

**EUROPEAN UNION PROJECT MANAGEMENT - POSTGRADUATE SPECIALIST STUDY PROGRAMME CURRICULUM**

Mostar, 2025

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# 1. INTRODUCTION

The university postgraduate specialist study programme curriculum in *European Union Project Management* is the result of the process of adopting a new study programme, which began with the decision of the Senate at the session held on 11 July 2024 (ed. no. 01-3969/24). The procedure was carried out in accordance with the Regulations on the procedure for adopting new and regular revision of existing study programmes, which stipulate that the development of the new curriculum is coordinated by a Committee, which also includes representatives of students and external users, and whose proposal is submitted by the scientific and educational council of the organizational unit to the University Senate for adoption.

In order to include all interested parties in the process of improving the study programme, a public discussion was held at the Faculty of Humanities and Social Sciences, University of Mostar (9 May, 2025), and the conclusions of the public discussion were taken into account when developing the curriculum.

In recent years, the founding counties of the University of Mostar have experienced a significant shortage of educated personnel in the field of modern studies dealing with the management and leadership of the European Union project as an interdisciplinary field established within the academic space of Western democracies. This is the staff who professionally work as analysts and organizers in state bodies, political parties, local self-government, public services, and especially in representative and legislative bodies. They are also experts in planning, decision-making, management and implementation of strategic and operational activities in the aforementioned areas. The reason for this shortage of personnel is that such or similar studies are not conducted in B&H, nor in the immediate vicinity. Considering that students come to the University of Mostar from all over Bosnia and Herzegovina, from Posavina to Neum, as well as from the Republic of Croatia, there is significant interest in this study. Initiatives to launch such a study come primarily from institutions that, within their operational activities, require knowledge of the principles and mechanisms of EU project management, i.e. actors within the system whose jobs require expert knowledge at the level of university study programmes. The establishment of this study programme imposed itself as a logical and normal sequence of the development and expansion of the Faculty of Humanities and Social Sciences, and thus of the University of Mostar.

The tradition and training of domestic teaching staff has enabled the study to achieve a high level of self-sustainability and coverage by domestic teaching staff, but with indispensable cooperation with relevant faculties that offer study programmes whose complementarity can be used to cover a wide interdisciplinary spectrum of knowledge required for such a study. All key obstacles to starting the study have been removed and it has been positioned in advance as a potential partner study with a certain number of similar profiled international academic institutions and scientific research institutes. This has opened the prospect of international exchanges and cooperation with the aim of harmonizing study programmes with international university institutions and developing the profession itself.

Also, when developing the curriculum, all strategic tasks from the strategic area of education from the University Development Strategy 2023-2028 were implemented, which relate to the curriculum and teaching process (more in chapter 3.1. Connection with the University Development Strategy).

