

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE**

Department Production and Investment Management



«CONFIRMED»

Dean of the Faculty of Agrarian Management
Anatolii OSTAPCHUK
2023

“APPROVED”

at the meeting of the department of Production and Investment Management
Protocol № 8 dated on April "18 " 2023

Head of the department
Maryna DIELINI

“REVIEWED”

Program Coordinator
Vitalii LUTSIK

PROGRAM OF THE COURSE

PROJECT MANAGEMENT

Specialization	<u>073 «Management»</u>
Educational program	<u>Management</u>
Faculty	<u>Agrarian management</u>
Developers:	<u>Alekseieva K., PhD (Public Administration), As. Professor</u>

Kyiv – 2023

1. Description of the course

“Project Management”

(title)

Field of knowledge, specialization, educational program, educational degree		
Educational degree	Bachelor	
Specialization	073 «Management»	
Educational Program	Management	
Characteristics of the course		
Type	Compulsory	
Total number of hours	150	
Number of ECTS credits	<u>5</u>	
Number of content modules	<u>2</u>	
Course project (work)	+	
Form of assessment	Exam	
Indicators of the course for full-time and part-time forms of study		
	Full-time	Part-time
Course (year of study)	4	-
Semester	7	-
Lecture classes	45 hours.	-.
Practical classes	45 hours	-
Laboratory classes	- hours	-
Self-study	60 hours	-
Individual assignments	- hours	-
Number of weekly classroom hours for the full-time form of study	6 hours	

2. Purpose, objectives, and competencies of the course

The purpose of the discipline is to teach students the project management, the acquisition of skills to use the acquired knowledge for the effective implementation of the project solutions in the practical activities of the enterprise.

In the process of studying the discipline "Basics of Business Projecting" students solve the following main **objectives**:

- studying of the basic provisions of project management;
- determining the place of the project at the enterprise and identifying the most common approaches to the formation of the structure of the project life cycle, acquaintance with the principles of change and project management at the enterprise;
- definition of the project methods and tools;
- substantiation of the need to manage the quality, time and resources of the project, determining the forms of organization of project activities at the enterprise.

Acquisition of competencies:

Integrated competency (IC): The ability to solve complex specialized tasks and practical problems in the management of organizations or in the learning process, which involves the application of certain theories and methods of the relevant science and is characterized by the complexity and uncertainty of conditions.

General competencies (GC):

- GC 3. Ability to abstract thinking, analysis, synthesis.
- GC 10. Ability to conduct research at an appropriate level
- GC 13 Appreciation and respect for diversity and multiculturalism
- GC 14 Ability to work in an international context
- SC 1 Ability to identify and describe organizational characteristics
- SC 2 The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment
- SC 5 The ability to manage the organization and its divisions through the implementation of management functions,
- SC 6 The ability to act socially responsibly and consciously
- SC 7 Ability to choose and use modern management tools
- SC 9 Ability to work in a team and establish interpersonal interaction when solving professional tasks
- SC11 Ability to create and organize effective communications in the management process
- SC 16 Ability to identify and analyze new market opportunities opportunities, including an international business environment, formulate new ideas, develop projects and organize business process management.

Program learning outcomes (PLO):

PLO 7 Demonstrate organizational projecting skills

PLO 8 Apply management methods to ensure the effectiveness of the organization

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

PLO 18 Demonstrate the ability to develop and implement projects, identify sources of their funding and manage them

3. Program and structure of the course for

Names of content modules and topics	Number of hours													
	Full-time form							Part-time form						
	week s	total	including					total	у тому числі					
			l	p	lab	ind	self.		l	p	lab	ind	self	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Content Module 1. Prerequisites of formation, methodology and basic concepts of project management														
Topic 1. Concept and essence of project management		8	2	2			4							
Topic 2. General characteristics of project management		10	3	3			4							
Topic 3. Areas of application of project management		12	4	4			4							
Topic 4. Tools for detailing the project goal		8	2	2			4							
Topic 5. Project environment and its participants		12	4	4			4							
Topic 6. Peculiarities of project team formation		10	3	3			4							
Topic 7. Project team management		8	2	2			4							
Topic 8. Project management in conditions of uncertainty and risk		10	3	3			4							
Total for content module 1		78	23	23			32							
Content module 2. Practical areas of application of project management														
Topic 9. Basic approaches to the organization of project activities		12	4	4			4							
Topic 10. Possibilities of planning in project management		12	4	4			4							
Topic 11. Project management methods		8	2	2			4							
Topic 12. Investment management		8	2	2			4							
Topic 13. Investment sources of financing		12	4	4			4							
Topic 14. Types of fundraising		12	4	4			4							
Topic 15. Monitoring, control and audit process in project management		8	2	2			4							

Total for content module 2	72	22	22			28					
Total hours	150	45	45			60					

Content module 1.

