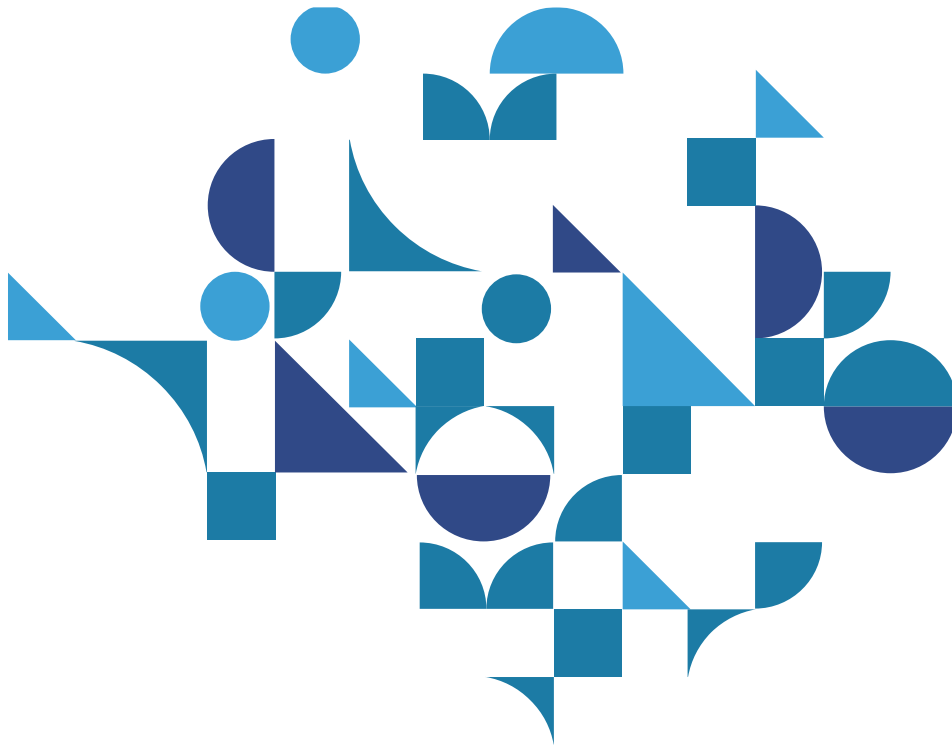




Industrial Engineering and
Management of European
Higher Education



Quality Assurance Plan



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V0.2	13.12.2019	ValueDo	Completion of QAP
V0.3	14.01.2020	ValueDo	Completion of QAP

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1. Executive information

This document addresses the Quality Assurance of the **IE3 Project**. The main aim of the Quality Assurance Plan is to describe the mechanism that will be used throughout the project to ensure the quality level of the project results and milestones. This plan also summarizes what must be achieved by the project, with the aim of helping all the partners in the procedures related to management and quality control.

This is also a guide for Project Coordinator (PoliBa) and for partners, to clearly identify responsibilities, tasks, main deadlines.

In the Annex to this document all the WPs are summarized and presented in a practical version, all the expected results are clearly listed and all the tasks (for each partner) are carefully described.

This plan is strictly connected to the Project Management activities (WP6) and the Project Evaluation (WP8).

2. General Information

1.1 Quality Policies:

- Compliance of each result, deliverable and milestone to the Work Plan, Grant Agreement and approved budget;
- Respect of deadlines and agreed schedules for activities and Results delivering (all the Results that were stated as Public in the application form);
- Each partner shall be aware of its tasks and responsibilities; each person involved in the project shall be aware of his/her duties. All the responsibilities and duties are detailed in this document;
- Results shall be checked and reviewed before delivering them (or publishing them on the project website) by PoliBa and ValueDo. In the case of three Milestones (ML3 and ML6) they will follow a specific procedure described at §2.2;
- Each partner shall record all the activities performed during the project through the Quarterly Report. ValueDo will remind to all the partners the deadline in advance.
- Minutes will be taken during all the Meetings and web calls by ValueDo.
- All Dissemination and Exploitation activities will be based on the “Dissemination and Exploitation Strategy” and all the activities will be recorded by each partner.
- In the case delays or quality problems will occur, they will be reported as soon as possible to ValueDo, that will deal with them with the support of PoliBa.

1.2 General Quality Indicators:

To check the quality of WP activities, milestones and process the main performance indicators will be:

- Observance of the activity plan and deadlines (to be checked through the detailed GANTT);
- Relevance of the outcomes;

- Achievement of the goals and objectives;
- Adjustment procedures.

These indicators will be adopted for all the WPs and milestones. They will be checked through the **Quarterly Report**.

3. EXECUTION OF WORK PACKAGES AND QUALITY OF RESULTS

3.1 Respect of WPs Deadlines

Objective: Control of WP activities against deadlines.

All the partners can find in the Quarterly Report prepared for each period the list of all the WPs, stating the planned start and end date for each Task. Partners are asked to indicate in the Quarterly Report the actual start and end date, to monitor the respect of the deadlines indicated in the GANTT.

3.2 Quality of results

Objective: Effective and consistent control of internal Results, ensuring high overall quality of contents, timely delivery and a uniform layout.

The Results expected for the project are listed in the Annexes to this document. Partners can find there a short description of them, the name of the main author (or author), the planned start and end date.

To monitor the activities performed to complete the results, the author is asked to state in the **Quarterly Report** the percentage of results completion (in case the result is not completed yet, the author is asked to provide information about the state of the work carried out; in case the result is completed, partners are asked to fill in the indicators provided). All the partners can comment on this.

In addition to that, each result will be checked by the Quality Assurance Manager according to the following check-list to ensure the quality of it:

Quality Indicator	Reference
Accordance with the objectives	<ul style="list-style-type: none"> • Description of Work (application) • Detailed description of the WP in the QAP
Respect of the templates and Visual Identity	<ul style="list-style-type: none"> • Visual Identity Rules (detailed in the Dissemination and Exploitation Strategy)
The result is clear and understandable	<ul style="list-style-type: none"> • Current language (English) • Correct document structure • Correct use of pictures, tables and diagrams • Clear distinction between body text and annexes
The result is complete	Content check covering: <ul style="list-style-type: none"> • Missing parts • Non-existing references

	<ul style="list-style-type: none"> • Topics not covered • Unclear arguments
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3.3 Tool: Quarterly Report

Objective: keep track of all the activities performed during the reporting period

Interim and Final Reporting will be based on **Quarterly Reports** delivered by each project Partner, on the template that ValueDo will draft for each period.

The quality assurance procedures are based on two tools:

- 1) QR_WP and Results quality
- 2) QR_Activities description and partnership evaluation

Here below the instruction about how to use the two tools:

1) QR_Activities description and partnership evaluation (.doc):

It contains information about the overall activities conducted by each single partner and an evaluation on communication and collaboration within the partnership.

Instructions to use it:

- the template document that each partner is asked to complete is stored in Google Drive – WP7 Folder (Activities description and partnership evaluation)
- copy the template document
- fill in the document
- send it completed to aleguadagni@gmail.com and giuditta@valuedo.eu

2) Quarterly Report_WPs and Results (Google Spreadsheet):

This file will be on Google Drive as spreadsheet, so to allow all the partners to modify it freely. It contains:

a. WP Section (one for each WP carried out in the quarter):

- **WP Leader** will provide information on the specific activities carried out within the WP.
- In case there are different Task Leader, the **WP Leader** is responsible for getting information by each Task Leader and reporting.
- **All the partners** are requested to give feedback, if any, on the sections filled in by the WP Leader.
- Some sections (on problems experienced and expected) are compulsory for **all the partners**.

b. Results section (one for each Result expected in the quarter):

- **QA Leader** will insert the expected start and end date for each result, as declared in the application form.
- **Result Responsible** will declare actual start and end date and can give feedback on the project result preparation (if any).
- **Result Responsible** will declare the percentage of completion of the result and can comment on it
- If the result has reached the 100% of completion within the WP, **all the partners** will be asked to answer to same evaluation questions. The number of questions will change according to the results (the number of 3 questions in the template is random).

Lead partner for both WPs and Results are asked to insert their information before the other partners, so to allow them to comment on this.

The Interim and Final Reports will be prepared according to all partners' contributions collected through the QRs on the progression of activities. PoliBa will meticulously check the documents and will deliver them in due time to the European Commission. The Interim Report should be delivered by May 2021 (one month after the end of the 18th month of the project), while the Final Report should be delivered two months after the project end (expected in October 2022).

The deadlines for the delivery of QRs are listed here below:

Number of the QR	Deadline
1st QR:	08.02.2020
2nd QR:	10.05.2020
3rd QR:	09.08.2020
4th QR:	08.11.2020
5th QR	07.02.2021
6th QR	08.05.2021
7th QR	07.08.2021
8th QR:	06.11.2021
9th QR:	10.02.2022
10th QR:	07.05.2022
11th QR:	06.08.2022
12th QR:	05.11.2022

ValueDo will recall all the partners the deadlines.

Dissemination Report: each partner will be responsible of keeping track of Dissemination Activities. DRs are not periodical but triggered by any actual dissemination activity performed. Despite this, in the Quarterly Report all partners are asked to describe shortly the dissemination activities performed. For more information, please check "Dissemination and Exploitation Report".

