

**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

MODULE SYLLABUS

EC 29 PROJECT MANAGEMENT

status is normative

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

Sumy-2026

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of the Department

Module syllabus agreed at the Department of Management named by Professor L.I. Mykhailova	Protocol № 15 dated 02.06.2026
	Head of Management Department named by Professor L.I. Mykhailova <u>Alvina ORIEKHOVA</u>

Approved by:

Guarantor of the Academic program Nataliya STOYANETS

Dean of the Faculty Svitlana LUKASH

Syllabus review (attached) is provided by : (Signature) (Signature)

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

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Syllabus review data:

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. MODULE OVERVIEW

1.	Title	Project management			
	Faculty/Department	Faculty of Economics and Management, Department of Management named after Professor L.I. Mykhailova			
3.	Type	Normative			
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
		36	36	-	78
9.	Language of education	Ukrainian			
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	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. 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.
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	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. 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://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, namely: - 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.snau.edu.ua/moodle/course/view.php?id=6078
17	Keywords	project, project management, team, efficiency, financing

2. 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?
	PRN 4	PRN 7	PRN 17	PRN 21	
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.

3. MODULE INDICATIVE CONTENT

EDUCATIONAL DISCIPLINES)

Topic. List of issues to be considered within the topic	Distribution within the general time budget		Independent work	Recommended literature
	Auditory 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	4	4	11	Main sources: 1-16 Additional sources: 17-29; Software: 30,31

project 4.Procedure for planning project expenses 5.Project budget development				
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	36	36	78	

4. 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
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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 Task requirements not met	6-8 points Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	8-10 points All task requirements met	10-15 points Fulfilled all requirements of the task, demonstrated creativity, thoughtfulness, proposed own solution to the problem
Multiple choice test	<6 points <12 correct answers	6-7 points 12-14 correct answers	7-9 points 14-18 correct answers	9-10 points 18-20 correct answers
Individual assignment (preparation, presentation, defense)	<6 points Requirements regarding the task not completed	7-10 points Majority requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	11-13 points All requirements of the task have been fulfilled	14-15 points 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	<19 points	19-24 points	24-28 points	29-30 points

written work	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
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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. Tsebro Y.I. Project Management. A Course of Lectures for Students in the "Management" Educational Program, 073 "Management," at the first (bachelor's) level of higher education, full-time and part-time study formats / Compiled by: Y.I. Tsebro. Sumy, 2026. 220 pp.
10. Tsebro, Y.I. Project Management. Methodological Guidelines for Conducting Practical Classes for students in the "Management" educational program, 073 "Management" at the first (bachelor's) level of higher education for full-time and part-time students / compiled by: Y.I. Tsebro. Sumy, 2026. 61 pp.
11. Tsebro Y.I. Project Management. Methodological Guidelines for Independent Student Work for students enrolled in the "Management" educational program, specialty 073 "Management" at the first (bachelor's) level of higher education in full-time and part-time study programs / Compiled by: Ya. I. Tsebro. Sumy, 2026. 36 pp.
12. 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.