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DEPARTMENT OF PRODUCTION AND INVESTMENT MANAGEMENT

METHODICAL GUIDELINES
for Completing the Course Paper in the Discipline
«Project Management»
for Students of the Second (Master's) Level of Higher Education
Specialty D3 «Management»
Educational and Professional Program «Human Resource Management»

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Methodical Guidelines for Completing the Course Paper in the discipline “Project Management” have been developed for students of the second (master’s) level of higher education, specialty D3 “Management”, educational and professional program “Human Resource Management”. This educational and methodological publication defines the purpose and objectives of writing the course paper, specifies the structure and content of its main sections, describes the stages of its completion, and provides formatting requirements and methodological recommendations for the preparation and defence of the course paper.

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INTRODUCTION

The course project is an important component of training for higher education applicants and is aimed at developing the ability to apply theoretical knowledge to solve practical tasks in the field of human resource management. Carrying out the research fosters analytical thinking, the ability to work with data, formulate well-grounded conclusions, and make managerial decisions in a professional context.

The relevance of the chosen topic is driven by the growing role of HR projects in the development of modern organizations, the need to increase the effectiveness of human resource management, the formation of new approaches to working with employees, and the necessity to introduce innovative tools into HR practice. In a competitive environment, well-designed HR initiatives influence company stability, adaptability, performance, and the development of human capital.

The aim of the course project is a comprehensive study, planning and justification of an HR project in accordance with the logic of project management, including the formulation of the concept, problem analysis, identification of target groups, planning of resources and risks, and expected results. The project assumes a systematic approach that combines theoretical provisions with practical tools and is intended to demonstrate the student's ability to build a coherent HR project.

The methodological basis of the study includes modern HR practices, HR project management tools, analytical methods, as well as principles of evidence-based decision-making and consistency in solution development. The course project should demonstrate the student's ability to identify a problem, justify its relevance, build the logic of the project and propose realistic management decisions.

The structure of the work includes three logically connected chapters that consistently reveal the concept of the HR project, approaches to its planning and financial-investment support, as well as methods for assessing its effectiveness and impact. Such a structure ensures integrity, completeness and practical orientation of the study.

1. STRUCTURE AND REQUIREMENTS FOR THE COURSE PROJECT

The course project is an important component of the professional training of students of the second (master's) level of higher education in Specialty D3 "Management" under the Educational and Professional Program "Human Resource Management", as it combines theoretical knowledge with the analysis of real managerial situations. Its purpose is to develop in the student the ability to work with managerial problems, conduct analytical research, formulate well-grounded conclusions, and propose solutions in the field of HR management.

1.1. General characteristics and purpose of the course project

The topic of the course project should reflect a current problem related to personnel management, organizational development, improving the efficiency of HR processes or teamwork. The chosen topic should correspond to modern management trends and demonstrate the student's ability to analyze labor market challenges and form professional competencies.

When choosing a topic, the student is guided by the following principles:

- Relevance and practical significance – the topic must be related to a real management problem and the possibilities of solving it in modern conditions.
- Relevance to the academic discipline – the research must relate to personnel management, HR processes, motivation, team development, organizational behavior, or related areas.
- Research nature – the topic should allow you to form hypotheses, analyze scientific sources, apply research methods, and draw your own conclusions.
- Availability of access to information – it is important to have a sufficient base for analysis: statistics, enterprise data, survey results, scientific publications, etc.
- Coordination with the scientific supervisor - the final choice of topic is made after its approval and clarification of the areas of analysis.

A correctly chosen topic is the first step to the successful implementation of a course project. The logic of the research, the validity of the results obtained, and the correctness of the recommendations proposed by the student to improve the effectiveness of the company's HR practices depend on the quality of the problem statement.

1.2. Requirements for the content of the coursework

The coursework is structured as a holistic model of an HR project, where each section consistently forms the logic from conceptual justification to planning, resourcing, and performance evaluation. This approach allows the student to demonstrate analytical, design, and management competencies that are key to the HR manager profession.

The basis of the content is formed by a clear structure of the HR project, which includes:

CHAPTER 1. Conceptual foundations of the HR project

This section is the foundation of all work, as it forms the strategic vision of the HR initiative. In it, the student:

- justifies the relevance of the selected HR problem and its significance for the organization;
- defines the goal, objectives, object and subject of the research;
- describes the logic of the changes that the HR project should achieve;
- defines target groups and expected socio-professional impact;
- forms the concept of an HR project as a structured proposal.

Thus, the first section creates a conceptual framework within which planning, resourcing, and performance evaluation are then carried out.

SECTION 2. HR project planning

The second section moves from concept to practice and focuses on the managerial logic of implementing an HR initiative.

The student must:

- identify modern project management methods, justifying the choice of approaches

(Waterfall, Agile, Scrum, Kanban, etc.);

- describe the risk management system of the HR project;
- develop a work plan, key activities and sequence of their implementation;
- determine deadlines, responsible persons, resources involved and communication channels;
- to form a calendar and resource model for implementing HR initiatives.

The section demonstrates the student's ability to plan an HR project as a manageable, structured, and realistic process, where each element is logically linked to expected outcomes.

SECTION 3. Resource, financial support and assessment of HR project performance

The third section completes the logic of the work, combining the resource part, budget calculations, and criteria for evaluating the effectiveness of the HR initiative.

Within the section, the student:

- determines the internal and external resources necessary for the implementation of the project;
- analyzes opportunities for fundraising, partnerships, and attracting additional sources of support;
- develops a detailed budget for the HR project and justifies the feasibility of the costs;
- forms a system of performance indicators and expected changes;
- describes mechanisms for assessing the impact of an HR project and criteria for its success.

This section demonstrates the student's ability to assess the viability of an HR project, its economic feasibility, and its real impact on the organization.

1.3. Organizational, technical and academic requirements

This subsection defines the rules, standards, and organizational procedures that must be followed during the preparation of a coursework. The purpose of the block is to ensure academic integrity, correct technical design, and high-quality communication between the student and the supervisor. Compliance with these requirements guarantees the integrity of the research, transparency of the methodology, and correct presentation of the results.

Academic integrity and working with sources

Coursework must be completed independently, in compliance with the principles of academic ethics. Any ideas, quotes, data or analytical materials borrowed from the literature must be properly formatted with a reference to the source. It is prohibited:

- plagiarism and data fabrication;
- use of unverified or poor-quality information;
- copying fragments of text from open resources without critical analysis;
- Substitution of analytical work with rewriting material from the Internet.

The list of sources used should include modern scientific publications, HR analytics, regulatory documents, and reports from international and professional organizations.

Registration requirements

Coursework must meet university standards and academic norms. Particular attention should be paid to:

- unified font and line spacing;
- correct numbering of pages, figures, tables and appendices;
- clear structure of headings and subheadings;
- neat design of graphs, diagrams, formulas and infographics;
- stylistic consistency of the text at all stages of work.

The text should be written in professional language, without colloquial constructions, unsubstantiated statements, and unnecessary repetitions.

Requirements for the volume, content and logic of the presentation

The work should be complete enough to cover the topic, but at the same time structured and

logical. When writing, you should:

- adhere to the recommended volume;
- avoid excessive description without an analytical component;
- ensure logical transitions between sections;
- form conclusions based on the analysis;
- to align the content of the work with the tasks set and expected results.

Using digital tools and visualizations

In modern HR research, it is important to demonstrate the ability to work with digital tools. If necessary, the student can use:

- HR metrics and online dashboards;
- Gantt charts, WBS, Kanban boards;
- infographics to demonstrate project structure, risks, budget, or change logic.

Visual materials should not replace the main text, but complement it, strengthening the argument.

Work presentation and interaction with the manager

The finished text is submitted within the established deadlines in printed or electronic format. It is recommended to pre-agree on key structural elements and the work plan with the supervisor, as well as to receive consultations at intermediate stages - this increases the quality of the final result and minimizes methodological errors.

Proper organization of communication with the supervisor helps the student effectively move on schedule and make the necessary clarifications to the content of the work in a timely manner.

