

ENTREPRENEURIAL PROJECT MANAGEMENT CERTIFICATE

EPMC

PACE

CERTIFIED

PACE

 Erasmus+

2017



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Premise

A Student Enterprise is a company run by students and is part of a pedagogical program. The activities involved in this kind of enterprise help students on acquiring entrepreneurial competences by running daily tasks related to the foundation, establishment and operation of the student enterprise. These tasks are distributed in different departments like for example, financing, purchase, sales, organization, marketing or design among others depending on the nature of the product or service offered.

A system must be developed in order to measure and certify the competences that the students acquire during the process. The Entrepreneurial Project Management Certificate (EPMC) is therefore created as a need for evaluating and certifying the students that went through the process of establishing and running a student enterprise.

This document is intended on giving structure and guidelines to the certification process needed for the mentioned competence acquisition. The EPMC is created in combination with a Handbook for creation and establishment of student enterprises and a teacher training that includes entrepreneurship and project management education in order to train teachers that will train their students in the same contents afterwards. The EPMC could be used separately from the mentioned documents though.

This certificate is a result of the European project PACE (Promoting Employability through Entrepreneurial Actions in Cross-Border Student Enterprises), which is supported by the European Commission through an Erasmus+ program.

Test structure

The EPMC test intends to evaluate the student’s knowledge on Project Management and Entrepreneurship. Therefore, both fields will be included in the test structure with equal weight in the final result.

Three categories will be assessed for evaluating the Project Management and Entrepreneurship knowledge acquired by the students on establishing and operating a Student Enterprise:

	Work process	Knowledge		Discussion	
		Open Questions	Closed Questions	Test (with evaluation)	Feedback (without evaluation)
Entrepreneurship	Project work	Writing, drawing or a combination	Multiple choice	Test questions (cards) + Reflection about the learned	Feedback from the evaluator
Project Management					

Table 1. EPMC test structure.

Work Process

In this category, the work carried out by the students during the establishment and operation of the Student Enterprise as well as the product and/or service generated will be assessed by the evaluators’ team.

Knowledge

The students will pass a written exam about the topics learned during the process of creation and operation of the student enterprise. The knowledge category of the test is subdivided in two sections:

- Open questions:

The students will respond to open questions related to PM and Entrepreneurship education. The answering possibilities could include writing text as well as drawing structures, mind maps or similar.

- Closed questions:

Multiple choice questions with 3 possible answers will be presented to the students, where they must choose the right option from those three.

This knowledge category is to be carried out by all the students from the same student enterprise group at the same time. The test questions must be the same for all students.

Discussion

The discussion category consists in an oral exam, where the students will explain to the evaluators about the topics selected. This category is subdivided in two sections:

- Test (with evaluation):

The student will choose blindly between two cards previously prepared by the evaluators, which include one topic each. Once the card is chosen, the student will explain about the topic written on the card, where he/she will reflect about the learned during the establishment and operation process of the Student Enterprise.

This procedure will take place twice per student, one time for PM and one time for Entrepreneurship. Four cards in total, two selections.

- Feedback (without evaluation):

The evaluators will give feedback to the student after the test, where they will reflect about the student's performance and will give them advice if the case. This part won't be included in the student's evaluation.

This discussion part is to be carried out individually by each student and separately from the rest of the students.

	Work process	Knowledge		Discussion	
		Open Questions	Closed Questions	Test (with evaluation)	Feedback (without evaluation)
Entrepreneurship	Project work	Writing, drawing or a combination	Multiple choice	Test questions (cards) + Reflection about the learned	Feedback from the evaluator
Project Management					
	During the SE project	Collective written test		Individual oral test	

Table 2. Test type.

Learning Outcomes

Throughout the student enterprise foundation and operation process, the students will develop several competences. The learning outcomes to be achieved by the students are:

- Developing a business idea and creating the enterprise image,
- Planning the student enterprise organization including the departments and work documents needed,
- Managing the student enterprise and every step needed for the project's success,
- Determining the best legal form to be chosen for the student enterprise,
- Carrying out a market, stakeholder and competitors' analysis, and
- Deciding on the best communication way for the business created.

Test content

A general common list of questions for the test is created, which is formed by more questions than the test includes. The teachers will choose the questions for the test from this list.

