



DISCIPLINE SHEET

PROJECTS MANAGEMENT

The status of the discipline: ☒ compulsory ☐ optional ☐ facultative

Level of education: Doctorate

Year of study: I

Semester: I

Course holder: prof.univ.OPRAN Constantin Gheorghe

Number of hours / Verification / Credits ****					
Course	Seminar	Laboratory	Project	Examination	Credits
8	-	-	-	-	4

A. DISCIPLINE OBJECTIVES (Objectives are formulated in terms of professional skills)

For course

The general objective of the discipline "Project Management" is the creation of project managers and the development of project management skills for proposing, winning and successfully carrying out projects in a modern society structured by projects within globalized competitive economico-political systems.

The specific objectives of the discipline "Project Management" are:

1. The acquisition by the students of the techniques of elaboration of a project proposal;
2. Learning by students the techniques of implementation, implementation and monitoring of projects;
3. Learning by the students the strategies regarding risk management in projects with minimizing the negative effect of risks and maximizing the opportunities of risks;
4. Creating and developing successful skills for the doctorate through projects;
5. Creating and developing successful skills for business management through projects.

I. Professional skills

Specific skills and abilities

I.1. Knowledge and understanding

- I.1.1. Initiation of projects. Indicators of success and failure in projects.
- I.1.2. The society organized through projects.
- I.1.3. Management relations.
- I.1.4. Management of an organization
- I.1.5. Identification and use of language, methodologies and specialized knowledge in the field of communication sciences in projects.



I.2. Explanation and interpretation

I. 2.1. The integrated system for obtaining an economic success. Characterization of the management system. Management system components.

I.2.2. The activities of a manager within the project. Types of manager. Qualities of the project manager. Manager functions. Managerial activities. Management styles.

I.2.3. Resolving in a realistic way - with both theoretical and practical arguments - some usual professional situations, in order to solve them efficiently and deontologically.

I.3. Instrumental-applicative

I.3.1. Elaboration of a project proposal for a topic chosen by the team of doctoral students.

3.2. Description of the different types of audience / public involved in communication in project management.

I.4. Attitudinal

I.4.1. The importance of material resources management in projects (supply management). Managerial strategies used in the management of the material resources of the project

I.4.2. Elements of principle regarding quality management. Total quality management (TQM). The total quality management process as a fractal. The link between total quality management and ISO quality standards

I.4.3. Identification and use of specific elements of deontology and social responsibility

II. Transversal skills

II.1. Project quality management: quality system, quality planning, assurance of quality, quality control

II.2. Elements of principle regarding the financial management of the project

II.3. Self-evaluation of the project proposal: objectives; work plan; project management; exploitation of results; dissemination of information.

II.4. Project management through comparison and adaptation. Project Management using the theory of constraints.

II.5. Learning to work in the project team.

II.6. Solving problems specific to an interdisciplinary project.

II.7. Resolving conflict situations within a project

B. DISCIPLINE CONTENT

a) Course

Chapter	Contents	Nr. for hours
1	PROJECT ORGANIZATION MANAGEMENT THROUGH PROJECT. International cooperation and partnership. Initiating projects. Indicators of success and failure in projects. The society organized through projects. The European Union programs in Romania.	1



Chapter	Contents	Nr. for hours
2	PROJECT. Project definition. Characterization of the project. Project concept. Detailed project-model planning. The logical matrix of the project. Aspects mentioned in a project proposal. The contents of a project. Elaboration of the project proposal. Life cycle of a project. Project implementation variants. Methods and tools for the correct management of a project. Components for project management. Components of the project life cycle. Case studies on the life cycle of the project.	1
3	PROJECT MANAGEMENT. Characterization of project management. Organizational variants of project management. Project-based management with individual responsibility. Staff-based project management. Mixed project management. Stages of project management. Establishing the project team. Designation of the project manager. Choosing organizational options. Specifying control methods. The advantages of using project management. Disadvantages of using project management.	1
4	MANAGEMENT OF MATERIAL RESOURCES MANAGEMENT IN THE PROJECT. Material resources within the project. The importance of material resources management in projects (supply management). Managerial strategies used in the management of the material resources of the project. Inventory management of materials within the projects. Procurement procedures for projects.	1
5	FINANCIAL MANAGEMENT OF THE PROJECT. Elements of principle regarding the financial management of the project. Characterization of the costs of a project. Project budget. Project financing. Payment schedules. Settlement of a completed stage. Settlement of expenses. Direct expenses. Indirect expenses. Expenditures with independent endowments and studies. Detailed phased structure of the overall cost of the project. Framework motto. The relationship between management methods and the overall cost of the project. Responsibilities of project partners. Project cost management. Financial evaluation of the project. Financial audit.	1
6	IMPLEMENTATION, CONTROL AND MONITORING OF THE PROJECT. Project contracting. Project control. Technological implementation plan. Project completion. Project monitoring. Use of project results.	1
7.	ADVANCED PROJECT MANAGEMENT Project management through comparison and adaptation - Benchmarking Projects; Project management using the "Theory of Constraints"	0,5



Chapter	Contents	Nr. for hours
8	HYBRID PROJECT MANAGEMENT; Waterfall Project Management; Agile Project Management; Agile with Traditional PM Methodologies	0,5
9.	PROJECT PROPOSAL ELABORATION / PROJECT IMPLEMENTATION GUIDE APPLICATION Project necessity analysis. Establishing project objectives. Establishing the project coordinator. Elaboration of the project summary. Pre-feasibility study. Elaboration of the project pre-proposal; objectives; activități. Elaboration of the project pre-proposal; Defining activities; reports and estimated results. Work plan and methodology for achieving the project objectives. Description of project activities and sub-activities. Detailed description of project activities and sub-activities, objectives, activities, reports, expected results. Project dependency organization chart (PERT chart). Organization chart of the project with the programming of activities (GANNT chart). Project management and administration. Project management scheme. Description of project management. Management and control methods. Evaluation of project results. Socio-economic aspects. Technological implementation plan of the project results. Intellectual property rights. Financial analysis of the project. Project evaluation.	2
TOTAL NUMBER OF HOURS		8

B. EVALUATION

Evaluation course Projects Management

1. First course online, on the Microsoft Teams and Moodle platforms - UNSTPB-E-learning.

The teaching is done on Microsoft Teams and the support materials are uploaded on Moodle.