2. EVALUATION CRITERIA AND SELF-ANALYSIS

Coursework is evaluated in accordance with the updated 100-point rating system of the NUBiP of Ukraine, defined by the "Regulations on Examinations and Tests" (order No. 202 dated February 28, 2025). The assessment reflects not only the quality of the prepared material, but also the level of formed competencies, the student's ability to think analytically, justify management decisions, and demonstrate academic integrity.

The coursework is considered as a model of an HR project, therefore special attention is paid to the correspondence of the logic of the research to the stated problem, the depth of the analysis, the structure of the presentation and the reasoning of the conclusions. The assessment includes three key components: the content of the work, its design and compliance with academic standards, as well as the quality of the defense, which demonstrates the student's understanding of the logic of his own research.

The substantive level of the coursework is determined by the relevance of the selected HR problem, the quality of the theoretical analysis, the correctness of the methodological approaches, the completeness of the analytical part, the validity of the conclusions and the practical significance of the recommendations. It is important that the student demonstrates the ability to work with modern sources, interpret data, conduct comparative analysis and apply HR management tools in the context of the research. The work is considered substantively successful if the student scores at least 60 points out of 100, which meets the requirements of the university scale for positive certification.

An equally important element of the assessment is compliance with the principles of academic integrity. The work must contain correctly formatted citations, references and a list of sources used. The use of unauthorized materials, data fabrication, plagiarism, as well as automatic copying of texts without analytical processing is prohibited. The design of the work must comply with university standards: a single font, a clear structure of headings, the correct design of tables, figures, formulas and appendices, consistency of style and literacy of text presentation.

During the defense, the student must demonstrate an understanding of the content of the work, the ability to justify the chosen solutions, logically and concisely present the results, answer the questions of the commission, and explain the practical value of the proposed HR project. The quality of the defense is an important indicator of how well the student understands the logic of the research and owns the material, and therefore can significantly affect the final score.

Table 2.1

Rating scale	
Higher education applicant rating, points	National grading system assessment
90-100	Perfectly
74-89	Okay
60-73	Satisfactorily
0-59	Unsatisfactorily

An additional element is a self-analysis that the student must conduct after completing the work. It involves reflection on the correspondence of the content to the set goal, the logical structure, the correctness of the sources and methods used, as well as an assessment of one's own readiness for defense. Self-analysis allows you to identify weaknesses, make timely adjustments, and improve the quality of the project.

3. DESCRIPTION OF THE MAIN PART OF THE COURSE PROJECT

The main part of the coursework consists of three sections, in which the student sequentially develops his own HR project, thematically related to his master's research. The content of each section reflects the key stages of project management - from concept formation to planning, budgeting and evaluation of results.

When completing these sections, the student must apply project management tools developed in practical classes: stakeholder analysis, problem statement, goal setting, WBS, calendar planning, risk matrix, budget, performance indicators, etc. The implementation of each item involves not a theoretical description, but the practical use of appropriate models, diagrams, and tables that help structure information and build a project in a logical, consistent, and measurable form.

When working on the chapters, the student should consider the following aspects:

- logical presentation – each point should continue the previous one and form a holistic picture of the project;
- brevity and specificity – avoid generalized formulations, instead use facts, data and clear definitions;
- consistency with the topic of the master's research - the project should reflect the direction, problem and subject of the research;
- correctness of the use of PM tools – each tool must be filled with data specifically related to the student's HR project;
- references to one's own conclusions and results - the work should demonstrate the student's analytical abilities, not copying templates.

The main part of the work is the practical core of the course project. All tables, diagrams and models used in the text of the chapters are mandatory and must be properly formatted in the main part or in the appendices.

3.1. Chapter 1. Conceptual Foundations of the HR Project

This section forms a holistic conceptual basis for the future HR project of the master's research. The purpose of the section is to build the logic of the HR project from a general characteristic to a detailed description of the problem, target groups, concept and expected impact. The section provides a systematic understanding of why the project is needed, in what context it is formed, to whom it is addressed, what changes it should provide, and what management approaches will be used.

The following sections consistently reveal the key elements of the project proposal: general information about the HR project, description of the problem and its relevance, logic for solving the problem, identification of target groups and beneficiaries, and formation of the complete concept of the HR project.

1.1. General characteristics of the HR project

This subsection should concisely and structuredly present key information about the HR project, which will serve as the basis for the formation of all subsequent elements of the study. The general characteristics define the fundamental parameters of the project: name, initiating organization, topic of the master's research, areas of HR development, problem, target groups, goal, short SMART goals, timeframe and expected result.

The description should be clear, specific, and such that it allows you to quickly understand the logic of the future HR project. Filling in the structural elements in the table helps the student see the project as a holistic system: from the problem and goals to the tools, duration, and expected effect.

It is recommended to avoid general formulations, and instead provide factual and meaningful information that correlates with the topic of the master's thesis and the real needs of the organization or unit. The general characteristics should create a clear "project passport" that will provide a clear logic for subsequent analytical and project sections.

Table 3.1

General characteristics of the HR project (Project passport)

Element	Description content
HR project name	Full name in the format: " <i>Project Management "Name"</i> " The title should correspond to the topic of the master's thesis.
Initiating organization/unit	Indicate the department, university or organization where the master's research (or enterprise) is being carried out.
Contact person / student project author	Student's full name, group, contacts.
Master's research supervisor	Full name and position of scientific supervisor/consultant.
HR project direction	Choose: personnel development / recruiting / L&D / personnel assessment / corporate culture / wellbeing / HR analytics / HR digitalization / change management.
The problem the project solves	Brief formulation of the problem (2–4 sentences) with evidence of relevance: data, indicators, internal problems of the organization.
Target groups (stakeholders)	Indicate the main participants and beneficiaries: employees, managers, HR specialists, candidates, departments.
The purpose of the HR project	1–2 sentences about what changes are expected to be achieved in the organization/unit.
Short goals (SMART)	3–5 short-term goals, formulated according to SMART.
HR project duration	Approximate timeframe (month/year).
Brief description of the project management approach	Justify the model: Waterfall / Agile / Scrum / Kanban. 1–2 sentences.
Main project management tools that will be used	WBS, Gantt, RACI, Stakeholders Map, Risk Matrix, Budget Plan, Roadmap, KPI matrix.
Expected result of the HR project	Brief formulation of results: for personnel, department, organization.
Expected impact/effect	Indicate 3–5 key effects: increased engagement, reduced turnover, reduced hiring time, improved onboarding, competency development, etc.

1.2. Description of the HR project problem and justification of its relevance

In this subsection, it is necessary to systematically and reasonably describe the problem in the field of HR, which underlies the master's research and determines the logic of the future HR project. The task of this block is to show what exactly needs to be solved, why the problem is relevant, what are the consequences for the unit or organization, as well as what is its nature and context.

The description of the problem should be logical, consistent, and based on facts - internal data, HR analytics, survey results, statistics, or verified external sources. The formulation should reflect the connection with the topic of the master's research and explain why this particular problem became the object of the HR project.

The structure of the description is based on several key elements, which are presented in the table. Each element reflects a separate aspect of the problem and helps to form a coherent logic from the context - manifestations - evidence - needs - consequences - justification of the importance of its solution.

1.2.1. Context and nature of the HR problem

This element of the HR project problem needs to reveal the initial conditions under which the problem arose. The description should show how the situation manifests itself in the organization or

department, what personnel, organizational, professional or operational factors caused it to escalate, and why it affects the quality of work with personnel.

It is also important to identify the positions of different participants in HR processes – employees, managers and HR specialists – in order to record the difference in perception of the situation and determine the real scale of the problem. The final aspect is the argumentation of relevance, based on factual data: HR indicators, results of internal analysis, statistical conclusions or observations.

