

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY

Public Management and Administration Department
Faculty of Economics and Management

MODULE SYLLABUS

PROJECT PLANNING AND EVALUATION

Implemented in the “*Administrative management*” Academic Program

Area of specialization 073 “*Management*”

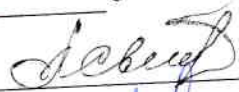
at the second (master's) level of higher education

Author:  **Kateryna DUDNYK assistant of Public Management and Administration Department**

Module syllabus agreed at the Public Management and Administration Department meeting	Protocol № 20 dated 03/06/2025
	Head of Public Management and Administration Department <u></u> (Alina BRYCHKO)

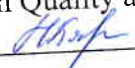
Approved by:

Guarantor of the Academic program  (Larysa KALACHEVSKA)

Dean of the Faculty  (Svitlana LUKASH)

Syllabus review (attached) is provided by:  (Tetyana KHARCHENKO)

 (Svitlana LUKASH)

Representative of the Department of Education Quality assurance, licensing and accreditation  (Nadia BAZANIK)

Registered in electronic data base 19.06 2025

Academic year in which changes are made	The number of the appendix to the work program with a description of the changes	The changes have been reviewed and approved		
		Date and number of the minutes of the meeting of the department	Head of Department	Guarantor of the educational program

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title	Project Planning and Evaluation		
2.	Faculty/Department	Economics and Management / Public Administration		
3.	Type (compulsory or optional)	Obligatory		
4.	Program(s) to which module is attached (to be filled in for compulsory types)	073 Management		
5.	Module can be suggested for (to be filled in for optional types)	Administrative management		
6.	Level of the National Qualifications Framework	7		
7.	Semester and duration of module	2. 1-15 weeks		
8.	ECTS credits number	5		
9.	Total workload and time allotment	Directed study		
		Lectures	Practicals	Labs
		36	36	-
		Self-directed study		
		78		
10.	Language of instruction	English		
11.	Module leader	Kateryna DUDNYK assistant of Public Management and Administration Department		
12.	Module leader contact information	Email: snauinterstud@gmail.com SNAU, building of the Faculty of Economics and Management, aud. 310 e		
13.	Module description	The purpose of studying the discipline is the formation of a system of special theoretical knowledge regarding the methodology of project decision analysis; development, planning and justification of projects to meet social and personal needs in conditions of limited resources; acquiring skills in determining the feasibility of project implementation		
14.	Module aim	1. The educational component is based on the study of business management, production economics. 2. The educational component is the basis for the disciplines: Professional internship, preparation of qualification work.		
15.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	The educational component is based on the study of such disciplines as conflictology and management psychology and is interconnected with other components of the educational program. The educational component serves as a foundation for professional internships and the preparation of a qualification (final) thesis.		
16.	The policy of academic integrity	When performing practical work, writing essays and writing modular, attestation, test and examination papers, the student must follow the rules of academic integrity. Upon detection of facts of write-off or academic dishonesty, the work performed by the student is canceled. The policy on academic integrity is based on the norms of the "Code of Academic Integrity of SNAU" and "Regulations on the Prevention and Detection of Academic Plagiarism in Sumy NAU" (approved by the Academic Council of SNAU № 6 of 26.12.2017). In particular, for violating the rules of academic integrity (in one form		

		or another, provided by the Code) during the study of the OK, persons studying at the university may be held liable for such forms of: - re-assessment; - re-passing the training course; - warning; - reprimand; - deductions from the university; (Part 5 of Article 48 of the draft Law of Ukraine "On Education"); - arrest or restriction of liberty, or imprisonment, with deprivation of the right to hold certain positions or engage in certain activities with a fine. Violations of the Code of Academic Integrity by any participant in the educational process (student or teacher) must be reported to the Academic Integrity Council in accordance with the procedure specified in the Code (Part 4).
17	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=2834

