

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMI NATIONAL AGRARIAN UNIVERSITY**

Department of Public Management and Administration

«APPROVED»

Head of the Department

(Slavkova O.P.)

« 06 » 07 2020 p.

WORKING PROGRAM OF THE EDUCATIONAL DISCIPLINE (SYLLABUS)

DPT 6 - PLANNING AND EVALUATION OF PROJECTS

Specialty: *073 - Management*

Educational program: *Administrative management*


Faculty: *Economics and Management*

2020-2021 academic year

Working program of the discipline of «Planning and Evaluation of Projects» for students of the specialty 073 «Management» of the educational program « Administrative Management»

Developer:

Phd in Economic sciences, Senior Lecturer
of Public Management and Administration Department
Kharchenko T.O.

()

Working program was approved on the meeting of Public Management and Administration Department

Protocol dated “23” June 2020 year № 15


Head of Department _____



(_____ Slavkova O.P. _____)

Agreed:

Guarantor of educational - professional program
(Project team lider)

_____ 

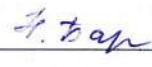
(Sokolov M.)

Dean of Faculty of the Economics and Management _____



(Strochenko N.I.)

Methodist of the Department of Education Quality,
Licensing and Accreditation

_____  (H. Tarasenko)

Registered in electronic database: date _____ 20.07 _____ 2020p.

© SNAU, 2020 year

© Kharchenko T.O., 2020 year

1. Description of the discipline

Name of indicators	Area of knowledge, direction of training, educational qualification level	Characteristics of the discipline	
		full-time education	part-time education
Number of credits - 6	Branch of knowledge 07 "Management and Administration"	Normative	
	Specialty 073 Management OP "Administrative Management"		
Modules - 2		Year of preparation:	
Content modules: 3		2020-2021	-
Total hours are -180		Course	
		2	-
		Semester	
	1/2	-	
	Lectures		
	Educational degree: <i>master</i>	42	-
		Practical, seminar	
		44	-
		Independent work	
		94	-
	Type of control: <i>exam</i>		

Note.

The ratio of hours of classes to independent work is: 47,8 % /52,2% (86/94) for full-time form of training.

2. The purpose and objectives of the discipline

The purpose of the course: formation of a system of theoretical knowledge regarding the choice and justification of the project, construction of the organizational structure of the project, opportunities for attracting resources and defining key conditions for its successful implementation; mastering methodological tools in project management; acquisition of practical decision-making skills in the process of substantiation of project selection and implementation, its structuring, financial and organizational support, content management, approaches to monitoring and evaluation.

As a result of studying this course the student must:

know: basic concepts and specific terminology of the project management system; tools for planning content, time, cost, quality, risk of projects; approaches to project management; methodological support for the selection and justification of the project concept; tools for structuring project work; principles of formation of organizational structures of project management; basics of evaluation and monitoring of expected project results.

be able to: determine the parameters and issues of the project, the structure and functions of the project stakeholders, the expected results of the project activity; design, select and evaluate project alternatives; develop and substantiate the project concept; form a hierarchical structure of works, to compile a list of works and to establish links between them; develop a project time management plan; calculate the duration of work on the basis of a network schedule, make a calendar schedule of works on the project; develop a cost management plan; formulate the project budget; identify the sources of potential risks; carry out qualitative and quantitative risk assessment; develop a project team management model.

2.1 The purpose of the discipline

The purpose of the course: formation of a system of theoretical knowledge regarding the choice and justification of the project, construction of the organizational structure of the project, opportunities for attracting resources and defining key conditions for its successful implementation; mastering methodological tools in project management; acquisition of practical decision-making skills in the process of substantiation of project selection and implementation, its structuring, financial and organizational support, content management, approaches to monitoring and evaluation.

2.2 The objectives of the discipline

The objective of the course is to provide students with a scientific and methodological basis for mastering the general provisions, principles and methods of organizing the project planning and evaluation system, project initiation, structuring, economic justification for the feasibility of implementation, content management, cost and quality of project work, human resource management project and risk assessment.

