

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
PROJECT MANAGEMENT
(selective)

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

Creators:



Tetyana Kharchenko, Doctor of Science (Public Administration), professor

Considered, reviewed and approved on the meeting of the department of **Public management and administration**

Protocol №19 dated May 11 2026

Head of Public Management and Administration Department



Alina BRYCHKO

Approved by:

Guarantor of the Academic program



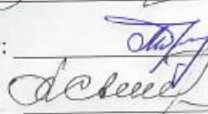
Larysa KALACHEVSKA

Dean of the Faculty

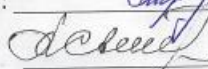


Svitlana LUKASH

Syllabus review (attached) is provided by:

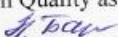


Alina BRYCHKO



Svitlana LUKASH

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



(N. Baranik)

Registered in electronic data base

24.06.

2026

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.	Name of EC	Project Management		
2.	Faculty/Department	Economics and Management/ Department of Public Management and Administration		
3.	State of EC	Selective		
4.	Program(s) to which module is attached (<i>to be filled in for obligatory types</i>)			
5.	Module can be suggested for (<i>to be filled in for optional types</i>)	Educational and professional program "Administrative Management" of the second level of higher education, specialty D3 "Management"		
6.	Level of the national qualifications framework	7-th		
7.	Semester and duration of module	2 semester, 1-15 weeks		
8.	ECTS credits number	5 ECTS		
9.	Total workload and time allotment	Directed study		Self-directed study
		Lectures 30 hours	Practicals 30 hours	Labs 90 hours
10.	Language of instruction	English		
11.	Lecturer/Leader of educational component	Tetiana Kharchenko, associate professor of Public management and administration department Consultation hours - Monday at 12:15 p.m., room 205a (econ. building)		
11.1	Contact information	tetyana_22_82@ukr.net		

14.	Prerequisites for educational component studying, connection with other educational components of EP	Competencies developed in the educational component are necessary for the study of many educational components of professional training, including industrial practice and qualification work. This educational component is the basis for deepening the program learning outcomes of the educational component: OK10 "Planning and evaluation of projects", namely PRN11, PRN15 according to the educational and professional program.
15.	Policy of academic integrity	According to the Code of Academic Integrity of the Sumy NAU, 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 to course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=3138
17.	Keywords	concept of the project, project goals, organizational structure of the project, hierarchical structure of work (WBS), project team management, network planning, calendar plan of the project, concept of risk, quality management plan, project evaluation process

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOS) AND PROGRAM LEARNING OUTCOMES (PLOS)

Study results for Module: After studying, the student is expected to be able to:	Program learning outcomes, which are aimed at the achievement of the Module
MLOs 1: Recognize project terminology, analyze modern project management methods and tools, develop project activity measures.	Implementation and protection of reports of practical work according to an individual option. Written survey (testing) assimilation of lecture material. Intermediate computer certification - multiple choice test. Preparation and defense of a presentation according to an individual task
MLOs 2: Develop and implement effective communications of the project team with project stakeholders at various stages of the life cycle.	Implementation and protection of reports of practical work according to an individual option. Written survey (testing) assimilation of lecture material. Intermediate computer certification - multiple choice test. Preparation and defense of a presentation according to an individual task
MLOs 3: To justify the terms of project implementation, its cost and risks, to make effective decisions during project evaluation.	Implementation and protection of reports of practical work according to an individual option. Written survey (testing) assimilation of lecture material. Intermediate computer certification - multiple choice test. Preparation and defense of a presentation according to an individual task
MLOs 4: Implement information systems in the project management process.	Implementation and protection of reports of practical work according to an individual option. Written survey (testing) assimilation of lecture material. Intermediate computer certification - multiple choice test. Preparation and defense of a presentation according to an individual task