3.4 Evaluation of the Milestones

Objective: ensure the quality of the MLs.

Evaluation questionnaires referring to methodologies, indicators, etc. will be based on the fulfillment of the following macro-indicators:

The evaluation of all the MLs will be conducted by the partners through the **Quarterly Report**.

In addition to that, according to WP8, the three Milestones listed below:

MILESTONES	INDICATORS			MAIN AUTHOR
ML1: Report on education & training convergences and divergences and company good practices in IE&M	A significant number of IE&M syllabi of EU Universities collected and analysed	A significant number of company educational good practices identified and analysed		PUT
ML2: Training Needs Analysis	Participants representing target groups have been selected in order to ensure the maximum degree of representativeness	Targets have been reached with samples and questions of acceptable number and quality to perform an adequate in-depth analysis	Data collection through surveys and in-depth analysis have been performed	PoliBa
ML3: Body of Knowledge	Training needs identified have been properly included into the designing framework for IE&M Courses	Clear identification of the technical specifications for reshaping Courses in IE&M	Adaptability of the BoK's provisions in all partner contexts	PoliBa + EXT. EXPERTS
ML4: 4 Renewed Training Courses	Fully adoption of the framework and technical specifications described in the BoK	Effectiveness and efficiency of the renewed Course (evaluation of the participants)		LIU
ML5: Prototype of 4 e-learning modules	Fully adoption of the framework and technical specifications described in the BoK	Fully adoption of the agreed technical and pedagogical requirements	Effectiveness and efficiency of the Course (evaluation of the participants)	UPM
ML6: IE3 Master's Programme	Fully adoption of the framework and technical specifications described in the BoK	Adaptability of the MSc's Programme to other non-partner contexts		LIU + EXT.EXPERTS

ML3 and ML6 will be evaluated by external partners through a person/virtual interview on a specific semi-structured questionnaire.

2.4.1 INTERNAL EVALUATION

All three milestones presented above will be evaluated by the project partners through the internal evaluation **questionnaire for partners (R8.1)**.

2.4.2 EXTERNAL EVALUATION ON ML3 AND ML6

The two milestones M3 and ML6 will be also object of an external evaluation. External professionals will be appointed for an impartial and specialist evaluation of the milestones. The external evaluation will be outsourced to ensure objectivity and ensure that significant evaluative work does not divert partners' attention away from core activities. UPM, with the support of PoliBA, will select a short list of 6 Independent evaluators, among which 3 will be selected by the Steering Committee, in the composition provided in the QAP (R7.1).








At least 2 external evaluators will be asked of giving their opinion on ML3 and ML6 through a person/virtual interview on a specific semi-structured questionnaire, that will be created by WP8 Leader.

Finally, the WP Leader will collect the questionnaires and will elaborate a specific report concerning feedbacks to be included in the Overall Evaluation Report (R8.2).

3.5 Management of Deliverables and Document Storage

All the results will be stored in Google Drive, in a Folder titled "IE3_Official partnership Folder". In order to add new staff members to the Folder, please contact Alessandro Guadagni (ValueDo): aleguadagni@gmail.com

The folder is structured as follows:

-  0. Official documents
-  1. Preparation (WP1 and WP2)
-  2. Implementation (WP3, WP4 and WP5)
-  3. Management (WP6)
-  4. Quality Assurance and Evaluation (WP7 and WP8)
-  5. Dissemination and Exploitation (WP9)
-  6. Project meetings

All the documents stored on the hosting tool can be classified as below:

DOCUMENT CATEGORIES:

- a. Result (Final version)
- b. Result (drafts and review versions)
- c. Quarterly Report (one folder for each partner)
- d. General Dissemination Materials (common to the partnership)
- e. Partner Dissemination Material
- f. Meetings and Web calls Minutes
- g. Pictures
- h. Public conference presentations
- i. Templates

TEMPLATES AVAILABLE ON THE STORAGE:

- Templates for .doc and .ppt documents are available in WP9 Folder
- Quarterly Report (.docx file and Google Spreadsheet)
- Physical and Virtual Meetings Agenda and Minutes (.docx file)
- Dissemination Activity Report (.xlsx file)
- Document for keeping track of dissemination activities (soon available)
- Time Sheets (.xlsx file)

When validated the project documents and results will be stored in the private section in the IE3 website.

Documents delivery process

All the project documents/results will be managed and delivered according to the WPs Responsibilities flowcharts (Annex 1) that identify the role of partners in the execution of each task to be performed in order to release the documents/results.

When in progress all the documents should be uploaded as “Google Doc” or “Google Spreadsheet”. These formats will allow the partners to modify the texts freely. **N.B. always edit the texts with track change on, as for allowing the author of the documents to see what and by whom the changes were made!**

Documents delivery and upload must be acknowledged to all the partners involved in the specific result, and in particular to the contact persons indicated in section §4.

3.6 Financial Management

According to the rules of the Knowledge Alliance program, the Financial Reporting will be based on the Time Sheets. Staff will be paid on the basis of unit cost rates. Here below an overview of the detailed Budget:

Time Sheets shall be stored on the hosting tool every 3 month.

ValueDo will monitor the regular delivery of Time Sheets, while PoliBa is in charge of the overall management of financial issues.

Number of the FR	Deadline	Reporting Period
1nd FR:	07.02.2020	Nov19-Jan20
2th FR:	08.05.2020	Feb20-Apr20
3th FR:	07.08.2020	May20-Jul20
4th FR:	06.11.2020	Aug20-Oct20
5th FR:	05.02.2021	Nov20-Jan21
6th FR:	07.05.2021	Feb21-Apr21
7th FR:	06.08.2021	May21-Jul21
8th FR:	05.11.2021	Aug21-Oct21
9th FR:	04.02.2022	Nov21-Jan22
10th FR:	06.05.2022	Feb22-Apr22
11th FR:	05.08.2022	May22-Jul22

12th FR:	04.11.2022	Aug22-Oct22
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Instructions:

All the Timesheets should be uploaded by the deadline in each partners' Google Drive Folder or sent to both PoliBa and Valuedo. In case of upload on Google Drive, the Financial Responsible for the partner should inform ValueDo and PoliBa that the timesheets are uploaded.

Valuedo will check the timesheets under a formal point of view, for ensuring that no formal mistakes were made. When checked, ValueDo will communicate to the partners if there are suggestions/modifications. If any (or when ready) the partner should upload the final version of the Timesheet in .pdf format with signatures of the Legal representative and stamp of the organization.

Financial information (such as contracts, proof of payments, pay slips, etc.) should be sent just to PoliBa as Lead partner and should never be uploaded on Google Drive.

2.6.1 Grant Transfers

As presented in the Partnership Agreement all the partners signed, the rules related to the payments are the following. The partners will receive their grant in 3 installments of 40% - 40% and 20% (balance) of the maximum amount specified in article 5.2 according to the following schedule:

- **First installment** amounting to 40% of the total partner's grant value will be transferred once the Coordinator has signed the Grant Agreement and received the first pre-financing instalment from the Commission
- **Second installment** The Coordinator will transfer the second pre-financing instalment corresponding to the 40% of the total estimated Erasmus+ grant contribution to the respective account of each beneficiary after receipt from the Executive Agency without unjustified delay provided the following conditions:
 - the beneficiary has duly filled in and provided in due time the contributions to the reports, both narrative and financial;
 - the coordinator has checked, monitored and verified the above-mentioned contributions to the report;
 - The coordinator has monitored and verified that the Party has contributed to an efficient and effective implementation of the Project for the period concerned as set in the GA;
 - The Party is not a Defaulting Party;
 - at least the 70% of the First pre-financing instalment has been used up;
 - the Commission has approved the Progress Report on the implementation of the Action on the activities performed in the first 18 months of the project;
 - the Commission has transferred the second pre-financing installment to the Coordinator.
- Balance will be transferred after the approval of the Final Report by the EACEA and it will be calculated according to the amount of the eligible expenses approved by the EACEA, if all the above-mentioned conditions are respected
- All the installments will be done upon the proof of having spent at least 70% of the previous installment.

3.7 Project Meetings

Seven project Meetings will be held during the two years, according to the GANTT. If necessary, more meetings could be organized in any moment.

- **PM1 - Kick Off Meeting (M1 – November 2019)**, in Bari (Italy) to present the action plan, management tools, Quality Assurance Plan, dissemination common guidelines and plan the first activities to be done in WP1 (educational offer) and WP2 (educational demand, preparation of the BoK). All the partners will participate.
- **PM2 - BoK preparation Meeting (M9 – July 2020)**, in Poland, hosted by PUT, to revise the work done in WP1 and WP2, starting the gap analysis, define the main and common features of the BoK, plan the finalization of the BoK activities of the preparation phase. All the partners will participate.
- **PM3 - IE3 course Planning Meeting (M13 – exp. November 2020)**, in Spain, hosted by UPM, to validate the BoK, define the common requirements for the IE3 courses, go into details of the courses to develop. All the partners will participate.
- **PM4 - IE3 E-learning courses preparation Meeting (M21 – exp. July 2021)** in Sweden, hosted by LIU: the partners will discuss together the experience and feedback from the Courses pilot, discuss about pedagogical and technical features for the e-learning modules, show the partners how the e-learning should look like (practical session), plan the pilot of the e-learning modules. All the partners will participate.
- **PM5 - IE3 e-learning course testing (M28 – exp. February 2022)**, in Poland, hosted by PUT. The main purpose of the meeting will be revising in plenary session the e-learning materials prepared, agreeing on the planning of the e-learning course. All the partners will participate.
- **PM6 - IE3 WP5 preparation activities (M32 – exp. June 2022)**, in Italy, hosted by ValueDo. During this meeting the partners will discuss together the feedback from the pilot of the e-learning modules, agree on the final version of them, will plan how to redesign the IE3 Master Program, how to structure the Handbook. All the partners will participate.
- **PM7 - Close-up Meeting (M36 – exp. October 2022)**, in Italy, hosted by PoliBa. Partners will analyze the final project outputs and meet with associated partners and relevant stakeholders to present officially the project results and publicly engage to achieve the foreseeable outcomes after the project is finished. All the partners will participate.