Every school offering the certification will pick up the questions from this list, no matter the country of origin of the school. The purpose of the general common list of questions is to keep the international approach of the certificate, where every school in Europe will have the same questions difficulty level. From this general common list of questions, every school will choose independently the questions they like the most for the test.

GENERAL COMMON LIST OF QUESTIONS:

KNOWLEDGE. OPEN QUESTIONS.

Entrepreneurship:

1. When a new enterprise is built, many aspects have to be considered. How is it possible to present a new enterprise on the market? Mention one example.
2. Which roles are useful and helpful for a team work?
3. Analyze the start up process of a company and define the planning phase.

Project Management:

1. What does the Project Management File consist of and why is it created?
2. How could project documentation be structured?
3. Describe project management as concerning the methodology of the planning, organization, managing and monitoring of the resources and activities of a business plan.

KNOWLEDGE. CLOSED QUESTIONS.

Entrepreneurship:

1. Before the organization process of a cross-border S.E. we should:
 - a. Determine what tasks should be carried out and classify them
 - b. Do the planning of the corresponding process
 - c. All the above mentioned answers are right

2. In the SWOT analysis we study internal and external aspects of the cross-border S.E. where:
 - a. The internal ones are opportunities and the threats and the external aspects are the weaknesses and strengths
 - b. The internal ones are the weaknesses and the strengths and the external aspects are the opportunities and the threats
 - c. The internal ones are the weaknesses and the threats and the external ones are the strengths and the opportunities

3. The stage in which the schedules of the business plan are developed is:
 - a. The Execution
 - b. The Programming
 - c. The Diagnosis

4. Processing the necessary documentation for the opening of a cross-border S.E. corresponds in time with:
 - a. An action plan before starting the activity
 - b. An action plan after starting the activity
 - c. The processing of the documentation is unnecessary to start the activity

5. A company's start up is:
 - a. A company which has technical, commercial and entrepreneurial links with other existing companies of the area
 - b. A company which hasn't got any technical, commercial and entrepreneurial links with other existing companies of the area
 - c. A new company which requires a planning phase for its development

6. A company creates a name, design, symbol or a combination of these elements in order to offer its products and differentiate it from the competition. This is known as:
 - a. The Logo
 - b. The Slogan

c. The Brand Name

7. The financial structure of the company corresponds to:

- a. The liabilities of the balance sheet
- b. The net assets of the balance sheet
- c. Answer A and B are correct

8. The invoice is the document that is required to be issued by the company and professionals:

- a. Only when the client has asked for the invoice.
- b. The invoice must always be issued.
- c. None of the answers are correct.

Project Management:

9. The three key elements for the success of a company are:

- a. Costs, quality and budget
- b. Costs, time and quality
- c. Costs, resources and time

10. The five steps in the life cycle are:

- a. Start up, planning, implementation, management and monitoring
- b. Start up, implementation, monitoring, control, closing
- c. Start up, planning, implementation, monitoring and closing

11. What is the goal of a stakeholder analysis?

- a. It shows how the project is related to other people, projects and work areas
- b. It shows how successful the project is
- c. It shows the distribution of tasks and the scope of each task

12. What is the aim of the project journal?

- a. It documents one's own progress
- b. It documents the progress of the project team
- c. It documents the progress of the stakeholders

13. What is the stakeholder portfolio?

- a. The interest and the influence are shown in relation to each other
- b. The interest and the influence of one is presented
- c. It shows who is affected by the project

14. The typical elements of the Project Plan's structure are:

- a. Goals, outcomes, work plans, project teams, responsibilities, timing, risk analysis, resources and budget
- b. Results, work plans, project teams, responsibilities, SWOT analysis, risk analysis, resources and budget
- c. Goals, outcomes, work plans, project teams, responsibilities, timing, stakeholder analysis, resources and budget

15. The Gantt diagram highlights:

- a. The various operational phases of the project
- b. The resources needed to carry out the project
- c. The activities in which the work is divided, their beginning, the duration and the end

16. The project manager is the person:

- a. Who handles the startup phase of the project
- b. Who only follows the planning of project activities
- c. Who is responsible for achieving the goals set and is also responsible for the overall monitoring of project activities

DISCUSSION. BLIND SELECTION QUESTIONS.

Entrepreneurship:

1. Describe the steps and the objectives of project context and stakeholder analysis.
2. List and describe three or four different departments of your company.
3. Define the Entrepreneurship and its main features.