# 2. GENERAL INFORMATION ABOUT THE STUDY PROGRAMME

|  |  |
| --- | --- |
| Study programme: | European Union Project Management – postgraduate specialist study programme  |
| Cycle:  | 2. |
| Type:  | University study programme |
| Scientific area:  | Social Sciences |
| Scientific field: | Interdisciplinary Social Sciences; Political Science |
| Academic title: | University Specialist Master of European Union Project Management |
| EQF qualification level: | 7 |
| Duration of study programme: | 1 year |
| ECTS:  | 60 ECTS credits |
| Language: | Croatian/English |
| Mode of study: | Full time & Part-time  |
| Awarding institution: | Faculty of Humanities and Social Sciences |
| Institution administering study programme: | University of Mostar, Faculty of Humanities and Social Sciences |
| Study programme objectives: | The offered study programme aims to ensure that students learn to:- introduce the specific structure of the EU, to explain its multi-level and multinational specificity, and its placement within the framework of the accession process of B&H, with special reference to EU funds.- adopt and master the basic terminology and knowledge that experts in EU projects deal with: institutions, actors and processes, and a critical analysis of their impact on the daily functioning of society.- use of different methodological approaches, sources of information and interpretations, with independent articulation and elaboration of positions and conclusions when approaching the preparation of a project proposal financed from European funds.- develop social, communication and metacognitive competencies necessary for the management of European projects.- understand the role of different stakeholders in all phases of the project, with the aim of developing a partnership network and easier project implementation. - T develop the ability to gain comparative insight and understand trends and standards within European funds in order to timely remove potential obstacles in obtaining and later implementing the project. - present a wide range of approaches and develop critical thinking with the aim of validly evaluating individual projects and drawing lessons for future ones. |
| Study programme competencies: | The specialist study programme is organized so that upon completion, university master specialists can confidently master and use both the general competencies implied by the higher education level and the specific competencies of their own profession. Also, the acquired competencies will enable them to continue their education in the same or similar study programmes without serious obstacles and with an appropriate base of acquired knowledge and competencies:-identifying, describing and analyzing problems and devising different strategies for solving them- ability to critically reflect on social and political reality- intercultural education and understanding of historical processes and contemporary tendencies in the field of multi-level and federal governance- ability to plan, organize and act cooperatively within complex governance systems- making professional decisions based on rational analysis of the problem area- knowledge of the structure, areas and sub-disciplinary foundations of EU funds and projects- understanding of models, processes and standards of European projects and their impact on everyday life- ability to create project proposals and their expert evaluation within a multi-level system- ability to encourage the development of the quality and functionality of individual institutional segments, with the aim of attracting and implementing European projects. |
| Study programme learning outcomes: | - analyzes the institutional structure of key elements of the European Union, and their main values and goals (IU-FFUEPSM-1)- explains the complexity and specificity of European public policies and EU funds (IU-FFUEPSM-2)- interprets processes and tendencies in the tender application processes, and the rules and standards of EU funds (IU-FFUEPSM-3)- argues and empirically supports own positions or prognostic opinions regarding the creation of project documentation and financing options (IU-FFUEPSM-4)- compares and argues the advantages and disadvantages of individual methods and tools for effective project monitoring and implementation (IU-FFUEPSM-5)- distinguishes and classifies individual stakeholders of the project process with the aim of creating partner networks (IU-FFUEPSM-6)- independently manages a project team (IU-FFUEPSM-7)- independently drafts a project adapted to the requirements of EU funds (IU-FFUEPSM-8)- independently evaluates and critically analyzes the shortcomings of European projects (IU-FFUEPSM-9). |
| Opportunities after graduation: | After completing the programme, participants will know/be able to:- manage or participate in the work of executive, legislative and administrative institutions, as well as the private and non-governmental sectors on projects financed from EU funds- encourage the development of the quality and functionality of institutions and the system as a whole in terms of withdrawing and using European funds- manage European projects and processes within a multi-level and federal system- use their knowledge of managing European funds to improve various aspects of the social structure. |
| Accreditation:  | The University of Mostar was accredited by the Decision on Institutional Re-accreditation of 22 January 2024 from the relevant Ministry of Education, Science, Culture and Sports of the Herzegovina-Neretva Canton on the recommendation of the Agency for Development of Higher Education and Quality Assurance of BiH, after which the University was registered in the State Register of Accredited Higher Education Institutions. |

# 3. BASIC CHARACTERISTICS OF THE STUDY PROGRAMME

 **3.1. Alignment with the Development Strategy of the University of Mostar**

 In the Development Strategy of the University of Mostar 2023-2028, in the strategic area of education, several strategic goals relate to the curriculum and its elements.

Objective 1 defines that the University, in cooperation with stakeholders, will develop, approve, implement and continuously monitor and improve study programs at all levels, with clearly defined learning outcomes related to the needs of the labor market, and in accordance with the European Qualifications Framework (EQF), from which the following tasks arise:

- task 1: clearly define the objectives and intended learning outcomes of each study programme and align the content of the study programme with them, in accordance with the appropriate level of the European Qualifications Framework and the qualification standard

- task 2: introduce a transparent and consistent procedure for revising and improving study programmes with the participation of students and other stakeholders

- task 5: ensure realistic allocation of ECTS credits, through a defined ECTS coordination system at all levels of study

- task 6: improve the interdisciplinarity of all study programmes by enabling elective courses at the University level.

Objective 3 refers to the development of a broad network of teaching bases, i.e. organizations from different fields of activity, and to the establishment of cooperation that will enable the connection of practice, science and art, and higher education, from which the following tasks arise:

- task 2: increase the number of hours and the share of teaching practice in study programs and the share of ECTS points acquired from it

- task 3: increase the number of Bachelor’s theses/Master’s theses whose topic and content are related to practice.

**3.2. Alignment of the achievements of a scientific/artistic area, the labour market and**

 **professional/qualification standards**

 The objectives, competences and learning outcomes at the level of the study programme are defined in such a way that they are aligned with the achievements of a specific scientific/artistic field and the labour market and are linked to the standards of occupations/qualifications.

