understanding of the project, the project life cycle, project characteristics and types of projects, and their potential such as sustainability, local appropriation, assumption for success,
- To present different project organization models and methodologies, stakeholders' typology and responsibilities within the project, institutional design (consortium), as well as the qualities required to manage a project.

2 – How to write a project, tools, methodologies and techniques:

- To provide the appropriate terminology and skills for students to initiate and concept a project, to develop a project plan, to implement, to control and successfully complete the project (indicators of performance).
- To develop skills to students to build work breakdown structure (WBS), schedule, budget, logical framework, risk breakdown structure, including the impacts foreseen to social, economic and environment dimensions

3 – Project assessment:

- To provide students with adequate knowledge on main techniques to carry out financial assessment and key indicators, assess performance during project implementation and key indicators, economic analysis and project impact assessment.

1.2. LEARNING OUTCOMES

On successful completion of this module students should be able to:

- master the principles of the project, characteristics, advantages and project processes and methodologies,
- understand the project cycle, identify the problem, initiate and design the project,

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- develop independently a project plan, elaborate the WBS, project activities, project schedule and project budget,
 - adapt practical skills for project implementation,
 - identify the risk that faces a project, calculate the consequences (deviance of time, cost and schedule) and can take available action to maintain project dimensions,
 - evaluate a project from financial standpoint and interpret indicators,
 - realize economic analyses and project assessment according to international standards,
 - assess the various impacts of the project.

1.3. DESCRIPTION OF THE MODULE

In this module the students will find information on the following issues (a short explanation for each topic that is going to be discussed):

Part I - The fundamentals

Topic 1: An overview on project management and Integrated Project Management (IPM)

Topic 2: Project Characteristics: different types of projects, and their potential such as sustainability, local appropriation, assumption for success

Topic 3 :The project life cycle, from the initial diagnosis to the ex-post- evaluation

Topic 4: Case study about project processes and methodologies

Topic 5: Institutional design for project management

The projectized organization

The traditional organization

The matrix organization

Part II - How to write a project, tools, methodologies and techniques

Topic 6: Initiating/ Designing/Creating project charter and scope statement

Topic 7: Creating WBS (work breakdown structure) defining project activities and resources needed

Topic 8: Creating the project schedule (Tools and techniques), Action plan, Pert and Gant charts

Topic 9: Building up the project budget (Tools and techniques): different costs and resources associated to different types of projects,

Topic 10: Controlling and closing the project (Tools and techniques) : the measure of performance during the project implementation (cost, schedule and time variance)

Part III - Project assessment and economic analyses

Topic 11: Project evaluation steps/methodologies

Topic 12: Risk assessment

Topic 13: Financial evaluation

Topic 14: Impact assessment (social acceptability and environment impact assessment)

Topic 15: Economic analyses (analysis of change after project implementation, project durability)

1.4. PREREQUISITES

The prerequisites that are required to follow the module:

- ✓ To be familiar with project development,
- ✓ To have a knowledge in management,
- ✓ To have basic knowledge in micro-macroeconomics and finance.

1.5. STUDENTS OBLIGATIONS AND THE EVALUATION METHOD:

The evaluation of the students will be based on the progress that he/she has provided during the whole semester and from the final exam as it is described in the table below:

Nb.	<i>(the evaluation grid is only indicative, the pair of lecturers will decide of the final module evaluation grid)</i>	Evaluation in %	Maximal amount
1	Participation to teaching hours	%	5
2	Mid-term exam	%	10
3	Group research work (project elaboration)	%	25
4	Final exam (written)	%	60

1.6. REQUESTS TO THE STUDENT

A. Theoretical and methodological skills

To have basic knowledge in micro-macroeconomics and finance.

B. Practical skills

To be familiar with project development.

To have abilities in project management.

1.7. EVALUATION OF LEARNING (calculation of ECTS)

Nb.	Learning elements	Work (hours)
I	<i>Learning elements (in the institution)</i>	
	Theoretical class	30
	Practical class	20
	Individual or team assignments	22
	Midterm exams	3
	Total I	75
II	<i>Individual work from the student</i>	
1	Individual work	70
2	Preparation for the exams	5
	Total II	75
	Total (I+II)	150/250
	Numbers of ECTS	6/10

2. Calendar of the module

Week/date	Theoretical/ practical class	Teaching materials/ literature
I	An overview on project management	<ul style="list-style-type: none"> Fundamentals of Project Management by James P. Lewis, 1995.
II	Project Characteristics and advantages of projects	<ul style="list-style-type: none"> Preparing for the Project Management Professional, Second Edition, Michael Newell, 2002.
III	The project life cycle	
IV	Organizing for project management	
V	Project processes and methodologies	
VI	Creating project charter and scope statement	
VII	Creating WBS (work breakdown structure) and resource planning	<ul style="list-style-type: none"> Project Management Professional, Stud Guide, Third edition, Kid Heldman, 2005
VIII	Creating the project schedule (Tools and techniques)	
IX	Building up the project budget (Tools and techniques)	
X	Controlling the project, closing the project (Tools and techniques)	
XI	Project evaluation steps/methodologies	<ul style="list-style-type: none"> Project Preparation and Appraisal, IV. Edition, Rehber, E., 1998.
XII	Risk assessment	
XIII	Financial evaluation	
XIV	Impact assessment for sustainable development	<ul style="list-style-type: none"> André P, Delisle C.E., Revéret J.P., Environmental impact assessment for sustainable development, Presses Internationales Polytechniques, 2010 Mélanie Requier Desjardins, IAMM, 2019 Michel Garrabe
XV	Economic analyses of project impacts	

