UNIVERSITY OF NATIONAL AND WORLD ECONOMY

Adopted by the Faculty Council Decision of Faculty of
…… protocol № ….. / ……

Approved by:

Dean – Assoc. Prof. Svetla Boneva, PhD

COURSE SYLLABUS

Course	***Theory and Practice of International Project Management***
Educational and Scientific Degree	***PhD***
Course Category	***Optional (block B)***
Area of Study	***3. Social, Economic and Law Sciences***
Field of Study	***3.8. Economics***
PhD Programme	***World Economy and International Economic Relations***
Faculty	***International Economics and Politics***
Department	***International Economic Relations and Business***
Academic Hours	**0**
Extracurricular Academic Hours	**250 h**
Credits	**10 ECTS**
Lecturer	***Prof. Svetlana Alexandrova, PhD***

1. COURSE DESCRIPTION

The subject 'Theory and Practice of International Project Management' is an elective subject, included in the curriculum for doctoral students, enrolled in the doctoral programme 'World Economy and International Economic Relations'. The Programme provides students with an in-depth examination of the theoretical evolution in the field of project management in international environment. International Project Management is viewed and discussed from various perspectives. The focus is on the interdisciplinary interrelations and interactions between project management and various areas of international business. The programme also covers phenomena which are new to the Bulgarian economy such as development projects and their effective implementation at both national an international level. 'The programme – project' relation, respectively 'the programme management – project management' relation, are discussed from both theoretical and practical point of view. Topics such as project financing, sustainable development through project management as well as other recent issues in the field of project management are included in the course. The interaction between the contemporary economic policy and the management of critically important national and international projects is also presented in the course. The economic and political aspects of international and global projects is a perspective strand of the doctoral programme in International Project Management.

Doctoral students are supposed to further develop their skills for critical analysis of the research in international project management, to effectively articulate their thoughts both in written and oral form, and to develop original research in the field of international project management. Upon the completion of the course, doctoral students are given the opportunity to demonstrate their competence by working on a research task which to overlay the acquired knowledge.

The subject is taught in both Bulgarian and English language.

2. CONTENT

№	TOPIC
1.	**CONTEMPORARY VIEWS ON THE ROLE OF INTERNATIONAL PROJECT MANAGEMENT IN THE MANAGEMENT THEORY AND PRACTICE** Types of international projects: engineering; outsourcing; international capital projects – mergers and acquisitions; social, incl. sports projects. Key features of the good practice guidelines in project management (PMBoK, ICB)
2.	**INTERNATIONAL BUSINESS ENVIRONMENT AND INTERNATIONAL PROJECT MANAGEMENT** Internationalisation, globalization, technological advancement. The culture factor and international project management
3.	**SPECIFICS OF INTERNATIONAL PROJECT MANAGEMENT:** Knowledge areas and their international aspects.
4.	**SPECIFICS OF COST MANAGEMENT** Principles, methods, and models of cost management in international project management.

5.	**INTERNATIONAL PROJECT BUDGETING** Models of feasibility studies for international projects: traditional and contemporary model (value chain) of UNIDO
6.	**INTERNATIONAL BUSINESS AND THE EVOLUTION IN PROJECT PROCUREMENT MANAGEMENT** Theoretical views on the long-lasting relationships in the process of project development and implementation.
7.	**PROJECT FINANCING AND INTERNATIONAL PROJECT MANAGEMENT** Managerial and economic aspects of project financing. Models of project financing. Forms of international business and their applicability in view of project financing provision. Project financing methodologies of international financial institutions. Financing sustainable development and climate change targets of the Paris Agreement.
8	**HUMAN RESOURCE AND INTERNATIONAL PROJECT MANAGEMENT** IPMA model and its applicability for human resource management in international projects. Leadership and international projects.
9.	**ORGANISATIONAL PROVISIONS IN INTERNATIONAL PROJECT MANAGEMENT** The applicability of both internal organizational schemes and external organizational schemes, incl. consortia, project companies.
10.	**SOCIALLY RESPONSIBLE BEHAVIOUR OF THE CONTEMPORARY COMPANY AND INTERNATIONAL PROJECT MANAGEMENT** Economic, legal, and social and ethical aspects. Key issues of cost – benefit analysis and their application in international project management.
11.	**MODELS OF APPLICATION OF INTERNATIONAL PROJECT MANAGEMENT IN INTERNATIONAL BUSINESS** International engineering projects. Regulatory mechanisms in international engineering project management: FIDIC contracts (Silver Book), applicable law
12	**CONTEMPORARY FORMS OF INTERNATIONAL BUSINESS AND MODELS OF PUBLIC-PRIVATE PARTNERSHIP** Build-Operate-Transfer transactions; design, finance, build, and operate transactions. Concessions and managing projects for public-private partnership. Sustainable development goals and the UNECE model of PPP
13.	**MANAGEMENT OF INTERNATIONAL PROJECTS OF HIGH PUBLIC SIGNIFICANCE IN THE FIELD OF PUBLIC - PRIVATE PARTNERSHIP**
14.	**STRUCTURAL AND COHESION FUNDS PROGRAMMING AS AN INSTRUMENT OF THE EU TERRITORIAL ECONOMIC AND SOCIAL COHESION** Multiannual Financial Framework. Goals and priorities of the program period (2021-20127**).** The EU Recovery and Resilience Facility (RRF) and National Recovery and Resilience Plans (RRPs). Management of recovery and resilience plans, priorities and funding areas.