In order to align with the achievements of the scientific/artistic field, the representatives of teachers in the Committee for the Development of the Curriculum and other teachers who participated in the development of the curricula of individual subjects took into account contemporary achievements and trends.

In order to align with the labour market, representatives of students and external users were also appointed to the Committee for the Development of the Curriculum and a public discussion was organised in which experts from practice and the economy participated, and whose suggestions were taken into account when developing the curriculum.

Since occupational standards or qualification standards have not been defined at any level in B&H, similar postgraduate specialist courses in the region and the world, as well as the conclusions of the public debate, have been taken into account.

Since occupational standards or qualification standards have not been defined at any level in B&H, the following documents have been taken into account:

- Decision on the standard classification of occupations in the FB&H (Official Gazette of the FB&H, Year XI, No. 40, No. 8, 2004), in which, under the category Gender 2. Experts and scientists, 24 Other experts and scientists (in business, social-humanistic and related activities), occupations from the field 2470 Experts of the administrative state whose jobs include:

- tasks prescribed by the law on administrative procedure;

- resolution of cases in the first and second stage of the administrative procedure;

- organization of administrative records and prescribed lists;

- related tasks in accordance with the scope of work of a particular state administration body;

- preparation of prescribed public documents;

- supervision of the legality and efficiency of the work of other officials.

The tasks/competences and learning outcomes from all the above documents are implemented in the competences and learning outcomes at the level of the study programme listed in Chapter 2. General information about the study programme and are implemented in core courses, in order to ensure that all students achieve them with the acquired qualification. The coverage of these learning outcomes at the level of the study programme by the learning outcomes at the level of core courses is shown in the learning outcomes matrix in a separate chapter.

**3.3. Comparability with the study programmes in the country and abroad**

 The curriculum is comparable with the curricula of reference universities abroad, which facilitates their comparability and demonstrates orientation towards foreign students. The diversity of the study program opens up opportunities for launching an increasing number of joint programs with foreign universities or faculties. Comparability is reflected exclusively in the competences and learning outcomes at the level of study programs and in the duration of studies, while the study program retains its specificities mainly through its structure, course titles and ECTS credits.

**3.4. Openness to student mobility**

 Student mobility is defined by the Regulations on International Mobility, which refer to administrative support for students, student mobility documents, insurance, application method, mobility recognition procedure and information package. A uniform recognition methodology is defined at the University level by the Senate decision on the adoption of a uniform form for the Decision on the recognition of subjects, ECTS credits, grades and professional practice during student mobility, which is recorded in the diploma supplement. Students can find information about mobility programs and accompanying forms on the University website, and through the International Relations Office of the Faculty of Humanities and Social Sciences, which forwards information from the University's International Relations Office to student representatives.

**3.5. Conditions for enrolment in the study programme and transfer from other study**

 **programmes**

 The University Regulations on Specialist Studies define the right to enroll in specialist studies, which is carried out through a public competition. The Senate, upon the proposal of the scientific-teaching/artistic-teaching council of the organizational unit, and with the consent of the University's Administrative Council and the competent Ministry of Education, Science, Culture and Sports of the Herzegovina-Neretva Canton, announces a public competition, which is published in the daily press, on the University's website and on the website and bulletin board of the Faculty of Humanities and Social Sciences, and which contains information on the requirements for enrollment, the admission procedure, the amount of tuition fees, the criteria for selecting candidates, and other information.

The study can be enrolled by students who have:

- completed an appropriate four-year study VII/1 or

- completed an appropriate graduate study (2nd cycle) according to the Bologna system.

Enrollment in the study is based on a public competition published in the daily press and interviews with applicants.

When transferring from other study programmes, a request is submitted to the Dean of the Faculty of Humanities and Social Sciences, based on which the decision on the possibilities and conditions for enrollment is made by the appropriate committee.

**3.6. Requirements for enrolment in the next semester, next year of study and graduation**

The conditions for enrollment in the next semester and senior year of study are defined by the university regulations and decisions on enrollment in the senior year of the Faculty of Humanities and Social Sciences.

The study programme ends with the writing and defense of a Specialist’s thesis.

The method and procedure for defending a Specialist’s thesis and the methodology for its preparation are defined by the acts of the Faculty of Humanities and Social Sciences.

