

Ministry of education and science of Ukraine
Sumy National Agrarian University
Faculty of economics and management
Department of public management and administration

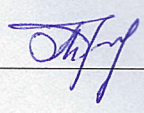
Syllabus of the educational component
CC 6 CHANGE AND PROJECT MANAGEMENT
(compulsory component)

Speciality	Management
Educational program	Organizational management and administration
level of higher education	the second (master's)

Creators:



**Tetyana Kharchenko, Doctor of Science (Public Administration),
ass. Professor**

Module syllabus agreed at the Public Management and Administration Department meeting	Protocol №20 dated June 3 2025
	Head of Public Management and Administration Department  Alina BRYCHKO

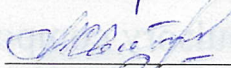
Approved by:

Guarantor of the Academic program



Alvina ORIEKHOVA

Dean of the Faculty

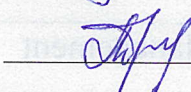


Svitlana LUKASH

Syllabus review (attached) is provided by:



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Representative of the Department of Education Quality assurance,
licensing and accreditation



(N. Bazaruk)

Registered in electronic data base

28.08

2025

@SNAU, 2025

Information on reviewing the work program (syllabus):

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title	Change and project management		
2.	Faculty/Department	Faculty of Economics and Management / Public Management and Administration Department		
3.	Type (compulsory or optional)	compulsory		
4.	Program(s) to which module is attached (to be filled in for compulsory types)	Educational program «Organizational management and administration» second level of higher education, specialty D3 «Management»		
5.	Module can be suggested for (to be filled in for optional types)			
6.	Level of the National Qualifications Framework	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7		
7.	Semester and duration of module	The discipline is taught in the 1st semester		
8.	ECTS credits number	5 credits (150 hours)		
9.	Total workload and time allotment	Directed study		
		Lectures	Practicals	Labs
		44	30	
		Self-directed study		
		76		
10.	Language of instruction	English		
11.	Module leader	Tetiana Kharchenko, Doctor of Science, Associate Professor of Public Management and Administration Department		
11.1	Module leader contact information	Email: tetyana_22_82@ukr.net SNAU, building of the Faculty of Economics and Management, aud. 310 e		
12.	Module description	The educational component "Change and Project Management" is aimed at developing in higher education students an understanding of the essence of changes and the nature of their occurrence; a scientific worldview and knowledge of technologies and methods of change management at enterprises; and acquiring knowledge and skills that enable them to participate in the implementation of projects of various directions in the course of their professional activities in their specialty. The educational component ensures the formation of competencies in applicants: the ability to choose and use concepts, methods and management tools, including in accordance with defined goals and international standards, the ability to establish values, vision, mission, goals and criteria by which the organization determines further development directions, develop and implement appropriate strategies and plans, the ability for applicants to master the main tools for managing the organization's projects (familiarization with the stages and procedures for forming business projects, organizational, personnel, resource and informational and legal support for projects).		
13.	Module aim	The purpose of studying the educational component "Change and Project Management" is to develop theoretical knowledge and practical skills in organizing change and project management processes to achieve sustainable development goals in conditions of uncertainty and limited resources.		
14.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	1. The educational component is based on the following disciplines: management, organizational theory, business economics. 2. The educational component is the basis for the disciplines: strategic management of agribusiness, social responsibility, leadership and team interaction management.		
15.	The policy of academic	According to the Code of Academic Integrity of the Sumy NAU,		

	integrity	academic integrity is a set of principles, rules of behavior of participants in the educational process, aimed at forming an independent and responsible personality, capable of solving tasks in accordance with the educational level in compliance with the norms of law and social morality. Observance of academic integrity by students of higher education involves independent performance of educational tasks, tasks of current and final control, learning results. It is expected that students of higher education will adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of the Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at the Sumy NAU (a full list of regulatory documents is posted on the university's website. https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist. For violation of academic integrity, students of higher education may be held to the following academic responsibility: - repeated assessment (test, exam, credit, etc.); - repeated completion of the training course; - warning; - issuing a reprimand; - expulsion from the university; (Part 5 of Article 48 of the draft Law of Ukraine "On Education"); - arrest or restriction of liberty, or deprivation of liberty, with deprivation of the right to hold certain positions or engage in certain activities with a fine.
16	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=6181
17	Keywords	organizational change, project management, resistance to change, team interaction, change strategy, efficiency, leadership, sustainable development, risks, project quality.

