

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

Department of Management named by Professor L.I. Mykhailova

Faculty of Economics and Management

PROJECT

MODULE SYLLABUS

PROJECT MANAGEMENT

status is normative

Specialty	073 Management
Educational program	Management
Level of higher education	first (bachelor)

Sumy

Author:  **Tsebro Y.I.** Phd, associate professor, associate professor of the department of Management named after Professor L.I. Mykhailova

Module syllabus agreed at the Management Department named after Prof. L.I. Mykhailova meeting

(name of the department)

Head of Department  **Alvina ORIEKHOVA**

(signature) (last name, first name)

Approved:

Guarantor of the educational programme  **Nataliya STOYANETS**
(signature)

MODULE OVERVIEW

1.	Title	Project management			
	Faculty/Department	Faculty of Economics and Management, Department of Management named after Professor L.I. Mykhailova			
3.	Type	Selective			
4.	Program(s) to which module is attached	Educational and professional program "Management" in specialty D3 "Management"			
5.	NRK level	National framework of qualifications of Ukraine – level 6, FQ-EHEA – first cycle, EQF-LLL – Level 6.			
6.	Semester and duration of study	4nd course, 8rd semester, 15 weeks			
7.	NumberECTS credits	5ECTS			
8.	Total workload and time allotment	Contact work (class)			
		Lectures	Practical /seminars	Lab.	Independent work
		30	20	-	100
9.	Language of education	English			
10.	Teacher / Coordinator of the educational component	Tsebro Y.I. PhD, Associate Professor, Associate Professor of the Department of Management named after Professor L.I. Mykhailova			
11	Contact Information	Sumy, st. G. Kondratieva, 160, Faculty of Economics and Management, Department of Management named after Professor L.I. Mykhailova (room 303e); yanatsebro@gmail.com			
12	General description of the educational component	<p>The Project Management course provides future specialists with a thorough, multi-faceted study of the theoretical and methodological basis of this field of activity. Its main goal is to prepare students for independent work in the areas of project development, management, and implementation. At the same time, the main emphasis is placed on studying the methodology of forming business projects and their characteristics as an independent and specific subject of management.</p> <p>The course is designed in such a way that higher education seekers become familiar with processes such as project management and project analysis, covering various aspects of expertise. Particular attention is paid to team building, which enables the creation of an effective project. The solution of these tasks directly depends on the level of professional training of managers, their level of competence, and their ability to justify and make the right management decisions. Therefore, the course is aimed at helping higher education students master the basic tools of effective project management, demonstrate the prevalence of project activities of enterprises and organizations in a changing market environment and the need to use specific methods and tools in project management, use effective project management models as a system of interrelated goals, functions that are defined, implemented, and used in the course of project execution and implementation, and the formation of a body of theoretical knowledge and the basic functions of project management.</p>			

13.	The purpose of the educational component	<i>The purpose of the educational component</i> consists in forming in future managers a modern, based on a systemic approach, worldview regarding the creation, functioning and evolution of organizations. The study of the academic discipline makes it possible to see and analyze from the point of view of the implementation of organizational relations the root causes of successes and failures, to rationally combine various elements into integral formations to achieve a certain goal.
14	Prerequisites for studying OK, connection with other educational components of OP	The educational component is based on the study of educational components: "Theory of Organization," "Business Economics," "Business Analysis," "Finance, Money, and Credit," "Management," "Leadership and Communication in Management."
15	Policy of academic integrity	<p>According to the Code of Academic Integrity of the Sumy NAU, academic integrity is a set of principles and rules of conduct for participants in the educational process, aimed at forming an independent, responsible individual capable of solving tasks in accordance with the educational level in compliance with the norms of law and social morality.</p> <p>Observance of academic integrity by students of higher education involves independent performance of educational tasks, tasks of current and final control, study 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 normative documents of SNAU, in particular of the Code of academic integrity, Regulations on the prevention and detection of academic plagiarism at the Sumy NAU (a complete list of regulatory documents is available on the university's website https://snaeu.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/.</p> <p>For violation of academic integrity, students of higher education may be held to the following academic responsibility, namely:</p> <ul style="list-style-type: none"> - academic fraud (using the phone while writing papers) will lead to resubmitting the work; - write-off - from the first warning to cancellation of work; - plagiarism will lead to the cancellation of the work
16	Link to the course at the Moodle system	https://cdn.snaeu.edu.ua/moodle/course/view.php?id=6078
17	Keywords	project, project management, team, efficiency, financing