Table 3.2

Structure of HR project problem description

Element	Description content
Context of the problem in the organization/unit	Description of the general situation in the HR sector within which the problem arose: personnel trends, organizational conditions, professional environment, changes in the personnel structure, internal challenges.
The view of target groups (employees, managers, HR specialists)	Characteristics of how the problem manifests itself for different participants in HR processes: difficulties, needs, expectations, discomfort, overload, gaps in knowledge or skills, organizational risks.
Facts, analytics and statistics	Information from internal reports, HR analytics, or research: employee turnover, satisfaction levels, engagement, productivity metrics, hiring time, number of vacancies, qualitative survey results. The data should confirm the existence of a problem.
Previous attempts to resolve the problem (if any)	Analysis of previously implemented measures, explanation of why they did not have the expected effect or why they were insufficient.
Current needs of target groups and organizations	Identifying key needs of employees, managers or HR department that need to be addressed: the need for training, competency development, process standardization, communication optimization, tool modernization, digitalization, etc.
Justification of the importance of solving the problem	Explanation of the impact of the problem on staff efficiency, the quality of HR processes, management decisions, productivity, motivation, organizational results, or the achievement of strategic goals.

1.2.2. Ways to solve the problem within the framework of an HR project

This element of the HR project problem demonstrates the transition from diagnosing the problem situation to identifying realistic approaches to eliminating it. The material should outline the main areas of action that can mitigate the manifestations of the problem or completely eliminate it - introducing new mechanisms, improving procedures, developing employee competencies, digitalizing processes, optimizing evaluations, modernizing internal policies, etc.

The logic of the proposed solutions should be consistent with the needs of employees and managers, as well as meet the capabilities of the organization. It is important to formulate the expected effect - what changes in behavior, motivation, quality of processes or organizational results can be obtained after implementing the selected solutions.

Table 3.3

Ways to solve the problem within the framework of an HR project

Element	Description content
Possible directions for solving the problem	Generalized options for actions aimed at overcoming a specific problem. For example: implementation of training programs; digitalization of individual HR processes; improvement of communications; optimization of the hiring procedure; standardization of assessment; development of competencies; modernization of internal policies; improvement of personnel adaptation, etc.
Justification of the choice of the proposed paths	Explanation of the logic of choosing solutions: compliance with the needs of target groups; availability of personnel or organizational capabilities; practical validity; reliance on HR analytics data; consistency with the strategic priorities of the organization.
Expected effect of implementing the proposed solutions	A brief description of the results that can be achieved after implementing the selected solutions: reduced turnover; improved communication quality; improved satisfaction; reduced hiring time; increased adaptation efficiency; improved productivity; strengthened corporate culture, etc.

1.2.3. Target audience and beneficiaries of the HR project

This element of the HR project problem identifies the key groups that the HR project is targeting and that will benefit most from the changes. The description should include a description of the target groups that are directly affected by the problem: employees, managers, specific departments or categories of personnel.

It is necessary to clarify their needs and expectations arising from the identified problem, as well as explain why these groups are central to the future HR project. It is important to argue what benefits they will receive after implementing solutions and how taking their interests into account strengthens the logic of the HR project and increases the likelihood of achieving a positive practical impact.

Table 3.4

Target audience and beneficiaries of the HR project

Element	Description content
1	2
Target audience of the HR project	The category of employees or managers targeted by the HR project activities (for example: new employees, line managers, sales department, staff at risk of burnout, young professionals, etc.). It is necessary to indicate the characteristics of the group, its scale (number of people), and its needs.
Direct beneficiaries	Individuals or teams that will directly benefit from the project implementation. For example: training participants; staff who will use the new evaluation system; managers who will receive a transparent communication tool; HR department due to process optimization.

1	2
Needs and expectations of target groups	Key needs faced by these groups: lack of competencies; lack of standardized tools; complex adaptation process; low level of awareness; problems with assessment; lack of communication.
Basis for defining target groups	Explanation of why these groups are central to the project: connection to the problem, role in HR processes, impact on the organization's results, analytics or observational data.

1.3. Formulation of the HR project concept

The formation of the concept of the HR project is the methodological basis for the further development of the course work, as it provides a holistic presentation of the content of the future HR initiative and justifies its place in the personnel management system. In this subsection, it is necessary to clearly structure the project proposal, aimed at identifying the problem that needs to be solved, formulating goals and objectives, outlining expected results and professional and organizational impact.

The concept should be based on the results of the master's research, analytical conclusions regarding the cause-and-effect relationships of the problem under study, and reasonable assumptions regarding the expected changes. It is important to ensure consistency between the previous theoretical and analytical justification and the content of the conceptual provisions, adhering to the principles of logical consistency, internal integrity, and justification of the choice of management tools.

To ensure an appropriate level of methodological orientation, an example of an HR project concept is provided in Appendix D. It demonstrates a possible structure and format for presenting conceptual elements, and also serves as a model for developing your own project proposal in accordance with the requirements of the coursework.

1.3.1. Purpose of the HR project

In this element of the concept, it is necessary to define the overall goal of the HR project - the desired changes that the project should provide in the system of work with personnel or human capital. The goal is formulated in the form of a result that the organization seeks to achieve in the medium term.

Table 3.5

Structure of the goal, objectives and expected effects of the HR project

Element	Description content
1	2
The purpose of the HR project	1–2 clear statements of the desired changes that are planned to be achieved within the HR project: improving processes, conditions, quality of interaction, staff development, increasing the efficiency of HR functions, optimizing team work, strengthening corporate culture, etc. The goal should reflect the overall direction of the project and its socio-professional impact.
Key tasks of the HR project	A list of 3–5 specific tasks that detail the ways to achieve the goal. Formulated as <i>verb constructions</i> (develop, implement, optimize, improve, prepare, conduct an evaluation, etc.) The tasks should be related to the problem, the logic of the research, and the expected results.

1	2
Expected effects for target groups	Description of positive changes for employees, managers or HR specialists that will arise due to the implementation of the project: increased satisfaction, improved well-being, reduced workload, improved quality of communications, development of competencies, transparency of processes, improved interaction, etc. The effects are formulated as <i>changes in condition, behavior, or experience</i> target groups.
Expected organizational impact	2–4 results demonstrating the impact of the project on the organization: reduced staff turnover, increased productivity, process optimization, resource savings, improved corporate culture indices, increased management efficiency, implementation of innovations, etc. Formulated as <i>the expected contribution of the project to the organization's strategic indicators</i> .

1.3.2. HR project goals (SMART)

This element should identify the specific changes that are planned to be achieved within the framework of the HR project. Objectives detail the goal and should meet the SMART criteria - be specific, measurable, achievable, relevant and time-bound.

Table 3.6

Structure of formulating HR project goals

Element	Description content
Short-term goals (SMART)	2–3 specific, measurable changes that should be achieved during the implementation of the HR project. Usually this is <i>operating results</i> : implementing tools, developing procedures, launching educational events, updating policies, improving HR processes. Goals should be formulated according to SMART criteria (specific, measurable, achievable, relevant, time-bound).
Long-term goals	2-3 strategic results that the organization and target groups will receive after the project is completed: reduced turnover, increased productivity, strengthened corporate culture, improved interaction in teams, improved quality of management decisions, increased employee engagement or satisfaction indices. The description should demonstrate the long-term impact of the HR initiative.
Justification of SMART criteria	A brief explanation of how the HR project objectives meet the SMART principles: defined quantitative or qualitative indicators (KPIs), clarity of the expected result, realistic achievement, logical connection to the problem and overall goal, presence of time limits. The justification should confirm that the objectives are measurable and suitable for further assessment of the project's effectiveness.

1.3.3. Objectives, activities and expected results

This element of the concept details what actions need to be taken to achieve the set goals, what activities are planned within the HR project, and what quantitative and qualitative results should be obtained. The tasks should reflect the logic of movement from the problem to the solution, and the results should demonstrate the practical significance of the project.