**3.7. Study Programme Organisation**

 Teaching in the study program is conducted in a combined way (classical and online) in the form of lectures (oral presentation of the basic elements of a subject area), seminars (practical consolidation or deepening of knowledge acquired in lectures, in which the emphasis is on independent student activity), exercises (practical consolidation of knowledge transferred in lectures with a greater role of the teacher) or consultations (which are carried out during the semester at defined times outside of class). During the study, the student chooses between several seminar workshops. The number and content of the workshops offered is determined by the curriculum and program, and special conditions for groups of workshops. Teaching is organized on a semester basis, or in sessions. All forms of teaching (lectures, seminars, exercises, consultations) are carried out within individual semesters, or shifts. Regular assessments of student performance are carried out during the semester in the form of student seminar papers, homework assignments, written tests or student participation in seminar exercises, oral or written exams during the exam periods between semesters, and project assignments. Students are recommended to attend classes and complete other student obligations (project assignments, seminar papers) in the rhythm imposed by the curriculum, which should correspond to the course schedule. The mentor, topic and members of the committee for the defense of the specialist thesis are appointed by the scientific and teaching council.

**3.8. Study Programme Structure**

 The structure of the study programme is reflected in the number of hours of each type of teaching and total teaching, the number of hours of practice and the number of hours of independent work of the student in the total student workload, which is 60 ECTS credits.

Since, according to the Regulations on the Procedure for Adopting New and Regular Revisions of Existing Study Programmes (ed. no. 01-993-1/22), only mandatory subjects are listed in the curriculum, while elective subjects are adopted in the executive curriculum of each academic year, the table will indicate the number of hours of each type of teaching and total teaching, the number of hours of practice and the number of hours of independent work only on core courses.

Structure and organization of the specialist study programme:

* 1st semester: 18 ECTS from the study core courses + 12 ECTS from seminar workshops = 30 ECTS
* 2nd semester: 14 ECTS from the study core courses + 6 ECTS from seminar workshops + 10 ECTS from writing and defending a specialist thesis = 30 ECTS

The purpose of seminar workshops at the study programme level is to elaborate in more detail the learning outcomes already acquired in core courses, in accordance with the student's preferences, while the purpose of university elective courses is to acquire competencies that are not provided for in the study programme, and which the student assesses can make him/her more competitive on the labor market and contribute to building his/her own personality through education.

**Structure of the study programme with the shares of individual types of teaching, practice and independent work**

|  |
| --- |
| Study year:1 |
| Winter semester |
| Course code | Course title | Teaching hours | I. Total classes | II. Practicum | III.Independent Work | Total Workload (I.+II.+III.) | ECTS |
| C | P | S |
| FFUEPSM101 | Introduction to the Institutional Organization of the European Union | 15 | 0 | 15 | 30 | 0 | 150 | 180 | 6 |
| FFUEPSM102 | Public Policies and Funds of the European Union | 15 | 0 | 15 | 30 | 0 | 150 | 180 | 6 |
| FFUEPSM103 | Project and Team Management | 15 | 0 | 15 | 30 | 0 | 150 | 180 | 6 |
|  |  | 45 | 0 | 45 | 90 | 0 | 450 | 540 | 18 |
| ECTS for core courses | 18 |
| ECTS for seminar workshops | 12 |
| ECTS TOTAL | 30 |

|  |
| --- |
| Study year:1 |
| Summer semester |
| Course code | Course title | Teaching hours | I. Total classes | II. Practicum | III.Independent Work | Total Workload (I.+II.+III.) | ECTS |
| p | v | S |
| FFUEPSM204 | Development of Project Proposals | 15 | 0 | 15 | 30 | 0 | 120 | 150 | 5 |
| FFUEPSM205 | Project Implementation and Monitoring | 15 | 0 | 15 | 30 | 0 | 120 | 150 | 5 |
| FFUEPSM206 | Communication and Partnerships | 15 | 0 | 15 | 30 | 0 | 90 | 120 | 4 |
| FFUEPSM207 | Specialist's Thesis | 0 | 0 | 0 | 0 | 0 | 300 | 300 | 10 |
| Total | 45 | 0 | 45 | 90 | 0 | 630 | 720 | 24 |
| ECTS for core course | 14 |
| ECTS for seminar workshops | 6 |
| ECTS for Specialist's Thesis | 10 |
| ECTS TOTAL  | 30 |

**3.9. The optimal number of enrolled students with respect to space, equipment, and number of**

 **teachers**

 Enrolment quotas are adopted by the University Governing Council before the start of each academic year, upon the proposal of the Senate and with the consent of the competent ministry.

Students can study on a full-time or part-time basis. Full-time students are those who study a full-time programme. The costs of studying for full-time students are paid by the students themselves. Part-time students are those who attend the study programme in addition to work or other activities.