2. Correlation between Module Learning Outcomes (MLOs) and Program Learning outcomes (PLOs)

	How assessed				
	PLOs 1 Critically understand, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions	PLOs 3 Design effective organizational management systems	PLOs 4 Justify and manage projects, generate entrepreneurial ideas	PLOs 14 To justify the development directions of agribusiness entities (business models, products, services), taking into account the impact of the SDGs in terms of risk and opportunities for the company.	
Study results for Module: After studying, the student is expected to be able to:					As estimated
MLO 1. Understand the subject area, using the theoretical basis and knowledge of the main provisions and specificities of change management and project management in any field of activity. Demonstrate skills of analysis and adaptation to the goals of sustainable development, openness to new knowledge.	+				Theoretical section of knowledge. Multiple choice test
MLO 2. Anticipate trends of future changes in profit-making activities, making the most of modern innovative forms and methods of business activity.			+	+	Calculation and analytical task
MLO 3. Apply basic knowledge in practical situations regarding the use of modern technologies for making strategic management decisions for the development, continuation or termination of a project.			+	+	Calculation and analytical task
MLO 4. Analyze possible potential risks from implementing changes, determine sources and features of planning measures to prevent them, carry out a quantitative assessment of the possible consequences of risks for the project, and develop a risk management plan		+	+	+	Solving situational problems
MLO 5. Ability to solve complex tasks and evaluate the results of implemented changes and project activities, coordinate and adjust project actions regarding the implementation of project work	+	+	+		Solving Situational tasks. Presentation and defense of the project

3. PROGRAM OF EDUCATIONAL DISCIPLINE

Topics	Distribution of hour			Recommend ed literature
	Directed study		Self- directed study	
	Lectures	Practicals/seminars		
Topic 1. Theory of change: basic concepts. 1. Regularities of organizational development.	2	2	4	Main sources: 3

2. Approaches to defining organizational change. 3. History of the development of the theory of organizational change.				Other sources: 1; 2
Topic 2. The structure of change. 1. The nature of change. 2. The process of change. 3. The roles of change participants. 4. Resistance to change. 5. Involvement of personnel in the change process.	2	2	4	Main sources: 3 Other sources: 1-5
Topic 3. Characteristics of the process of change and innovation. 1. K. Lewin's change model (three phases of change: the existing state, the transitional state and the desired state). 2. L. Greiner's change management model. 3. Theory "E" and theory "O" of organizational change. 4. Model of business transformation by F. Guillard and J. Kelly. 5. Model of the "change curve" by J. Duck.	2	-	4	Main sources: 3 Other sources: 1-5
Topic 4. Change project management in the context of achieving sustainable development goals 1. Planning organizational changes on the basis of sustainable development. 2. Implementing the change plan. 3. Motivation in change management to ensure the achievement of sustainable development goals. 4. Monitoring the achievement of change goals.	2	2	4	Main sources: 1, 2, 3 Other sources: 1-5
Topic 5. Resistance to change, methods of its elimination. 1. Reasons for resistance to change. 2. Stereotypes of resistance to change. 3. Psychological barriers and forms of their manifestation. 4. Formation of readiness of personnel for change. 5. Ways and methods of overcoming resistance to change.	2	2	4	Main sources: 3 Other sources: 1-5
Topic 6. Change strategies. 1. Types of change strategies. 2. The "transition period" model. 3. The "gradual increment" model. 4. The "EASIER" model.	2	-	4	Main sources: 3 Other sources: 1-5
Topic 7. Team formation for strategic changes. 1. Principles of team creation. 2. Team effectiveness. 3. Strategic change team leader. 4. Main stages of development of a strategic change team.	2	-	4	Main sources: 3 Other sources: 1-5
Topic 8. Tools for organizational change. 1. Stages of a benchmarking project. 2. The concept of "Six Sigma" as a change management tool. 3. The main elements of the "Six Sigma"	2	2	4	Main sources: 3 Other sources: 1-5

system.				
Topic 9. Assessment of the effectiveness of management of organizational changes. 1. Types of effectiveness of management of organizational changes. 2. Assessment of economic effectiveness of management in a broad sense. 3. Characteristics of the stages of analysis and assessment of the organizational structure.	2	2	4	Main sources: 3 Other sources: 1-5
Topic 10. Project management in the management system of organizations and their role in sustainable development. 1. The essence of investment projects. 2. Project management as a specific branch of management. 3. Classification of projects. 4. Project participants. 5. Project life cycle. 6. The role of project management in implementation of the principles of sustainable development.	2	2	4	Main sources: 3, 4, 5 Other sources: 1-5
Topic 11. Justification of the feasibility of the project. 1. Determination of project alternatives. 2. Criteria for the effectiveness of the investment project. 3. Determination of the project charter.	2	2	4	Main sources: 3, 4, 5 Other sources: 1-5
Topic 12. Basic forms of organizational structure of project management. 1. Motivational models in management. 2. The concept and meaning of the project management system. 3. Formation of a project team. 4. 4. Project management organizational structures. 5. Current trends in the development of organizational structures.	2	2	4	Main sources: 3, 4, 5 Other sources: 1-5
Topic 13. Project planning as a component of project management. 1. Project planning system. 2. Development of a project management plan. 3. Characteristics of project content management. 4. The essence and functions of project structuring. 5. Directions of project structuring.	2	2	4	Main sources: 3, 4, 5 Other sources: 1-5
Topic 14. Planning project deadlines and deadlines. 1. Project deadline management. 2. Organizational and technological models of project planning. 3. Development of a project schedule.	2	2	4	Main sources: 3, 4, 5 Other sources: 1-5
Topic 15. Project Resource Management. 1. Project Cost Management Processes. 2. Project Resource Planning. 3. Project Cost Planning. 4. Project Cost Calculation Methods.	4	2	4	Main sources: 3, 4, 5 Other sources: 1-5
Topic 16. Project implementation control.	4	2	4	Main