Table 3.7

Structure of tasks, activities and expected results of an HR project

Key tasks of the HR project	Planned activities	Expected results (quantitative and qualitative indicators)
Specify 2–4 tasks , which specify the path to achieving the goals of the HR project. The tasks are formulated as <i>verb constructions</i> (for example: develop, implement, improve, evaluate, analyze).	Describe specific actions , which will ensure the completion of each task: trainings, meetings, data analysis, document development, tool launch, communication activities, internal consultations, feedback collection, etc. Each activity should be measurable in time and volume.	Show results which will be achieved through the implementation of the following activities: <ul style="list-style-type: none"> • KPI (number of participants, level of coverage, quality of behavioral changes, proportion of employees who successfully completed training, etc.); • organizational indicators (reduction in turnover, increased productivity, improved staff satisfaction, increased efficiency of HR functions); • qualitative effects (improved communication, increased trust, strengthened corporate culture). Provide both quantitative and descriptive indicators.

1.3.4. Innovative nature of the HR project

This element of the concept is designed to substantiate the uniqueness of the HR project, its novelty and advantages compared to existing practices in the organization or on the market. Innovation can be manifested in the use of new HR analytics tools, digital solutions, non-standard personnel development models, process improvement or the implementation of modern HR technologies.

Table 3.8

The innovative nature of the HR project

Element	Description content
1	2
Analogues and similar HR projects in the organization / on the market	Provide examples of HR practices or projects that work with similar issues (in the organization, in similar companies, or in the market). Briefly describe their essence and limitations.
Coordination with existing HR initiatives	Explain whether interaction or coordination with other projects is planned: which departments or HR functions will be involved, which processes need to be integrated.
How does the project complement existing practices?	Justify what gaps the project addresses: what needs remain unresolved; what element of the HR system needs strengthening; what will be better after implementation.

1	2
Uniqueness and innovation of the approach	Explain what is new: a new HR process, a digital tool, a development model, an assessment methodology, a communication format, organizational practices, etc. Show why this approach is more effective and relevant to modern challenges.

1.4. Analysis of the HR project environment

This subsection should provide a systematic analysis of the environment in which the HR project is being developed and implemented. The analysis should show the conditions that affect the problem, the possibilities for solving it, and the feasibility of future HR solutions.

The description should be based on the internal characteristics of the organization (resources, personnel structure, features of HR processes, corporate culture) and external factors (labor market, legislation, economic and technological trends). It is important to outline key stakeholder groups and their potential impact on the implementation of the HR project.

The material should reflect which conditions exacerbate the problem, which create opportunities for change, and which pose risks. A generalized analysis will help prepare the logic of decisions in the following sub-points and ensure the validity of the HR project concept.

Table 3.9

Analysis of the HR project environment

Element	Description content
1	2
Internal environment of the organization	Characteristics of internal conditions that affect the HR project: personnel structure, HR processes, corporate culture, internal policies, level of digitalization, availability of HR tools, resources and competencies. It is important to describe those aspects that create prerequisites for the problem or, conversely, opportunities.
External environment (PEST factors)	Macroenvironmental factors that may affect an HR project: legislative requirements, labor market trends, competition for talent, technological developments, socio-demographic changes, economic conditions. The student should show how these factors create risks or opportunities for the project.
Key stakeholders of the HR project	Identification of groups that have an interest or influence on the HR project: management, HR department, line managers, employees, external partners, training centers, trade unions, service customers, etc. It is necessary to determine their expectations, level of influence and interest in the project.
Stakeholder interests and motivations	Explaining what different groups expect from the project, what changes they need, and how their motivation can support or complicate the implementation of HR solutions.
Potential barriers and risks of implementation	Description of constraints: lack of resources, resistance to change, low level of digital skills, staff overload, difficulty integrating new processes, regulatory requirements. It is recommended to identify risks and briefly indicate how they can be minimized.

1	2
Opportunities and enabling factors	Factors that can enhance the effectiveness of an HR project: management support, access to modern technologies, existing initiatives in the organization, the need to improve HR processes, positive attitude of staff towards innovations, external support programs (grants, partnerships).
Conclusion about the environment	A short analytical conclusion in which the student formulates the key conditions for implementing the HR project: what factors most affect the problem, which stakeholders are key, what creates risks or opens up opportunities. The conclusion should show the connection between the context and the need for the HR project.

1.5. Team roles and leadership style for implementing an HR project

This subsection provides a substantive description of the team responsible for implementing the HR project, with an emphasis on its roles, competencies, and approaches to interaction. The analysis should show which roles are key, how they are interconnected, and how they ensure the achievement of the goals of the HR initiative.

The team aspect should reflect the logic of project management: division of responsibilities, project functions, coordination, leadership style and factors that affect the effectiveness of teamwork. It is important to demonstrate how ready the team is to implement changes, what strengths can be used and what weaknesses can limit performance. It is advisable to characterize the leadership style that best supports teamwork, initiative and quality communication.

The description should structure the understanding of how the team ensures the implementation of the HR project, what risks may arise due to an imbalance of competencies or poor interaction, and what teamwork principles contribute to the successful implementation of changes.

Table 3.10

The HR project team, its roles, strengths and recommendations

Element	Description content
1	2
Key roles of the HR project team	A list of the main roles required to implement an HR project (project manager, HR analyst, learning and development specialist, communications coordinator, line management representative, etc.) and their importance for achieving results is described.
Role competencies and responsibilities	Characteristics of competencies (analytical, communication, project, management) and functions of each role within the HR project.
Team strengths	Internal advantages: participants' experience, expertise, established communication, motivation, ability to collaborate, understanding of HR design tools.
Weaknesses and possible limitations	Potential risks: lack of competencies in certain areas, resistance to change, employee overload, insufficient coordination between departments, limited experience in using digital HR tools.

1	2
Recommendations for strengthening the team	Development areas: additional training, coaching, involvement of external experts, improvement of communication channels, optimization of the distribution of responsibilities, provision of resource support.
Leadership style for implementing an HR project	Substantiating the style (transformational, situational, coaching) that best meets the needs of the project promotes active interaction and team support.
Principles of team interaction	Agreed work rules: transparent communication, regular meetings, use of coordination tools (RACI), quick feedback, psychological safety, focus on a common result.

Working through the tasks of SECTION 1. Conceptual foundations of the HR project provides the student with the formation of a holistic vision of the HR project and understanding the logic of its further development. Within the framework of this section, the student masters the key competencies necessary for the analytical and conceptual justification of the HR initiative: the ability to define the problem, argue its relevance, formulate goals and objectives, determine target groups, expected changes and socio-professional impact of the project.

By completing the tasks of the section, the student learns to work with scientific sources, critically analyze information, summarize results, and build a coherent conceptual model of an HR project, in which each element - problem, goal, objectives, target groups, and expected results - is logically connected and justified.

The section performs a methodological function, as it creates the basis for the subsequent stages of the course work - planning, resource and financial provision, budgeting and evaluating the effectiveness of the HR project. It ensures scientific validity, consistency and internal consistency of all subsequent stages of developing an HR initiative.

3.2. Chapter 2. Planning of the HR Project

This section provides detailed planning of the HR project based on the concept developed in the previous section. The goal is to show how the selected project management methods, coordination tools, risk response system, and work planning ensure the practical feasibility of the HR initiative and the consistency of the participants' actions. The description should demonstrate the logic of the transition from a conceptual model to a structured implementation process, explain why such tools and mechanisms are appropriate for a given HR project, and how they affect the transparency, predictability, and effectiveness of changes.

The section forms a comprehensive vision of the organization of work within the framework of the master's research: from the choice of management methodology to the definition of risks, resources, activities and performers. All elements should reflect the real conditions in which the HR project will be implemented and ensure internal consistency of planning.

2.1. Application of modern project management methods in an HR project

This subsection should outline what modern project management methods and approaches are used to plan and implement the HR project. The description should show how the chosen methodology, tools, and coordination methods contribute to the structure, transparency, and effectiveness of the HR initiative within the master's research.

It should be explained why this particular approach is appropriate for an HR project, how it affects team organization, interaction between participants, time control and change management. It is also important to note which tools support the implementation of the approach – strategic, organizational or digital – and what value they create for achieving project results.

