

**ESIEM**EUROPEAN SCHOOL OF
INDUSTRIAL ENGINEERING
& MANAGEMENT

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CALL FOR EXPRESSION OF INTEREST

Design and Development of challenge-based e-learning modules on “AI in Project Management”

Reference	CEI-ESIEM-2026-001
Published	15 July 2026
Submission Deadline	15 September 2026, h 12:00 (CET)
Commissioning party	Foundation ‘European School of Industrial Engineering and Management – ETS’
Budget available (VAT included, if applicable)	20.000 €

1. Purpose

This Call for Expression of Interest (CEI) aims to identify eligible subjects interested in designing short, practice-oriented, challenge-based e-learning modules on Artificial Intelligence in Project Management.

The objective is to commission the design and production of a coherent set of e-learning modules that are:

- designed for adult and professional learners as well as Master-level university students;
- problem-driven rather than content-driven;
- centred on realistic project situations and decision points;
- oriented to production of usable outputs, not only knowledge acquisition;
- suitable for blended, asynchronous or facilitated online delivery.

This call intentionally privileges learning designs in which professionals and university students learn through action on meaningful project problems. The desired result is not a repository of AI explanations, but a set of short and credible learning experiences that help participants make better project decisions with AI, while understanding limits, risks, and responsibilities.

Prerequisite for learners: basic knowledge of Project Management (time, cost, and quality dimensions; planning and control techniques).

2. Eligible subjects and funding

Eligible applicants are Italian or European universities — potentially in partnership with Italian and/or European companies or universities— applying either individually or as a consortium.

Each applicant may participate in only one Expression of Interest, whether as a lead partner or an associated partner.

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Where a partnership wishes to apply for the call, the applicant will be responsible for signing the contract on behalf of the consortium. The relationships among partners shall be governed autonomously through appropriate legal instruments.

The Foundation's contribution for realizing the project proposal selected by the present Call for Expression of Interest shall not exceed € 20,000.

3. E-learning modules: structure and deliverables

a. Target Learners

- Project managers, PMO staff, coordinators and team leaders;
- Professionals already working in projects who need practical AI use cases;
- Learners with heterogeneous digital maturity and limited time availability;
- Master-level students enrolled in Project Management courses or Management Engineering programmes.

b. Pedagogical Model

Proposals shall adopt an experiential learning architecture. The preferred model consists of a repeating cycle structured as follows:

Step	Learning Move	What Happens
1	Challenge	Learner enters a realistic project situation with ambiguity, constraints, incomplete information and a task to perform.
2	Action	Learner uses AI tools, templates, data or project artefacts to produce a response, analysis or decision.
3	Feedback	System, facilitator or model answer helps compare approaches, surface trade-offs and identify quality criteria.
4	Reflection	Learner reflects on judgement, limits, risks, ethics, prompting choices and transfer to own context.
5	Conceptual Wrap-up	Short theory capsules consolidate concepts after practice and connect to project management principles.

c. Indicative Topics

Bidders may propose a modular architecture around a coherent pathway.

Modules may refer, but are not limited to, the following topics:

- AI for project initiation and scoping;
- AI for work breakdown, scheduling and dependency analysis;
- AI for risk identification, issue tracking and scenario exploration;
- AI for stakeholder communication and meeting/document summarisation;

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- AI for progress reporting, dashboard narratives and decision support;
- Responsible use of AI: quality assurance, confidentiality, bias, governance and human oversight.

d. Module Architecture

For the purposes of this Call, each module refers to a self-contained learning unit addressing one topic area; each module is internally structured into components. The indicative architecture below is a reference, not a constraint — alternative architectures are welcome provided they serve the pedagogical rationale.

Component	Role	Duration	Output
Challenge Brief	Authentic project situation, artefacts, decision task and success criteria	10–15 min	Understanding of the problem space
Hands-on Task	Prompting, analysis, critique, drafting, prioritisation or redesign	15–30 min	Draft deliverable or decision artefact
Debrief	Comparison with sample approaches; discussion of trade-offs	10–15 min	Improved solution and quality awareness
Concept Note	Short explanation of methods and project management links	10–15 min	Anchored concepts
Transfer Task	Application to learner's own project context	15–30 min	Workplace-ready adaptation

e. Deliverables

The selected Provider shall deliver:

- **Between 4 and 6 e-learning modules coherent with the expected architecture;**
- Instructional design blueprint for the full learning pathway;
- Detailed storyboard for each module, including challenge sequence and reflection prompts;
- All learning materials and participant-facing assets;
- Assessment approach focused on performance, judgement and applied output quality;
- Guidance for implementation in online or blended delivery settings;
- Recommendations for maintenance and future updating of AI-related content.

All deliverables and learning materials produced under this Call must be in English, which is the required language of instruction and delivery. The Transfer Task component may, at the Provider's discretion, include prompts or templates adaptable by learners in their own language.

4. How to Submit

The proposal must be provided in pdf format, using Annex 1, and signed by the legal representative of the submitting entity.

Proposals must be submitted exclusively to:



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fondazione.scuolaeiem@pec.it via certified email (PEC) or to hello@esiem.eu.