1. Objectives and purpose of control. 2. Control of calendar plans. 3. Reporting in the control system 4. Change management. 5. Project completion.				sources: 3, 4, 5 Other sources: 1-5
Topic 17. Risk management in projects. 1. Concept of risk and uncertainty. 2. Risk management planning. 3. Risk identification. 4. Project risk analysis. 5. Risk response planning. 6. Risk monitoring and control.	4	2	6	Main sources: 3, 4, 5 Other sources: 1-5
Topic 18. Quality management project implementation. 1. The concept of quality in the context of project management. 2. The concept of project quality management. 3. Project quality management planning. 4. Project quality assurance. 5. Project quality control.	4	2	6	Main sources: 3, 4, 5 Other sources: 1-5
Total	44	30	76	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Teaching methods (self-directed study)
MLO 1. Understand the subject area, using the theoretical basis and knowledge of the main provisions and specificities of change management and project management in any field of activity. Demonstrate skills of analysis and adaptation to the goals of sustainable development, openness to new knowledge.	Multimedia lecture Flipped classroom or learning through dialogue Discussion Classroom response system (CRS) ("clicker") (learning game platforms: Socrative, Kahoot!)	Reading (studying theoretical material) Study of the problem (library, internet publication and recommended sources of information) Self-assessment of knowledge
MLO 2. Anticipate trends of future changes in profit-making activities, making the most of modern innovative forms and methods of business activity.	Multimedia lecture Review and problem lectures, explanations, illustrations Flipped classroom or learning through dialogue Work in practical classes Classroom response system (CRS) ("clicker") (learning game platforms: Socrative, Kahoot!)	Reading (studying theoretical material) Mutual learning (peer to peer learning) Researching the problem, preparing an essay (essay) Self-assessment of knowledge
MLO 3. Apply basic knowledge in practical situations regarding the use of modern technologies for making strategic management decisions for the development, continuation or termination of a project.	Multimedia lecture, lecture-discussion, Case study method	Reading (studying theoretical material) Collection of information material (financial reporting of the research object, the Internet), its analysis
MLO 4. Analyze possible potential risks from implementing changes, determine sources and features of planning measures to prevent them, carry out a quantitative assessment of the possible consequences of risks for the project, and develop a risk management plan	Multimedia lecture Work in practical classes Classroom Response System (CRS) ("clicker") (learning game platforms: Socrative, Kahoot!) Socrative, Kahoot!)	Reading (studying theoretical material) Performance of practical works Self-assessment of knowledge

MLO 5. Ability to solve complex tasks and evaluate the results of implemented changes and project activities, coordinate and adjust project actions regarding the implementation of project work	Review lecture Dialogue, explanation	Drawing up a calendar plan of one's own scientific research Analytical review on the topic of scientific research
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5. ASSESSMENT. Summative assessment

5.1.1. Intended learning outcomes methods:

№	Summative assessment methods	Grades	Deadline
1.	Summative assessment by topic	20 points/20%	By the end of 8; 15 weeks
2.	Solving situational tasks by topic	10 points/10%	By the end of 8; 15 weeks
3.	Multiple choice test (by topic)	20 points/20%	By the end of 8 weeks
4.	Presentation and defense of the project	20 points/20%	By the end of 13 weeks
5.	Exam - theoretical questions - calculation and practical problem	30 points/30%	According to the approved schedule