The description should be concise, consistent, and based on the logic of the research. The

tabular part details the key elements of the application of methodologies, tools, and coordination mechanisms that ensure the effectiveness of the chosen approach and its impact on the implementation of the HR project.

Table 3.11

Modern management methods and their application in an HR project

Element	Description content
Project management methodology	The main methodology (Waterfall / Agile / Scrum / Kanban / hybrid approach) is indicated and its compliance with the specifics of the HR project is justified.
Selected management tools	List of tools: WBS, Gantt chart, RACI, Stakeholders Map, Risk Matrix, Kanban board, Sprint planning, etc. Their role in supporting planning, control, and communication is determined.
Methods of coordination and communication	Regular meetings, status updates, stand-ups, reporting, progress visualization, digital platforms (Trello, Jira, Asana, MS Project).
Advantages of the applied approach	It describes how the method contributes to adaptability, transparency, speed of decision-making, improved team interaction, and the effectiveness of HR project implementation.
Limitations or risks of use	Possible challenges: the need for digital maturity of the team, the burden on communication, the complexity of transitioning to a new methodology, the risks of incomplete adoption of tools.
Expected impact on the implementation of the HR project	It is formulated how the chosen approach will strengthen the implementation of the project: improved planning, control of deadlines, transparency of processes, improved quality of results, adaptability.

2.2. HR project risk management

This subsection should identify possible risks that may affect the course and results of the HR project, as well as outline measures to minimize their negative impact. The risk analysis should reflect both internal factors related to the organization, resources, processes and project participants, and external conditions that may change the context of the implementation of the HR initiative.

The description should focus on realistic threats arising from the specifics of the HR project: communication risks, resistance to change, staff overload, lack of competencies, organizational constraints or external labor market influences. It is important to show how these risks can affect the implementation of tasks, deadlines, quality of results or team engagement.

Within the sub-item, it is necessary to propose risk management measures: preventive actions, compensatory mechanisms or organizational solutions that will allow you to control risks, respond to changes in a timely manner and ensure the stability of the implementation of the HR project. The table below structures the risks and the corresponding response measures, which helps to form a holistic logic of risk management within the framework of the master's research.

Table 3.12

HR project risk management

Element	Description content
1	2
Potential internal risks of an HR project	Risks related to the organization and team: insufficient motivation or involvement of staff; resistance to change; overloading of key participants; lack of competencies to perform tasks; inaccuracy of initial estimates of work duration; communication risks; role conflicts or unclear responsibility.

1	2
Potential external risks	Factors affecting the HR project from outside the organization: changes in the labor market; fluctuations in personnel supply; regulatory changes; economic instability; technological changes requiring adaptation of tools; external delays or dependencies on partners.
Planned risk reduction measures	Actions aimed at preventing or minimizing the consequences of risks are planned: regular status meetings; clarifying roles and responsibilities; reserving time and resources; planning training; maintaining open communication; using progress monitoring tools; coordinating decisions with management; adapting the schedule or approaches in case of changes in the external environment.

2.3. Planning of work, resources and activities of an HR project

In this subsection, it is necessary to determine the sequence of work, resources and activities that ensure the implementation of the HR project in the logic of the master's research. Planning should demonstrate the consistency of the stages, the responsibility of participants and the realistic deadlines for implementation. It is important to reflect how the planned actions support the goal and expected results of the HR project, as well as what resources the organization already has and which ones it needs additionally.

The description should include: a list of key activities; deadlines for their implementation; responsible persons; necessary human, material, and financial resources; justification of the need for new resources or equipment. The table serves as a tool for structuring the HR project implementation plan and reflects the relationship between work, resources, and expected results.

Table 3.13

Planning of work, resources and activities of an HR project

Element	Description content
1	2
Key stages and activities of an HR project	A list of the main tasks and activities that need to be performed to achieve the goal of the HR project. They are formulated concisely, in the sequence of implementation: diagnostics, development of solutions, implementation, evaluation of results, etc.
Execution times	Estimated months or quarters for the implementation of each stage. The deadlines should be realistic and consistent with the logic of HR project management.
Responsible executors	Positions or roles of HR project participants responsible for performing a specific activity (HR manager, department head, external consultant, project team, etc.).
Available resources for implementation	Resources that the organization already has and can use: premises, equipment, platforms, internal specialists, materials, tools, etc. Available resources reflect the real possibilities of starting the project.

1	2
Need for additional resources or equipment	New resources to be brought in: software products, training materials, digital tools, equipment or external experts. The formulation includes a brief description and justification of the feasibility.
Expected result of completing the activity	The planned result of each stage: prepared materials, implemented tools, advanced training, updated procedures, etc., which strengthen the logic of the HR project.

Working through the tasks of SECTION 2. HR Project Planning provides the student with a holistic vision of the organization of project activities and the development of key management competencies. Within the framework of this section, the student learns to apply modern methods and approaches to project management, identify risks, plan resources, form a sequence of work and build the logic of the practical implementation of an HR initiative.

Completing the tasks of the section forms the ability to structure the HR project implementation plan: determine tasks, responsible persons, stages, deadlines and performance indicators. The student learns to justify the choice of management methodology (Waterfall, Agile, Scrum, Kanban or hybrid approaches), analyze factors influencing the success of implementation, and take into account internal and external constraints.

Within the section, the student masters risk management competencies: identifying potential threats, assessing their probability and consequences, selecting minimization tools, and building a response system. At the same time, an understanding of the importance of coordination, communications, and interaction between project participants develops.

The study of the materials and tasks of the section forms a set of practical skills in managing HR projects - planning, organizing, coordinating activities, dealing with risks, and building a transparent and structured model for implementing HR initiatives. The section sets a methodological basis for the subsequent stages of the course work related to resource and financial support and assessing the effectiveness of the HR project.

3.3. Chapter 3. Resource and Financial Support and Evaluation of HR Project Effectiveness

This section establishes the principles of resource and financial support for the HR project, identifies opportunities for partner support, and outlines approaches to assessing the effectiveness and impact of the project. The section should demonstrate how the HR initiative can be implemented given the available resources, external sources of funding, fundraising opportunities, and collaboration with organizations that can strengthen its potential. Particular attention is paid to how partnerships and the resource base contribute to achieving the goals of the master's research and ensure the sustainability of the implemented changes.

The section also defines methods and criteria for assessing the effectiveness of an HR project. These elements allow for a reasonable assessment of how well the implemented solutions meet the stated logic of the project, what results have been achieved, and what impact they have on the HR management system. The structure of the section provides a holistic view of the resource, partnership, and analytical components of an HR project and emphasizes their complementarity.

3.1. Fundraising and partnerships in the HR project

This subsection should identify what funding, partner support, and external resources can be leveraged to implement the HR project. The description should show what resources are already available in the organization, as well as which potential partners can provide additional expert, material, informational, or financial support.

It is important to demonstrate how partnerships strengthen the logic of the HR project, contribute to the development of its substantive components, expand the possibilities of implementing HR tools, or ensure the sustainability of the results obtained. It is advisable to outline the value of interaction with partners, what formats of cooperation can be used, and what contribution each partner is able to provide according to the needs of the project.

The description should be concise and based on actual collaboration opportunities: educational and training centers, business associations, HR consulting agencies, IT companies, professional communities, public foundations or other organizations that can influence the quality of the implementation of the HR initiative. It is also important to show how partnerships support the achievement of project results and contribute to increasing its effectiveness.

Table 3.14

Structure of partnerships and sources of support for the HR project

Element	Description content
Potential HR project partners	Organizations that can support an HR project: educational centers, training companies, business associations, HR consulting agencies, IT companies (HR solution providers), public foundations, NEOs, professional communities.
Partner role and contribution	Description of what exactly the partner provides: training, expert advice, access to platforms, data exchange, internships, material resources, financing, media support, participation in the development of HR tools.
Form of cooperation	Partnership, memorandum, contractual agreement, joint educational program, sponsorship, grant support, information campaign, technical assistance.
Key results of cooperation	Specific results are formulated: implemented training programs, access to digital tools, cost reduction, improved quality of HR services, obtaining funding, expanding the target audience, increasing the impact of the project.
Cooperation period / stages of engagement	Time frames or stages are indicated when the partner plays a key role: development, testing, training, implementation, evaluation of results.
Partner benefits	Partner motivation: strengthening reputation, expanding client base, participation in a socially important project, piloting one's solutions, access to a new audience.