**3.10. Resources required to implement the study programme**

 The implementation of the study program involves teachers from the University and teachers from reference higher education institutions with scientific and teaching titles from the appropriate scientific area, field and branch. Data on the structure of teaching staff by title and professional qualifications, gender and age structure, scientific and research productivity, mobility and project activities of teaching staff are regularly monitored through bodies from the quality assurance system. The aforementioned data are processed at the level of the study programme, organizational unit and study programme and are published in annual reports.

Of the physical resources for the implementation of study programs, the Faculty of Humanities and Social Sciences has classrooms with modern audio-visual equipment, classrooms equipped with multimedia equipment, classrooms with interactive projectors, IT equipment, a library equipped with computers and internet access for independent research and learning.

The building of the Faculty of Humanities and Social Sciencesis also equipped in a way that it is adapted to the needs of people with reduced mobility and has sufficient state-of-the-art equipment to ensure optimal conditions for the implementation of the proposed study programme.

**3.11. Study Programme Quality Assurance System**

 The purpose, objective, structure and operation, as well as the areas of evaluation of the quality assurance system of the University of Mostar are defined by the Regulation on the structure and operation of the quality assurance system of the University of Mostar.

According to the aforementioned Regulation, the quality assurance system at the University of Mostar consists of permanent bodies of the quality assurance system at the University level: The Quality Assurance and Improvement Committee and the Quality Assurance and Improvement Office. The Faculty of Humanities and Social Sciences has a Quality Assurance and Improvement Committee, which consists of the Vice-Dean for Academic Affairs, the Quality Coordinator, a representative of the teaching staff, a student representative and a representative of the administrative and technical staff. It is the Quality Coordinator of the Faculty of Humanities and Social Sciences and a member of the Quality Assurance and Improvement Committee.

The aforementioned Regulation defines the responsibilities and activities of each body in the quality assurance system. The bodies in the quality assurance system carry out regular activities defined by the University Quality Assurance Manual at the University of Mostar, which relate to conducting surveys and monitoring and processing data. Based on the activities carried out, annual reports are prepared at the level of the study programme, organizational unit and the University.

**3.12. Matrix of Learning Outcomes**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| IU-study programmeIU-course | IU-FFUEPSM-1 | IU-FFUEPSM-2 | IU-FFUEPSM-3 | IU-FFUEPSM-4 | IU-FFUEPSM-5 | IU-FFUEPSM-6 | IU-FFUEPSM-7 | IU-FFUEPSM-8 | IU-FFUEPSM-9 |
| FFUEPSM101 | X |  |  |  |  |  |  |  |  |
| FFUEPSM102 |  | X |  |  |  |  |  |  |  |
| FFUEPSM103 |  |  | X |  |  |  | X |  |  |
| FFUEPSM204 |  |  |  | X |  |  |  | X |  |
| FFUEPSM205 |  |  |  |  | X |  |  |  | X |
| FFUEPSM206 |  |  |  |  |  | X |  |  |  |

# 4. STUDY PLAN

|  |
| --- |
| Study year:1. |
| Winter semester |
| Course code | Course title | Course status | Teaching hours | Practicum | ECTS |
| p | v | s |
| FFUEPSM101 | Introduction to the Institutional Organization of the European Union | Core  | 15 | 0 | 15 | 0 | 6 |
| FFUEPSM102 | Public Policies and Funds of the European Union | Core  | 15 | 0 | 15 | 0 | 6 |
| FFUEPSM103 | Project and Team Management | Core  | 15 | 0 | 15 | 0 | 6 |
| ECTS for core courses | 18 |
| ECTS for seminar workshops  | 12 |
| ECTS TOTAL | 30 |

|  |
| --- |
| Study year:1. |
| Summer semester |
| Course code | Course title | Course status | Teaching hours | Practicum | ECTS |
| p | v | s |
| FFUEPSM204 | Development of Project Proposals | Core  | 15 | 0 | 15 | 0 | 5 |
| FFUEPSM205 | Project Implementation and Monitoring | Core  | 15 | 0 | 15 | 0 | 5 |
| FFUEPSM206 | Communication and Partnerships | Core  | 15 | 0 | 15 | 0 | 4 |
| FFFED215 | Specialist's Thesis | Core  | 0 | 0 | 0 | 0 | 10 |
| ECTS for core courses | 14 |
| ECTS for seminar workshops | 6 |
| ECTS for the Specialist's Thesis | 10 |
| ECTS TOTAL | 30 |