Learning of educational discipline «Planning and evaluation of projects» provides for the formation of students' following competencies:

No	Types of program competencies	Program competence	Code
1	General	The ability to conduct research at the appropriate level	GC1
2		Skills in the use of information and communication technologies	GC3
3		The ability to motivate people and move towards a common goal.	GC4
4		The ability to generate new ideas (creativity).	GC6
5		The ability to abstract thinking, analysis and synthesis.	GC7
1	Professional (special)	The ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	PC1
2		The ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans.	PC 2
3		The ability to effectively use and develop the organization's resources.	PC 4
4		The ability to develop projects, manage them, show initiative and entrepreneurship.	PC 7
5		The ability to form alternative strategic directions of development of the object of management.	PC 11

2.3 Program learning outcomes

As a result, of studying the discipline «Planning and Evaluation of Projects » the student should be able to demonstrate the following learning outcomes:

№	Program learning outcomes	Code
1	Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.	PLO 1
2	To design effective management systems for organizations.	PLO 3
3	To justify and to manage projects, to generate business ideas.	PLO 4
4	To plan the activities of the organization in strategic and tactical sections.	PLO 5
5	To provide personal professional development and planning your own time.	PLO 11
6	Be able to determine the effectiveness of financial and investment projects.	PLO 15

3. Program of the discipline

Approved by the Academic Council Official Protocol № 3 from 26.12.2017

Module 1. Project management: concept and methodology Content module 1. Project management: concept and methodology

Topic 1. Project analysis and project concept

The essence of the project, program and system. Classification of projects by set of criteria. Features of strategic and operational project management. Project concept, distinctive features of the project. Relationship between the functioning of the organization and the project. Targeted design decisions. Types of interdependence of different projects in case of their simultaneous realization. The concept of independent, mutually exclusive, conditional, substituting, synergistic projects. Classification of projects by class, type, duration, scale, complexity. The concept of external and internal environment of the project. Composition of project participants. Defining their role and responsibility during project preparation and implementation.

Topic 2. Project life cycle

Concept of the project life cycle. Approaches to dividing the project into components. Phases and stages of the project cycle. Phase transition. Scheme of interrelations of processes in the phases of the life cycle. Pre-investment phase of the project. Selection of information, identification and research of new potential investment opportunities. Selection of project goals and objectives during the identification phase. The investment phase of the project. Principles of successful project implementation. Project operational phase; its meaningful characteristics: production operation, replacement and upgrade, expansion and innovation. Comprehensive final evaluation of the project. Dynamics and financing of capital expenditures and costs of project advancement by stages of its life cycle.

Topic 3. Project actions in the field of project initiation

Purpose, strategy and methods of project management. The main stages of systematic project management. Project goals and results. Justification of the feasibility of the project. Methods of project evaluation. Investment project effectiveness: basic definitions, evaluation, principles. Project investment priorities. Project communication planning. Management of project stakeholders' expectations. List of project stakeholders. Communication management as a process for managing stakeholder expectations. Main forms of organizational structure of the project. Organization of project management system. Choice of organizational management structure. Development and creation of organizational structure in the management system.

Topic 4. Management of project integration and content

Project integration project planning activities. The essence of integration planning processes in the project. Features of management objects. Structure of the main project documents. Description of project content and project implementation plan. Planning and executing project actions for managing the content of the project. Defining the requirements for the content of the project. Formation of project product vision. Develop a content description. Project content planning processes. Identification of key events. The matrix of distribution of tasks and responsibilities. Contractual regulation of the project. Project structuring as a component of project management. Approaches to project structuring, in particular: building a project structure based on a product structure; life cycle based; based on goals and objectives; based on the structure of the executors. Hierarchical structure of project work. Creating a hierarchical work structure (WBS): the necessary for WBS, approaches to building WBS, defining hierarchical levels, creating WBS. Making optimal decisions regarding the choice of organizational structure for the implementation of the project in the context of uncertainty of the source information.

Module 2. Project Planning and Implementation Management

Content module 2. Functional aspects of project management

Topic 5. Project time management.

Planning the project implementation deadlines. The processes of determining the list of works and their parameters. Tasks of the sequence of works (technological links between the works of the project). Network Planning. Determining work connections and building a network schedule. Processes for estimating project duration. Critical path analysis. Determining the duration of the project with an indefinite time of operations. The basic methods of calculating the parameters of network models, in particular: tabular, matrix, sector, fractional methods. Project resource allocation. Distribution of project schedule. Calendar scheduling. Calculation of project work schedule. Creating a project calendar. Typical scheduling errors and their results. Optimize your calendar plan. Construction of Gantt chart. The essence of Gantt scheduling. Display individual schedules of project executors.