In addition to these meetings, the partnership will have a monthly partnership virtual meeting. During conference calls, organized by ValueDo, the partners will have the possibility to discuss about the development of the activities, the problems encountered and the solutions to be adopted for overcoming the difficulties. These calls will also ensure to constantly checking on project smooth progress and monitoring the execution of the due activities.

In addition to this, bilateral or multilateral tele-conferences will be organized when necessary to coordinate specific activities and the development of specific tasks, or for discussing about administrative issues.

3.8 Conflict Resolution Process

Each person involved in the project shall report any problems or serious concerns regarding the project development (related to management, progress, quality of products, etc.) or any conflict with other partners to University of Foggia as the Coordinator. The identification of any conflicts is responsibility of all project

participants, which should notify disagreement to the project manager who should trigger the conflict resolution procedure, escalating to higher levels only if necessary.

Coordinator will analyze the problems and will try to find a solution at the lowest level, in an amicable way, without the participation of other partners.

If that fails, the procedure to be applied is the following:

- the Coordinator will separately contact all parties within 1 week, to identify the different viewpoints, and thus starting the “level 1”. Based on a clarification of viewpoints, the Coordinator will try to achieve consensus by proposing a solution within 2 weeks. If the solution is achieved, it should be recorded in a short report; if not, no documents should be produced, and the problem escalates.
- If level 1 fails, the project manager will convene the Steering Committee within 1 week. At this level, all work will be in writing. If necessary, the Steering Committee can authorize the Coordinator to claim help from Knowledge Alliance Team.
- If level 2 fails, a special partnership meeting will be called within 2 weeks by the project manager. Partner representatives will be required to vote on the issue.

4. Management Structure

PoliBa is Applicant and WP Management leader and is in charge of communications with EACEA/European Commission. PoliBa will also play a key role to reach consensus, to guarantee an active participation of all the partners in order to ensure the smooth progress of the project.

ValueDo will be the technical support of the WP leader and will facilitate the communication and information flows within the partnership, ensuring technical assistance to them, reminding the deadlines (milestones, results, documents, meetings, etc.).

3.1 Steering Committee

Steering Committee (SC) is composed by one representative for each organization and it is led by PoliBa. The SC will coordinate the project at the scientific and technical level and will represent the decision-making body of the project. PoliBa, as the project leader, will be represented by Prof. Giovanni Mummolo for all scientific and technical issues of the project. The members in the Steering Committee for each partner are the following:

Steering Committee Members		
Project Partner	Name and Surname	E-mail address
POLIBA	Giovanni Mummolo	giovanni.mummolo@poliba.it
LIU	Jan Erik Lundquist	jel@ipe.liu.se
UPM	Miguel Ortega	miguel.ortega.mier@upm.es

PUT	Marek Fertsch	marek.fertsch@put.poznan.pl
VALUE	Umberto Pascucci	umbertopsc@gmail.com
INFO	Francesco Paolo Contò	progetti.infotech@gmail info@infotechsrl.net pmlasa@yahoo.it
TDIT	Giorgio Ante	giorgio.ante@it.bosch.com
IMPE	Jörgen Aronsson	jorgen.aronsson@implema.se
ARRUTI	Oskar Sánchez	o.sanchez@arruti.com
ALCO	Hanna Gołaś	hanna.golas@alco-mot.pl

3.2 QA Officers

People in charge of the Quality Assurance for each partner are listed here below. In particular, they are in charge to provide the Quarterly Reports and to manage any requests related to quality assurance from the Project Management staff and from the QA manager.

Quality Assurance Managers		
Project Partner	Name and Surname	E-mail address
POLIBA	Giorgio Mossa	giorgio.mossa@poliba.it
LIU	Janerik Lundquist	jel@ipe.liu.se
UPM	Joaquín Ordieres	j.ordieres@upm.es
PUT	Agnieszka Stachowiak	agnieszka.stachowiak@put.poznan.pl
VALUE	Alessandro Guadagni	aleguadagni@gmail.com
INFO	Gianluigi De Pascale Francesco Paolo Contò Laura Porcelli	progetti.infotech@gmail info@infotechsrl.net gianluigi.depascale@gmail.com
TDIT	Carmine Vox	carmine.vox@it.bosch.com

IMPE	Eskil Rehme	eskil.rehme@implema.se
ARRUTI	Iker Salcedo	i.salcedo@arruti.com
ALCO	Hanna Gołaś	hanna.golas@alco-mot.pl

3.3 Development and Implementation WPs Coordinators

WP leaders will be responsible for the scientific and technical activities during their WP leaderships, in coordination with the overall management activity. All the decisions will be taken according to the Project Manager and to the appointed officers for each partner, as presented in the Flow Chart (see Annexes).

In order to guarantee a smooth execution of the tasks and an efficient communication and collaboration among the partners, the document indicates the name of the responsible for each implementation work package. They are the contact persons for the execution of the activities:

WP1 Contact person		
Project Partner	Name and Surname	Email address
POLIBA	Salvatore Digiesi	salvatore.digiesi@poliba.it
LIU	Jan Erik Lundquist	jel@ipe.liu.se
UPM	Joaquín Ordieres	j.ordieres@upm.es
PUT Lead Partner	agnieszka Stachowiak	agnieszka.stachowiak@put.poznan.pl
VALUE	Alessandro Guadagni	aleguadagni@gmail.com
INFO	Gianluigi De Pascale Francesco Paolo Contò	progetti.infotech@gmail.com info@infotechsrl.net gianluigi.depascale@gmail.com
TDIT	Giuseppe Maffei	giuseppe.maffei@it.bosch.com
IMPE	Eskil Rehme	eskil.rehme@implema.se
ARRUTI	Carlos Urueña	ceo@suhalur.com
ALCO	Hanna Gołaś	hanna.golas@alco-mot.pl
WP2 Contact Person		
Project Partner	Name and Surname	Email address
POLIBA Lead Partner	Francesco Facchini	francesco.facchini@poliba.it
LIU	Jan Erik Lundquist	jel@ipe.liu.se

UPM	Joaquín Ordieres	j.ordieres@upm.es
PUT	Joanna Oleśków Szłapka	joanna.oleskow-szlapka@put.poznan.pl
VALUE	Alessandro Guadagni	aleguadagni@gmail.com
INFO	Gianluigi De Pascale Francesco Paolo Contò	progetti.infotech@gmail info@infotechsrl.net gianluigi.depascale@gmail.com
TDIT	Claudio Giuseppe Scarpetta	claudio.scarpetta@it.bosch.com
IMPE	Eskil Rehme	eskil.rehme@implema.se
ARRUTI	Carlos Urueña	ceo@suhalur.com
ALCO	Maria Łuczak	finanse@alco-mot.pl

WP3 - Designing new training courses and internal testing within partner Universities		
Project Partner	Name and Surname	Email address
POLIBA		
LIU		
UPM		
PUT		
VALUE		
INFO		
TDIT		
IMPE		
ARRUTI		
ALCO		
WP4 - Turning training courses into E-learning courses and application to other partner universities		
Project Partner	Name and Surname	Email address
POLIBA		
LIU		

UPM		
PUT		
VALUE		
INFO		
TDIT		
IMPE		
ARRUTI		
ALCO		
WP5 - Revising a new educational pathway of IE&M		
Project Partner	Name and Surname	Email address
POLIBA		
LIU		
UPM		
PUT		
VALUE		
INFO		
TDIT		
IMPE		
ARRUTI		
ALCO		

3.4 Dissemination Managers

Dissemination officers are in charge of keeping track of the dissemination activities by the partner organization, completing the Excel file and updating them in Google Drive.

Dissemination Managers		
Project Partner	Name and Surname	Email address
POLIBA	Francesco Facchini	francesco.facchini@poliba.it
LIU	Mathias Henningsson	mathias.henningsson@liu.se
UPM	Miguel Gutierrez	miguel.gutierrez@upm.es
PUT	Joanna Oleśków Szłapka	joanna.oleskow-szlapka@put.poznan.pl

VALUE	Alessandro Guadagni	aleguadagni@gmail.com
INFO	Gianluigi De Pascale Francesco Paolo Contò	progetti.infotech@gmail info@infotechsrl.net gianluigi.depascale@gmail.com
TDIT	Paolo Vincenzo Ciannamea	paolo.ciannamea@it.bosch.com
IMPE	Eskil Rehme	eskil.rehme@implema.se
ARRUTI	Gorka Goiriena	g.goiriena@arruti.com
ALCO	Hanna Gołaś	hanna.golas@alco-mot.pl

3.5 Financial Officers

Financial officers are in charge of providing to the Lead partners the financial and supporting documents and ensuring the compliance of the budget for the respective organizations.