5.1.2. Grading criteria

Summative assessment methods	Unsatisfactory	Satisfactory	Good	Excellent
Summative assessment by topic	<i><12 points</i> The work is partially completed, the design does not meet the requirements	<i>12-15 points</i> The work is completed in full; the student demonstrates elementary knowledge of individual provisions of the educational material, compares, summarizes and analyzes information processes and interprets the data, the obtained results, the design of the work partially meets the requirements	<i>16-18 points</i> The work is completed in full, the student reasonably teaches the educational material, analyzes, synthesizes, summarizes and evaluates information, processes and logically interprets data, the results obtained, the design of text, tables, figures, literature meets the requirements	<i>19-20 points</i> The work is completed in full; the student freely, independently and reasonably presents the educational material, deeply and comprehensively discloses its content, searches, analyzes, synthesizes, summarizes and critically evaluates information, the design of the text, tables, figures, literature meets the requirements
Solving situational tasks by topic	<i><6 points</i> The student is unable to argue the position of the work, is not oriented in the content of the work, makes significant mistakes in answers or is unable to answer the questions	<i>6-7 points</i> The student has demonstrated an appropriate level of knowledge regarding the topic of the scientific work and its content, however, he does not always give correct answers to the questions, allows inaccuracies in the definitions of	<i>8-9 points</i> The student demonstrates an adequate level of knowledge regarding the topic of the scientific work, gives correct answers to the questions, but does not demonstrate a free orientation in related topics of the	<i>10 points</i> The student gives correct answers to all questions, demonstrates a high level of knowledge regarding the topic of the scientific work and related provisions of the relevant academic discipline, is well oriented in the content of his work,

		legal categories, does not always properly justify the provisions of the work	academic discipline; knows well the main provisions of his scientific work, but is not always confident in his argumentation, or does not always formulate it correctly	confidently presents its main provisions and conclusions, correctly argues his own position
Multiple choice test (by topic)	<i><12 points</i>	<i>12-15 points</i>	<i>16-18 points</i>	<i>19-20 points</i>
	an attempt to argue one's opinion, but not convincingly, theses are prepared for a student conference, the style of the article (theses) is descriptive, the text is fragmentary, requires significant editing, there are textual borrowings without references to the source, there are no conclusions	ideas are proposed, but without convincing justification, the presentation of the results of the conducted research is descriptive, there are no conclusions, the text of the article (theses) is complete, but requires substantial editing, theses are prepared for an all-Ukrainian conference, there are violations of the logic of the presentation..	the presentation of the results of the conducted research is descriptive in nature, there are no independent conclusions, the text of the article (theses) is coherent and logical, but requires some editing, theses are prepared for an international conference,	the presentation of the results are presented logically, the conclusions are independent, reasoned, convincing and correspond to the tasks, the style of the article is scientific, the text does not require editing
Presentation and defense of the project	<i><12 points</i>	<i>12-15 points</i>	<i>16-18 points</i>	<i>19-20 points</i>
	The work is partially completed, the design does not meet the requirements	The work is completed in full; the student demonstrates elementary knowledge of individual provisions of the educational material, compares, summarizes and analyzes information processes and interprets the data, the obtained results, the design of the work partially meets the requirements	The work is completed in full, the student reasonably teaches the educational material, analyzes, synthesizes, summarizes and evaluates information, processes and logically interprets data, the results obtained, the design of text, tables, figures, literature meets the requirements	The work is completed in full; the student freely, independently and reasonably presents the educational material, deeply and comprehensively discloses its content, searches, analyzes, synthesizes, summarizes and critically evaluates information, the design of the text, tables, figures, literature meets the requirements
Exam	<i><18 points</i>	<i>19-23 points</i>	<i>24-27 points</i>	<i>28-30 points</i>
	correct answers up to 30%, failed the interview	correct answers from 30 to 50%, partially passed the interview	correct answers from 50 to 90%, partially passed the interview	correct answers from 90 to 100%, interview passed

5.2. Formative assessment:

To assess the current progress in learning and understand the directions for further improvement is provided

№	Formative Assessment elements	Date
1	Knowledge testing after studying topics 1; 2; 3; 4; 5; 6;7;8;9	3; 5; 7; 9; 11; 14 weeks
2	Mastering skills and abilities in solving situational tasks	for 1 - 8; 9 - 15 weeks
3	Project preparation and submission for review	7 - 12 weeks
4	Presentation and defense of the project	13 - 14 weeks
5	Oral feedback from the teacher while working on (practical) calculation work (project)	2 - 12 weeks
6	Oral feedback from the teacher and students after the presentation of the results of practical calculation work	During protection
7	Checking and grading written assignments	3,6,9,12,15 weeks

5.3. Total number of OK points and rating scale

Sum of points	Examination by national scale	
	examination	credit
90 – 100	excellent	credited
82-89	good	
75-81		
69-74		
60-68	satisfactory	
35-59	Unsatisfactory, repeated passing is possible	Not credited, repeated passing is possible
0-34	Unsatisfactory, repeated discipline's studying is needed	Not credited, repeated discipline's studying is needed

6. Learning Resources

6.1. Key Resources

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.

6.2. 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.