3. PROGRAM OF EDUCATIONAL DISCIPLINE

Topics	Distribution of hour			Recommended literature
	Directed study		Self-directed study	
	Lectures	Practicals/seminars		
Topic 1. Project management system: goals, functions, structure, elements. 1. The essence of the project, program and system. 2. Classification of projects according to a set of criteria. 3. Features of strategic and operational project management. 4. Interrelationship between the functioning of the organization and the project. <i>PT: Concept of the project, distinctive features of the project</i> <i>PT: Target orientation of project solutions. Types of interdependence of various projects in case of their simultaneous implementation.</i>	2	4	9	[1], [2], [3], [4], [5], [8], [9]
Topic 2. Organization of project management. External organizational structures of the project. 1. Purpose, strategy and methods of project	4	2	9	[1], [2], [3], [4], [5], [6], [9], [10]

management. 2. The main stages of system project management. 3. Project goals and results. Justification of the feasibility of the project. 4. Project evaluation methods. 5. Basic forms of the organizational structure of the project. <i>PT: Organization of the project management system. Choice of organizational management structure. Development and creation of an organizational structure in the management system.</i>				
Topic 3. Planning the content of the project. Project structuring. 1. Planning project integration actions. 2. The essence of the integration planning processes in the project. Features of management objects. 3. Structure of the main project documents. 4. Planning and implementation of project management actions of the project content. 5. Project structuring as a component of project management. <i>PT: Hierarchical structure of project works. Creation of a hierarchical structure of work (WBS): need for a WBS, approaches to the construction of a WBS, definition of hierarchical levels, creation of a WBS.</i>	4	2	9	[1], [2], [3], [4], [5], [8], [9], [10]
Topic 4. Formation of the project management team. 1. Overview of approaches to forming a project team. 2. Main characteristics of the project team and its composition. 3. Types of project teams: joint-interactive, joint-individual, joint-creative type. 4. Connection of organizational cultures, management forms and types of management activity. <i>PT: The main tasks of project team management. Model of effective project team formation.</i> <i>PT: Basic approaches to the perception of team personnel. Motivation of members and the entire project team.</i>	2	4	9	[1], [2], [4], [5], [7], [8], [9], [10],
Topic 5. Project planning in time. Calendar planning of the project 1. Planning the terms of project	4	4	9	[1], [2], [5], [6], [8], [9], [10], [11], [12], [13]

implementation. 2. Processes of determining the list of works and their parameters. 3. Assignment of sequence of works (technological connections between works of the project). 4. Network planning. Determination of work connections and construction of a network schedule. <i>PT: Calendar planning software. Calculation of the project work schedule.</i> <i>PT: Construction of the calendar plan of the project. Typical planning errors and their results</i>				
Topic 6. Project implementation control. Methods of project implementation control 1. Control as the basis of project activity management. 2. Types of project implementation control. 3. Technology of assessment of project activity. 4. The control cycle and its elements in the project management system 5. Toolkit of project control. <i>PT: Control of calendar plans and budget execution by projects</i> <i>PT: Project management software. Reporting in the control system (tasks, construction principles, submission forms)</i>	4	4	9	[1], [2], [3], [4], [5], [6], [8], [9]
Topic 7. Project risk management. Essence and classification of risks 1. Concept of risk and uncertainty. 2. The need to take into account the level of uncertainty when making project decisions. 3. Characteristics of systematic and unsystematic risks of the project, the possibility of their influence 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. <i>PT: Assessment of the probability of occurrence of a risk event. Methods of reducing the level of risk.</i> <i>PT: Development of risk management plan software</i>	2	4	9	[1], [2], [3], [4], [5], [6], [8], [9], [10]
Topic 8. Project quality management. Project quality control. 1. Description of quality management	2	2	9	[1], [2], [3], [4], [5], [6], [8], [9]

processes in projects. 2. Normative and methodological provisions on planning quality management processes. <i>PT: Development of a quality management plan</i>				
Topic 9. Monitoring the progress of implementation and evaluating the success of the project 1. The place of monitoring and evaluation in the project cycle. 2. Classification of types of monitoring and evaluation. 3. Development and implementation of the monitoring system. 4. Project monitoring plan 5. Sources and methods of information collection for project monitoring <i>PT: Requirements for preparing a report based on monitoring results. Formation of a management system for the project evaluation process</i> <i>PT: Evaluation software. Drawing up a report based on the results of the assessment</i>	4	2	9	[1], [2], [3], [4], [6], [7], [8], [9], [10], [11], [12], [13]
Topic 10. Automation of project management processes. 1. Purpose of automation and purpose of project management information system. 2. Requirements for the project management information system. 3. Basic functionality of the project management system	2	2	9	[1], [2], [3], [4], [5], [6], [8], [9], [10],
Total	30	30	90	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Teaching methods (self-directed study)
MLOs 1: Recognize project terminology, analyze modern project management methods and tools, develop project activity measures.	Lecture-narrative with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical works with calculations for an individual task. Testing (survey), using study and control tests. Advice	Elaboration of reference abstracts of lectures and work with the book. Studying the material for independent mastery. Taking notes. Completion of tasks of practical work, the implementation of which began at the contact lesson. Preparation of a presentation according to an individual task. Self-assessment of knowledge
MLOs 2: Develop and implement effective communications of the project team with project stakeholders	Lecture-narrative with explanation, lecture-presentation with demonstration and use of interactive	Elaboration of reference abstracts of lectures and work with the book. Studying the material for independent mastery. Taking notes. Completion of