Topic 6. Project quality management

Description of quality management processes in projects. Quality management plan. Regulatory and methodological provisions for planning quality management processes. ISO standards 9000. ISO 21500 standard. Quality management tools: checklist, histogram, Pareto diagram, stratification method (data stratification), scatter diagram (scattering); Ishikawa diagram (cause and effect diagram), control chart. Concepts of "General Quality Management" and "Six Sigma".

Topic 7. Formation of financial resources of the project

Cost structure of the project. Types of project costs, in particular: investment, operating, financial expenses. Sources of project financing. Estimated cost of the project. Planning of project resource requirements (formation of project resource requirements, types of resources); assignment of resources to the project (resource profiles, matrix of responsible); optimization of resources. Resource allocation. Processes of evaluation of work resources. Construction of resource histograms. Development of project budget. Analysis of the possibility of project implementation and optimization of the project plan. Other sources of project financing.

Topic 8. The concept of costs and benefits in project management

The concept of benefits and costs in project analysis. Methods for evaluating investment performance. Methodical approaches to determining the value of the project. Methodology for calculating additional benefits and costs of the project. The procedure for calculating benefits and costs in monetary terms. Clear costs and benefits, their use for making of decisions. The need to estimate implicit benefits and costs in the case of project appraisal, their quantification. Choosing a methodical approach to quantify the external effects of the project. Alternative cost as a key concept of project analysis. The limits of using alternative cost in making design decisions. Cost

classification by characteristics. Impact of fixed and variable costs on design decisions. Principles of calculating operating and financial expenses. Procedure for accounting for past period costs.

Topic 9. Value for money over time. Project cash flow

Change in the value of money over time in project analysis. The concept of future and present value. The concept of profit margins, interest rates. Simple and complex interest, its impact on future value. Calculating the future value of money. Compounding and discounting operations. Impact on the present value of the project life cycle and interest rate. The future and present value of the annuity, its use in project calculations. Calculation of the value of money under different investment conditions. Approaches to project interest rate determination. Real interest rate. Calculation of the nominal interest rate. The concept of project cash flow and its definition. Methodological principles for calculating cash flow for a project. Elemental composition of total cash flow from assets. The procedure for calculating the operating cash flow. Principles of project cash flow calculation.

Topic 10. Criteria for making project decisions

Characteristics of methods for assessing investment performance. Selection of design decision criteria. Principles for evaluating the effectiveness of design decisions. Characteristics of standard financial criteria: economic content, limitations, advantages and disadvantages, the application in the assessment of design solutions of integrated indicators. Methodology for calculation of the main financial criteria and construction of the financial profile of the project. Comparison of projects using different evaluation criteria. Rules for the use of alternative criteria for independent, mutually exclusive and dependent projects. Selection of performance criteria and selection of projects under existing constraints. Informal project evaluation criteria. Formation of systems and priorities of the company performing the project activity. Substantial composition of groups of informal project selection criteria. Characteristic of the expert-analytical methods used for carrying out informal project evaluation procedures.

Topic 11. Project Risk Assessment

The concept of risk and uncertainty. Need to take into account the level of uncertainty in design decisions. Characterization of systematic and non-systematic project risks, possibility of their influence and elimination during project preparation and implementation. Risk classification. Types of risks at different stages of project preparation and implementation. Causes of technical, political, marketing, financial risks, their signs. Consequences of functional risks. The purpose of risk analysis. Qualitative and quantitative risk analysis. Experts risk analysis procedure. Risk analysis by decision tree construction. Method of simulation (Monte Carlo). Methods of risk reduction. The choice of risk mitigation method depending on the type of risk.

Topic 12. Formation and development of the project team

Enterprise and project personnel management system. Development of project personnel management strategy. Planning for a Human Resources Project. Methods of hiring and selecting project staff. Consideration of employee work styles. Model of competence of the project management team. Basic principles and organizational aspects of forming an effective team. Basic approaches of formation and exemplary composition of the team. Key features of an effective team. Planning the organization of the project team.