Financial Managers		
Project Partner	Name and Surname	Email address
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IMPE		

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5. Expected Impacts

Partners want to impact on people, practices, organizations and systems. The short-term results are listed here below, with the respective target groups/potential beneficiaries, quantitative and quality indicators. Each partner must keep track of the quantitative and qualitative results in the chart that will be uploaded each 3 months, through the Quarterly Report.

SHORT-TERM RESULT	TARGET GROUPS/POTENTIAL BENEFICIARIES	QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS
<ul style="list-style-type: none"> Learning and acquisition of updated knowledge & skills on IE&M Acquiring Personal Entrepreneurial Competencies (intrapreneurial skills) 	Students	<ul style="list-style-type: none"> # of students participating in the project # of students completing the courses # attending the e-learning courses 	<ul style="list-style-type: none"> Knowledge & skills before/after the courses
<ul style="list-style-type: none"> Updating of knowledge and skills on IE&M related subjects through e-learning 	Company personnel	<ul style="list-style-type: none"> # of employees participating in the classes # of employees testing the e-learning course 	<ul style="list-style-type: none"> Economic sector
<ul style="list-style-type: none"> Learning how to build e-learning contents 	Partner Teaching staff	<ul style="list-style-type: none"> # of academic members trained 	<ul style="list-style-type: none"> Scientific background of academics
<ul style="list-style-type: none"> Improvement of IE&M and entrepreneurial education offer and methodologies 	Universities	<ul style="list-style-type: none"> # of Universities which adopted the IE3 materials 	<ul style="list-style-type: none"> Courses to be renewed

<ul style="list-style-type: none"> • Availability of 4 courses (syllabus + training materials) developed according to the BoK • Availability of 4 e-learning modules to adopt in the formal curricula 	Universities Students Company personnel Teaching staff	<ul style="list-style-type: none"> • # of attendees of the courses performed during the project implementation • # of attendees of the e-learning modules 	<ul style="list-style-type: none"> • Kind of target group attending the courses • Kind of target group attending the e-learning modules
<ul style="list-style-type: none"> • Redesign of a whole IE&M Master course 	Universities	<ul style="list-style-type: none"> • # of Universities adopting the new MS course 	Country of adoption

LONG-TERM OUTCOME	TARGET GROUPS/POTENTIAL BENEFICIARIES	QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS
<ul style="list-style-type: none"> • Increasing employability of the students 	Students	<ul style="list-style-type: none"> • # of graduates pursuing a business or research career • # of graduates being employed in companies 	<ul style="list-style-type: none"> • Performed roles and duties
<ul style="list-style-type: none"> • Updating IE&M related knowledge and skills 	Company personnel	<ul style="list-style-type: none"> • # of employees' initiatives where the new skills were applied 	<ul style="list-style-type: none"> • Innovations developed by employees with the use of new methods & practices

<ul style="list-style-type: none"> • Establishing interdisciplinary co-operation • Knowledge sharing and exchange 	Academics and Universities	<ul style="list-style-type: none"> • # of papers discussing new methods & practices • # of IE&M-related interdisciplinary research & educational projects involving knowledge triangle actors 	<ul style="list-style-type: none"> • Research topics discussed in the papers • Topics of the undertaken IE&M-related educational, research and business projects
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<ul style="list-style-type: none"> • Introduction of new management and innovation strategies, based on the IE3 results • Setting up University-Business partnerships 	Companies	<ul style="list-style-type: none"> • # of company project where the innovative methods are applied 	<ul style="list-style-type: none"> • Innovations developed with the use of the transferred knowledge

Below listed the Expected Impact to reach at the end of the project. All the partners need to keep them in mind, in order to be able to reach project results.

TARGET GROUPS	SHORT TERM EXPECTED IMPACTS	ACTIVITIES FOR REACHING THE IMPACT
Project Partner Universities	Definition of EU educational good practices (WP1) (E)	Successful implementation of WP1
	Definition of the Bok for renewing courses (WP2) (E)	Successful implementation of WP2
	Promotion and use of the training material for 4 courses (WP3) (E)	Successful implementation of WP3
	Open access to the 4 e-learning modules (WP4) (E)	Successful implementation of WP4
	Definition of a new IE&M Master course, including at least 8 courses redesigned (syllabi) (WP5) (E)	Successful implementation of WP5
Students	200 students (50 per each Uni) attending the 4 pilot courses to develop new skills (L, R)	Organizing new courses and recruiting students
	45 students (15 per each Uni) attending the 4 pilot e-learning modules to develop new skills (L, R)	Developing e-learning materials and recruiting students

	Students not participating in the project At least 800 students will gain awareness about the renewed IE&M training offer and the open-access e-learning modules. The evaluation has been done considering: the mailing lists of the universities partner and the student orientation activities that represent a prominent pool of potential end-users of the project outputs. (E)	Disseminating the project outputs outside the partnership, involving each partners' networks
Partner Companies	Participation to the 4 courses organized by the Universities (N)	Attending the courses (WP3)
Testing the 4 e-learning materials developed by the Universities (N)	Attending the e-learning courses (WP4)	
Other Companies	Testing the 4 e-learning materials developed by the Universities, after validation (E)	Attending the e-learning courses (WP4)
Teaching staff	Development of skills of building e-learning modules: at least 2 staff members per partner (L, R)	Developing pilot e-learning modules (WP4)
Availability of 4 courses materials and 4 open access e-learning modules (E)	Exploiting the courses materials (WP3) and -learning courses (WP4)	
Organizations supporting entrepreneurship	Availability of 4 courses materials and 4 open access e-learning modules (E)	Exploiting the courses materials (WP3) and -learning courses (WP4)

TARGET GROUPS	LONG TERM EXPECTED IMPACTS	ACTIVITIES FOR REACHING THE IMPACT
Project Partners	Selected project partners will submit at least one new project , which would exploit further the project results	Preparation of new project ideas
HEIs and Students	400 students and 30 academics will gain benefits from IE3 outputs (courses and e-learning modules) that will be adopted formally within each Partner University	Replication of the courses and adoption of new ones (build on the R5.1 IE3 Master's Programme)
Companies	At least 100 Companies will benefit from the new courses implemented and will be able to attend to e-learning modules	Adoption of the IE3 Master program by at least the partner Universities

6. Project Results

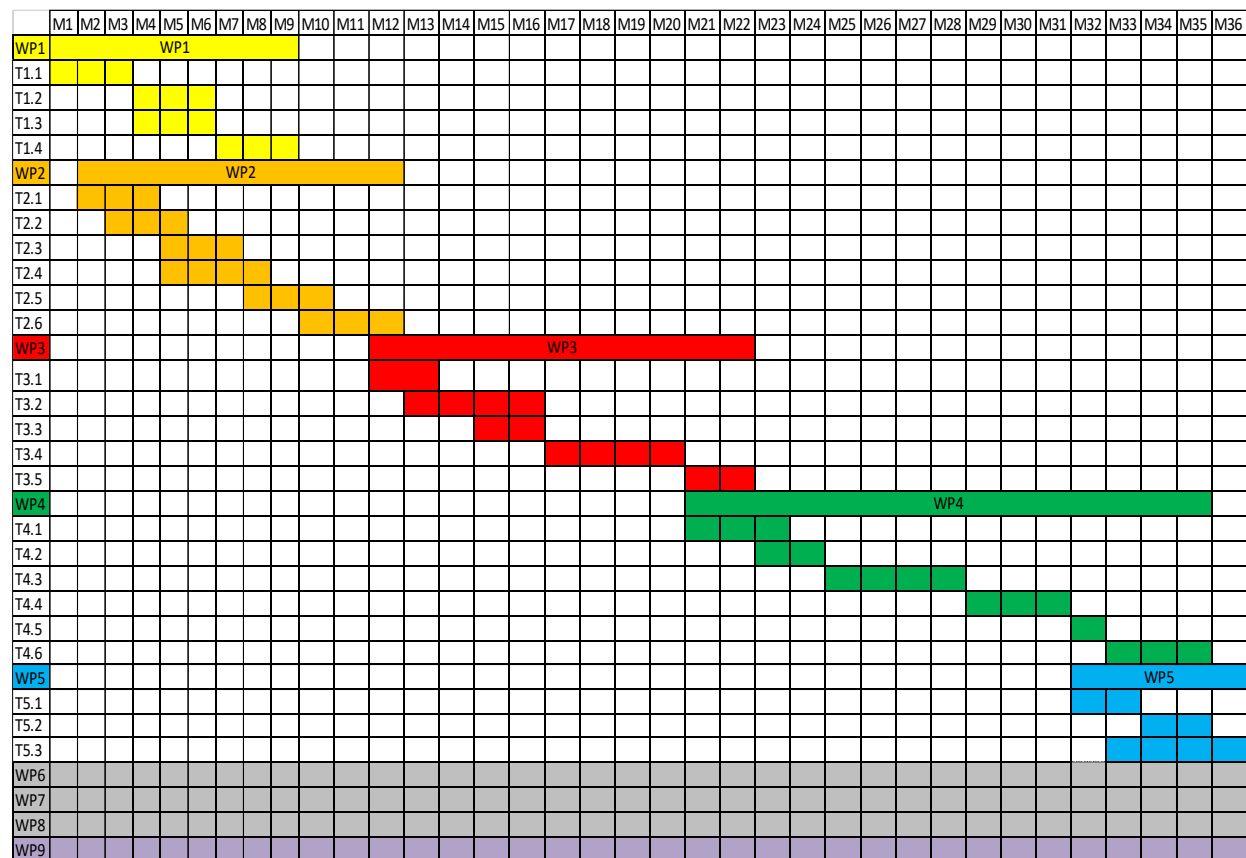
Nr of WP	Lead organisation (Pn)	Deliverable nr	Start date	End date	Title of the deliverable	Medium that will be used	Languages	Dissemination level (Public, Restricted, Confidential)	Target groups/potential beneficiaries
WP1	PUT	R1.1	M1	M3	Desk Research on HEI educational offer Action Plan	Electronic	English	Confidential	Project partners
WP1	PUT	R1.2	M1	M3	Company education and training good practices collection Action Plan	Electronic	English	Confidential	Project partners
WP1	PUT	R1.3	M5	M9	Report on education & training convergences and divergences and company good practices in IE&M	Electronic	English	Public	All target groups identified
WP2	POLIBA	R2.1	M1	M4	Action plan for the survey for students and Academics	Electronic	English	Confidential	Project partners
WP2	POLIBA	R2.2	M1	M4	Action plan for semi-structured interviews for entrepreneurs	Electronic	English	Confidential	Project partners
WP2	POLIBA	R2.3	M8	M10	Training Needs Analysis	Electronic	English	Restricted	Programme participants
WP2	POLIBA	R2.4	M10	M12	Body of Knowledge (BoK)	Electronic	English	Public	All target groups identified
WP3	LIU	R3.1	M12	M13	IE3 Course Action Plan	Electronic	English	Confidential	Project partners
WP3	LIU	R3.2	M13	M16	Renewed courses learning materials	Electronic	English	Restricted	Programme participants
WP3	LIU	R3.3	M17	M20	Renewed IE&M Course evaluation report	Electronic	English	Restricted	Programme participants
WP3	LIU	R3.4	M20	M22	IE3 courses final version	Electronic	English	Public	All target groups identified