1. LEARNING OUTCOMES FOR THE EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH THE PROGRAM LEARNING OUTCOMES

Learning outcomes for OK: After completing the educational component, higher education applicants are expected to be able to	Program learning outcomes that the OK is aimed at achieving (indicate the number according to the numbering given in the OP)				How is assessed?
	PLO 4	PLO 7	PLO 17	PLO21	

LOEC 1. Demonstrate the ability to develop projects, manage them, show initiative and entrepreneurship	X		X		Quick polls, discussions, task completion
LOEC 2. Apply knowledge, skills, tools, and methods to project operations to ensure compliance with project requirements, direct project work toward achieving planned end results.		X			Quick polls, discussions, task completion
LOEC 3. Critically analyze, select, and use the necessary scientific, methodological, and analytical tools for managing projects and programs in unpredictable conditions		X			Quick polls, discussions, task completion
LOEC 4. Effectively manage innovation, resources, risks, projects, changes, and quality; apply modern models, approaches, and technologies, as well as international experience in designing and reorganizing management and general organizational structures.				X	Quick polls, discussions, task completion

Note:

PRN 4. Demonstrate skills in identifying problems and justifying management decisions.

PRN 7. Demonstrate organizational design skills.

PRN 17. Conduct research individually and/or in a group under the guidance of a leader.

PRN 21. Use modern information technologies in resource and database management to justify management decisions regarding the selection of innovative technologies in agricultural enterprises.

2. MODULE INDICATIVE CONTENT EDUCATIONAL DISCIPLINES)

Topic. List of issues to be considered within the topic	Distribution within the general time budget			Recommend ed literature
	Auditory work		Independ ent work	
	Lectures	Practicals		
Topic 1. Fundamentals of project activities 1. Definition and stages of project management development 2. Project and specifics of project activities 3. Project management methodologies 4. Project life cycle phases 5. Project charter 6. Project stakeholders	4	2	12	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 2. Formulation of ideas and project justification 1. Development of the project concept 2. Essence and structure of project analysis 3. Criteria for assessing project effectiveness	2	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31

Topic 3. Methodological foundations of project planning and control 1. Components of the project planning system. Types of plans. 2. Methodological approaches to project planning. 3. System for monitoring compliance with project parameters. 4. Making changes to project implementation and comprehensive analysis of those changes.	4	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 4. Project implementation schedule 1. Developing a project schedule 2. Network modeling of the project implementation process 3. Optimizing project time parameters	2	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 5. Planning resource provision for project implementation 1. Features of project human resource planning 2. Material and technical preparation of the project 3. Financial planning for the project 4. Procedure for planning project expenses 5. Project budget development	4	4	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 6. Human resource management in projects 1. Basic forms of organizational structures for project management 2. Features of human resource management in projects 3. Forming a project team and stages of its development	2	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 7. Controlling Project Execution 1. The role of control as a project management function 2. The project control cycle 3. Types and effectiveness of project execution control 4. Methods and tools for controlling project execution	4	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 8. Project risk management 1. Concept and classification of project risks 2. Methods of project risk analysis 3. Ways to reduce and counteract risks 4. Project risk management	4	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
Topic 9. Project Strategy and Quality Management 1. Strategy in Project Management 2. Quality Standards and Norms 3. Project Quality Assurance Management 4. Project Quality Control	4	2	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31
In total	30	20	100	

3. TEACHING AND LEARNING METHODS

LOEC	Teaching methods (directed study)	Hours	Learning methods (self-directed study)	Hours
LOEC 1. Demonstrate the ability to develop projects, manage them, show initiative and entrepreneurship	Problem lecture, thematic discussion, analysis of specific management situations, solution of situational problems, performance of tests	15	Independent work with the textbook, recommended sources of literature, performance of individual tasks	25