3.2. Financial planning and budget of the HR project

In this subsection, it is necessary to form a holistic financial justification for the HR project and determine the structure of costs that ensure its implementation within the framework of the master's research. The planning should reflect the logic of the implementation of activities, the compliance of the budget with the goals and expected results, as well as the realistic timing of the work.

It is important to demonstrate which cost items are necessary to achieve the results of the HR project, what is the volume and type of resources that must be provided by the organization or attracted additionally, and how financial planning supports the effectiveness of project management.

The description should be based on the logic of the previous sub-points: the stages and activities of the HR project determine the need for personnel, equipment, materials, services, information support and administrative costs. It should be shown how each budget item is tied to the relevant tasks and contributes to their implementation.

Particular attention should be paid to the display of:

- the validity of the choice of budget items;
- compliance of costs with planned results and expected impact of the HR project;
- realistic cost and quantity of resources;
- possible own contributions of the organization, which reduce the need for external financing;
- the logic of distributing costs by month according to the calendar plan.

The budget tables presented below summarize and structure the main categories of HR project costs. They reflect the financial parameters resulting from the planned stages, scope of activities and the defined resource model. This presentation format ensures consistency between the project needs, work structure and available or engaged resources, forming a holistic vision of the financial support of the HR initiative in accordance with the principles of transparency and project management.

Table 3.15

Structure of labor costs and staffing for an HR project

Budget article name	Unit	Number of units	Salary according to the staffing schedule, UAH	Employment in the project, %	Unit cost	Financing need, UAH
Project staff remuneration:						
<i>Project staff - full-time employees:</i>						
position/role in the project						
...						
ECV+VZ						
<i>Project employees – individual entrepreneurs:</i>						
position/role in the project						
...						
<i>Project employees involved under a civil law contract:</i>						
position/role in the project						
...						
ECV+VZ						
Total by article						

The budget block reflects the structure of costs associated with the use of human resources within the HR project. The data provided should correlate with the planned stages and types of activities, reflecting the real volume of personnel involvement, their functional workload and

financial needs. Structuring costs in this format ensures consistency between staffing, work volumes and the resource model of the HR project, and also serves as a basis for forming a general estimate.

Table 3.16

Cost structure for attracting specialists and organizing HR project events

Budget article name	Unit	Number of units	X	X	Unit cost	Financing need, UAH
Fees of involved specialists/experts:						
role in the project	year					
...	year					
ECV+VZ						
Total by article						
Budget article name	Unit	Number of units	X	Number of events	Unit cost	Financing need, UAH
Carrying out project activities:						
<i>Specify the name of the event, duration, number of participants</i>						
expert/moderator/trainer fee						
expert/moderator/trainer fee						
ECV+VZ						
rental of premises and multimedia equipment						
stationery for the event						
handouts for participants						
coffee break						
technical support for online events						
...						
<i>Add the required number of lines and list all activities within the project.</i>						
Total by article						

The table below details the costs associated with engaging external experts and organizing events within the HR project. The structure allows you to align financial indicators with the scope of planned activities, determine the need for expert support, and take into account the human and organizational resources required to implement training, communication, or information events. The tabular format ensures transparency of calculations, reflects cost parameters, and helps form a realistic budgeting model for an HR initiative.

Table 3.17

Cost structure for logistical support of an HR project

Budget article name	Unit	Number of units	X	X	Unit cost	Financing need, UAH
Project support:						
<i>Equipment:</i>						
Name						
Name						
Name						
<i>Material support:</i>						
Name						
Name						
Name						
<i>Logistical support:</i>						
Name						
Total by article						

The table systematizes the categories of costs related to the logistical support of the HR project, including the purchase of equipment, materials, tools, as well as logistical support. Such structuring ensures consistency between the needs of the project and its implementation plan, allows you to determine the amount of resources required to perform the planned work, and justify their financial dimension. Presentation of costs by individual items allows you to detail resources and form a holistic vision of the logistical model of the HR initiative.

Table 3.18

Cost structure for communication support for an HR project

Budget article name	Unit	Number of units	X	X	Unit cost	Financing need, UAH
1	2	3	4	5	6	7
Printing costs:						
<i>Specify the title of the publication, its format, number of pages, cover type, color or b/w printing</i>						
design/layout services						
printing services						
distribution services						
...						
<i>Add the required number of lines and list all publications planned to be produced within the project.</i>						
Total by article						

Continuation of Table 3.18

1	2	3	4	5	6	7
Budget article name	Unit	Number of units	X	Number of materials	Unit cost	Financing need, UAH
Information activities:						
Development of information materials (concept, text, literary editing)						
Conducting an online campaign (SMM, promotion)						
Development of video and audio materials (type/title/timing)						
Placing video and audio materials						
Development of A-3 posters (copywriting, design)						
...						
Total by article						

The cost structure for communication support for an HR project covers all elements related to the creation, design and distribution of information materials. This category includes the development of text, graphic and multimedia products, the production of printed materials, information campaigns, as well as support for online communications. Such a grouping allows you to coordinate the types of work with the HR project implementation plan, determine the necessary resources to ensure high-quality communication and predict costs that affect interaction with target audiences and the overall visibility of the initiative.

Table 3.19

Cost structure for administrative and organizational support of an HR project

Budget article name	Unit	Number of units	Amount of expenses of the organization, UAH (under the lease agreement, for communication services, etc.)	Share of costs attributable to the project, %	Unit cost	Financing need, UAH
Administrative costs:						
Office space rental						
Utility costs						
Communication services (telephone/internet)						
Zoom subscription						
Postage costs						
Stationery and consumables						
Banking services						
Total by article						
TOTAL PROJECT BUDGET						

This block reflects the administrative and organizational costs associated with ensuring the functioning of the HR project. It includes the costs of renting premises, utilities, communication facilities, stationery, banking services and other elements of administrative support. Such a structured presentation helps to identify the ongoing operating costs necessary to maintain the work of the project team and the proper organization of processes. The calculation of these items allows you to form a realistic idea of the full cost of operating the HR initiative and take into account organizational needs when budgeting.

The HR project budget is presented in several interconnected structural blocks that reflect key areas of expenditure: labor and staffing, organization and implementation of events, material and technical and logistical support, communication activities, as well as administrative and operational needs. This approach allows you to comprehensively cover all aspects of the implementation of the HR initiative, align resources with the work plan and assess the actual need for funding.

Each block details the relevant categories of expenses, which allows you to determine the amount of resources required to implement individual project components, while ensuring transparency and soundness of financial calculations. Summarizing expenses in all blocks forms a complete financial picture and makes it possible to calculate the overall budget of the HR project, which is the basis for making management decisions regarding its viability and feasibility of financing.

3.3. Evaluating the effectiveness and impact of an HR project

This sub-item provides for the definition of approaches that allow assessing how effectively the HR project is implemented, whether the set goals have been achieved, and what actual impact it has on the organization, personnel, and management processes. It is necessary to outline what quantitative and qualitative indicators will be used to measure results, how progress will be monitored, and what tools will facilitate an objective assessment of changes.

The description should reflect what results are expected from the HR project, how they are related to the objectives of the master's research and how they can be measured through performance indicators, staff satisfaction, productivity, quality of communication and management processes. It is also important to determine which evaluation methods (KPI, surveys, interviews, HR metrics dynamics, data analysis) will help to record the impact of the initiative on changes in employee behavior, corporate culture, professional development or decision-making system.