WP4	UPM	R4.1	M2	M23	Memorandum on technical criteria for the development of e-learning modules and requirements of the technical environment	Electronic	English	Confidential	Project partners
WP4	UPM	R4.2	M23	M24	E-learning Pedagogical Strategy	Electronic	English	Restricted	Programme participants
WP4	UPM	R4.3	M25	M28	Prototype of e-learning modules	Online	English	Restricted	Programme participants
WP4	UPM	R4.4	M28	M31	IE3 - E-learning modules Implementation Action plan	Electronic	English	Confidential	Project partners
WP4	UPM	R4.5	M31	M32	E-learning modules evaluation	Electronic	English	Restricted	Programme participants
WP4	UPM	R4.6	M33	M35	Final version of e-learning modules	Electronic	English	Public	All target groups identified
WP5	LIU	R5.1	M32	M35	IE3 Master's Programme based on the BoK guidelines	Electronic	English	Public	All target groups identified
WP5	LIU	R5.2	M32	M36	IE3 model Courses Handbook	Electronic	English	Public	All target groups identified
WP6	POLIBA	R6.1	M1	M1	Partner Agreement	Electronic	English	Confidential	Project Partners
WP6	POLIBA	R6.2	M1	M1	Management Tools	Electronic	English	Confidential	Project Partners
WP6	POLIBA	R6.3	M1	M36	Project Meetings documents	Electronic	English	Confidential	Project Partners
WP6	POLIBA	R6.4	M18	M18	Interim Report	Electronic	English	Confidential	Project partners
WP6	POLIBA	R6.5	M36	M36	Final Report	Electronic	English	Confidential	Project partners
WP7	VALUE	R7.1	M1	M2	Quality Assurance Plan	Electronic	English	Confidential	Project partners

WP7	VALUE	R7.2	M1	M2	Quarterly Project Reports template	Electronic	English	Confidential	Project partners
WP8	UPM	R8.1	M1	M35	Evaluation questionnaires for Partners and External Evaluators	Electronic	English	Confidential	Project Partners
WP8	UPM	R8.2	M11	M36	Overall Evaluation Report	Electronic	English	Confidential	Project Partners
WP9	INFO	R9.1	M1	M2	Dissemination and Exploitation plan	Electronic	English	Confidential	Project Partners
WP9	INFO	R9.2	M1	M2	IE3 Website	Online	English	Public	All target groups identified
WP9	INFO	R9.3	M11	M12	IE3 PR materials	Electronic	English	Public	All target groups identified
WP9	INFO	R9.4	M18	M18	Intermediate Dissemination Report	Electronic	English	Public	All target groups identified
WP9	INFO	R9.5	M35	M36	Final Dissemination Report	Electronic	English	Public	All target groups identified

ANNEX 1: Detailed Workplan, GANTT And Resources Per Each WP

Project GANTT



WP 1 – RESEARCHING HEI TRAINING OFFER AND COMPANY GOOD PRACTICES IN THE FIELD OF IE&M

Aim and objectives:

The aim of this WP is to identify the training pathways currently provided by European HEIs and the good practices in use within the companies involved in the IE&M field, with particular attention to Industry 4.0-related topics. The ultimate goal of WP1 and WP2 is to provide an evidence-based framework of reference for the later renovation of Master's courses. To achieve this, during WP1 the partners will carry out a study on the educational offer provided by IE&M departments and the good practices in use within partner companies. Partners will conduct a text mining analysis (i.e. a meaningful extraction of data from the academic syllabi gathered) in order to define the main convergences and divergences of the current educational offer in the IE&M field.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R1.1: Desk Research on HEI educational offer Action Plan	This document will be the reference framework for the implementation of each desk research.	PUT	M1	M3		
R1.2: Company education and training good practices collection Action Plan	This document will be the reference framework for the implementation of the research on good practices adopted by companies in the field of IE&M education.	PUT	M4	M6		
R1.3: Report on education & training convergences and divergences and company good practices in IE&M	This document will identify the main convergences and divergences on educational offer in IE&M in Universities and companies in Europe. This report will be used in order to identify how the IE&M educational providers are reacting to the technological changes that affect the way companies produce, with a particular attention to the Industry 4.0 paradigm.	PUT	M7	M9		

WP1 Detailed GANTT

			Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020
WP1	RESEARCHING HEI TRAINING OFFER AND COMPANY GOOD PRACTICES IN THE FIELD OF IE&M		M1	M2	M3	M4	M5	M6	M7	M8	M9
	T1.1	Design and Plan the desk research on the educational offer and company good practices in the field of IE&M									
	T1.2	Carrying out in-depth researches on HEI educational offer									
	T1.3	Carrying out in-depth researches on the good practices in the companies involved in the field of IE&M									
	T1.4	Preparation of a report on education and training convergences and divergences and company good practices in IE&M									

WP1 Responsibility Flow Chart

WP1	RESEARCHING HEI TRAINING OFFER AND COMPANY GOOD PRACTICES IN THE FIELD OF IE&M		POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T1.1	Design and Plan the desk research on the educational offer and company good practices in the field of IE&M	P	P	P	LEAD	V	V	V	V	V	V
	T1.2	Carrying out in-depth researches on HEI educational offer	P	P	P	LEAD	V	V	V	V	V	V
	T1.3	Carrying out in-depth researches on the good practices in the companies involved in the field of IE&M	P	P	P		P	P	P	P	P	P
	T1.4	Preparation of a report on education and training convergences and divergences and company good practices in IE&M	P	P	P	LEAD	V	V	V	V	V	V

WP1 Working Days distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
1	Lead partner	P4 - PUT	PL	15	80	0	13	108
		P1 - POLIBA	IT	7	50	0	13	70
		P2 - LIU	SE	7	50	0	13	70
		P3 - UPM	ES	7	50	0	13	70
		P5 - VALUE	IT	5	7	7	0	19
		P6 - INFO	IT	2	4	4	0	10
		P7 - TDIT	IT	8	13	0	4	25
		P8 - IMPL	SE	8	13	0	4	25
		P9 - ARRUTI	ES	8	13	0	4	25
		P10 - ALCO	PL	8	13	0	4	25
<i>Subtotal</i>				75	293	11	68	447

Aims:

By comparing the current educational offer (WP1) and the skills required (according to the students, academics and companies investigated in this WP through surveys and interviews), the existing gaps between the two will become apparent, also stressing out the relevance of this project in providing an answer. The investigation will take into account also a number of skills that will be necessary to develop in order to meet the requirements of the so-called Industry 4.0 paradigm: the target groups will be also asked to provide feedback on these aspects. Following this process, the partners will produce the so-called Body of Knowledge (BoK), that can be seen as both a “conceptual framework” and the “technical specifications” for designing renewed courses in IE&M. The WP will produce the following results: - Ad-hoc designed questionnaires - State-of-the-art of the training needs required to prospective jobseekers; - Production of the BoK upon which to reform the existing academic pathways, also in the light of the Industry 4.0 paradigm.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R2.1 Action plan for the survey for students and Academics	This document will be the reference for carrying out the surveys addressing the students and Academics. They will be designed by WP Leader and validated by the rest of the partnership.	POLIBA	M2	M4		
R2.2 Action plan for semi-structured interviews for entrepreneurs	The document will be the reference for carrying out the interviews to entrepreneurs in the IE&M field. They will be designed by partner Universities as semi-structured interviews to encourage the participation of professionals	POLIBA	M3	M5		
R2.3 Training needs analysis	This document will report the results of the surveys and interviews performed in each country and processed by the WP leader.	POLIBA	M5	M10		
R2.4 Body of Knowledge (ML2)	The Book of Knowledge will emerge right from the gap analysis, comparing thus the finding of WP1 (offer side) and the findings of the training need analysis (demand side). The BoK should be conceived as both a conceptual framework and a set of technical guidelines for designing renewed courses in IE&M.	POLIBA	M10	M12		

WP2 Detailed GANTT

			Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020
W P2	TRAINING NEED ANALYSIS AND DEFINITION OF THE BOK ON IE&M		M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	T2.1	Designing the survey and action plan for students and academics											
	T2.2	Design the semi-structured interviews and action plan for entrepreneurs											
	T2.3	Conducting the survey for students and Academics											
	T2.4	Conducting the semi-structured interviews to entrepreneurs											
	T2.5	Defining the training needs											
	T2.6	Conducting the gap analysis and development of the BoK											

WP2 - Responsibility FlowChart

WP2	Training need analysis and definition of the BoK on IE&M		POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T2.1	Designing the survey and action plan for students and academics	LEAD	P	P	P	P	P	P	P	P	P
	T2.2	Design the semi-structured interviews and action plan for entrepreneurs	LEAD	P	P	P	P	P	P	P	P	P
	T2.3	Conducting the survey for students and Academics	LEAD	P	P	P	V	V	P	P	P	P
	T2.4	Conducting the semi-structured interviews to entrepreneurs	LEAD	P	P	P	V	V	P	P	P	P
	T2.5	Defining the training needs	LEAD	P	P	P	V	V	V	V	V	V
	T2.6	Conducting the gap analysis and development of the BoK	LEAD	P	P	P	V	V	P	P	P	P

WP2 – Working Days Distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
2	Lead partner	P1 - POLIBA	IT	15	155	0	14	184
		P2 - LIU	SE	11	98	0	14	70
		P3 - UPM	ES	11	98	0	14	70
		P4 - PUT	PL	11	98	0	14	70
		P5 - VALUE	IT	5	7	7	0	19
		P6 - INFO	IT	2	4	0	0	6
		P7 - TDIT	IT	14	20	0	6	40
		P8 - IMPL	SE	14	20	0	6	40
		P9 - ARRUTI	ES	14	20	0	6	40
		P10 - ALCO	PL	14	20	0	6	40
<i>Subtotal</i>				111	540	7	80	738

WP3 DESIGNING NEW TRAINING COURSES AND INTERNAL TESTING WITHIN PARTNER UNIVERSITIES

Aims and objectives

WP3 is aimed at:

- testing the guidelines contained in the BoK for renewing one course per University (syllabi and training materials)
- Piloting the courses
- Analysing the feedback and validating the courses Universities and companies will cooperate to develop the training materials to be included in the new/restructured courses.

The materials will be designed upon the guidelines included in the BoK, combining theoretical knowledge and practical examples/exercises derived from the best practices collected within the companies, so to foster the results-oriented approach of the courses, developing also the entrepreneurial skills of IE&M students and increasing the quality of the workforce hired by IE&M companies. The review of one course per University will include the preparation of all the training materials (slides, reference documents, exercises, quizzes, etc.) and it will foresee the active involvement of all actors, especially the partner companies. Courses are going to be made curricular to encourage participation and ensure the future sustainability of the project.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R3.1 - IE3 Course Action Plan	The Action Plan prepared will mainly include and detail: <ul style="list-style-type: none"> ● Common requirements for the renewed course; ● The assignment of the specific course to be developed by the involved partners; ● Detailed workflows, exchange methods and procedures; ● Time horizon; ● Common evaluation materials. 	LIU	M12	M13		
R3.2 - Renewed courses learning materials	The partner University, with the support of the other HEI and the companies, will renew one course selected among the ones active. The renewed course will be drafted upon the guidelines set in the BoK and a plethora of different tools to be used (slides, reference	LIU	M13	M16		

	documents, exercises, quizzes...) to make lessons more entertaining and immersive and increase the attractiveness of the project in potential new partners.					
R3.3 - Renewed IE&M Course evaluation report	This document reports the feedback concerning all Pilot Actions carried out. Each University Partner will analyse all the data and suggestions provided by participants in questionnaires along with the results tables of the Pilot Actions. All the National evaluation will feed the Renewed IE3 Course Evaluation Report	LIU	M15	M20		
R3.4 - IE3 courses final version	The University partners will deliver the final version of the courses, taking into consideration their own experience in the piloting of the courses and the feedback collected from the participants. The renewed IE3 course (syllabi, training materials, other relevant documents) will be available on IE3 website for all the other Universities that are interested in adopting them.	LIU	M17	M22		

WP3 – Detailed GANTT

			Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Jul – 2021	Aug - 2021
WP3	Designing new training courses and internal testing within partner Universities		M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22
	T3.1	Preparation of the IE3 Courses Action Plan											
	T3.2	Developing new learning materials with the support of all partners and companies' formal review											
	T3.3	Developing common evaluation tools for the course											
	T3.4	Piloting and evaluating the new courses											
	T3.5	Follow-up and revision of the training materials											

WP3 – Responsibility FlowChart

WP3	Designing new training courses and internal testing within partner Universities		POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T3.1	Preparation of the IE3 Courses Action Plan	P	LEAD	P	P	V	V	P	P	P	P
	T3.2	Developing new learning materials with the support of all partners and companies' formal review	P	LEAD	P	P	P	P	P	P	P	P
	T3.3	Developing common evaluation tools for the course	P	LEAD	P	P	V	V	P	P	P	P
	T3.4	Piloting and evaluating the new courses Follow-up and revision of the training materials	P	LEAD	P	P	V	V	P	P	P	P
	T3.5	Follow-up and revision of the training materials	P	LEAD	P	P	V	V	P	P	P	P

WP3 – Working Days Distribution

No of Work package		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
3	Lead partner	P2 - LIU	SE	8	57	0	13	78
		P1 - POLIBA	IT	8	78	0	13	99
		P3 - UPM	ES	8	57	0	13	78
		P4 - PUT	PL	8	57	0	13	78
		P5 - VALUE	IT	6	14	7	0	27
		P6 - INFO	IT	6	14	2	0	22
		P7 - TDIT	IT	8	17	0	5	30
		P8 - IMPL	SE	8	17	0	5	30
		P9 - ARRUTI	ES	8	17	0	5	30
		P10 - ALCO	PL	8	17	0	5	30
Subtotal				76	345	9	72	502

WP4: TURNING TRAINING COURSES INTO E-LEARNING COURSES AND APPLICATION TO OTHER PARTNER UNIVERSITIES

Aim and objectives:

The aim of this WP is:

- to prepare e-learning modules starting from the training materials prepared and tested in WP3. These modules (prepared according to the BoK) will be public and available for everybody interesting in them
- to learn, for partner universities and companies, how to build e-learning materials
- to testing the effectiveness of blended courses (providing traditional classes and e-learning)

The duration of the e-learning courses will be set at 4-8 hours, in order to increase their attractiveness to the students willing to attend them and to be included also in other courses as part of the compulsory/optional learning activities. After being validated by the entire partnership, the 4 e-learning modules will be finally made public.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R4.1 – Memorandum on technical criteria for the development of e-learning modules and requirements of the technical environment	UPM will produce a document in which the main technical requirements and features for both the e-learning modules to be developed by the partners and the environment where to store them are described. Indeed, a common live-testbed for implementation will be provided with access rights to the partners according to their profile. The document will also cover the ways for exchanging and deliver courses, by considering to deliver a Shareable Content Object Reference Model (SCORM) package. Such alternative will provide the universities with a product easy to integrate in their running systems	UPM	M21	M23		
R4.2 – E-learning Pedagogical Strategy	The Report will describe the best pedagogical practices to be followed for the preparation of the e-learning modules.	UPM	M23	M24		

R4.3 - Prototype of e-learning modules	This output will be developed by the partners UPM and put coherently together by the WP leader, who will ensure the coherence of the output.	UPM	M25	M28		
R4.4 – IE3 E-learning modules Implementation Action plan	The Action Plan will take describe how the testing phase of the e-learning modules should be implemented in the 4 partner countries.	UPM	M29	M31		
R4.5 – E-learning modules evaluation	This document reports the feedback concerning all Pilot Actions carried out in each partner country. Each University will analyse all the data and suggestions provided by participants (students and partner companies). The structure of the questionnaire and the guidelines for conducting this evaluation will be provided in the IE3 - E-learning modules Action plan (R4.3).	UPM	M32	M32		
R4.6 - Final version of e-learning modules	<p>The improved materials will be assembled by UPM as described in T4.6 and the companies will ensure the coherence of the overall output.</p> <p>Each module will reflect the main features described in the R4.2 with, in addition, the improved parts developed in T4.5.</p> <p>This result will be released online - after all the partners ultimate validation - by UPM on the IE3 website platform for the wide public access.</p> <p>Information will be spread to associated partners and relevant stakeholders, according to the Dissemination and Exploitation Plan.</p>	UPM	M33	M35		