2. The second course with physical presence - room CD016-UNSTPB. ([44°26'27.2"N 26°02'57.7"E](#))

3. Evaluation course Projects Management

Examination with physical presence

EXAMINATION DOCUMENT - TEST FILE - WORK WITH EXAMINATION SUBJECTS WILL BE COMPLETED WRITTEN BY HAND - SIGNED EACH PAGE, NUMBERING, NAME - SURNAME, DOCTORAL SCHOOL, DATE, ONLY IN THE SPECIFIC HOURS INTERVAL OF THE LAST HOUR OF SECOND COURSE with physical presence.



A. Exam: - Attendance & Test: 50% active course attendance; Test in the last hour course 50%;

B. Overdue Test June 2025 with physical presence room CD016-UNSTPB. ([44°26'27.2"N 26°02'57.7"E](#))

C. Re-Examination Test July 2025 with physical presence room CD016-UNSTPB. ([44°26'27.2"N 26°02'57.7"E](#))

D. Calculation of the final grade:

50% (1) + 50% (2)

The final result "ADMITTED" or "REJECTED" will be published on the Moodle website and sent to the Doctoral Schools.

The interim result "REJECTED" will be published on the Moodle website, if applicable, on the day morning after the Exam, Overdue, Re-Examination.

D. METHODOLOGICAL REFERENCES (Teaching strategy, materials, resources)

In the teaching activity will be used power point presentations, DVD movies, as well as other suggestive materials, which will be made available to students.

E. BIBLIOGRPHY

1. ABAZA Bogdan; **OPRAN Constantin**; 2003; *Microsoft project, Curs pentru studenti*; Editura COMUNICARE.RO; Romania.
2. ANTONUCCI Domenic; 2017; *Creating and Measuring Effective Cybersecurity Capabilities*; John Wiley & Sons, Inc. Hoboken, New Jersey; USA
3. ALUPEI-COJOCARIU Ovidiu; **OPRAN Constantin**; 2004; *Managementul proiectelor cu PROMAVERA PROJECT PLANER, Curs pentru studenti*, Editura COMUNICARE.RO; Romania.
4. BENDIC Vasile; **OPRAN Constantin Gheorghe**; 2017; *Managementul succesului in afaceri prin proiecte*; Editura BREN; Bucuresti; Romania.
5. BRINER Wendy; HASTINGS Colin; GEDDES Michael; 2006; *Project Leadership- Second Edition*; Publishing by Gower; Burlington, USA.
6. BRUMFIELD Cynthia, HAUGLI Brian; 2021; *Cybersecurity Risk Management: Mastering the Fundamentals Using the NIST Cybersecurity Framework*; WILEY; United Kingdom.
7. CAULEY Mc Pamela; 2021; *Essentials of Engineering Leadership and Innovation*; Taylor & Francis Ltd; United Kingdom.
8. FERNANDES Gabriela; 2021; *Managing Collaborative R&D Projects: Leveraging Open Innovation Knowledge-Flows for Co-Creation*; Springer Nature AG; Switzerland.
9. FREMOUW Belinda; 2017; *PMI- Risk Management Professional- StUdy Guide, 5th Edition*; Goodrich Fremaux Publishing; USA;
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16. LUNDGREN E, Regina; MCMAKIN H. Andreea; 2018; *Risk Communication, A Handbook for Communicating , Environmental, Safety and Health Risks*; John Wiley & Sons, Inc., Hoboken, New Jersey; USA.
17. MEREDITH R Jack; 2021; *Project Management: A Managerial Approach*; John Wiley & Sons Inc; United Kingdom.
18. MILOSEVIC Dragan; MARTINELLI Russ J.; WADDELL James M.; 2007; *Program Management for Improved Business Results*; John Wiley & Sons, Inc., Hoboken, New Jersey; USA.
19. MULCAHY, Rita; *Risk Management; Tricks of the Trade for Project Managers and PMI –RMP Exam Prep Guide, A COURSE IN A BOOK - Second Edition*; 2010; RMC Publication, Inc., USA;
20. NAHLIK De Carmel; 2021; *Project Financing: Financial Instruments And Risk Management*; World Scientific Publishing Co Pte Ltd; United Kingdom.
21. NASTASA Steluta; **OPRAN Constantin**; 2003; *Managementul financiar*; Editura COMUNICARE.RO; Romania.
22. **OPRAN Constantin**; *Analiza financiara a proiectelor*; 2015; Editura COMUNICARE.RO; Bucuresti; Romania.
23. **OPRAN Constantin**; 2014; *Managementul proiectelor*; Editura COMUNICARE.RO; Bucuresti; Romania.
24. **OPRAN Constantin**; STAN, Sergiu; 2008; *Managementul proiectelor*; Editura BREN; București, România;
25. **OPRAN Constantin**; PARAIPAN Liliana; STAN Sergiu; 2004; *Managementul riscului*; Editura COMUNICARE.RO; Romania.
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41. ***; 2011; SR EN ISO 31000; *Managementul riscului, Principii și linii directoare*; 2010; ASRO, Asociația de standardizare din România;
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