The summary table serves as a tool for systematizing key aspects of performance assessment: targets, expected changes, measurement indicators, data sources, and monitoring frequency. This structure allows you to link project results to expected social and professional impact and ensure transparency of the analytical process.

Table 3.20

HR project performance and impact assessment matrix

Element	Description content
1	2
Key results of the HR project	Expected achievements of the HR project: staff training, improved communication, process optimization, implementation of tools, strengthening corporate culture, increased productivity, etc.
Performance indicators (KPI / HR metrics)	Specific measurable indicators: level of staff engagement, satisfaction index, share of completed tasks, accuracy and timeliness of communication, staff rotation dynamics, number of implemented solutions, training results.

1	2
Assessment methods and tools	Surveys, questionnaires, HR analytics analysis, KPI monitoring, interviews, observations, documentation analysis, digital dashboards, team reporting.
Expected impact of the HR project	Changes that should occur in the organization: improved interaction, increased motivation, reduced staff turnover, increased decision-making efficiency, development of competencies, increased transparency of management processes.
Data sources and monitoring	Internal surveys, HR system, personnel evaluation results, activity reports, analytical panels, data from department heads.
Measurement frequency	After each stage of the HR project, monthly/quarterly, after completion of training or implementation of tools, final evaluation after project completion.

Working through the tasks of CHAPTER 3 allows the student to form a comprehensive vision of what resources, financial instruments, and partnership opportunities can be used to implement an HR project within the framework of the master's research. In the process, the student learns to identify internal and external resources, analyze opportunities for financial support, justify the need for costs, and form a structured project budget.

The section is aimed at developing the ability to work with financial models and justify the feasibility of investments in HR initiatives. The student masters budgeting skills: determining cost items, calculating their cost, correlating costs with expected results, and planning financial flows in the calendar logic of project implementation.

An important part of the section is mastering approaches to partnership and fundraising: the student analyzes potential partners, determines forms of cooperation and possible contributions, learns to argue the benefits for the parties and build a realistic model of HR project support.

Competencies in assessing the effectiveness and impact of an HR project are also formed. The student determines evaluation criteria, indicators of change, methods of data collection and analysis, and builds a logic by which the success of the implementation of an HR initiative will be assessed. In this way, the ability to predict the effects of the project and justify its viability is acquired.

The section creates a practical basis for the final conclusions of the coursework: it is here that a reasoned assessment of the realism, effectiveness, and expected impact of the HR project is formed, which integrates the results of the previous sections and allows you to complete the work with a holistic analytical position.

4. GUIDELINES FOR COMPLETING THE COURSE PROJECT

This section provides general recommendations that help students prepare a high-quality course project, avoid common mistakes, and ensure the logic, consistency, and academic integrity of the work. The description should serve as a guide on how to structure the material, what requirements to carefully consider, and what actions are necessary to achieve the integrity and scientific justification of the project.

Below are highlighted key aspects that require special attention when preparing a term paper:

- **Consistency of content with the topic and purpose of the study**
 - ✓ It is important that all sections of the work are logically subordinated to the topic and purpose of the research. The description of the problem, justification of relevance, analysis, tools, methods and conclusions - everything should be interconnected and correspond to the stated logic of the research. Deviations from the topic, duplication of materials or inclusion of insignificant blocks should be avoided.
- **Analytical and demonstrable presentation**
 - ✓ The term paper should contain not only a description of sources or general information, but also analysis, comparison, justification of decisions and logical conclusions. During the presentation, it is important to show cause-and-effect relationships, argue the choice of methods and tools, as well as demonstrate independence of thinking. Evidence should be based on factual data, modern scientific sources and clear explanations.
- **Correct use and presentation of sources**
 - ✓ It is necessary to ensure high-quality work with literature: use up-to-date sources, correctly cite references, avoid unverified information, and adhere to the requirements of academic integrity. Any borrowings must be properly marked and accompanied by a deep authorial analysis.
- **Consistency, logic and writing culture**
 - ✓ The text of the term paper should be structured, understandable and stylistically balanced. It is recommended to follow logical transitions between sections, avoid contradictory or unclear formulations, ensure the integrity of the presentation. It is important to maintain a single style of design and adhere to established standards (design of tables, figures, list of sources used, etc.).
- **Technical quality of work and compliance with design requirements**
 - ✓ When preparing a course project, it is necessary to take into account the requirements of the department regarding the design: structure, fonts, spacing, margins, numbering, captions for figures and tables. A thorough check of spelling, punctuation and formatting is mandatory. The completed version of the work should look neat, be readable and professionally designed.
- **Practical significance and independence of execution**
 - ✓ The coursework should demonstrate not only knowledge of theoretical material, but also the ability to apply it in practice. It is important that the results of the research are relevant and can be used in management activities or further professional training. Complete independence in the implementation and comprehension of the material is a key requirement.

5. RECOMMENDED SOURCES OF INFORMATION

1. Agile Alliance [Electronic resource] // Agile Alliance – Agile resources, principles & practices. – Access mode: <https://www.agilealliance.org>.
2. Asana [Electronic resource] // Asana – Manage your team’s work, projects, & tasks online. – Access mode: <https://asana.com>.
3. Atlassian [Electronic resource] // Atlassian – Agile project management & collaboration software (Jira, Confluence, Bitbucket). – Access mode: <https://www.atlassian.com>.
4. Google Workspace [Electronic resource] // Google – Docs, Sheets, Slides for collaboration. – Access mode: <https://workspace.google.com>.
5. Nieto-Rodriguez A. Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects. – Boston : Harvard Business Review Press, 2021. – 304 p.
6. Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK® Guide). – 7th ed. – Newtown Square, PA : PMI, 2021. – 370 p.
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8. Scrum.org [Electronic resource] // Scrum.org – The Home of Scrum. – Access mode: <https://www.scrum.org>.
9. Trello [Electronic resource] // Trello – Visual tool for organizing projects and tasks. – Access mode: <https://trello.com>.
10. Verzuh E. The Fast Forward MBA in Project Management. – 6th ed. – Hoboken : Wiley, 2021. – 512 p.
11. Wysocki R. K. Effective Project Management: Traditional, Agile, Extreme. – 8th ed. – Hoboken : Wiley, 2019. – 656 p.
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13. Appelo Y. Management 3.0. Agile management. Leadership and team management. – Kyiv: Fabula, 2019. – 432 p.
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18. Dovgan L. E., Mokhonko G. A., Malik I. P. Project Management. Textbook. Kyiv. I. Sikorsky Kyiv Polytechnic Institute. 2017. 429 p.
19. Dor J. Measure what matters. OKR: a simple method to grow tenfold: monograph. – Kyiv: Laboratory, 2024. – 320 p.
20. Ilge I.G. Computer technologies of project management: a textbook. – Kharkiv: KhNADU, 2022. – 115 p.
21. Kon M. Estimating and planning in Agile. – Kyiv: Fabula, 2019. – 356 p.
22. Mayorova T.V., Lyakhova O.O. Project financing: textbook / general and scientific editor prof., doctor of economics T.V. Mayorova. 2nd ed., revised and supplemented. Kyiv: KNEU, 2017. 434 p.
23. Fundamentals of grant writing and project management in the public sphere: methodical recommendations for government bodies and non-governmental organizations. Authors: V.V. Belyavtseva, A.I. Gnatenko, O.S. Zinchenko, etc.; edited by O.V. Kulinich. Kharkiv: Zoloti storyni, 2017. 148 p.

