

Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Department of Public Management and Administration

Work program (syllabus) of the educational component

OK 10. Project planning and evaluation
(required OK)

Specialty	Management
Educational program	Administrative management
Level of higher education	second (master's)

Sumy – 2026

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

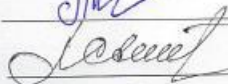
Approved by:

Guarantor of the Academic program



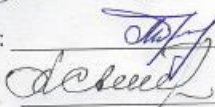
Larysa KALACHEVSKA

Dean of the Faculty

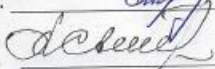


Svitlana LUKASH

Syllabus review (attached) is provided by:

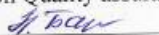


Alina BRYCHKO



Svitlana LUKASH

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



(N. Baranets)

Registered in electronic data base

24.06.

2026

Information on reviewing the work program (syllabus):

Academic year in which changes are made	Number of the appendix to the work program with a description of the changes	Changes reviewed and approved		
		Date and number of the department meeting minutes	Head of the Department	Educational program guarantor

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Name OK	OK 10. Project planning and evaluation							
2.	Faculty/departm ent	Faculty of Economics and Management / Department of Public Management and Administration							
3.	Status OK								
4.	Program/Special ty (programs), part of which is the OK for (<i>filled in for mandatory OKs</i>)	Mandatory							
5.	The OK can be offered for (<i>filled in for selective OKs</i>)	OP- Administrative management D 3 "Management"							
6.	NQF level	Level 7							
7.	Semester and duration of study	3rd semester, 12 weeks							
8.	Number of ECTS credits	5 credits (150 hours)							
9.	Total hours and their distribution	Contact work (classes)						Independent work	
		Lectures		Practical		Laboratory			
		Dail y	Correspon den ce.	Dail y	Correspon den ce.	Dail y	Correspon den ce.	Dail y	Correspon den ce.
	150 hours, credit	36	8	36	8	-	-	78	134
10.	Language of instruction	Ukrainian							
11.	Teacher/Educational Component Coordinator	Doctor of Public Administration, Associate Professor, Associate Professor of the Department of Public Management and Administration Kharchenko Tetyana Oleksandrivna							
11.1	Contact information	classroom 310 of the Faculty of Economics and Management, tetyana_22_82@ukr.net							
12.	General description of the educational component	This educational component provides an opportunity for higher education students to acquire competencies and deepen the program learning outcomes of the educational program regarding the general provisions, principles and methods of organizing the project planning and evaluation system, project initiation, its structuring, economic justification of the feasibility of implementation, management of the content, cost and quality of project work, human resource management and project risk assessment.							
13.	Purpose of the educational component	<i>The purpose of the educational component "Project Planning and Evaluation" is to form in higher education students a system of theoretical knowledge and applied skills and abilities regarding the methodology of analyzing project solutions; developing, planning and justifying projects to meet social and personal needs in conditions of limited resources; acquiring skills in determining the feasibility of project implementation</i>							
14.	Prerequisites for studying OK, connection with other educational components of OP	The educational component is the basis of industrial practice and qualification work. This educational component is the basis for ensuring program outcomes, namely PRN1, PRN2, PRN3, PRN4, PRN15 according to the educational and professional program.							
15.	Academic Integrity Policy	According to the Code of Academic Integrity of Sumy NAU, academic integrity is a set of principles and rules of conduct for participants in the educational process, aimed at forming an independent and responsible personality capable of solving problems in accordance with the educational level in compliance with the norms of law and public morality. Compliance with academic integrity by higher education applicants involves: independent completion of educational tasks, tasks of current and final control, learning outcomes;							