at various stages of the life cycle.	technologies. Practical works with calculations for an individual task. Testing (survey), using study and control tests. Advice	tasks of practical work, the implementation of which began at the contact lesson. Preparation of a presentation according to an individual task. Self-assessment of knowledge
MLOs 3: To justify the terms of project implementation, its cost and risks, to make effective decisions during project evaluation.	Lecture-narrative with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical works with calculations for an individual task. Testing (survey), using study and control tests. Advice	Elaboration of reference abstracts of lectures and work with the book. Studying the material for independent mastery. Taking notes. Completion of tasks of practical work, the implementation of which began at the contact lesson. Preparation of a presentation according to an individual task. Self-assessment of knowledge
MLOs 4: Implement information systems in the project management process.	Lecture-narrative with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical works with calculations for an individual task. Testing (survey), using study and control tests. Advice	Elaboration of reference abstracts of lectures and work with the book. Studying the material for independent mastery. Taking notes. Completion of tasks of practical work, the implementation of which began at the contact lesson. Preparation of a presentation according to an individual task. Self-assessment of knowledge

5. ASSESSMENT. Summative assessment

5.1.1. Intended learning outcomes methods:

№	Summative assessment methods	Grades	Deadline
1.	Implementation and protection of reports of practical work according to an individual option	60/60%	Until the 15th week
2.	Written survey (testing) assimilation of lecture material	10/10%	Until the 8th week; until the 15th week
3.	Intermediate computer certification - multiple choice test	15/15%	Until the 7th week
4.	Preparation of a presentation according to an individual task	15/15%	During the semester

5.1.2. Grading criteria

Summative assessment methods	Unsatisfactory	Satisfactory	Good	Excellent
Implementation and protection of reports of practical work according to an individual option	<36 points	36-44 points	45-53 points	54-60 points
	Task requirements not met	Most of the requirements are met, but individual components are missing or insufficiently	All requirements of the task have been fulfilled	All the requirements of the task were met, creativity, thoughtfulness was demonstrated, and an own solution to the

		disclosed, there is no analysis of other approaches to the issue		problem was proposed
Written survey (testing) assimilation of lecture material)	<i><6 points</i>	<i>6-7 points</i>	<i>8 points</i>	<i>9-10 points</i>
	Task requirements not met	Most of the 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 met, creativity, thoughtfulness was demonstrated, and an own solution to the problem was proposed
	There are less than 12 correct answers out of 20	Correct answers 12...14 out of 20	Correct answers 15...17 out of 20	Correct answers 18..20 out of 20
Intermediate computer certification - multiple choice test	<i><9 points</i>	<i>9-11 points</i>	<i>12-13 points</i>	<i>14-15 points</i>
	<i>Task not completed</i>	<i>The execution method is correct, but there are significant errors</i>	<i>The task is completed, but there are minor errors</i>	<i>The task is completely completed. There are no errors</i>
	There are less than 9 correct answers out of 15	Correct answers 9...11 out of 15	Correct answers 12...13 out of 15	Correct answers 14..15 out of 15
Preparation of a presentation according to an individual task	<i><9 балів</i>	<i>9-11 points</i>	<i>12-13 points</i>	<i>14-15 points</i>
	Task requirements not met	Most of the 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 met, creativity, thoughtfulness was demonstrated, and an own solution to the problem was proposed

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	Performance of practical work according to an individual task during practical classes with feedback from the teacher	During the 2..15 weeks