3. Content of the module

The module will provide an overview on the project concepts and definition, will pass through the meaning of the Integrated Project Management, understanding of main managerial functions (core and additional) and project characteristics. Furthermore, the module will introduce to the students the project life cycle as well as steps needed to be followed to organize a project throughout the organization. **The idea behind this part is fully understanding the project background.**

In the second part the module will offer **in a deep and applicative way the methodology, tools and techniques to write a project**, to build up Work Breakdown Structure, to design the proper work plan, to calculate costs and to build up the project budget, to decide selecting among different projects the best one and to go through a natural way on the implementation of the project.

In the third part, following the completion of this module, **students should also be able to undertake independently actions to evaluate the project**, to assess risks, to use tools and techniques, to assess the financial benefits throughout analysing and interpreting different indicators.

A last part of the module would be providing the students with the knowledge, tools and techniques necessary for **assessing ex ante the social and environmental impacts of a project** in line with sustainable development targets, and for making ex post an economic analysis of a project's main impacts.

This module is foreseen to have a strong focus on cultivating to the students skills and abilities for being active part of a project team in every managerial function/step/phase of project life cycle.

4. Planning of the practical teaching classes

5. Individual research project

Preparing and presenting a project.

From the very beginning the students will be encouraged to think about a project and day by day to design a concept note. After that from the students it is required to organise small teams, to brainstorming their ideas and to select their project for next steps. This action should be done using different techniques and criteria.

The team will work to consolidate the idea, to design and to write into details the plan using different tools and techniques, providing in this way scope statement, elaborate project activities, preparing work plan/schedule, calculating the budget, doing risk analyses as well as calculating feasibility through financial evaluation.

All projects prepared will be presented in the class and will be evaluated by the professor for each group of students.

6. Topic into details

Part I - The fundamentals

Topic 1: An overview on project management and Integrated Project Management (IPM).

In this chapter students will be introduced with the project and project management definition, similarities and differences on understanding project management and integrated project management as well as main functions needed to perform a manager in all project phases.

Fundamentals of Project Management by James P. Lewis, 1995.

Topic 2: Project Characteristics: different types of projects, and their potential such as sustainability, local appropriation, assumption for success.

Students will be introduced to the different types of projects during this topic. In this topic an important focus will be on the characteristics that accompanies projects as approach, explaining the potential for providing sustainability among a certain way of using resources. Main success factors that enable success will be part of this topic as well.

Preparing for the Project Management Professional, Second Edition, Michael Newell, 2002.

Topic 3: The project life cycle, from the initial diagnosis to the ex-post- evaluation.

The life cycle of the project in a general view is the set of its phases. In this way it is very important to introduce to the students steps to follow and to know how to go from initiating the project (initial diagnosis and problem/needs identification) to closing the project and ex-post evaluation.

Preparing for the Project Management Professional, Second Edition, Michael Newell, 2002.

Topic 4: Case study about project processes and methodologies.

One of the fundamental objectives of the module is to develop skills and practical abilities to the students. In this regard considering the above topics will be introduced to students a real case study and a detailed explanation about materials given until now.

Preparing for the Project Management Professional, Second Edition, Michael Newell, 2002.

Topic 5: Institutional design for project management

- The projectized organization
- The traditional organization
- The matrix organization

Considering projects, their budget, duration, importance for the organization, complexity as well, organization have a different approach on organizing their structure and project teams for implementing projects. In this stand point will introduced to students how to build a proper approach to do this successfully.

Preparing for the Project Management Professional, Second Edition, Michael Newell, 2002.

Part II - How to write a project, tools, methodologies and techniques

In this topic to the students will be introduced that a project requires a certain vocabulary, a certain managerial approach, a certain methodology, inputs, tools and different techniques for each phase. Considering this students will be able to start writing a project.

Project Management Professional, Study Guide, Third edition, Kid Heldman, 2005.

Topic 6: Initiating/ Designing/Creating project charter and scope statement

Every organization or donor has different terms of reference, different objectives but in essence the path followed in the projects as well as the basic rubrics to structure a project remain the same. Thus in this topic to the students will be introduced the way of structuring a project, writing a concept note, project charter and defining the project statement.

Project Management Professional, Study Guide, Third edition, Kid Heldman, 2005.

Topic 7: Creating WBS (work breakdown structure) defining project activities and resources needed.

Creating work breakdown structure is one of the main steps of the project writing. It makes possible defining the project activities and calculating resources needed for the project implementation. WBS will give us a lot of information to pass through the other steps.

Project Management Professional, Study Guide, Third edition, Kid Heldman, 2005.