LOEC 2. Apply knowledge, skills, tools, and methods to project operations to ensure compliance with project requirements, direct project work toward achieving planned end results.	Problem lecture, thematic discussion, analysis of specific management situations (Case-study)	15	Independent work with the textbook, recommended sources of literature, performance of individual tasks	25
LOEC 3. Critically analyze, select, and use the necessary scientific, methodological, and analytical tools for managing projects and programs in unpredictable conditions	Problem lecture, thematic discussion, discussion of problematic issues in classes, analysis of specific situations (Case-study)	10	Independent work with the textbook, recommended sources of literature, performance of individual tasks	25
LOEC 4. Effectively manage innovation, resources, risks, projects, changes, and quality; apply modern models, approaches, and technologies, as well as international experience in designing and reorganizing management and general organizational structures.	Problem lecture, thematic discussion, project development, analysis of specific management situations, solution of situational problems (Case-study)	10	Independent work with the textbook, recommended sources of literature, performance of individual tasks Independent work with the textbook, recommended sources of literature, performance of individual tasks	25

5. ASSESSMENT

5.1. Summative assessment

5.1.1. Intended learning outcomes methods:

No	Methods of summative assessment	Points/Weight in overall evaluation	Compilation date
1.	Discussions	10 points/10%	each practical session
2.	Express survey	25 points/25%	each practical session
3.	Performing tasks	25 points/25%	each practical session
4.	Testing	10 points/10%	6th week
5.	The exam	30 points/30%	according to schedule
6.	Всего	100 points/100%	

5.1.2. Grading criteria

Component	Unsatisfactorily	Satisfactorily	Fine	Perfectly
Solving situational problems with further justification	<6 points	6-8 points	8-10 points	10-15 points
	Task requirements not met	Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to	All task requirements met	Fulfilled all requirements of the task, demonstrated creativity, thoughtfulness, proposed own solution to the problem

		the issue		
Multiple choice test	<6 points	6-7 points	7-9 points	9-10 points
	<12 correct answers	12-14 correct answers	14-18 correct answers	18-20 correct answers
Individual assignment (preparation, presentation, defense)	<6 points	7-10 points	11-13 points	14-15 points
	Requirements regarding the task not completed	Majority requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All requirements of the task have been fulfilled	All the requirements of the task were fulfilled, creativity and thoughtfulness were demonstrated, and an own solution to the problem was proposed
The exam is a written work	<19 points	19-24 points	24-28 points	29-30 points
	Requirements regarding task not completed	Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All done task requirements	All done requirements of the task, demonstrated creativity, thoughtfulness, proposed own solution to the problem

5.2. Formative assessment:

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

Elements of regulatory assessment	Date
Teacher's instructions during practical classes	at every lesson
Oral survey	at every lesson
Observation of the progress of solving tasks, discussion and oral comments from the teacher	at every lesson
Solving situational problems	at every lesson
Monitoring task performance	at every lesson
Checking tests and discussing test results	after testing according to schedule

6. EDUCATIONAL RESOURCES (LITERATURE)

6.1 Main sources

6.1.1 Textbooks, manuals

1. Blaga, N. V. Project Management: Textbook. Lviv: Lviv State University of Internal Affairs, 2021. 152 p.
2. Gorbachenko S. A. Project Management: Teaching and Methodological Manual for

Training

3. Higher Education Students in the Field of Knowledge 12 “Information Technology.” Odessa, 2020. 263 p. URL: <http://dspace.onua.edu.ua/bitstream/handle>
4. Grant Management: Complex Issues Made Simple: A Practical Guide to Grant Management. URL: <https://www.prostir.ua/?library=hrant-menedzhment-prosto-pro-skladne>
5. Danchenko O. B., Zanora V. O. Project Management: Risk and Change Management in Management Decision-Making Processes: Monograph. Cherkasy: PP Chabanenko Yu. A., 2020. 278 p.
6. Joseph Higgins, Paul J. Fielding. Project Management. Fabula Publishing House, 2020. 512 p.
7. Dovgan L. E., Mokhonko G. A., Malik I. P. Project Management. Textbook. Kyiv. Igor Sikorsky Kyiv Polytechnic Institute. 2020. 429 p.
8. Mazur K. V., Kubai O. G. Management of an Agricultural Enterprise: Textbook. Vinnytsia, 2020. 284 p.

6.1.2 Methodological support

9. Methodological complex "Project Management" in the MOODLE program. <https://cdn.snau.edu.ua/moodle/course/view.php?id=6078>

6.1.3 Other sources

10. International Project Management Association IPMA (Switzerland). Official website. URL: <http://www.ipma.ch>.
11. Principles and tools of project management. Project initiation. B24 – Information Business Portal. URL : <https://www.buh24.com.ua/printsipi-ta-instrumenti-keruvannya-proektamiiniciyuvannya-proektu/>
12. Business Technology Project (main topics: cooperation, quality management systems, marketing and the Internet, discount program): website. URL: <http://udc.com.ua/>
13. McKinsey Quarterly (e-magazine of the McKinsey consulting company, dedicated to business management in various industries): website. URL: <http://www.management.com.ua/links/goto.php?id=37>
14. Crowdfunding platform website. URL: <http://ww1.na-starte.com/>
15. Crowdfunding platform website. URL: <https://biggggidea.com/>
16. Social entrepreneurship in Ukraine. Official website. URL: <https://socialbusiness.in.ua>.