Content module 3. Management of project monitoring and evaluation processes

Topic 13. Fundamentals of project monitoring and evaluation.

Place of monitoring and evaluation in the project cycle. Expected results: monitoring and evaluating their achievement. Definition of monitoring and evaluation. Classification of monitoring types. Classification of types of expectations. Preparation of the project evaluation process. Formation of project evaluation process management system. Development of evaluation plan. Conducting an evaluation. Reporting on evaluation results.

Topic 14. Management of the project monitoring process

Development and implementation of monitoring system in project management. Classification of project monitoring system indicators. Identification and selection of project monitoring indicators. Monitoring plan. Sources and methods of information collection for monitoring. Responsibility for monitoring. Stakeholder engagement. Preparation of the monitoring report. Use of monitoring data.

4. Structure of the discipline

Names of content modules and topics	Hours					
	Full-time					
	Total	including				
l		p	lab	ind	indep	
1	2	3	4	5	6	7
Module 1. Project management: concept and methodology <i>Content module 1. Project management: concept and methodology</i>						
Topic 1. Project analysis and project concept	14	4	4			6
Topic 2. Project life cycle	14	4	4			6
Topic 3. Project actions in the field of project initiation	14	4	4			6
Topic 4. Management of project integration and content	14	4	4			6
Total content module 1	56	16	16			24
Total module 1	56	16	16			24
Module 2. Project Planning and Implementation Management <i>Content module 2. Functional aspects of project management</i>						
Topic 5. Project time management.	14	4	4			6
Topic 6. Project quality management	12	2	2			8
Topic 7. Formation of financial resources of the project	14	4	4			6
Topic 8. The concept of costs and benefits in project management	12	2	4			6
Topic 9. Value for money over time. Project cash flow	12	2	4			6
Topic 10. Criteria for making project decisions	12	4	2			8
Topic 11 . Project risk assessment	12	2	4			6
Topic 12. Formation and development of the project team	12	2	2			8
Total content module 2	100	22	24			54
Content module 3. Management of project monitoring and evaluation						
Topic 13. Fundamentals of project monitoring and evaluation	12	2	2			8
Topic 14. Management of the project monitoring process	12	2	2			8
Total content module 3	24	4	4			16

Total module 2	124	26	28			28
Total	180	42	44			52

5. Topics and lesson plans for full-time students

No s / n	The name of the topic	Hours
		Full-time education
1	Topic 1. Project analysis and project concept (Part I) 1. The essence of the project, program and system. 2. Classification of projects by set of criteria. 3. Features of strategic and operational project management.	2
2	Topic 1. Project analysis and project concept (Part II) 1. Project concept, distinctive features of the project. 2. Relationship between the functioning of the organization and the project. 3. Target orientation of project decisions. 4. Types of interdependence of different projects in case of their simultaneous implementation.	2
3	Topic 2. Project life cycle (Part I) 1. Concept of project life cycle. 2. Approaches to division of the project into components. 3. Phases and stages of the project cycle. Phase transition. 4. The scheme of interrelations of processes in the phases of the life cycle.	2
4	Topic 2. Project life cycle (Part II) 1. Pre-investment phase of the project 2. The investment phase of the project 3. Project operational phase	2
5	Topic 3. Project initiation actions (Part I) 1. The purpose, strategy and methods of project management. 2. The main stages of systematic project management. 3. Project goals and results. Justification of the feasibility of the project. 4. Project evaluation methods.	2
6	Topic 3. Project initiation actions (Part II) 1. Effectiveness of the investment project: basic definitions, evaluation, principles. 2. Priorities of project investment. 3. Project communication planning. 4. Managing the expectations of project stakeholders.	2
7	Topic 4. Project integration and content management (Part I) 1. Planning of project actions of project integration. 2. The essence of integration planning processes in the project. Features of management objects. 3. Structure of the main project documents. 4. Planning and execution of project actions for managing the content of the project.	2
8	Topic 4. Project integration and content management (Part II) 1. Project structuring as a component of project management. 2. Approaches to project structuring, in particular: building a project structure based on a product structure; life cycle based; based on goals and objectives; based on the structure of the executors. 3. Hierarchical structure of project work.	2