Prerequisites of formation, methodology and basic concepts of project management

Topic 1. Concept and essence of project management

Project and specifics of project activities. Historical aspects that underlie modern design. Definition of basic concepts: project, design, project management, typology of projects. The essence of the project approach in management and the expediency of the transition to project management. The purpose and main tasks of the project. Concepts and basic notions of project management. Differences between operational and project activities. Difference between projects and business processes or production systems. International associations and organizations engaged in standardization of project activities. Relevance of project management in modern Ukraine.

Topic 2. General characteristics of project management

Main characteristics of projects. Classification of projects. Project-oriented activities in modern business. The main reasons that led to the separation of project management into a special field of activity. Factors that will negatively affect the implementation of projects for Ukrainian enterprises.

Project life cycle. Approaches to defining phases of the project life cycle. Properties of the project life cycle. Components of the project cycle, stages and stages. Types of work that are performed at different stages of the life cycle.

Topic 3. Areas of application of project management

Content of concepts: business, entrepreneurial activity, social project, social entrepreneurship. The difference between social entrepreneurship and ordinary business. Availability of innovations in social entrepreneurship. Characteristic features of a social enterprise. Criteria for defining social entrepreneurship. Reinvestment of profit in social entrepreneurship. Activities that are not related to social entrepreneurship. Differences between social entrepreneurship and corporate social responsibility. Types of irreversible investments. Approaches to attracting investments for social entrepreneurship.

Topic 4. Tools for detailing the project goal

The most important components of the project. The content of the business project concept. Stages of project concept development. Reasons for the appearance and rejection of projects. Tasks that are at the stage of developing the project concept "Preliminary elaboration of the goals and objectives of the project". Expert assessment of options for investment decisions. "Declaration of Intent". Characteristic features of the project that distinguish it from other types of activity. The essence of detailing the project goal using the SMART method.

Topic 5. Project environment and its participants

The human factor in project management. Structure, environment and participants of project management. Factors of the external and internal environment of the project. Features of the micro- and macro-environment of the project. Key project participants. Beneficiaries of the project. Project stakeholders. Definition of functional responsibilities of project participants. Standard steps in project structuring. Criteria for the analysis of project stakeholders. Criteria for analyzing the expected behavior of interested parties and the nature of their participation in the project.

Topic 6. Peculiarities of project team formation

The art of effective project management. Project management system. Project processes. Areas of project management knowledge. The essence of project team management. The purpose of creating a project team and the task of a project manager. Stages of project group formation. Formation of the project team. Principles of project team formation. Coordination group of the project. Psychological aspects of project management. Psychology of project management. Stakeholder management. Characteristics of an effective team. Coordination group of the project. Development of control and administration procedures. The principles on which the communication process in the project team is based. Management decision-making technology. Decision-making process (DPR) in project management.

Topic 7. Project team management

Project team management processes. Who is a project manager? The main tactical and strategic tasks of the project manager. The role of the project manager in project management. The main responsibilities of a project manager. The main differences between a project manager and an organization manager. Functions of the project manager. Choosing a model of behavior of the project team leader. Management style markers and management decision-making rules. Key styles of team management. Charismatic management model. Advantages and disadvantages of the charismatic

management model. The principles on which the democratic management style is based. The main characteristics of the liberal management style. Supportive leadership style: pros and cons of this management model.

Topic 8. Project management in conditions of uncertainty and risk

Project uncertainty and risk. The essence of risk management. Characteristics of the most common types of risks. Classification of risks by sources of occurrence. Causes of project risks. Classification of risks depending on the causes of their occurrence. The sequence of risk analysis work. Quantitative and qualitative risk analysis. You know the methods and techniques of risk analysis. Ways to reduce project risks.

