



**Academic Year 2018-2019
Syllabus
Project Cycle Management
Prof. Erdem Ergin**

Course Description

The job market for university graduates is now fundamentally different from 20-30 years ago, relying less on industrial production and more on creative thinking. Creative thinking is defined as the process of having new ideas with an added value. New ideas require a structured process to become reality. Having a bright idea and implementing it are often very far apart, and many ideas do not see the light not because they were inadequate but because of the lack of a proper methodology to develop them. The process of walking an idea from inception to implementation is called the project cycle management. It is a multi-step methodology used on a regular basis within international organizations, private companies, civil society groups and many others. The course takes a systemic approach to project management and aims to:

- Develop an understanding of concepts, terminology and dynamics of project management;
- Provide a detailed overview of the project management phases including sample/case studies;
- Build up capacity to use project cycle management through in-class exercises.

At the end of the course, the participants will be to answer the following key questions:

- How to understand if an idea has added-value and/or potential?
- How to translate an idea into a concrete project proposal?
- What are the key parameters for project preparation and implementation?
- How to assess the success of a project?
- Where to go next, hand-over or roll-out/scale up?

- Data gathering: trend analysis, stakeholder mapping, financing sources, etc.
- Analysis: Strategic entry points, operational & institutional risks, key partnerships, scale, etc.
- Preparation: project plan, business model, workflow, network/partnership development, etc.
- Implementation: principles of team work, case studies of best practices and mistakes
- Evaluation: success indicators, monitoring & evaluation, learning process
- Transmission: scaling-up or rolling out, operation continuity, case studies of various models

Teaching Method

The material will be covered using a mix of lectures, class discussions, simulations and hands-on exercises. Regular class attendance and active participation are expected, as they will help achieve the learning goals and contribute to an overall positive learning environment.

Schedule of Topics

Session 1	Concepts: project, program, policy
Session 2	Step 1 – Explore (data gathering techniques)
Session 3	Step 2 – Analysis (strategic entry points, risks, partners)
Session 4	Step 3 – Preparation (planning, business model, workflow)
Session 5	Step 4 – Implementation (team work, best practices and common mistakes)
Session 6	Step 5 – Monitoring & Evaluation (success indicators, learning process)

Session 7	Step 6 – Transmission (scaling-up or rolling out, handing over)
Session 8	Course Recap

Textbook and Materials

The course is presented as distinct stand-alone modules that complete each other, using theoretical knowledge and real-life examples from projects with the World Bank, UNDP, academia, private sector and NGOs. The instructor will circulate the presentation and material used in class after each class session. For those interested in acquiring more material, a good reference textbook is: The Economist Guide to Project Management: Getting it Right and Achieving Lasting Benefits, Paul Roberts (2nd Edition), 2013, Economist Books.. This is NOT a mandatory textbook.

Office hours

Erdem Ergin, Wednesday upon appointment (erdemergin6@gmail.com).