2	Verbal feedback from the teacher while working on individual tasks during classroom classes	During the 2..15 weeks
3	Verbal feedback from the teacher and students after a written survey (testing) of assimilation of the lecture material	During the 7..15 weeks
4	Verbal feedback from the teacher and students during the preparation of the essay and presentation according to the individual task	During the 7..15 weeks
5	Verbal feedback from the teacher and students after the defense of the essay and presentation according to the individual task	During the 15 week

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. Blaga N. V. Project Management: Textbook. Lviv: Lviv State University of Internal Affairs, 2021. 152 p.
2. Omelchenko V.Ya., Tarasenko D.L., Matsuka V.M., Gorbashevskaya M.O., Tkachenko O.G., Koverza V.S. Project Management: Textbook (for higher education students of all specialties). Kyiv: Moscow State University, 2025. 301 p.
3. Mykytyuk P. P., Brych V. Ya., Mykytyuk Yu. I., Trush I.M. Project Management: Textbook. [for students of higher education]. Ternopil, 2021. 416 p.
4. Development Project Management Guide: Interactive Textbook / co-authors; ed. I. E. Tsependy, S. O. Kropelnyska. Ivano-Frankivsk: Vasyl Stefanyk Precarpathian National University, 2021. p. 352 p.
5. Kibik O., Kotlubay V., Redina E. Project Management. Organization of project activities in conditions of instability: a workshop for students of the second (master's) level of higher education. National University "Odesa Law Academy". Odesa. 2025. 166 p. URL: <https://hdl.handle.net/11300/29832>; DOI: 10.32837/11300.29832
6. Voitenko O.S. Project Management: a textbook. Kyiv: KNUBA, 2020. 276 p.
7. Tsybul'ska E. I. Project Management: a textbook. manual. Kharkiv: Publishing House of the National Academy of Sciences, 2023. 230 p.
8. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition // USA. PMI, 2017. 756 p.
9. 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
10. Project Manager Competency Development Framework (PMCDF v. 3) //USA. PMI, 2017. 191 p

Other sources

11. Patyka N. I., Balanovska T. I. Theoretical and methodological principles and practical aspects of project management. *Business Inform.* 2025. №2. P. 518–525. <https://doi.org/10.32983/2222-4459-2025-2-518-525>.
12. Zybareva, O., & Pashnyak, E. The potential of value-oriented business project management in the context of digitalization. *Scientific Journal of Yuriy Fedkovich Chernivtsi National University Economics*, 2026. (1), 69–74. <https://doi.org/10.32782/ecovis/2026-1-10>
13. Kharchenko T. O. Designing a structural concept for assessing the international position of Ukraine in the global context of state financial and economic support for the agricultural sector. *Current problems of public administration: collection of scientific works*. Kharkiv: V. N. Karazin KhNU. 2022. No. 1 (60). P. 43-63. DOI: <https://doi.org/10.26565/1684-8489-2022-1-03>
14. Kharchenko T.O., Gasyuk R.Y. Assessment of the effectiveness of strategic planning as a component of the organizational mechanism of state regulation of the development of territorial communities. *Dnipro Scientific Journal of Public Administration, Psychology, Law*. 2022. No. 4. P. 67-72. DOI: <https://doi.org/10.51547/ppp.dp.ua/2022.4.9>
15. Kharchenko T.O. Assessment of the level of influence of economic freedom on the mechanisms of state regulation of the sustainable development of the agrarian sector of the economy of Ukraine. *Law and Public Administration*. No. 3/2022. P. 193-200. DOI <https://doi.org/10.32840/pdu.2022.3.29>
16. Kharchenko, T. (2025). Development of intersectoral cooperation in initiative projects. *Public administration: concepts, paradigm, development, improvement*, (11), 153–160. <https://doi.org/10.31470/2786-6246-2025-11-153-160>
17. Kharchenko, T., & Dudnik, K. Project management as a tool for the development of rural areas. *Economy and society*, 2026. (84). URL: <https://economyandsociety.in.ua/index.php/journal/article/view/7644> DOI: <https://doi.org/10.32782/2524-0072/2026-84-59>.
1. 18. Projects IN Controlled Environments (PRINCE2) the Office of Government Commerce (OGC), United Kingdom. URL: <https://discovery.nationalarchives.gov.uk/details/r/C11669509>

6.2. Guideliness

1. E - course "Planning and evaluation of projects" <https://cdn.snau.edu.ua/moodle/mod/page/view.php?id=166479>