WP4 – Detailed GANTT

			Jul-2021	Aug-2021	Set-2021	Oct-2021	Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022	May-2022	Jun-2022	Jul-2022	Aug-2022	Sep-2022
WP 4	Turning training courses into E-learning courses and application to other partner universities		M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35
	T4.1	Setup the technical environment for the e-learning system, including serious gaming and learning routes extensions															
	T4.2	Defining pedagogical criteria for the e-learning courses and development of a Pilot Action Plan															
	T4.3	Preparation of e-learning modules starting from the training materials prepared															
	T4.4	Pilot test of the e-learning modules within the partner Universities															
	T4.5	Analyzing the feedback received by the users															
	T4.6	Development of the required improvements															

WP4 – Responsibility FlowChart

WP4	Turning training courses into E-learning courses and application to other partner universities	POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T4.1	Setup the technical environment for the e-learning system, including serious gaming and learning routes extensions	V	V	LEAD	P	P	P	P	P	P
	T4.2	Defining pedagogical criteria for the e-learning courses and development of a Pilot Action Plan	P	P	LEAD	P	P	P	P	P	P
	T4.3	Preparation of e-learning modules starting from the training materials prepared	P	P	LEAD	P	P	P	P	P	P
	T4.4	Pilot test of the e-learning modules within the partner Universities	P	P	LEAD	P	P	P	P	P	P
	T4.5	Analyzing the feedback received by the users	P	P	LEAD	P	P	P	P	P	P
	T4.6	Development of the required improvements	P	P	LEAD	P	P	P	P	P	P

WP4 – Working Days Distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
4	Lead partner	P3 - UPM	ES	15	145	85	14	259
		P1 - POLIBA	IT	10	60	20	2	92
		P2 - LIU	SE	10	60	20	2	92
		P4 - PUT	PL	10	60	20	2	92
		P5 - VALUE	IT	3	10	5	0	18
		P6 - INFO	IT	3	10	0	0	13
		P7 - TDIT	IT	6	18	0	2	26
		P8 - IMPL	SE	6	18	0	2	26
		P9 - ARRUTI	ES	6	18	0	2	26
		P10 - ALCO	PL	6	18	0	2	26
<i>Subtotal</i>				75	417	150	28	670

WP5: REVISING A NEW EDUCATIONAL PATHWAY OF IE&M

This WP focuses on the actions following the implementation of the pilot. Partner universities will be responsible for starting a process of revision of the whole IE&M course, in full compliance with the information and data collected while implementing WP1 and WP2, and the feedbacks received on WP3 and WP4. The idea is that of creating a new course blended with the e-learning courses developed by partner Universities.

The main aims of this WP are:

- designing a Master Program in IE&M
- defining a set of new Syllabi that will be created from the experience developed in the project and adopted for exploiting the project results in other Universities
- delivering a Handbook for other Universities design and implement IE3 courses

For the definition of the new courses the partnership will take into account also R1.3: Report on education & training convergences and divergences and company good practices in IE&M

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R5.1 IE3 Master's Programme based on the BoK guidelines	Thanks to the knowledge and the experience developed during the project implementation, the project partners will be able to redesign, according to the BoK, a full Master's Programme in the field of IE&M: the IE3 Master's Programme. The number of Courses to be redesigned is equivalent to 75-90 ECTS (which represents the number of ECTS necessary for completing a master degree without considering the preparation of the master thesis and the compulsory traineeship period).	LIU	M32	M35		
R5.2 IE3 model Courses Handbook	The Handbook will sum up the experiences collected in the 4 partner countries and address key points to facilitate the adoption of the IE3 methodologies by non-partner HEI and companies.	LIU	M34	M36		

WP5 – Detailed GANTT

			Jun-2022	Jul-2022	Aug-2022	Sep-2022	Oct-2022
WP5	Revising a new educational pathway of IE&M		M32	M33	M34	M35	M36
	T5.1	Defining the Courses to be included in a full redesigned IE&M Master Program					
	T5.2	Redesigning the Syllabi of the IE3 Master's Programme					
	T5.3	Exploiting the new courses and capitalization: creation of a Handbook for IE3 Courses					

WP5 – Responsibility FlowChart

WP5	BM Competition and work-based experience		POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T5.1	Defining the Courses to be included in a full redesigned IE&M Master Program	P	LEAD	P	P	P	P	P	P	P	P
	T5.2	Redesigning the Syllabi of the IE3 Master's Programme	P	LEAD	P	P	V	V	V	V	V	V

	T5.3	Exploiting the new courses and capitalization: creation of a Handbook for IE3 Courses	P	P	P	P	V	L	V	V	V	V
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WP5 – Working Days Distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
5	Lead partner	P2 - LIU	SE	2	77	10	0	89
		P1 - POLIBA	IT	8	53	5	0	66
		P3 - UPM	ES	2	38	0	0	40
		P4 - PUT	PL	2	38	0	0	40
		P5 - VALUE	IT	8	11	10	0	29
		P6 - INFO	IT	8	8	6	0	22
		P7 - TDIT	IT	6	13	0	0	19
		P8 - IMPL	SE	6	13	0	0	19
		P9 - ARRUTI	ES	6	13	0	0	19
		P10 - ALCO	PL	6	13	0	0	19
Subtotal				54	277	31	0	362

WP6: PROJECT MANAGEMENT

Aims and Objectives:

The aims of this WP are:

- to guarantee the efficient management of the project,
- the overall control of all activities,
- the organisation of partners Meeting,
- the regular flow of information,
- to ensure results are attained on target delivery dates,
- the administrative and financial support to all the partners,
- to liaise with EACEA.

PoliBa is the WP leader and will be in charge of the overall monitoring on the project activities and of the communications to EACEA (including Interim and Final Reports). PoliBa will be responsible for financial matters pertaining program rules (the project funds, giving administrative and financial support to all partners, etc.). Every partner will appoint a Financial Manager, who will be the contact point for the Lead Partner Financial Manager and will be in charge of providing in the due time timesheets and supporting documents required. ValueDo will be the technical support of PoliBa and will facilitate the communication within the partnership and the information flow, ensuring technical assistance and ensuring compliance with deadlines, reporting and commitments of the partners (milestones, results, documents, meetings, etc.) and will play a key role to reach consensus, to guarantee and active participation of all partners and the compliance of commitments. All the partners are required to cooperate and to be responsible for providing input to all administrative process by the deadlines. All documents will be kept and collected in a virtual file hosting service to give the possibility to the partners to have a space to share them. Activities and related deadlines for each period will be accessible in a common file and updated constantly by Valuedo.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R6.1 Partner Agreement	Prepared by PoliBA with the support of ValueDo, the Partner Agreement is the legal and binding base of the consortium. There will be presented financial rules, payment agreement, rights/duties and responsibilities of partner, conflict resolution mechanism.	POLIBA	M1	M1		
R6.2 Management Tools	ValueDo will prepare for the partners all the common documents that will be used during the projects.	VALUEDO	M1	M1		

R6.3 Project Meetings documents	Documents for Meeting management and control. They aims at organizing the meetings and ensuring that each meeting meets the expectations of partners, if the results of are successful, in order to take all the measures to tackle the problems.		M1, M8, M13, M21, M28, M32, M36	M1, M8, M13, M21, M28, M32, M36		
R6.4 Interim Report	The Interim Report will inform on the state of progress in the implementation of the project, according to EACEA requirements.		M18	M18		
R6.5 Final Report	Final Report will inform on the state of progress in the implementation of the project, according to EACEA requirements.		M36	M36		

WP6 – Detailed GANTT

				Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022
WP6	PROJECT MANAGMENT		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	
	T 6.1: Overall Management and preparation of timesheets																																						
	T 6.2: Preparation of and participation in Project Meetings																																						
	T 6.3: Development of Interim and Final Reports																																						

WP6 – Responsibility FlowChat

WP6	PROJECT MANAGMENT	POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T 6.1: Overall Management	LEAD	P	P	P	P	P	P	P	P	P
	T 6.2: Preparation of and participation in Project Meetings	P	P	P	P	LEAD	P	P	P	P	P
	T 6.3: Development of Interim and Final Reports	LEAD	P	P	P	P	P	P	P	P	P

WP6 – Working Days Distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
6	Lead partner	P5 - VALUE	IT	55	35	35	0	125
		P1 - POLIBA	IT	26	74	0	10	110
		P2 – LIU	SE	6	35	0	10	51
		P3 – UPM	ES	6	35	0	10	51
		P4 - PUT	PL	6	35	0	10	51
		P6 - INFO	IT	21	15	0	0	36
		P7 - TDIT	IT	8	22	0	10	40
		P8 - IMPL	SE	8	22	0	10	40
		P9 - ARRUTI	ES	8	22	0	10	40
		P10 - ALCO	PL	8	22	0	10	40
<i>Subtotal</i>				152	317	35	80	584

Aims and Objectives:

The objectives of the WP are:

- To ensure project objectives are met;
- To adopt corrective actions where necessary;
- To ensure that project results are of the highest quality consistent with EU publication standards;

ValueDo will lead this WP. QA will be assured thanks to a quarterly report (R.7.1 validated at first Meeting) that all the partners will have to complete.

