

## **Project Management Cycle for Tor Vergata Global Governance**

The European job market 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. Creativity can be harnessed either through diving deep into a specific field of expertise or making new connections between fields. Whether small or big, 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 management cycle. It is a multi-step methodology specifically designed for activities to be realized for the first time, and often time for one time only. The project management cycle is used on a regular basis within international organizations, private companies, civil society groups and many others. It is a common language for work, although different organizations use slightly different versions (with the same principles). This course teaches the students the principles of organizing and managing a project, in other words to make a concrete product out of a new idea. It uses real-life examples from projects with the World Bank, UNDP, academia, private sector and NGOs. The course follows the 6-step process of project-cycle management:

- 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

The course material is designed to teach students 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 to look for in project preparation phase (stakeholders, financing model, team building, risks, etc.)?
- How to assess the success of a project?
- Where to go next, hand-over or roll-out/scale up?

These questions are common to all projects and actors. The course will deliver a mix of theoretical knowledge and bring material from experience with various type of projects, ranging from public to private, volunteer to academic together with examples of partnerships.

**Duration**                      20 hours in 8 sessions (Sessions of 2 and 3 hours)

**Evaluation**                      Participation + class work