		reference to sources of information when using ideas, developments, statements, information; compliance with the norms of legislation on copyright and related rights; provision of reliable information about the results of one's own educational activities, research methods used, and sources of information. It is expected that higher education applicants will adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at Sumy NAU (a full list of regulatory documents is posted on the university website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). For violation of academic integrity, higher education applicants may be held accountable for the following academic responsibilities: retaking the assessment (test, exam, credit, etc.); retaking the course; expulsion from the university; (Part 5, Article 48 of the draft Law of Ukraine "On Education"). Practical work on the discipline is performed according to individual tasks that students receive from the teacher. All works are checked for plagiarism and are allowed to be defended provided that the text borrowings are no more than 20%. In case of non-compliance with these requirements, the work is returned for revision. If a repeated violation of the requirements of academic integrity is detected, the student is not allowed to defend. In case of performing practical work not according to the received task, the results are canceled, and the student receives a new topic for study.
16.	Link to the course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=2834
17.	Keywords	project concept, project objectives, project organizational structure, hierarchical work structure, project team management, network planning, project schedule, risk management, quality management, project evaluation

2. LEARNING OUTCOMES BY EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Results teaching by OK: After educational study component the student is expected to be able to..."	Software results teaching, on achievement whose directional OK (specify) number according to with numbering, given in OP) ¹					As evaluated by RND
	PRN 1 Critically reflect, select, and use necessary scientific, methodological and analytical tools for management in unpredictable conditions.	PRN 2 Identify problems in the organization and justify methods for solving them.	PRN 3 Design effective organizational management systems	PRN 4 Justify and manage projects, generate entrepreneurial ideas.	PRN 15 Determine the effectiveness of financial and investment projects	
DRL 1: Substantiate the basic concepts and differences between a project and a plan or program, distinguish between the external and internal environment of a project, know the main characteristics of a project, the concept of the project life cycle and its main phases	x	x	x			Multiple choice tests
DRL 2: Develop and implement the steps needed to complete projects on time and within budget; master the basics of project planning; apply human resource management skills to build, develop, and motivate a team; identify tools and methods for project planning and control; develop methods for motivating teams and maintaining their focus; explain how to make management decisions about the organizational structure and the role of project resources within the team; and identify project risks	x	x	x		x	Multiple choice tests, solutions practical cases
DRL 3: Analyze projects using various types of analysis and evaluation,	x	x		x		Calculation problem, solution

determine project viability and feasibility, calculate project performance indicators; apply sound and reliable measurement tools						practical cases
DRL 4: Develop a project proposal that can be funded; acquire competence in writing reactive applications; acquire competence in writing proactive applications	x			x	x	Modular control

3. CONTENT OF THE EDUCATIONAL COMPONENT (COURSE PROGRAM)

Topic. List of issues to be addressed within the topic	Distribution within the overall time budget						Recommen ded literature
	Classroom work				Independent work		
	Luke		Software				
	Da n	Corre spond ence	Da n	Corre spond ence	Da n	Corresp ondence	
Topic 1. Project analysis and project concept 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 . <i>Software Project concept, distinctive features of the project</i>	2	2	2	-	6	8	[1], [2], [3], [4], [5], [8], [9]
Topic 2. Project Life Cycle 1. Concept and notion of the project life cycle. 2. Approaches to dividing a project into component elements. 3. Phases and stages of the project cycle. Transition between phases. 4. Diagram of the interrelationships of processes by life cycle phases. <i>Software Project management system organization. Selection of organizational management structure.</i>	4	-	2	2	4	10	[1], [2], [3], [4], [5], [6], [9], [10]
Topic 3. Project actions in the field of project initiation 1. Purpose, strategy and methods of project management. 2. Main stages of system project management. 3. Project objectives and results. Justification of the project's feasibility. 4. Project evaluation methods. <i>Software Hierarchical work structure of a project. Creating a hierarchical work structure (WBS): the need for a WBS, approaches to building a WBS, defining hierarchical levels, creating a WBS.</i>	4	2	4	-	4	8	[1], [2], [3], [4], [5], [8], [9], [10]
Topic 4. Managing project integration and content 1. Planning project activities for project integration. 2. The essence of integration planning processes	2	-	2	-	6	10	[1], [2], [4], [5], [7], [8], [9], [10],