Content module 2. Practical areas of application of project management

Topic 9. Basic approaches to the organization of project activities

The essence of project planning. Stages of the project planning procedure. Barriers to good project planning. Decomposition of goals. Characteristics of the method of evaluation and review of programs (PERT). Basic methods of grid and calendar planning. Characteristics of the critical path method (CPM). The critical path of the project. Purpose and resources of project management. Comparative characteristics of PERT and SRM methods. Peculiarities of project budget formation. Differences between the critical path method (CPM) and the Gantt chart. Control of calendar plans and resources. Project cost planning. Preparation of the project budget. Project budget control. Budgeting in the context of the cost assessment of the project elements, taking into account the work schedule and project management plans.

Topic 10. Possibilities of planning in project management

General requirements for drawing up a business plan. The process of forming the information field of the business plan. Content of the initial stage of business planning. Preparatory stage of business plan development. External opportunities and threats of business project implementation. Objectives of the SWOT analysis of the project. International standards of business planning. The main goals of developing a business plan. Structural elements of a business plan. Summary of the project. Marketing researches.

Topic 11. Project management methods

Effective approaches and methods of project management at the modern stage of design development. Features of classic project management. Classification of stages of

traditional (classical) project management. Strengths and weaknesses of classic project management. Gantt chart and its use. Project management methods and their characteristics: Agile, Scrum, Lean, Kanban, Six Sigma, PRINCE2.

Topic 12. Investment management

Tasks, functions and principles of investment management. Forms of investment. Rules for making investment decisions. Determination of investment needs of the project. Types of investments. Sources of funding for investment needs of the project. Own financial resources and internal economic reserves. Loan financial means. Involved financial means. Funds of foreign investors. The structure of own and borrowed financial resources. Leasing. Debt obligations. Bank credit. Reversible and irrevocable financial assistance. Profitability matrix. Risk matrix. The "golden rule" of investing. Criteria for the effectiveness of the investment project. Assessment of investment efficiency.

Topic 13. Investment sources of financing

General principles of project financing. Characteristics of project financing. Approaches to determining the essence of project financing. Object of project financing. Ways of attracting financial resources.

The content and essence of the concepts "gross investment" and "net investment". Investment management process. Classification of investments. Risks of investment activity, their types. Factors determining the investment climate. The structure of the enterprise's own financial resources. Structure of loan financial resources of the enterprise. The "golden rule" of investing. Method of discounting the payback period - purpose, calculation formula. The net present value of income method (NPV method) - purpose, calculation formula. Internal rate of return (IRR) - purpose, calculation formula.

Topic 14. Types of fundraising

Sources of funding for project activities. Fundraising and its types. The concept of a donor. Types of donors. Characteristics of donor organizations operating in Ukraine. Tasks of the project team in the fundraising process. Basic methods of fundraising. Informational sources of grantwriting. Grant application. Algorithm for writing an application for grants. The structure of the application and its main components. The main differences between crowdfunding and other types of financing. Key tasks that can be solved by crowdfunding. Choosing a platform for launching a crowd project. Key elements of crowdfunding projects. Basic rules for launching crowd projects.

Topic 15. Monitoring, control and audit process in project management

Measuring the progress of project work. The essence of the project control process. Project monitoring. Managing expectations of project stakeholders. Communications management planning. Control of communications. Project management information system. The content of monitoring the project execution processes. Project performance monitoring. Peculiarities of project monitoring. Differences between project monitoring and evaluation. Basic data collection methods that are best used for project monitoring. Measurability and accessibility as the main indicators in project monitoring. Project control tools. Controlling the cost of project works. Project evaluation process. Mechanism for evaluating project results. Components that make up the overall effectiveness of the project. The process of conducting a project audit. The importance of project evaluation. Self-evaluation of the project plan.

4. Seminar topics (N/A)

5. Practical class topics

No	Topic title	Number of hours
1	Concept and essence of project management	2
2	General characteristics of project management	3
3	Areas of application of project management	4
4	Tools for detailing the project goal	2
5	Project environment and its participants	4
6	Peculiarities of project team formation	3
7	Project team management	2
8	Project management in conditions of uncertainty and risk	3
9	Basic approaches to the organization of project activities	4
10	Possibilities of planning in project management	4
11	Project management methods	2
12	Investment management	2
13	Investment sources of financing	4
14	Types of fundraising	4
15	Monitoring, control and audit process in project management	2
Total		45