2. LEARNING OUTCOMES AND THEIR RELATIONSHIP WITH SOFTWARE LEARNING OUTCOMES

MLOs: On successful completion of the module the learner will be able to:	PLOs					How assessed
	PLOs 1 Critically interpret information, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions	PLOs 2 Identify problems in the organization and justify methods of solving them.	PLOs 3 Design effective management systems of organizations	PLOs 4 Justify and manage projects, generate business ideas	PLOs 5 Be able to determine the effectiveness of financial and investment projects	
MLOs 1: After studying the educational component, the student is expected to be able to understand the main concepts and differences of the project from the plan or program, distinguish between the external and internal environment of the project, know the main properties of the project, the concept of the project life cycle and its main phases.	X	X	X			Multiple choice tests; brainstorming and feedback; case study
MLOs 2: After studying the educational component, the student is expected to apply the steps that must be taken to complete projects on time and on budget; basics of project scheduling; apply human resources skills in forming, developing, and motivating a team; identify tools and techniques for planning and tracking a project; develop methods for motivating teams and keeping them focused; explain how to make leadership decisions concerning organizational structure and the role of project resources on a project's team; and identify project risks	X	X	X		X	Multiple choice tests; brainstorming and feedback; case study; short drafts of proposal components

MLOs 3: After studying the educational component, the student is expected to be able to analyze projects using various types of analysis and evaluations, determine the viability and feasibility of the project, calculate indicators of project efficiency; valid and reliable measurement tools	X	X		X		Multiple choice tests; brainstorming and feedback; short drafts of proposal components
MLOs 4: After studying the educational component, the student is expected to be able to develop a proposal for an educational or development project for which student could seek funding; become competent in reactive proposal writing; become competent in proactive proposal writing.	X			X	X	Reactive proposal, proactive proposal

3. PROGRAM OF THE COURSE

Topics	Distribution of hours			Learningresources B - basic, A - additional
	Classroom work		IW	
	LC	PC		
Topic 1. Introduction to Project Planning and Evaluation 1. Definition and importance of project planning and evaluation 2. Classification of projects 3. Key concepts and terminology 4. Overview of the project lifecycle.	2	2	4	2, 4, 6
Topic 2. Problem Identification and Statement 1. Identifying and defining the problem 2. Analyzing the problem's root causes 3. Developing a clear and concise problem statement	2	2	4	1, 5, 6
Topic 3. Project Needs Assessment. Rationale for the Project 1. Conducting a needs assessment: methods and tools 2. Stakeholder analysis and engagement 3. Prioritizing needs and aligning with project goals 4. Justifying the need for the project. Building on previous research and projects	2	2	4	2, 4, 6
Topic 4. Project Team 1. Distribution of duties and responsibilities in the project. 2. Matrices of responsibilities 3. Organizational structures of the project 4. Project personnel management plan and its development. Conflict resolution and team management	2	2	4	2, 6, 11
Topic 5. Forming Project Goals and Objectives 1. Developing SMART objectives (Specific, Measurable, Achievable, Relevant, Time-bound) 2. Using logic models and results-oriented planning 3. Ensuring project sustainability beyond initial funding	2	2	4	2, 6, 11
Topic 6. Project Activities 1. Designing project activities and interventions 2. Using log frames for planning 3. Aligning activities with goals and objectives	2	2	4	1, 6 , 11
Topic 7. Project Workplan and Timeframe 1. Creating a detailed project workplan 2. Developing GANTT charts for timeline management 3. Milestones and deliverables	2	2	4	2, 4, 6
Topic 8. Budget Development 1. Estimating project costs 2. Budget categories and line items 3. Financial management and control	2	2	4	2, 4, 6
Topic 9. Monitoring and Evaluation Plan 1. Designing a monitoring and evaluation framework 2. Identifying key performance indicators (KPIs) 3. Data collection methods and analysis	2	2	4	1, 6, 11
Topic 10. Indicators for Evaluation 1. Quantitative and qualitative indicators 2. Developing and using indicator matrices 3. Baseline and endline assessments	2	2	4	3,7,8