15	**INSTITUTIONAL STRUCTURE OF THE EU STRUCTURAL FUNDS PROGRAMMING AND MANAGEMENT** Operational programmes management and implementation. Sustainable and integrated regional development. Integrated management approach to regional development investments – programming and management specifics – integrated strategies and plans. Management characteristics and principles of integrated territorial investments. Legislation, management and coordination of integrated territorial investments and projects.
16.	**DEFINITION AND CHARACTERISTICS OF INTERNATIONAL, PUBLIC, INDIVIDUAL PROJECTS FUNDED BY EU** Management and financing of infrastructure projects funded by EU. Risk management and type of risks. Cost benefit analysis - financial and economic analysis.
17	**FINANCIAL AND OPERATIONAL MANAGEMENT, MONITORING AND CONTROL OF EU STRUCTURAL FUNDS PROJECTS** Monitoring, output, impact indicators. Mechanism for financial corrections – legal framework and administrative procedures.
18	**SPECIALIZED FINANCING SCHEMES – EU and EIB** Debt financing – structured loans, guarantee schemes, private equity financing, quasi-equity financing. Institutional structure and financial instruments management; the interaction between the administrative structures. Fund manager of Financial Instruments in Bulgaria - Combination of financial instruments and grants under shared management funds in programming period (2021-2027)
19.	**INTERNATIONAL PROJECT MANAGEMENT – THE PERSPECTIVE OF THE INTERNATIONAL FINANCIAL INSTITUTIONS** Project cycle of financing organizations – World Bank, International Financial Corporation, European Investment Bank
20.	**EFFICIENCY AND EFFECTIVENESS OF INTERNATIONAL PROJECT MANAGEMENT** Climate changes, sustainable development, and project management in the context of the transition towards green and decarbonized economy /low-carbon economy

3. INDIVIDUAL COURSE PREPARATION

For achieving the learning objectives of the course, doctoral students should undertake the required amount of independent work, including:

- Literature review on the topic and preparation of a list of references.
- Consultations with lecturers, scientific supervisor, and other experts.
- Preparation of an individual assignment on one of the topics described and its presentation on the examination date. Doctoral students may opt for one of the following options:
    a. Research of several theoretical paradigms: Discussion and comparative analysis of major theoretical paradigms from the theory of international project management, focussing on substantial distinctions, which can be tested through data. Research development for testing alternative theoretical views. Formulation of hypotheses, variables, data, and methodology.
    b. Research within a single theoretical paradigm: Research development on a topic within the scope of the subject. The research proposal should be based on a theoretical framework from the field of international project management. Formulation of hypotheses, variables, data, and methodology.

The research paper should be from 15 to 20 pages in length.

4. ASSESSMENT

The assessment is based on the text of the individual paper, its presentation to the examination board and the discussion with the doctoral student on the topic.

The final grade is based on a six-point scale, in which the lowest grade for successful completion of the course is Good (4). Converted to the ECTS grading scale, the grades are as follows:

Excellent /6/	Very Good /5/	Good /4/	Average /3/		Poor /2/	
A	**B**	**C**	**D**	**E**	**FX**	**F**
The corresponding number of ECTS credit points is being allocated (10 credits are awarded)			No ECTS credit points are being allocated			

The exam shall be held in offline mode for the full-time PhD students, unless stated otherwise in a Rector's order. For the part-time PhD students and for those taking independent study courses the exam can be held in online mode.

5. DOCTORAL ACTIVITIES

Type of classes/employment	Lectures	Extracurricular Activity	Total
1. *Individual consultations, tutorials*	0	50	**50**
2. Study of specialized literature	0	50	**50**
3. Preparation of individual assignment	0	50	**50**
4. Individual study/preparation for exam	0	100	**100**
5. Other forms:	0	0	**0**
6. ……..			
Total	0	250	**250**

6. LITERATURE

A. BASIC

1. Alexandrova, S., European Funding and Project Management UNWE, 2020
2. Alexandrova, S., Adaptation to climate change - management policies and impact tools, IC ATL-50, 2019
3. Boeva, B. A. Vasileva, Public-private partnership: economics, management, challenges, S. Stopanstvo, 2009.
4. Boeva, B., Business and Project Management, Vek 22, S., 1992
5. Boeva, B., International Inter-firm Cooperation, S., NBU, 1996
6. Boeva, B., International Management, University Publishing House "Stopanstvo", Sofia, 2004