6. Laboratory class topics (N/A)

7. Independent work topics

No	Topic title	Number of hours
1	Concept and essence of project management	4
2	General characteristics of project management	4
3	Areas of application of project management	4
4	Tools for detailing the project goal	4
5	Project environment and its participants	4
6	Peculiarities of project team formation	4
7	Project team management	4
8	Project management in conditions of uncertainty and risk	4
9	Basic approaches to the organization of project activities	4
10	Possibilities of planning in project management	4
11	Project management methods	4
12	Investment management	4
13	Investment sources of financing	4
14	Types of fundraising	4
15	Monitoring, control and audit process in project management	4
Total		60

8. Samples of control questions, tests for assessing the level of knowledge acquisition by students

1. What is a project? What types of projects do you know?
2. What features distinguish projects from other plans and programs?
3. What is project management? What is the objective necessity of project management?
4. What are the elements of project management, its components and relationships?
5. What are the phases of the project life cycle?
6. How do you understand the term "project idea"?
7. What is the concept of the project and what are the stages of its development?

8. What do the stages of substantiating the effectiveness of project management include, such as pre-project research, additional project research?
9. What information does the substantiation of the technical and economic possibilities of project management provide to analysts?
10. What are the main stages of technical and economic, financial and general economic analysis?
11. What is the role of the "execution" phase in the project life cycle? Describe the decomposition elements of the "execution" phase in construction project management.
12. Prove the expediency of distinguishing two types of management actions in project management.
13. Describe the structure of management actions defined by the international knowledge system RMVOK®.
14. Reveal the content of management actions aimed at the implementation of the project in the part of the group of implementation processes.
15. How are the criteria for the implementation of project actions correlated - "proper execution", "productive", "effective"?
16. Describe the roles of interested project participants using the example of the utilities and construction industries.
17. What level of organizational maturity is sufficient to create an RMO capable of being the "project management center" of the company?
18. How do types of organizational management structures and RMO models correlate in the Japanese project management standard?
19. Describe the RMO maturity models described by I. Kendel, K. Rawlins.
20. Solve the task of "choosing an organizational structure for project implementation" using the example of project management systems in utilities and construction.
21. Carry out a comparative analysis of existing systems for assessing the competence of project managers.
22. How are the concepts of "qualification" and "competence" related?
23. Recreate the five-stage model of team development.
24. What factors must be taken into account when selecting and hiring managers for the project management team?
25. Describe the main elements of the structural and logical model of the process of providing the project with labor resources.

26. Prove the expediency of using modern IT in project communications management during the "execution" phase.
27. Identify the organizational and technical capabilities of modern software tools for project management.
28. Outline the communication capabilities of the project team in different time-place formats.
29. Describe the "management and management of project implementation" process.
30. Explain why the "stakeholder attitude" is included as a mandatory element in the quality management system?
31. What are the requirements for the implementation of the "quality assurance" process?
32. Compare quality requirements - for product and management processes.
33. What are the requirements for providing an integrated "cost/schedule" system?
34. Describe the indicators for evaluating the progress of the project according to the mastered scope method (EVT/EVM).
35. Describe the general information model of the "preparation of performance reports" process.
36. Clarity of the logic of calculating the number of defects according to the DPMO method.
37. Describe the main indicators of project management performance evaluation. What methods of evaluating the effectiveness of investments do you know?
38. Describe the method of calculating the main financial indicators that are used to select effective projects in project management?
39. Identify the advantages and disadvantages of various financial indicators of project performance evaluation.
40. What is the organizational structure of project management?
41. What are the principles of forming project groups?
42. What are the basic elements of the organizational structure of project management? Functional and target approaches, their advantages and disadvantages.
43. What types of external organizational structures do you know? Their characteristics and terms of use.
44. Define the features of the functioning of the project management organizational structure.

45. What are the main advantages and disadvantages of the matrix organizational structure? Describe the main types of matrix OSU. In which projects is each of them used?
46. Describe the internal organizational structures of project management. Why, in your opinion, do most enterprises use a mixed management structure when implementing a project?
47. What is project planning? What steps does the overall planning process include?
48. Name the main processes of project planning, describe them.
49. Describe the supporting processes of project planning.
50. Name three approaches to the selection of design firms. What are the types of design firms?
51. Means of financing the project and their characteristics.
52. What is the project structure? What are the main requirements for the project structure?
53. Describe the structuring of the project. What are the main tasks of project structuring?