Subject line: CEI-ESIEM-2026-001 — [Name of Proposing Legal Entity]

No other means of submission will be accepted. Late submissions will not be considered. Proposals must be submitted in English. For any questions, please write to hello@esiem.eu.

a. Admissibility Requirements

To be eligible, bidders must:

- Not be subject to any exclusion grounds under applicable national or EU law (insolvency, criminal conviction, tax irregularity, social security contributions irregularity, obligations of safety requirements at the workplace irregularity, serious professional misconduct);
- Hold a regular DURC (Documento Unico di Regolarità Contributiva) (for Italian entities);
- Submit a signed self-declaration of compliance with all admissibility requirements (Annex 1).

The Foundation reserves the right to request supporting documentation at any stage of the selection process.

b. Required Proposal Structure

Proposals shall include the following sections, in order:

1. Understanding of the assignment and pedagogical rationale;
2. Proposed learning architecture and sample learner journey;
3. Illustrative challenge example for one module;
4. Production methodology, tools and quality assurance approach;
5. Team composition and relevant references;
6. Detailed budget (max 20.000,00 €), timeline (max duration of the project: 6 months) and assumptions.

The technical proposal must be provided in pdf format.

5. Evaluation

Proposal evaluation will be executed by a Commission of Experts appointed by the Foundation.

Proposals will be assessed on a total of 40 points including 30 points for qualitative criteria and 10 points of quantitative criteria.

- Criteria on the technical quality of the proposal are defined in the following table:

#	Criterion
1	Context relevance: realism of the professional environment, roles and challenges for the learner profile.
2	Activation of transversal competencies: digital, strategic, communication and other key competencies.

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#	Criterion
3	Stimulation of strategic and reflexive thinking: deep analysis, decision-making and critical reflection.
4	Progressiveness and adaptability: varied resolution levels and adaptation to different learner experience.
5	Alignment with learning objectives: coherence with module objectives and expected competencies.
6	Quality of the exploration guide: structure, workflow and questions promoting contextual and progressive analysis.
7	Aesthetic and visual clarity: layout, visual hierarchy, graphical or multimedia elements.
8	Interactivity and dynamism: bots, conditional questions, instant feedback, variable pathways.
9	Accessibility and usability: clear language, alternative formats, simple navigation.
10	Evaluation criteria: clarity of assessment criteria aligned with learning objectives and expected performance.

- Quantitative criteria: the number of modules proposed and the total budget requested.

Proposals must achieve a minimum score of 20 out of 30 points on the qualitative criteria to be eligible for the quantitative assessment and for inclusion in the final ranking.

The final score is the sum of the qualitative and quantitative scores.

The Executive Board of the Foundation will adopt the ranking of the project proposals provided by the Commission of experts.

The Executive Board of the Foundation can decide not to proceed with the contractual stage when the prevailing interest of the Foundation would not be well preserved. By submitting a proposal, the Bidder unconditionally accepts, without reservation, any decision made by the Executive Board in accordance with this Call.

6. Timeline and payments

Date	Event
15 July 2026	Call published on Foundation website (www.esiem.eu)
15 September 2026, h 12:00	Deadline for submission of proposals
30 September 2026	Deadline for evaluation by the Commission of Experts
10 October 2026	Communication of outcome to Bidders

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Date	Event
31 October 2026	Contract execution
30 April 2027	Delivery of all project outputs

The following indicative payment schedule will apply.

Milestone	Condition	Payment (%)
Contract signing	Execution of the contract	30%
Interim delivery	Approval of storyboards and at least 50% of modules	40%
Final delivery	Acceptance of all deliverables	30%

Payments will be made within 30 days of invoice receipt and formal acceptance of the milestone.

Italian entities must invoice through the Sistema di Interscambio (SDI) in accordance with applicable national e-invoicing regulations. Non-Italian entities shall comply with the invoicing requirements of their country of establishment and transmit invoices electronically to: hello@esiem.eu.

7. General Conditions

a. Withdrawal and Non-Award

The Foundation's Executive Board retains the right not to proceed to contracting if the proposals received do not adequately serve the Foundation's interests, or if the Call is withdrawn for organisational reasons. No compensation will be due to Bidders in such cases. By submitting a proposal, Bidders unconditionally accept this condition.

b. Minor Amendments

The Foundation may request minor amendments to the selected proposal to improve the quality of the educational materials, at no additional cost to the Foundation.

c. Intellectual Property

The Foundation acknowledges the moral rights of the authors and undertakes to attribute their name(s) in all uses of the materials produced under this Call, in any medium and for any purpose consistent with the Foundation's mission. Upon contract execution, the Provider grants the Foundation the exclusive right to use, reproduce, distribute and adapt all materials produced under this Call, worldwide and for the duration of the copyright protection, for commercial, educational and non-commercial purposes consistent with the Foundation's mission. The Provider retains the right to list the work in its academic portfolio, provided Foundation approval is obtained in advance. No commercial use of the materials is permitted by the Provider or any third party without the Foundation's written consent.



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d. Confidentiality

All information exchanged during the selection process is confidential. Bidders must not disclose any details of their proposal or the Foundation's communications to third parties without prior written consent.

e. Data Protection - GDPR

Personal data submitted as part of this Call will be processed by the Foundation solely for the purposes of the selection procedure, in compliance with EU Regulation 2016/679 (GDPR) and applicable Italian law. Data will not be transferred to third parties. The full privacy notice is available at www.esiem.eu/privacy.