9	<p>Topic 5. Project time management (Part I)</p> <ol style="list-style-type: none"> 1. Planning the project implementation deadlines. 2. The processes of determining the list of works and their parameters. 3. The task of the sequence of works (technological links between the works of the project). 4. Network planning. Determining work connections and building a network schedule. 	2
10	<p>Topic 5. Project time management (Part II)</p> <ol style="list-style-type: none"> 1. Processes for estimating the duration of project work. 2. Critical path analysis. 3. Determining the duration of the project with an indefinite time to perform operations. 4. Basic methods for calculating the parameters of network models: tabular, matrix, sector, fractional methods. 	2
11	<p>Topic 6. Project quality management</p> <ol style="list-style-type: none"> 1. Description of quality management processes in projects. 2. Quality management plan. 3. Regulatory and methodological provisions for planning quality management processes. 	2
12	<p>Topic 7. Development of project financial resources (Part I)</p> <ol style="list-style-type: none"> 1. Cost structure of the project. 2. Types of project costs, in particular: investment, operating, financial expenses. 3. Sources of project financing. 	2
13	<p>Topic 7. Development of project financial resources (Part II)</p> <ol style="list-style-type: none"> 1. Estimation of project cost. 2. Planning of project resource requirements (formation of requirements for project resources, types of resources); assignment of resources to the project (resource profiles, matrix of responsible); optimization of resources. 3. Allocation of project resources. 	2
14	<p>Topic 8. The concept of costs and benefits in project management</p> <ol style="list-style-type: none"> 1. The concept of benefits and costs in project analysis. 2. Methods of assessing investment performance. 3. Methodical approaches to determining the value of the project. 	2
15	<p>Topic 9. Value for money over time. Project cash flow</p> <ol style="list-style-type: none"> 1. Changes in the value of money over time in project analysis. 2. The concept of future and present value. 3. The concept of profit margins, interest rates. Simple and complex interest, its impact on future value. 4. Calculating the future value of money. 	2
16	<p>Topic 10. Project Decision Criteria (Part I)</p> <ol style="list-style-type: none"> 1. Characteristics of methods of estimation of investment efficiency. 2. Selection of design decision criteria. 3. Principles for evaluating the effectiveness of design decisions. 	2
17	<p>Topic 10. Criteria for project decision making (Part II)</p> <ol style="list-style-type: none"> 1. Characteristics of standard financial criteria: economic content, limitations, advantages and disadvantages, the application in the assessment of design solutions of integral indicators. 2. Method of calculation of the main financial criteria and construction of the financial profile of the project. 3. Comparison of projects using different evaluation criteria. 	2
18	<p>Topic 11. Project Risk Assessment</p> <ol style="list-style-type: none"> 1. The concept of risk and uncertainty. 	2

	2. Necessity to take into account the level of uncertainty in design decisions. 3. Characterization of systematic and non-systematic risks of the project, the possibility of their impact and elimination during the preparation and implementation of the project. 4. Classification of risks. Types of risks at different stages of project preparation and implementation.	
19	Topic 12. Formation and development of the project team 1. Enterprise and project personnel management system. 2. Development of project personnel management strategy. 3. Planning for the Human Resources Project. 4. Methods of hiring and selecting project staff.	2
20	Topic 13. Fundamentals of project monitoring and evaluation. 1. Place of monitoring and evaluation in the project cycle. 2. Expected results: monitoring and evaluating their achievement. Definition of monitoring and evaluation. 3. Classification of monitoring types. Classification of types of expectations.	2
21	Topic 14. Management of the project monitoring process 1. Development and implementation of monitoring system in project management. 2. Classification of project monitoring system indicators. 3. Identification and selection of project monitoring indicators. 4. Monitoring plan.	2
	Total	42

6. Topics of practical classes for full-time students

No s / n	The name of the topic	Hours
		Full-time education
1	Topic 1. Project analysis and project concept	4
2	Topic 2. Project life cycle	4
3	Topic 3. Project actions in the field of project initiation	4
4	Topic 4. Management of project integration and content	4
5	Topic 5. Project time management.	4
6	Topic 6. Project quality management	2
7	Topic 7. Formation of financial resources of the project	4
8	Topic 8. The concept of costs and benefits in project management	4
9	Topic 9. Value for money over time. Project cash flow	4
10	Topic 10. Criteria for making project decisions	2
11	Topic 11. Project risk assessment	2
12	Topic 12. Formation and development of the project team	2
13	Topic 13. Fundamentals of project monitoring and evaluation	2
14	Topic 14. Management of the project monitoring process	2
	Total	44