Topic 11. Planning of information Communication Management Processes and Project Dissemination 1. Project communications planning 2. Requirements for project communications and project dissemination 3. Reporting and document flow in the project 4. Basic software products in project management	2	2	4	2, 4, 6
Topic 12. Management Plan and Institutional Capability 1. Organizational structure and governance 2. Roles and responsibilities 3. Capacity building and resource allocation	2	2	4	3,7,8
Topic 13. Planning of risk management processes. 1. Risk management planning 2. Project risk assessment. Qualitative and quantitative analysis of project risks 3. Developing risk mitigation strategies 4. Monitoring and risk management	2	2	4	1,4,5
Topic 14. Sustainability Planning 1. Long-term sustainability strategies 2. Institutionalizing project outcomes 3. Exit strategies and transition plans	2	2	4	3,7,8
Topic 15. Planning of integration management processes. 1. Integration planning. Project document 2. Expertise of projects. Documents on the project examination. 3. Evaluation of project examination results	2	2	4	3,7,8
Topic 16. Reactive and Proactive Proposal Development 1. Differences between reactive and proactive proposals 2. Key components of a project proposal 3. Writing and submitting a successful proposal	2	2	4	3,7,8
Topic 17. Case Studies and Best Practices 1. Analyzing successful project examples 2. Lessons learned from project failures 3. Applying best practices to current projects	2	2	4	3,7,8
Topic 18. Final Project: Proposal Development and Presentation 1. Developing a comprehensive project proposal 2. Peer review and feedback 3. Pitching 4. Final presentation and evaluation	2	2	10	3,7,8
TOTAL	36	36	78	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Teaching methods (self-directed study)
MLOs 1: understand the main concepts and differences of the project from the plan or program, distinguish between the external and internal environment of the project, know the main properties of the project, the concept of the project life cycle and its main phases; conceptual foundations of investment project analysis, determine the time value of money, know the definition of cash flow, standard formal and informal decision-making criteria, dynamic break-even analysis.	Lecture, practical lesson, discussion	Elaboration of theoretical material, case study, brainstorming feedback
MLOs 2: to know the principles of marketing analysis, technical analysis, to know the assessment and process of making project decisions under conditions of risk and uncertainty, the basic concepts of environmental analysis, institutional analysis and the basic concepts and definitions of economic and financial analysis, social analysis.	Lecture, practical lesson, discussion	Elaboration of theoretical material, case study, brainstorming feedback
MLOs 3: be able to analyze projects using various types of analysis and evaluations, determine the viability and feasibility of the project, calculate indicators of economic and financial efficiency, calculate economic indicators, analyze an investment project and its life cycle, determine cash flows, calculate value money over time, make a dynamic break-even analysis, calculate cash flows, determine formal and informal decision-making criteria.	Lecture, practical lesson, discussion, work in small groups, explanations	Elaboration of theoretical material, case study, brainstorming feedback, Project proposal
MLOs 4: understand educational component, the student is expected to be able to calculate the main indicators and make marketing analysis, technical analysis, environmental analysis, institutional analysis, economic and financial analysis, social analysis, make an assessment and make decisions in conditions of risk and uncertainty.	Lecture, practical lesson, discussion, work in small groups, explanations	Elaboration of theoretical material, Project proposal, Pitching

5. ASSESSMENT

5.1.1. To assess the expected learning outcomes provided

No	Methods of summative evaluation	Points / Weight in the overall score	Date of compilation
1.	Project proposal + pitching	20/20%	Until the 13th week
2.	Individual work 1 (Project components)	10/10%	Up to 14-15 weeks
3.	Individual work 2 (Project components)	15/15%	During the semester
4.	Testing	55/55%	According to the session schedule

5.1.2. Evaluation criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Proposal	<12 points <i>Task requirements not met</i>	12-15 points <i>Most requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	15-18 points <i>All requirements of the task are fulfilled</i>	19-20 points <i>All requirements of the task are fulfilled, creativity, thoughtfulness is shown, own solution of a problem is offered</i>
Individual work 1	< 9 points <i>provided the correct answer to less than 60% of the tasks</i>	9-11 points <i>provided the correct answer to 60% -74% of tasks</i>	12-13 points <i>given the correct answer to 75% - 89% of tasks</i>	14-15 points <i>provided the correct answer for 90% or more of the tasks</i>
Individual work 2	< 17 points <i>Task requirements not met</i>	17-23 points <i>Most of the requirements are met, but some components are missing or insufficiently disclosed</i>	14-30 points <i>All requirements of the task are fulfilled</i>	31-35 points <i>All the requirements of the task are fulfilled, creativity is demonstrated, the results are presented within the general discussion</i>
Exam	0-5 points <i>The student is not sufficiently oriented in the theoretical material</i>	5-15 points <i>The student is not sufficiently oriented in the theoretical material, but some components are disclosed</i>	15-27 points <i>The student is sufficiently oriented in the theoretical material,</i>	27-30 points <i>The student is well versed in the theoretical material</i>

5.2. Summative assessment:

To assess current learning progress and understand areas for further improvement

No	Elements of formative assessment	Date
1	Testing in (Kahoot / Quizizz)	at the end of each topic
2	Oral feedback from the teacher during classroom work	constantly
3	Oral questioning during classes and feedback from the	constantly

	teacher during classroom work	
4	Conversation and discussion during classroom lectures	constantly
5	Oral feedback from the teacher on the results of the IW	14-15 weeks
6	Discussion of reports on the topic of independent study of the discipline	constantly
7	Oral feedback from the teacher and students after the exam	15 weeks