QA Leader, with the support of Project Coordinator, will establish the procedures to assess the progress of the project, its intermediate and final results, through the development of a detailed Quality Assurance Plan (R7.1). The consortium will define the target values for the quantitative and qualitative indicators defined in section IV.2.

The standards established to monitor the project process and results will be drafted in the QAP and validated during the first project meeting. QA objective will also be the creation of results which purpose is to be disseminated: language, structure and contents easy to understand for target audience.

The indicators will be prepared respecting the principles of the PDCA and the main ones will be:

- observance of the activity plan and deadlines (to be checked through a detailed GANTT);
- relevance of the outcomes and specific competencies of the beneficiaries
- feasibility of the outcomes in terms of timescales, methods and tools,
- achievement of the goals and objectives;
- adjustment procedures.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R7.1 Quality Assurance Plan	This document will define the remit of the project and state how the partners will work together to achieve project aims, assuring the highest quality of the process. It is aimed to ensure that all the tasks involved in the projects are delivered with the fixed quality requirements and standards. It will present all the milestones; quality metrics and a continuous quality improvement strategy will be set.	VALUEDO	M1	M3		

R7.2 Quarterly Project Reports template	Reports to be filled in by each partner every 3 months, on a common template that will be prepared by VALUEDO and approved during the Kick-Off Meeting. The aim of the project report is to better understand the improvement of each partners and assuring the smooth progression of the project.	VALUEDO	M3, M6, M9, M12, M15, M18, M21, M24, M27, M30, M33, M36	M3, M6, M9, M12, M15, M18, M21, M24, M27, M30, M33, M36		
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WP7 – Detailed GANTT

		Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022
WP7	QUALITY ASSURANCE	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
	T7.1 Development of a Quality Assurance Plan																																				
	T7.2 Reporting, Monitoring and Scheduling																																				

WP7 – Responsibility FlowChat

WP7	QUALITY ASSURANCE	POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T7.1 Development of a Quality Assurance Plan	F	V	V	V	LEAD	V	V	V	V	V
	T7.2 Reporting, Monitoring and Scheduling	P	P	P	P	LEAD	P	P	P	P	P

WP7 – Budget Distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
7	Lead partner	P5 - VALUE	IT	14	0	32	0	46
		P1 - POLIBA	IT	4	18	0	0	22
		P2 – LIU	SE	3	12	0	0	15
		P3 – UPM	ES	3	12	0	0	15
		P4 - PUT	PL	3	12	0	0	15
		P6 - INFO	IT	3	16	0	0	19
		P7 - TDIT	IT	0	16	0	0	16
		P8 - IMPL	SE	0	16	0	0	16
		P9 - ARRUTI	ES	0	16	0	0	16
		P10 - ALCO	PL	0	16	0	0	16
Subtotal				30	134	32	0	196

Aims and Objectives:

The aim of this WP is to evaluate and guarantee the project internal quality as defined in R7.1 (QAP). The WP will determine whether the project planning and implementation are effective and the planned results / expected impacts are met.

UPM is the leader of this WP and it will coordinate the internal evaluation procedure, in collaboration with WP7 Leader ValueDo.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R8.1 Evaluation questionnaires for Partners and External Evaluators	Evaluation questionnaires referring to methodologies, indicators, etc. defined in Quality Assurance Plan (R7.1) to gather qualitative and quantitative primary data and performance. The questionnaire will address the consortium members, while the others will be used to collect the feedbacks from External Evaluators involved as stated above.	UPM and ValueDo	M1	M35		
R8.2 Overall Evaluation Report	This result will present the evaluation on all the Processes (WPs) and outputs (Results) coming from the project partners. This report will be developed quarterly by ValueDo and it will report the feedback collected through the Quarterly reports. It will also include the feedback collected by the experts on ML3 – ML6 (this section of the report will be prepared by UPM).	UPM and ValueDo	M4	M36		

WP8 – Responsibility FlowChart

WP8	PROJECT EVALUATION	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
		Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022
	T8.1 Elaboration of evaluation tools for partners and external experts, selection of the experts																																				
	T8.2 Internal evaluation by partners																																				
	T8.3 External evaluation by experts																																				

WP8 – Responsibility FlowChart

WP8	PROJECT EVALUATION	POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T8.1 Elaboration of evaluation tools for partners	P	P	LEAD	P	F	P	P	P	P	P
	T8.2 Internal evaluation by partners	P	P	P	p	LEAD	P	P	P	P	P
	T8.3 External independent evaluation	V	V	LEAD	V	F	V	V	V	V	V

WP8 – Working Days Distribution

No of Work package		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
8	Lead partner	P3 - UPM	ES	12	33	10	10	65
		P1 - POLIBA	IT	2	14	0	0	16
		P2 – LIU	SE	2	9	0	0	11
		P4 - PUT	PL	2	9	0	0	11
		P5 – VALUE	IT	16	8	8	0	32
		P6 - INFO	IT	7	0	0	0	7
		P7 - TDIT	IT	7	0	0	0	7
		P8 - IMPL	SE	7	0	0	0	7
		P9 - ARRUTI	ES	7	0	0	0	7
		P10 - ALCO	PL	7	0	0	0	7
Subtotal				69	73	18	10	170

WP9: DISSEMINATION AND EXPLOITATION OF RESULTS

Aims and Objectives

This WP has the aim of ensuring that the project, its milestones and results will be spread to all the relevant stakeholders and to the scientific community through coordinated actions and in the most effective way.

RESULT	DESCRIPTION	AUTHOR	START DATE	END DATE	ACTUAL START DATE	ACTUAL END DATE
R9.1 Dissemination and Exploitation plan	This document will describe the overall plan for the dissemination and exploitation activities, including the social media strategy and the tools for keeping track of the activities carried out. It will also include a set of indicators at the beginning of the project against which it will be possible to measure the activities as well as the success of the dissemination carried out.	INFOTECH	M1	M2		
R9.2 IE3 Website	This result corresponds to the website for visibility of the project on the internet. The website will be structured in order to be enriched with new content and material published during the project as well as with news from the partnership. In addition, the website will be the hub with links to the IE3 social media pages (Facebook and LinkedIn). All the public results will be published on the website. The access to the e-learning modules, when prototyped, will be first restricted. Following the Pilot Actions and the improvements and blending made in WP4, the final modules will be uploaded on the partner Universities' e-Learning Platform and released for open access to users. The website will remain active at least for 3 years after the project. The partners could modify the contents if necessary, like in case of major changes and/or if the e-learning packages results not be up-to-date any more.	INFOTECH	M1	M3		
R9.3 IE3 PR materials	Infotech will elaborate for the partners all the PR materials required, such as project logo, template for .ppts and .docs, leaflets (the leaflet could be changed according to the stage of the project development), slides for presenting the project concept, posters, infographics for advertising the courses, etc.	INFOTECH	M1	M3		

	All the partners will have free access to these materials for disseminating project activities and results.					
R9.4 Intermediate Dissemination Report	The document will report all the dissemination outputs developed in the first 18 months of the project.	INFOTECH	M18	M18		
R9.5 Final Dissemination Report	The document will report all the dissemination outputs developed in the third year of the project.	INFOTECH	M35	M36		

WP9 – Detailed GANTT

			Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022
WP9	PROJECT MANAGMENT	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	
T9.1	Dissemination and Exploitation Strategy and Plan																																					
T9.2	IE3 Web portal																																					
T9.3	Designing IE3 PR material																																					
T9.4	Building and maintaining dialogue with stakeholders																																					
T9.5	Final International Conference																																					

WP9 – Responsibility FlowChart

W9	PROJECT EVALUATION		POLIBA	LIU	UPM	PUT	VALUE	INFO	TDIT	IMPLE	ARRUTI	ALCO
	T9.1	Dissemination and Exploitation Strategy and Plan	V	V	V	V	F	LEAD	V	V	V	V
	T9.2	IE3 Web portal	P	P	P	P	P	LEAD	P	P	P	P
	T9.3	Designing IE3 PR material	V	V	V	V	V	LEAD	V	V	V	V
	T9.4	Building and maintaining dialogue with stakeholders	P	P	P	P	P	LEAD	P	P	P	P
	T9.5	Final International Conference	LEAD	P	P	P	P	P	P	P	P	P

WP9 – Working Days Distribution

<i>No of Work package</i>		Partners involved	Country	Number of staff days				
				Category	Category	Category	Category	Total
				1	2	3	4	
9	Lead partner	P6 –INFO	IT	18	4	90	0	112
		P1 - POLIBA	IT	7	42	0	18	67
		P2 – LIU	SE	5	28	0	10	43
		P3 – UPM	ES	5	28	0	10	43
		P4 - PUT	PL	5	28	0	10	43
		P5 – VALUE	IT	17	15	0	0	32
		P7 - TDIT	IT	12	18	0	0	30
		P8 - IMPL	SE	12	18	0	0	30
		P9 - ARRUTI	ES	12	18	0	0	30
		P10 - ALCO	PL	12	18	0	0	30
<i>Subtotal</i>				105	217	90	48	460



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