Tests

1. The project stakeholders include:
 - a) consumers of products or services, contractors, investors, suppliers of materials;
 - b) Project customer, contractors, investors, material suppliers, staffing agencies;
 - c) *the customer of the project, consumers of products or services, contractors, investors, material suppliers, staffing agencies;*
 - d) the project customer, contractors, investors, suppliers of materials;
2. Determination of the criteria for the success of the project is:
 - a) creation of a summary structured document based on data obtained at previous stages of planning;
 - b) *development of project evaluation criteria;*
 - c) realization of the plan of the project by means of implementation of the works included in it;
 - d) coordination of changes across all project parameters.
3. A set of interconnected elements and project processes presented with varying degrees of detail is
 - a) *the structure of the project*
 - b) the project team
 - c) the project aim

4. The set of interconnected control bodies located at different levels of the system in project management is
 - a) *the organizational structure of the project*
 - b) the project team
 - c) the structure of the project
5. The project team is
6. Project management is
7. The properties of projects include:
 - a) have a one-time character; unique in nature; time-limited; aimed at achieving a certain result
 - b) *have a one-time character; unique in nature; time-limited; associated with changes; aimed at achieving a certain result*
 - c) are unique in nature; time-limited; associated with changes; aimed at achieving a certain result
 - d) have a one-time character; time-limited; associated with changes; aimed at achieving a certain result
8. Project is
9. Project manager is
10. Life cycle of a project is.....

9. Teaching methods

To activate the process of teaching students in the study of discipline, the following educational technologies and tools are used:

The lectures clear with clearly structured material; the students focus on problematic issues; Specific examples of practical application of the obtained knowledge are given; turn to the foreign experience of solving certain problems; Students are encouraged to critically perceive new material instead of passive note-taking; visual materials, diagrams, tables, models, graphs are used; the technical means of teaching are used: a multimedia projector, slides, etc.;

At practical lessons various educational technologies are introduced: discussion of problems, discussions; solution of situational exercises; solution of problem issues; brain storm; case methods; presentations; analysis of a specific situation; work in small groups; role playing and business games; banks of visual accompaniment; written control of knowledge; Individual and group polls; cross-checking of tasks with the following argumentation of the submitted evaluation, etc.

Obligatory elements for activating students' educational work are the clear control of attending classes by students, encouraging learning activity, and fair differentiation of grades.

Oriented topics of course works

1. Study of project conditions (project name)
2. Project management in the management system of organizations
3. Justification of the feasibility of the project (name of the project)

4. Organizational support of the project (name of the project)
5. Project content management (project name)
6. Management of project deadlines (project name)
7. Project cost management (project name)
8. Project implementation control (project name)
9. Project quality management (project name)
10. Human resources management (project name)
11. Project communications management (project name)
12. Project risk management (project name)
13. Project supply management (project name)
14. Project management (project name)
15. Project completion management (project name)
16. Project financing
17. Project information management (name of the project)
18. Specifics of social project management in Ukraine
19. Fundraising and design
20. Project planning and control (project name)
21. Implementation of social projects in _____ sphere
22. Project management in the activities of public organizations
23. International project management: current state and prospects
24. Relevance of project management in Ukraine
25. Project management as a tool for managing economic competition
26. Project approach in enterprise management as an important component of its functioning

10. Forms of assessment

Modules and rating system of organization of education and control of knowledge in discipline was developed to accelerate auditorium and self-educational work within intersession period through concretization of the number of educational materials, its differentiation according to complexity and importance, to stimulate systematic work of students during the semester, to raise the level of their practical work.

11. Distribution of grades received by students

Assessment of student knowledge is on a 100-point scale and is translated into national assessments according to “Regulations on examinations and tests in NUBiP of Ukraine” (order of entry into force of 26.04.2023 Protocol № 10)

Student rating, points	National grade based on exam results	
	Exams	Credits
90-100	Excellent	Passed
74-89	Good	

60-73	Satisfactory	
0-59	Unsatisfactory	Not passed

In order to determine the rating of a student (listener) in the discipline R_{dis} (up to 100 points), the rating from the exam R_{ex} (up to 30 points) is added to the rating of a student's academic work R_{aw} (up to 70 points): $R_{dis} = R_{aw} + R_{ex}$.

11. Educational and methodological support

This work program of academic discipline, a summary of lectures, plans of seminars and practical classes, tasks for independent work, express control, tasks for final control.