7. Boeva, B., International Project Management, UNWE, 2012
8. Vasileva, A., The V.O.T. Projects, Consult AG, Sofia, 2000
9. Vasileva A., International Business and Globalization, NBMG, Sofia, 2010
10. Vasileva A., Modern Forms of International Business, NBMG, Sofia, 2010
11. Karakasheva, L. International Investment Projects, S. 2007
12. Karakasheva, L., Tender – preparation, participation and documents, Princeps, 1995
13. Penchev, R., Project Management, S., NBU, 2003
14. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, 2017, PMI
15. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, 2021, PMI
16. Individual Competence Baseline for Project, Programme and Portfolio management, Version 4.0, 2015, IPMA
17. Agile Practice Guide, , PMI (latest edition)
18. Iain Fraser, 2017, The Business of Portfolio management, PMI
19. European Union (2023) Project Management Methodology,Guide 3.1,
20. Michael Hatfield, 2016, The Unavoidable Hierarchy: Who's who in your organization and why, Routledge
21. Guilherme Biesek & Nuno Gil, Building Options at Project Front-End Strategizing: The Power of Capital Design for Evolvability, 2014, PMI
22. Young Hoon Kwak, PhD; Min Liu, PhD; Peerasit Patanakul, PhD; Ofer Zwikael, PhD, PMP, Challenges and Best Practices of Managing Government Projects and Programs, 2014, PMI
23. Andy Jordan, Risk Management for Project Driven Organizations: A Strategic Guide to Portfolio, Program and PMO Success, Publisher: J. Ross Publishing (May 1, 2013)
24. Murali Chemuturi, Mastering IT Project Management: Best Practices, Tools and Techniques, J. Ross Publishing (July 1, 2013)
25. Barbara Davis, Managing Business Analysis Services: A Framework for Sustainable Projects and Corporate Strategy Success , J. Ross Publishing (October 1, 2012)
26. Marc Resch, Strategic Project Management Transformation: Delivering Maximum ROI & Sustainable Business Value , J. Ross Publishing (June 1, 2011)

B. ADDITIONAL

1. Leadership—New Skills for an Age of Flux, (latest edition),
2. A Radical Mindshift—Managing Bleeding Edge Projects, https://www.pmi.org/learning/training-development/projectified-podcast/podcasts/new-technology-bleeding-edge, 2018
3. Capgemini (2018). The Next Generation PMO, https://www.pmi.org/learning/thought-leadership/series/disruptive-technologies/the-next-generation-pmo
4. The Project Manager of the Future: Developing digital-age project management skills to thrive in disruptive times (2018), https://www.pmi.org/learning/thought-leadership/pulse/the-project-manager-of-the-future
5. IJPM, Special Issue: Projects, Organizations and Institutions
6. Volume 37, Issue 2, Pages 225-366 (February 2019)
7. Projects without People: What projects AI humanoids can deliver on their own?, 2019, https://www.ipma.world/projects-without-people-what-projects-ai-humanoids-can-deliver-on-their-own/
8. Clickworkers – people working remotely on projects, 2019, https://www.ipma.world/clickworkers-people-working-remotely-on-projects/
9. IPMA Code of Ethics and Professional Conduct, 2015, https://www.ipma.world/society/code-of-conduct/
10. World Bank Project Cycle, http://www.worldbank.org/en/projects-operations/products-and-services/brief/projectcycle
11. Manual for the preparation of industrial feasibility studies, www.unido,org
12. IFC Project Cycle, https://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/solutions/ifc-project-cycle
13. EIB Project Cycle, https://www.eib.org/en/projects/cycle/index.htm
14. Public-Private Partnerships, https://www.unece.org/ceci/ppp.html
15. Which FIDIC contract should I use?, http://fidic.org/bookshop/about-bookshop/which-fidic-contract-should-i-use
16. EC and EIB Combination of financial instruments and grants- under shared management funds in the 2021-2027 programming period, 2021 https://www.fi-compass.eu/library/how-to/combination-financial-instruments-and-grants-under-shared-management-funds-2021-2027
17. The Law on the Management of European Funds under Shared Management, 2022 https://lex.bg/bg/laws/ldoc/2136715858
18. Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, the Just Transition Fund and the European Maritime, Fisheries and Aquaculture Fund and financial rules for them and for the Asylum, Migration and

Integration Fund, the Internal Security Fund and the Instrument for financial support for border management and visa https://eufunds.bg/bg/node/7877
19. RESOLUTION No. 23 of the Council of Ministers of 13.02.2023 on setting detailed rules for the provision of grant aid under the programs, financed by European funds under shared management for the programming period 2021 - 2027 https://eufunds.bg/bg/node/12209

The course syllabus is approved by the Department Council of „IER and Business" on …….. (Record № ……).

Lecturer	*Prof. Svetlana Alexandrova, PhD*
Head of Department	*Assoc. Prof. Vasil Petkov, PhD*