7. Independent work of students

No s / n	The name of the topic	Hours
		Full-time education
1	Topic 1. Project analysis and project concept	6
2	Topic 2. Project life cycle	6

3	Topic 3. Project actions in the field of project initiation	6
4	Topic 4. Management of project integration and content	6
5	Topic 5. Project time management.	6
6	Topic 6. Project quality management	8
7	Topic 7. Formation of financial resources of the project	6
8	Topic 8. The concept of costs and benefits in project management	6
9	Topic 9. Value for money over time. Project cash flow	6
10	Topic 10. Criteria for making project decisions	8
11	Topic 11. Project risk assessment	6
12	Topic 12. Formation and development of the project team	8
13	Topic 13. Fundamentals of project monitoring and evaluation	8
14	Topic 14. Management of the project monitoring process	8
	Total	94

Preparation of abstracts:

1. Project concept.
2. Types of projects and features of their management.
3. The concept of SMART in posting the goals of the project and programs.
4. The hierarchy of project goals and their decomposition.
5. Organization design technology in project management system.
6. Key characteristics of project stakeholders.
7. Choosing an effective organizational structure for project management.
8. The concept of a multi-level system of planning and control of project management processes.
9. Content and benefits of the responsibility matrix.
10. Optimization of network schedules.
11. Methods of reducing the duration of the project.
12. Methods of project cost estimation.
13. Methods for reconciling resource conflicts.
14. Project evaluation procedures for single- and multi-product models.
15. Use of pilot projects to optimize costs.
16. Changes in and control over the project.
17. Monitoring the implementation of design decisions in space and time.
18. Identifying and assessing risk in the project.

8. Methods of training

1. Methods of training for Knowledge:

- 1.1. Verbal: narrative, explanation, lecture, work with a book (making a plan, summarizing, making reference lecture notes).
- 1.2. Visual: demonstration, illustration.
- 1.3. Practical: Practical work exercise.

2. Methods for studying the nature of the logic of knowledge.

- 2.1. analytical
- 2.2. synthesis

3. Methods for studying the nature and level of independent mental activity of students.

- 3.1. problem (problem-information)
- 3.2. exploratory
- 3.3. reproductive
- 3.4. explanatory demonstration

4. Interactive learning technology - the use of multimedia technologies.

9. Methods of control

1. Rating control of a 100-point scale assessment ECTS

2. An intermediate control during the semester (interim attestation)
3. Criterion evaluation of the students' work::
 - The level of knowledge demonstrated in practical classes;
 - Activity in the discussion of issues submitted for the class;
 - Quick control during classes;
 - Independent study topics in general or specific issues;
 - Perform analytical calculation tasks;
 - Writing papers, essays, reports,
 - Test results;
 - Writing assignments during the tests.

10. Distribution of points that students receive

Current testing and independent work														independent work	Total for modules and independent work	Attestation	Final test exam	Sum
Module 1 - 20 points				Module 2 - 20 points														
T. 1	T. 2	T. 3	T. 4	T. 5	T. 6	T. 7	T. 8	T. 9	T. 10	T. 11	T. 12	T. 13	T. 14					
5	5	5	5	2	2	2	2	2	2	2	2	2	2	15	55 (40 + 15)	15	30	100

11. The criteria for assessing students

The national assessment	Assessment ECTS	Definition ECTS	The number of points in the discipline
perfectly	A	Perfectly - excellent performance with few errors	90 - 100
good	B	Very good - above average with some errors	82 - 89
	C	Good - generally relevant to a specific number of errors	75 - 81
satisfactorily	D	Satisfactory - not bad, but a lot of mistakes	69 - 74
	E	Enough - performance meets the minimum criteria	60 - 68
unsatisfactorily	FX	Unsatisfactorily - need to work before you get a positive assessment	35 - 59
	F	Unsatisfactorily - thorough and elaborate, please re-learning courses	1 - 34

12. Methodical support

Scientific and methodical complex -2019

<https://cdn.snau.edu.ua/moodle/course/view.php?id=3939>

13. The educational literature:

1. Albert, M., P. Balve, and K. Spang. 2017. "Evaluation of Project Success: A Structured Literature Review." *International Journal of Managing Projects in Business* 10 (4): 796-821
2. Atkins, G., Davies, N., and T. K. Bishop. 2017. "How to Value Infrastructure: Improving Cost Benefit Analysis." London, England: Institute for Government.