12. Recommended sources of information

Basic

1. Alekseieva K.A., Dielini M.M. Methodical recommendations for preparation for practical classes, independent work and preparation for the exam in the for students studying “Basics of business projecting” for getting a degree in 073 "Management", 075 “Marketing” of the Faculty of Agricultural Management NULES of Ukraine K. Ed. NULES Center, 2021. 160 p. URL: https://nubip.edu.ua/sites/default/files/u317/metodichka_proj_man_angl.pdf

2. Shynkaruk L.V., Dielini M.M., Alekseieva K.A., Artiukh T.O., Sukhanova A.V. Project management: study guide for students of the specialty 073 “Management”.. Kyiv: NULES Ukraine, 2023. 318 p.

3. Алексеєва К.А., Деліні М.М. Методичні вказівки до самостійної підготовки з курсу «Основи бізнес проектування» для студентів спеціальності «Менеджмент», «Маркетинг» та ін. англ. мовою, Київ: НУБіП, 2021, 160 с. URL: https://scholar.google.com/citations?view_op=view_citation&hl=ru&user=LjZQNQgAAAAJ&sortBy=pubdate&citation_for_view=LjZQNQgAAAAJ:GnPB-g6toBAC

4. Шинкарук Л.В., Деліні М.М., Суханова А.В., Алексеєва К.А. Управління бізнес-проектами: навчальний посібник зі спеціальності 073 "Менеджмент". Київ: НУБіП, 2021. 325 с. URL: https://nubip.edu.ua/sites/default/files/u317/2021_posibnik_ubp.pdf

Additional

1. Бушуєв С. Д., Шкуро М. Ю., Козир Б. Ю. Проактивне управління проектами забезпечення енергоефективності муніципальної інфраструктури. Вісник Національного технічного університету «ХПІ». Серія: Стратегічне управління, управління портфелями, програмами та проектами. 2019. № 1. С. 3-10. URL : http://nbuv.gov.ua/UJRN/vntux_ctr_2019_1_3.

2. Войтушенко А. А. Поняття креативного потенціалу у сфері управління проектами. Управління розвитком складних систем. 2019. Вип. 37. С. 13-17. URL : http://nbuv.gov.ua/UJRN/Urss_2019_37_4.

3. Карташов Є. Г. Особливості впровадження моделей управління проектами у державному секторі. Вісник післядипломної освіти. Серія : Управління та адміністрування. 2019. Вип. 8. С. 10-21. URL : http://nbuv.gov.ua/UJRN/vpoupra_2019_8_4.

4. Черчата А. О. Проектний менеджмент на підприємстві: застосування в контексті взаємодії з функціональним та процесним підходами. Науковий вісник Івано-Франківського національного технічного університету нафти і газу. Серія : Економіка та управління в нафтовій і газовій промисловості. 2019. № 1. С. 172-179. URL : http://nbuv.gov.ua/UJRN/nvifnunge_2019_1_18.

Internet resources

1. Бізнес-ідеї: проекти для бізнес-покнсультантів. URL: <https://mind.ua/publications/20203443-biznes-ideyi-proekti-dlya-biznes-konsultantiv>
2. Постановка цілей по SMART. URL : <https://goal-life.com/uk/smart-cil>
3. Складові успішного проекту на прикладах. URL: <https://i.factor.ua/ukr/journals/ms/2018/june/issue-6/article-37269.html>
4. Як зробити аналіз ринку, щоб відкрити свій інтернет-магазин. URL: <https://neoseo.com.ua/uk/kak-sdelat-analiz-rynka>
5. Аналіз ринку для написання бізнес-плану. URL: <https://buduysvoe.com/publications/analiz-rynku-dlya-napysannya-biznes-planu>;
6. Аналітичне дослідження ринку. URL: <https://pro-consulting.ua/ua/services/analiticheskoe-issledovanie-rynka>;
7. Як провести аналіз ринків без маркетологів. URL : <https://gc.ua/uk/yak-provesti-analiz-rinkiv-bez-marketologa/>.
8. Структура бізнес-плану. URL: <https://sites.google.com/site/biznesplanplanuvanna/struktura-biznes-planu>.
9. Бізнес-план підприємства : поняття, структура, приклади. URL: <https://pro-consulting.ua/ua/pressroom/biznes-plan-predpriyatiya-ponyatie-struktura-primery>
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