Topic 8: Creating the project schedule (Tools and techniques), Action plan, Pert and Gant charts

In this topic will be explained to students all the necessary steps related to the time management function.

It will be introduced about activity identification, ranking activities, determining resources needed to carry out an activity, calculating the activity duration as well as building up the project schedule as a very important document in the project. Identifying of problems that may face during project planning and challenges to be address in this process will be integral part of this topic.

Students will be encouraged to use different tools and techniques (Pert and Gant charts) that provide to them effective instruments for preparing an accurate project schedule.

Project Management Professional, Study Guide, Third edition, Kid Heldman, 2005.

Topic 9: Building up the project budget (Tools and techniques): different costs and resources associated to different types of projects.

In this topic, students will be familiar with cost concepts, cost types, changing the budget structure of a project depending on the types of projects.

Students will also be acquainted with the tools and techniques of cost estimating for each activity as well as aggregating costs and building the project budget.

Students will be encouraged to use different tools and techniques (software) that provide to them effective instruments for preparing the proper project budget.

Project Management Professional, Study Guide, Third edition, Kid Heldman, 2005.

Topic 10: Controlling and closing the project (Tools and techniques) : the measure of performance during the project implementation (cost, schedule and time variance).

All teams involved in projects encounter important problems and challenges. They start from the project planning process but are certainly very important in the implementation phase of the project. Under these conditions, the performance evaluation and performance indicators of the project remain decisive.

Thus in this topic will be introduced to the students a lot of information about tools and techniques to track the project implementation process and to assess the main performance indicators needed.

Project Management Professional, Study Guide, Third edition, Kid Heldman, 2005.

Part III - Project assessment and economic analyses

Topic 11: Project evaluation steps/methodologies

The project evaluation process uses systemic analysis to gather data and reveal the effectiveness and efficiency of the management. In this topic will be introduced to students that there are three points in a project where evaluation is most needed: Pre-Project Evaluation, Ongoing Evaluation and Ex-Post-Project Evaluation. Regardless of when we choose to run a project evaluation, the process always has four phases: planning, implementation, completion and dissemination of reports.

Project Preparation and Appraisal, IV. Edition, Rehber, E., 1998.

Topic 12: Risk assessment

In this topic it is foreseen to present to the students concepts on project risks, to explain them main steps to deal with risks, to understand and build the risk breakdown structure based on main risks identified, to know how to use different tools and techniques that calculate the probability and the effect of the risk.

A very important information would be the ways and strategies dealing with the risk and efforts to reduce, eliminate or avoid risks.

Project Preparation and Appraisal, IV. Edition, Rehber, E., 1998.

Topic 13: Financial evaluation

In this topic we will introduce to the students how project financial evaluation tells them whether a project will contribute to the company/organization's overall goals or be a drain on their resources. While complicated analysis techniques and computer programs can perform high-level calculations

and provide to them with advanced financial ratios and rates of return, firstly we can carry out a few simple calculations to determine whether the project makes financial sense.

This topic aim to give to students knowledge and in this sense a powerful instrument to understand indicators, to interpret them and to make right decisions. It is foreseen to discuss about Net Present Value (NPV) of an investment project, Internal Rate of Return (IRR), Simple Rate of Return (SRR) vs. Required Rate of Return (RRR)., Benefits and Costs Ratio (BCR) as well as Payback Period (PBP).

Project Preparation and Appraisal, IV. Edition, Rehber, E., 1998.

Topic 14: Economic analyses (analysis of change after project implementation, project durability) and project assessment

In this topic the main purposes and components of post-project assessments will be developed, according to international standards in the field of ODA and international cooperation.

In the first part, the main reasons, usefulness and actors of projects' evaluation will be presented to the students so that they understand the societal and operational challenges associated to a project evaluation process.

In the second part, main projects evaluation criteria are explained in connexion with the international standards: the relevance, the coherency, the effectivity and efficiency of a project are part of the main concept to be mastered for project assessment.

In the third part, other specific criteria for project evaluation will be presented and developed such as social acceptability, institutional design and project durability (appropriation).

All these criteria will be practically applied to a set of projects and economic analysis will be elaborated with the students in a participatory way.

NB: The notion of impacts and associated approaches allowing their evaluation will be dealt with in topic 15.

Michel Garrabe; Mélanie Requier, IAMM, 2019

Topic 15: Impact assessment

During this topic, the students will understand how to carry on an impact assessment applied to a post-project situation.

In the first part, the notion of impact will be reviewed and a typology of the various kinds of impacts associated to development projects and human activities will be presented and illustrated.

The second part will focus on the methodologies of investigation (including participative and interactive ones) leading to the identification and characterization of the main impacts of a given (and already closed) project that will include both expected and unforeseen impacts, as well as social, economic and environmental ones.

In the last part, the topics will focus on when and how to measure these impacts: main approaches will be presented in order to show the complexity of impacts measurement, including the theory of change. This will lead to the identification of the most relevant indicators of change informing these impacts for a given project.

The overall module will be carried on, relying on the presentation of many case studies and sustainable development projects.

Michel Garrabé, Mélanie Requier, IAMM, 2019