in a project. Features of management objects. 3. Structure of the main project documents. 4. Planning and executing project content management activities. <i>Software for controlling calendar plans and budget execution for projects</i>							
Topic 5. Project time management 1. Planning the project implementation timeline. 2. Processes for determining the list of works and their parameters. 3. Work sequence tasks (technological connections between project work). 4. Network planning. Determining work relationships and building a network schedule . <i>Calendar planning software. Calculation of the project work schedule.</i> <i>Software Building a project schedule. Typical planning errors and their consequences</i>	4	2	4	-	6	8	[1], [2], [5], [6], [8], [9], [10], [11], [12], [13]
Topic 6. Project quality management 1. Description of quality management processes in projects. 2. Quality management plan. 3. Normative and methodological provisions on planning quality management processes. <i>Software Development of a quality management plan</i>	4	-	2	2	6	10	[1], [2], [3], [4], [5], [6], [8], [9]
Topic 7. Formation of financial resources for the project 1. Project cost structure. 2. Types of project costs, including: investment, operating, and financial costs. 3. Sources of project financing. <i>Project Management Software. Reporting in the control system (tasks, principles of construction, submission forms)</i>	2	-	4	2	4	10	[1], [2], [3], [4], [5], [6], [8], [9], [10]
Topic 8. The concept of costs and benefits in project management 1. The concept of benefits and costs in project analysis. 2. Methods of assessing investment efficiency. 3. Methodological approaches to determining the value of a project . <i>Software Target orientation of project solutions. Types of interdependence of different projects in the case of their simultaneous implementation.</i>	2	-	2	-	6	10	[1], [2], [3], [4], [5], [6], [8], [9]
Topic 9. Time value of money. Project cash flow 1. Changing the time value of money when analyzing projects. 2. The concept of future and present value. 3. The concept of the rate of return, interest rates. Simple and compound interest, its effect on future value. 4. Calculating the future value of money <i>Software. Development and creation of an organizational structure in the management system</i>	2	2	2	-	6	10	[1], [2], [3], [4], [6], [7], [8], [9], [10], [11], [12], [13]
Topic 10. Criteria for making project decisions 1. Characteristics of standard financial criteria: economic content, limitations, advantages and disadvantages, application in practice of evaluating project solutions of integral indicators	2	-	4	-	6	10	[1], [2], [3], [4], [5], [6], [8], [9], [10],

(net present value, benefit-cost ratio, internal rate of return, payback period, equivalent annuity, cost efficiency). 2. Methodology for calculating the main financial criteria and building a financial profile of the project. 3. Comparison of projects using different evaluation criteria. <i>Software Assessment of the probability of a risk event. Methods for reducing the level of risk</i>							
Topic 11. Project Risk Assessment 1. The 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 project risks, the possibility of their impact and elimination during project preparation and implementation. 4. Risk classification. Types of risks at different stages of project preparation and implementation. <i>Software Development of a risk management plan</i>	2	-	2	2	6	10	[1], [2], [3], [4], [5], [6], [8], [9]
Topic 12. Formation and development of a project team 1. Enterprise and project personnel management system. 2. Development of a project personnel management strategy. 3. Planning in the project of human resource needs. 4. Methods of hiring and selecting project personnel. <i>Software Main tasks of project team management. Model for forming an effective project team.</i> <i>Software Basic approaches to the perception of team personnel. Motivation of members and the entire project team.</i>	2	-	2	-	6	10	[1], [2], [3], [4], [5], [6], [8], [9]
Topic 13. Fundamentals of project monitoring and evaluation . 1. The place of monitoring and evaluation in the project cycle. 2. Expected results: monitoring and evaluating their achievement. Definition of monitoring and evaluation. 3. Classification of monitoring types. Classification of waiting types. <i>Software Requirements for preparing a report based on monitoring results. Formation of a project evaluation process management system</i>	2	-	2	-	6	10	[1], [2], [3], [4], [5], [6], [8], [9]
Topic 14. Managing the project monitoring process 1. Development and implementation of a monitoring system in project management. 2. Classification of indicators of the project monitoring system. 3. Definition and selection of project monitoring indicators. 4. Monitoring plan.	2	-	2	-	6	10	[1], [2], [3], [4], [5], [6], [8], [9]