Project Management:

1. List all the main phases of Project Management.
2. Underline the difference between an uncertain event and a risk.
3. List and describe the five steps of a project's life cycle.

The number of questions to be chosen for the test (from the general common list of questions) is like follows:

	Work process	Knowledge		Discussion	
		Open Questions	Closed Questions	Test (with evaluation)	Feedback (without evaluation)
	Project work	Writing, drawing or a combination	Multiple choice	Test questions (cards) + Reflection about the learned	Feedback from the evaluator
Entrepreneurship	-	2 questions	6 questions (multiple choice)	Blind selection of one card from two options	-
Project Management	-	2 questions	6 questions (multiple choice)	Blind selection of one card from two options	-

Table 3. Number of questions per section.

As shown in the graphic, the test is composed by:

Knowledge:

- 4 open questions (2 for entrepreneurship and 2 for project management)
- 12 closed questions (6 for entrepreneurship and 6 for project management)

Discussion:

- 4 cards with topics to be reflected (2 for entrepreneurship and 2 for project management)

In total, the certification test is composed by 20 questions, from which 18 will be answered (the 2 questions left are the questions discarded in the blind selection in the discussion part).

Test duration

The duration of the test including its three categories (Work process, Knowledge, Discussion) is maximal 1,5 hours. Each category has its own duration, which is divided as follows:

	Work process	Knowledge		Discussion	
		Open Questions	Closed Questions	Test (with evaluation)	Feedback (without evaluation)
Entrepreneurship	Project work	Writing, drawing or a combination	Multiple choice	Test questions (cards) + Reflection about the learned	Feedback from the evaluator
Project Management					
Maximal duration	-	50 min.	25 min.	10 min.	5 min.

Table 4. Test duration.

The time for the Test on the Discussion category must be splitted in two:

- Card selection + reflection for PM (5 minutes)
- Card selection + reflection for Entrepreneurship (5 minutes)

The evaluators can make use of the 5 minutes planned for their Feedback or reduce it as needed.

Evaluators

The evaluators team in charge of assessing the students through the EPMC test will be formed by internal + external members. This means that the teacher that taught and accompanied the students through the Student Enterprise establishment and its operation activities will be present at the test.

Besides, an external evaluator with Project Management and Entrepreneurship knowledge will be present at the test too.

One or more internal or external evaluators can be present at the test. The only requirement is that the number of internal and external evaluators is balanced. Therefore, the internal evaluators form the 50% of the evaluator's team and the external evaluators form the other 50%.

Internal Evaluators (50%) + External Evaluators (50%) = Evaluator's Team (100%)

The internal evaluators have to be present during the whole test. The external evaluators just have to be present at the discussion part, where they can interact with the students.

Marks

Each test category (Work Process, Knowledge, Discussion) is evaluated separately. The Work Process will be given a weight of 30% of the global value. The Knowledge acquired will have a 30% weight, while the Discussion part will be evaluated with a 40% of the global exam value.

Work Process (30%) + Knowledge (30%) + Discussion (40%) = Global Test (100%)

The three test categories will be evaluated separately. In order to pass the test, the student will have to reach a minimum of 50% in each category to pass them. If one or more categories are failed, the student won't be able to pass the test.

Work Process (15%) + Knowledge (15%) + Discussion (20%) = Global Test (50%)

(Minimum mark to pass the test)

The mark that a student receives is reduced to a "passed" or "failed" note. This means that there is no scale of marks.

The test weighting looks like as follows:

100%					
30% (15%)		30% (15%)		40% (20%)	
Work process		Knowledge		Discussion	
		Open Questions	Closed Questions	Test (with evaluation)	Feedback (without evaluation)
Entrepreneurship	Project work	Writing, drawing or a combination	Multiple choice	Test questions (cards) + Reflection about the learned	Feedback from the evaluator
Project Management					
(%): Percentage to be reached in order to pass the test					

Test dates

The test is to be implemented after all activities related to the Student Enterprise project are completed, so that the students go through the whole process in order to understand every step of the establishment and operation of a Student Enterprise.

The students will go through the test preferably right after the activities of the Student Enterprise are finished, so that the knowledge acquired reminds fresh.

The different categories of the test can be carried out in different days. This way, the Work Process can be evaluated by the teachers right after finishing the activities related to the establishment and operation of the Student Enterprise. The Knowledge test can be carried out another day and finally, the Discussion part can be carried out in a third day if needed. This way, the schools win some flexibility in the organization of the test. Obviously, the whole test can be carried out in the same day too.