24. Petrovych Y.M., Novakivsky I.I. Project Management: Textbook. Lviv: Lviv Polytechnic Publishing House, 2018. 393 p.
25. Pryymak V.M. Project Management. Collection of cases: teaching aids. – Kyiv: Taras Shevchenko National University of Kyiv, 2021. – 268 p.
26. Ryabova Z.V., Yermolenko A.B., Makhyna T.A. Project management for innovative development of educational organizations of Ukraine: training manual for training masters in specializations "Educational institution management" and "Project management", advanced training of students, heads of educational institutions / edited by Academician V.V. Oliynyk, Mag.F. Frekh. National Academy of Sciences of Ukraine, State Higher Educational Institution "Un-t Management of Education"; KulturKontakt Austria. Kyiv, 2016. 118 p.
27. Sutherland D. Scrum. Learn to do twice as much in less time. – 2nd ed. – Kharkiv: Family Leisure Club, 2019. – 279p.
28. Higney J., Fielding P. J. Project Management. – Kyiv: Fabula, 2020. – 512 p.
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**NATIONAL UNIVERSITY OF LIFE
AND ENVIRONMENTAL SCIENCES OF UKRAINE**

Faculty of Agrarian Management
Department of Production and Investment Management

COURSE PROJECT
in the discipline Project Management
on the topic: Project Management: «Project Title ...»

Performed by: applicant for the second (Master's)
level of higher education
in specialty D3 Management
educational and professional programme
Human Resource Management
full-time / part-time form of study
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**Example of the Course Project Table of Contents for the Topic:
“Development, Planning and Resource Provision of HR Projects in the Personnel
Management System of an Organisation”**

CONTENTS

INTRODUCTION

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- 1.2. Description of the HR Project Problem and Justification of Its Relevance
- 1.3. Formulation of the HR Project Concept
- 1.4. Analysis of the HR Project Environment
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- 2.1. Application of Modern Project Management Methods in the HR Project
- 2.2. HR Project Risk Management
- 2.3. Planning of Tasks, Resources and Activities in the HR Project

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EVALUATION OF THE HR PROJECT**

- 3.1. Fundraising and Partnerships in the HR Project
- 3.2. Financial Planning and Budget of the HR Project
- 3.3. Evaluation of the HR Project Performance and Impact

Conclusions to Chapter 3

GENERAL CONCLUSIONS

LIST OF REFERENCES

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Structure of the Course Project

No.	Main parts of the paper	Length, pages
1.	Title page	1
2.	Table of contents	1
3.	Introduction	2-3
4.	Main body, including:	
4.1.	Chapter 1	9-10
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4.3.	Chapter 3	8-10
5.	Conclusions	2-3
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7.	Appendices (tables, input data for calculations, auxiliary data, document templates)	*
Total (items 2-5)		30-40

Sample Course Project Topics

1. Project Management: “Improving the Effectiveness of HR Management at the Enterprise”
2. Project Management: “Implementation of an Innovative HR System”
3. Project Management: “Creation or Optimization of the HR Department”
4. Project Management: “Implementation of New HR Policies or Procedures”
5. Project Management: “Enhancing Employee Engagement and Performance”
6. Project Management: “Developing Corporate Culture and Internal Communications”
7. Project Management: “Designing a Personnel Performance Appraisal and KPI System”
8. Project Management: “Developing a Talent Pool (Succession Planning) Project”
9. Project Management: “Building an Employer Brand”
10. Project Management: “Managing Employee Performance (Performance Management)”
11. Project Management: “Digitalization of HR Processes in the Enterprise”
12. Project Management: “Work–Life Balance Programme and Burnout Prevention”

Sample HR Project Concept

Element	Description content
Formation of corporate culture and internal communications	
BLOCK 1. The problem and its relevance	
HR project problem	Corporate principles are violated in the company: employees do not understand values, communication between departments is fragmented, information is transmitted unsystematically, management decisions are not transparent enough. Managers use different leadership styles, which causes conflicts and distrust.
Causes problems	Lack of a unified information space; unclear rules of internal communications; outdated corporate values; weak development of leadership competencies; lack of regular communication practices.
Implications for the organization	Decreased productivity, increased frequency of internal conflicts, low staff engagement, decreased quality of interdepartmental interaction, increased risks of disinformation.
Topicality	Corporate culture shapes behavioral standards and ensures consistency of management actions. Its development is critical for organizational stability, transparent interaction, and HR system effectiveness.
BLOCK 2. Purpose and objectives of the HR project	
The purpose of the HR project	Formation of a holistic corporate culture and an effective internal communications system, which ensures increased staff involvement, improved interaction between departments, and increased management efficiency.
Key tasks	1) Develop updated corporate values and behavioral standards. 2) Unify internal communication channels. 3) Launch regular communication formats (briefings, digests). 4) Improve managers' competencies in leadership and communications.
Short-term SMART goals (up to 3 months)	• Increase the level of employee awareness of corporate values to 80%. • Ensure the participation of at least 75% of personnel in internal communication events.
Long-term strategic goals (6–12 months)	• Increase the engagement index from 58% to 70%. • Reduce the number of internal conflicts by 20–30%. • Form a stable system of cooperation between departments.
BLOCK 3. Activities and expected results	
Planned activities	Development of a corporate culture code; holding strategic workshops and Town Hall meetings; creation of an internal communication portal; training for managers; implementation of regular information digests; launch of the “Values in Action” program.
Expected results (quantitative)	• $\geq 90\%$ of employees use official communication channels. • Conflicts reduced by 25–30%. • Internal communications score increased to $\geq 4.0/5$.
Expected results (qualitative)	Improving trust; forming uniform standards of behavior; clarity of management decisions; stability of internal interaction; increasing team coherence.
Expected organizational impact	Increasing the stability of HR processes; strengthening corporate culture; reducing risks associated with the human factor; increasing productivity and employer reputation.

Sample Design of an OKR and KPI System for an HR Project

Element	Description content
Formation of corporate culture and internal communications	
BLOCK 1. Strategic goal of the HR project (Objective)	
Strategic goal (O)	To create a holistic corporate culture and an effective system of internal communications that ensure high staff involvement, transparency of management decisions, and consistency of interaction between departments.
BLOCK 2. Key Results	
KR1. Level of employee awareness	Increase awareness of corporate values to 80% within 3 months.
KR2. Participation in communication activities	Ensure the participation of at least 75% of staff in monthly internal communication events.
KR3. Level of involvement	Increase engagement index from 58% to 70% in 12 months.
KR4. Reducing the number of conflicts	Reduce the number of internal conflicts by at least 20–30%.
KR5. Use of official communication channels	Ensure regular use of the internal communication portal by at least 90% of employees.
BLOCK 3. Operational goals and activities (initiatives to achieve OKRs)	
Operational objective 1	Update corporate values and behavioral standards. Activities: Development of a corporate code; approval of new behavioral standards; holding sessions to present updated values. Expected result: Employees understand the updated standards; common behavioral rules are being formed.
Operational objective 2	Unify internal communication channels. Activities: Creation of an internal information portal; launch of the “Values in Action” brand; regular company digests. Expected result: The transparency of communications is increasing, information is being transmitted quickly, and channels are becoming standardized.
Operational objective 3	Improve the communication and leadership skills of managers. Activities: Conducting trainings on effective communication, negotiations and leadership; implementing onboarding sessions for managers. Expected result: Managers demonstrate a consistent leadership style, and the number of management conflicts decreases.
BLOCK 4. Final assessment of project performance	
Comprehensive assessment of OKR achievement	The effectiveness of the initiative is determined by the degree of implementation of key results (KR). The project is considered successful if it is achieved at least 75% of KR performance , taking into account both quantitative and qualitative indicators.
Final KPI score	The assessment is based on quantitative and qualitative metrics that reflect actual progress: <ul style="list-style-type: none"> • Awareness KPIs:share of employees who demonstrate knowledge of corporate values (% of respondents). • Participation KPIs:level of staff coverage by communication activities (% of total number). • Engagement KPIs:Engagement Index dynamics compared to the baseline. • Communication interaction KPIs:frequency of use of the internal portal (number of unique users, regularity of events). • Conflict KPI:change in the number of registered conflicts (% decrease). Positive dynamics for 70% of KPIs indicate stable development of corporate culture.
Organizational effect	The results achieved should provide a noticeable contribution to the functioning of the company: <ul style="list-style-type: none"> • increasing the stability of HR processes; • strengthening corporate culture; • increasing trust between employees; • improving management interaction; • reducing personnel risks; • increasing productivity and employer reputation.

FOR NOTES

Educational publication

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