Software Conducting an assessment. Preparing a report based on the assessment results							
Total per semester	36	8	36	8	78	134	

4. TEACHING AND LEARNING METHODS

DRN	Teaching methods (work that will be carried out by the teacher during classroom lessons, consultations)	Number of hours	Teaching methods (what types of learning activities should the student perform independently)	Number of hours
DRL 1: Substantiate the basic concepts and differences between a project and a plan or program, distinguish between the external and internal environment of a project, know the main characteristics of a project, the concept of the project life cycle and its main phases	Lecture-story with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical work with calculations on individual tasks. Testing (survey), using educational and control tests. Consultation	22/6	Studying the basic lecture notes and working with the book. Studying the material for independent study. Taking notes. Completing the practical work tasks, the implementation of which was started in the contact lesson. Preparing a presentation according to the individual task. Self-assessment of knowledge	23/35
LLP 2: Develop and implement the steps needed to complete projects on time and within budget; master the basics of project planning; apply human resource management skills to build, develop, and motivate a team; identify tools and methods for project planning and control; develop methods for motivating teams and maintaining their focus; explain how to make management decisions about the organizational structure and the role of project resources within the team; and identify project risks	Lecture-story with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical work with calculations on individual tasks. Testing (survey), using educational and control tests. Consultation	18/4	Studying the basic lecture notes and working with the book. Studying the material for independent study. Taking notes. Completing the practical work tasks, the implementation of which was started in the contact lesson. Preparing a presentation according to the individual task. Self-assessment of knowledge	12/26
DRL 3: Analyze projects using various types of analysis and evaluation, determine project viability and feasibility, calculate project performance indicators; apply sound and reliable measurement tools	Lecture-story with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical work with calculations on individual tasks. Testing (survey), using educational and control tests. Consultation	30/6	Studying the basic lecture notes and working with the book. Studying the material for independent study. Taking notes. Completing the practical work tasks, the implementation of which was started in the contact lesson. Preparing a presentation according to the individual task. Self-assessment of knowledge	34/56
DRN 4: Develop a project proposal that can be funded; acquire competence in writing reactive applications; acquire competence in	Lecture-story with explanation, lecture-presentation with demonstration and use of interactive technologies. Practical work with calculations on	2/2	Studying the basic lecture notes and working with the book. Studying the material for independent study. Taking notes. Completing the practical work tasks, the implementation of which was	13/13

writing proactive applications	individual tasks. Testing (survey), using educational and control tests. Consultation		started in the contact lesson. Preparing a presentation according to the individual task. Self-assessment of knowledge	
Total hours		72/16		78/134

5. EVALUATION BY EDUCATIONAL COMPONENT

5.1. Summative assessment

5.1.1. To assess the expected learning outcomes, there are

No.	Summative assessment methods	Points / Weight in the overall score	Date of compilation (indicate number) of the week, which will be assessment carried out)
1.	Execution and defense of practical work reports according to an individual option	60 points / 60%	during semester 2....week 15
2.	Written survey (testing) of the assimilation of lecture material	10 points / 10%	by the end of week 8; by the end of week 15
3.	Intermediate Computer-Based Certification - Multiple Choice Test	15 points / 15%	Week 7
4.	Preparing a presentation according to an individual assignment	15 points / 15%	by the end of week 15