5.3. Assessment scale operating at the University:

5.3. Assessment scale operating at the University:		
The sum of points for all types of educational activities	Score on a national scale	
	For exam, course project (work), practice, qualification work	for offset
90 - 100	perfectly	credited
82-89	fine	
75-81		
69-74		
60-68	satisfactorily	
35-59	unsatisfactory with the possibility of reassembly	not credited with the possibility of re-assembly
0-34	unsatisfactory with mandatory re-study of the discipline	not enrolled with mandatory re-study of the discipline

6. LEARNING RESOURCES

13

6.1. Key resources

6.1.1. Textbooks / manuals

1. Egorchenkov O. V. *ABC of project management*. Planning: training manual, Kyiv: KNU named after T. Shevchenko, 2017. 117 p.
2. Greg Wiegand. *Project Management Absolute Beginner's Guide, 4th Edition*. Que Publishing, 2017. 448 p
3. *Code of Practice for Project Management for the Built Environment, 6th edition*. Wiley-Blackwell, 2022. 288 p.
4. *The path of O.V. Project management: teaching method. manual for students of ZDIA econ. special day and extracurricular forms of education / O. V. Shlyaga; ZDIA - Zaporizhzhia: ZDIA, 2010. - 215 c. - 94 notes + email version.*
5. Kory Kogon (Author), Suzette Blakemore. *Project Management for the Unofficial Project Manager (Updated and Revised Edition)*, BenBella Books, 2024. - 256 p.
6. Kosenko, Yu. V. *Foundations of Language Communication Theory*; textbook. Sumy: SumDU, 2011. 282 pp.

6.1.2. Guideliness

7. E - course "Planning and evaluation of projects"

<https://cdn.snau.edu.ua/moodle/mod/page/view.php?id=166479>

6.2. Additional resources

1. Balatskyi O.F., Telizhenko O.M., Sokolov M.O. *Investment Management: A Study Guide*. - Sumy: University book. - 232 p.
2. Barrow K., Barrow P., Brown R. *Business plan: Pract. help.: Trans. from the 3rd Eng. ed.* - K.: T-vo "Znannia", KOO, 2001. - 285 p. thirteen.
3. Bondarenko O.A. *Scientific and methodical recommendations for drawing up business plans for the production and sale of agricultural products*. - Sumy: Publishing House "Environment", 2002. - 214 p.
4. Verba V.A., Grebeshkova O.M. *Project analysis; slide course: Training. manual* - K.: KNEU, Yu 2006. - 236 p.
5. Verba V.A., Zagorodnih O.A. *Project analysis: Textbook*. - KNEU, 2000. - 322 p.

Work program review (syllabus)

Parameter by which the work program (syllabus) of the educational component is evaluated by the guarantor or a member of the project team	Yes	No	Comment
Learning outcomes for the educational component correspond to the NQF	+		
Learning outcomes for the educational component correspond to the stipulated PRN (for compulsory EC)	+		
Learning outcomes in the educational component provide an opportunity to measure and assess the level of their achievement	+		

Member of the project group of the AP "Administrative management"

Svitlana LUKASH



The parameter by which the working program (syllabus) of the educational component is evaluated by the teacher of the relevant department	Yes	No	Comment
Learning outcomes for the educational component correspond to the NQF	+		
Learning outcomes for the educational component correspond to the NQF	+		
Learning outcomes by educational component provide an opportunity to measure and assess the level of their achievement	+		
Learning outcomes relate to the competencies of students, not the content of the discipline (contain knowledge, skills, abilities, not topics of the curriculum of the discipline)	+		
The content of the EC is formed in accordance with the structural and logical scheme	+		
Learning activity (teaching and learning methods) allows students to achieve the expected learning outcomes	+		
The educational component involves learning through research that is appropriate and sufficient for the appropriate level of higher education	+		
The assessment strategy within the educational component is in line with the policy of the University / faculty	+		
The provided assessment methods allow to assess the degree of achievement of learning outcomes in the educational component	+		
The workload of students is adequate to the volume of the educational component	+		
Recommended learning resources are sufficient to achieve learning outcomes	+		
The literature is relevant	+		
The list of educational resources contains the necessary software products to achieve learning outcomes	+		

Lecturer at the Department of Public Management and Administration

Tetyana KHARCHENKO