3. Chih, Y.-Y., and O. Zwikael. 2015. "Project Benefit Management: A Conceptual Framework of Target Benefit Formulation." *International Journal of Project Management* 33 (2): 352–362.
4. Aaltonen, K., J. Kujala, L. Havela, and G. Savage. 2015. "Stakeholder Dynamics during the Project Front-End: The Case of Nuclear Waste Repository Projects." *Project Management Journal* 46 (6): 15–41.
5. Badewi, A. 2016. "The Impact of Project Management (PM) and Benefits Management (BM) Practices on Project Success: Towards Developing a Project Benefits Governance Framework." *International Journal of Project Management* 34 (4): 761–778.
6. Bañuls, V. A., C. López, M. Turoff, and F. Tejedor. 2017. "Predicting the Impact of Multiple Risks on Project Performance: A Scenario-Based Approach." *Project Management Journal* 48 (5):95–114.
7. Duffield, S., and S. J. Whitty. 2015. "Developing a Systemic Lessons Learned Knowledge Model for Organizational Learning through Projects." *International Journal of Project Management* 33 (2): 311–324.
8. Focacci, A. 2017. "Managing Project Investments Irreversibility by Accounting Relations." *International Journal of Project Management* 35 (6): 955–963.
9. Joslin, R., and R. Müller. 2015. "Relationships between a Project Management Methodology and Project Success in Different Project Governance Contexts." *International Journal of Project Management* 33 (6): 1377–1392.
10. Joslin, R., and R. Müller. 2016. "The Relationship between Project Governance and Project Success." *International Journal of Project Management* 34 (4): 613–626
- 11.
12. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition // USA. – PMI, 2017. – 756 p.
13. OGC (Office of Government Commerce). Managing Successful Projects with PRINCE2 (2017) – TSO (The Stationery Office), Printed in the United Kingdom for The Stationery Office, 2017. – 425 p
14. Project Manager Competency Development Framework (PMCDF v. 3) // USA. – PMI, 2017. – 191 p
15. Projects IN Controlled Environments (PRINCE2) the Office of Government Commerce (OGC), United Kingdom. URL: <https://discovery.nationalarchives.gov.uk/details/r/C11669509>

Additional:

1. Maylor, H., J. Meredith, J. Söderlund, and T. Browning. 2018. "Old Theories, New Contexts: extending Operations Management Theories to Projects." *International Journal of Operations & Production Management* 38 (6): 1274–1288.
2. Qazi, A., J. Quigley, A. Dickson, and K. Kirytopoulos. 2016. "Project Complexity and Risk Management (ProCRiM): towards Modelling Project Complexity Driven Risk Paths in Construction Projects." *International Journal of Project Management* 34 (7): 1183–1198.
3. Stretton, A. 2016. "Managing Project Contexts." *PM World Journal* 5 (9):1–15. <http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=118045502&site=ehost-live>.
4. Volden, G. H., and K. Samset. 2017. "Governance of Major Public Investment Projects: Principles and Practices in Six Countries." *Project Management Journal* 48 (3): 90–108.
5. Williams, T. 2017. "The Nature of Risk in Complex Projects." *Project Management Journal* 48 (4): 55–66.
6. Zhang, Y. 2016. "Selecting Risk Response Strategies considering Project Risk Interdependence." *International Journal of Project Management* 34 (5): 819–830.

14. Information recourse

1. The APM Body of Knowledge 6th edition URL : <http://www.apm.org.uk/knowledge>.
2. Free e-books that can be downloaded at <http://www.lessons-tva.info/book.html>
3. Website "Learning in the Internet": <http://www.lessons-tva.info/edu/edu.html>