6.2. Additional sources

17. Buchynska T.V., Baglei R.R., Homotyuk V.O. Application of project management in the process of transitioning enterprises to the digital economy. Innovative Economy. 2022. No. 1-2(90). Pp. 64-69.
18. Buchynska T.V., Verbytska I.I. Project management – a tool for implementing the business priorities of international companies. Innovative Economy No. 2 (94) (2023). Pp. 135-140.
19. Tsebro, Y.I. Project activity as a factor in the formation of professional competence (based on the pedagogical legacy of V. Sukhomlynsky). Materials of the All-Ukrainian Scientific and Practical Conference with International Participation “Transformations of Higher Pedagogical Education: Global and Ukrainian Context,” November 16-17, 2021, Poltava.
20. Tsebro Yana. Analysis of grant activities of higher education institutions. Innovative technologies for the development of personal and professional competence of teachers in postgraduate education: a collection of scientific articles. Sumy, 2021. P. 50-58.
21. Tsebro Yana. Grant activities of a modern educational institution. Educational innovations: philosophy, psychology, pedagogy: collection of scientific articles. Sumy: FOP Tsoma S.P., 2022. P. 78-82

22. Tsebro, Yana. Common mistakes in writing grant proposals and ways to avoid them. Innovative technologies for the development of personal and professional competence of teachers in postgraduate education: collection of scientific articles. Sumy, FOP Tsoma S.P., 2022. P. 319-322.

23. Tsebro, Y. (2023) Adaptive management of educational institutions. Management: theory, methodology, practice: collective monograph / Edited by G. L. Yefremova. Sumy: FOP Tsoma S.P., 2023. Pp. 169-194.

24. Tsebro, Y. (2021) Modern technologies for managing the financial and economic activities of educational institutions. Innovative technologies in the modern educational space: collective monograph / Edited by G. L. Yefremova. Sumy: Sumy State Pedagogical University named after A.S. Makarenko. Pp. 366-384.

Svitlana Suvorova, Vitalina Suvorova, Maksym Pylypenko, Roman Tolpezhnikov, Olena Kovtun, Yana Tsebro. Strategic decision making in a heterogeneous and uncertain business environment: integrated models for analysis and forecasting (2024). Journal Of Interdisciplinary Research (14/01-XXXIX.) P.114-120. ISSN 1804-7890. <https://www.magnanimitas.cz/ADALTA/140139/PDF/140139.pdf>

26. A Guide to the Project Management Body of Knowledge (PMBOK guide) – 7 Ed. Project Management Institute, Inc. Independent Publishers Group. Chicago, IL, 2021. 275 c.

27. ISO 10006 Quality management - Guidelines to quality in project management. URL: <https://www.sis.se/api/document/preview/922848/>

28. Tsebro Y. Features of the use of innovative educational technologies in the study of economic disciplines. Innovative educational technologies: European experience and its application in training in economics and management : Proceedings of scientific and pedagogical internship (February 3 – March 16, 2025, Riga, Latvia). Riga, Latvia : Baltija Publishing, 2025. P. 284-287.

29. Tsebro Y. (2025) Adaptive management of educational institutions under conditions of uncertainty. Sustainable development in the era of digital transformation: challenges and opportunities for management: Monograph. RS Global Warsaw, Poland. 2025. P. 145-160.

30. Tsebro Yana, Yefremova Halyna, Pylypenko Maksym. Adaptive management of project activities of enterprises under conditions of uncertainty. Current economic issues №4 (274), 2024. URL: https://eco-science.net/wp-content/uploads/2024/04/4.24._topic_Yana-Tsebro-Halyna-Yefremova-Maksym-Pylypenko-i-183-189.pdf. DOI: 10.32752/1993-6788-2024-1-274-183-189.

6.3. Software

31. A package of Microsoft Office software products.

32. Software (for distance learning, Zoom, Moodle).