Test facilities

The Work Process evaluation is assessed by the evaluators during the Student Enterprise establishment and operation process and once the process is finished too. This evaluation can be carried out by the teachers on their own. On the contrary, for the Knowledge and Discussion parts of the test, special arrangements are to be carried out since the students must be present in order to go through the test. The following are the suggested arrangements for the test organization.

Knowledge test

The knowledge test is the written part of the exam to which the students must attend to. As mentioned in the test content section, the students must answer open and closed questions that they will answer in a written form.

- All the students from the same Student Enterprise will carry out the test in the same room at the same time together.
- The room must be well illuminated and must be quiet to allow concentration.
- The distance between the students during the exam must allow privacy.
- Once a student finishes the test, they will leave the test room and won't be allowed to enter again until every student finishes the test.
- The teachers will gather all the exams and evaluate them on their own.

Discussion test

The discussion test is the oral part of the exam. In this part, the students will select two cards blindly, one of them about project management and the second one about entrepreneurship. The external evaluators will be present at this moment, together with the internal evaluators (teachers).

- The students answer the questions individually in a discussion in presence of their evaluator's team. As an exception, and for making the test organization easier, the students could answer this part in groups of maximum 3 students.
- The same evaluator's team will evaluate all students.
- The evaluator's team will give their feedback to the students.
- The evaluator's team will reflect together about the student's answers once the student leaves the room.
- The students that finished the test, must not be in contact with the students that are still to pass it.

Certificate (EPMC)

The students receive a certificate after they passed the EPMC test. The text to be included in the has to include the following sections:

“Due to the achievements reached during the creation, establishment and operation of a Student Enterprise is

Name and Surname

hereby appointed with the

Entrepreneurial Project Manager Certificate

The student has demonstrated the knowledge acquired in project management and entrepreneurship education, including creativity, innovation, business, law, finances and marketing in order to run a Student Enterprise successfully.

Date, Year

Prof. Dr. Dr. h.c. Michael Gessler,
University of Bremen, Germany.

School Director
School, Country.”

The appropriate logos should be included in the certificate too.

The certificate to be handed out to the students will have a DIN-A4 format and the paper weight to be used for the printing will be 250 gr/m².

The following is an example of how the certificate looks like:



Due to the achievements reached during the creation, establishment and operation of a Student Enterprise is

Name Surname

hereby appointed with the

Entrepreneurial Project Manager Certificate

The student has demonstrated the knowledge acquired in project management and entrepreneurship education, including creativity, innovation, business, law, finances and marketing in order to run a Student Enterprise successfully.

1st Juni, 2017

Prof. Dr. Dr. h.c. Michael Gessler,
University of Bremen, Germany.

School Director,
School, Country.



Handing out the certificates to the students. Gala (optional).

After the whole process of establishing and operating a Student Enterprise, the students are ready to receive their Entrepreneurial Project Management Certificate. The students did their best during the whole process in order to reach this moment and therefore, this event is the representation and the recognition of their effort.

Such an event needs special arrangements too. For this reason, this section intends to give advice and suggestions on delivering the EPMC certificates to the participating students.

Room arrangements

Two areas are to be differentiated in the room: the audience area, and the stage area where the act will take place.

A conference room would be a good option, where its size will depend on the number of attendants expected. The audience area will count with enough seats for the attendants, which will be facing the stage area.

The stage area where the act is going to take place can be at the same level or can be slightly higher than the audience area, so that the audience have a good sight. It can include a table if the participants are to stay longer in the stage, or a simple lectern for short interventions. In the background, flags from the participant countries could be arranged as an option too.

The room should be prepared with technology devices like a projector, screen, microphones, speakers, and a computer if needed for the event.

People participating in the event

The school director and the teachers should be present in the event, in order to hand out the certificates to the students personally. The evaluators could be present as well if needed.

Handing out the certificates to the students. Gala (optional).

The student's families and stakeholders can be invited to the event too. In this case, the school could send an official invitation to the families as well as to the interested people.

Finishing

After the event, the school can prepare a "get together" with an optional small catering in order to socialize and networking with interested people attending to the event. This networking could be a good opportunity for the students in order to make new contacts in the economy sector.

Document tables and illustrations: own design.

Partners

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