5.1.2. Evaluation criteria

Component	Unsatisfactorily	Satisfactorily	Good	Perfectly
Implementation and protection practical work reports according to individual option	<36 points	36...44 points	45...53 points	54...60 points
	Requirements regarding the task not completed	Majority requirements are met, but individual components missing or not enough revealed	Done all requirements task, but there are insignificant remark, regarding the implementation task	Done all requirements task, proposed own execution option task
Written poll (testing) assimilation lecture hall material	<6 points	6...7 points	8 points	9..10 points
	Requirements for the task is not done	Most requirements completed, but some components are missing or not enough revealed	All done task requirements, but there are minor remarks regarding implementation	All done requirements task
	Faithful answers Less 12 from 20	Faithful answers 12...14 from 20	Faithful answers 15...17 from 20	Faithful answers 18..20 from 20
Intermediate computer certification - test plural choice	<9 points	9...11 points	12..13 points	14...15 points
	Faithful answers Less 9 from 15	Faithful answers 9...11 of 15	Faithful answers 12...13 from 15	Faithful answers 14...15 from 15
Preparation presentations according to individual task	<9 points	9...11 points	12..13 points	14...15 points
	Requirements for the task is not done	Most requirements completed, but some components are missing or not enough revealed	All done task requirements, but there are minor remark, regarding the execution	All done requirements task

5.2. Formative assessment:

To assess current progress in learning and understand areas for further improvement, it is provided.

No.	Elements formative evaluation	Date
1	Performing practical work according to individual assignments during carrying out practical classes from reverse by connection from teacher	throughout 2..12 weeks
2	Verbal feedback from the teacher while working on individual tasks for classroom classes	during 2..12weeks
3	Verbal feedback from teacher and students after writingpoll (testing) assimilation lecture hall material	during 7 and 12weeks after drafting
4	Verbal feedback from teacher and students during preparation abstract and presentations according to individual task	within 7..12weeks
5	Verbal feedback from teacher and students after protection abstract and presentations according to individual task	within 12 weeksafter protection

LEARNING RESOURCES (LITERATURE)

Textbooks, manuals:

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., Gorbachevska M.O., Tkachenko O.G., Koverza V.S. Project Management: A 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 institutions]. Ternopil, 2021. 416 p.
4. Development Project Management Manual: Interactive Training Manual / co-authors; ed. I. E. Tsependa, S. O. Kropelnytska. 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: Workshop for Applicants 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: Textbook. Kyiv: KNUBA, 2020. 276 p.
7. Tsybul'ska E. I. Project Management: a textbook. 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. No. 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 management of business projects in the context of digitalization. *Scientific Journal of Yuriy Fedkovych 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 Kharkiv National University. 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, and 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 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 rural development. *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>.
18. Projects IN Controlled Environments (PRINCE2) the Office of Government Commerce (OGC), United Kingdom. URL: <https://discovery.nationalarchives.gov.uk/details/r/C11669509>

Review of the work program (syllabus)

Parameter by which the work program (syllabus) of the educational component is evaluated by the guarantor or a member of the project team	Yes	No	Comment
Learning outcomes for the educational component (DOL) correspond to the NQF	+		
The learning outcomes for the educational component (DRL) correspond to the stipulated PRL (for mandatory OK)	+	-	
Learning outcomes for the educational component make it possible to measure and assess the level of their achievement	+		

Member of the OP project team

"Administrative Management" ____ Sitlana LUKAS

(Full name)

(signature)

Parameter by which the work program (syllabus) of the educational component is evaluated by the teacher of the relevant department	Yes	No	Comment
General information about the educational component is sufficient	+		
Learning outcomes for the educational component (DOL) correspond to the NQF	+		
Learning outcomes by educational component (LE) provide an opportunity to measure and assess the level of their achievement	+		
Learning outcomes (LOs) relate to student competencies, not to the content of the discipline (contain knowledge, skills, abilities, and not to the topics of the discipline curriculum)	+		
The content of the OK is formed in accordance with the structural and logical scheme	+		
Learning activity (teaching and learning methods) enables students to achieve expected learning outcomes (ELOs)	+		
The educational component involves learning through research that is appropriate and sufficient for the appropriate level of higher education.	+		
The assessment strategy within the educational component is in line with the University/Faculty policy	+		
The provided assessment methods allow assessing the degree of achievement of learning outcomes by educational component.	+		
The student workload is adequate to the volume of the educational component.	+		
The recommended learning resources are sufficient to achieve the learning outcomes (LOs)	+		
The literature is relevant	+		
The list of learning resources contains the software products necessary to achieve the DRL	+		

Reviewer (department lecturer)

Public Management and Administration

Associate Professor Alina BRYCHKO
