

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE

Department of Production and Investment Management

«APPROVED»
Dean of the Faculty of Agrarian Management

_____ A.D. Ostapchuk
«___» _____ 2022

«CONFIRMED»
by the meeting of the production and
investment management department
Protocol No.9 of " 27 " of April 2022

Acting Head of Department
_____ M.M. Dielini

«CONSIDERED»
Guarantor of the educational program
*"Management of investment activity and
international projects"*
Guarantor of the educational program
_____ L.V. Shynkaruk

WORKING PROGRAM OF THE EDUCATIONAL DISCIPLINE

Business game "Strategy for project implementation in the agro-industrial complex"
(title of the educational discipline)

Specialty	<u>073 «Management»</u>
Educational program	<u>Management of Investment Activity and International Projects</u>
Faculty	<u>Agrarian management</u>
Developers:	<u>Dielini M.M., Dr. of Ec. Sc., Professor</u> (position, academic degree, academic title)

Kyiv – 2022

1. DESCRIPTION OF THE DISCIPLINE

Business game “Strategy for project implementation in the agro-industrial complex”
(name)

Field of knowledge, specialty, educational program, educational degree		
Educational degree	<i>Master</i>	
Specialty	<i>073 Management</i>	
Educational program	<i>Management of Investment Activity and International Projects</i>	
Characteristics of the educational discipline		
Type	Optiona)	
Total number of hours	150	
Amount of ECTS credits	5	
Number of content modules	2	
Course project (work) (if available)	-	
Form of control	<i>Exam</i>	
Indices for full-time and part-time department		
	Full-time study	Part-time study
Year of preparation (course)	1	-
Semester	1	-
Lectures	<i>20 hours</i>	-
Practical classes	<i>40 hours</i>	-
Laboratory classes		-
Independent work	<i>90 hours</i>	-
Individual tasks		-
Number of weekly hours for full-time study form:	6 hours	-

2. Purpose, tasks and competencies of the discipline

The main topic of the discipline “Business game “Strategy for the project implementation in the agro-industrial complex” is related to the study of economic disciplines.

The subject of the discipline “Business Game “Strategy for the project implementation in the agro-industrial complex” is a system of economic, economic, legal, financial relations in the field of implementation of various types of projects in agricultural enterprises, justification of planning, control and effective management of modern investment and innovation projects for long-term period in the agro-industrial sphere.

The purpose of the discipline “Business game “Strategy for the project implementation in the agro-industrial complex” is the formation of future professionals of modern systems thinking and a set of special skills and abilities to use universal tools for project management and their implementation in agro-industrial complex.

The main objectives of the discipline “Business Game “Strategy for the project implementation in the agro-industrial complex” is to provide scientific and methodological basis for students majoring in 073 “Management” specialization “Investment Management and International Projects” basic tools for project implementation strategy in agro-industrial complex.

Discipline “Business game “Strategy for the project implementation in the agro-industrial complex” is taught to full-time students. Electronic databases and official websites of international programs and various foreign donors are used in teaching, the calculation model of the project in MS Excel is developed.

As a result of studying the discipline the students have to

know:

- Features of the project implementation strategy in the agro-industrial complex;
- prerequisites for project development in the agro-industrial complex, the main differences from other industries;
- legislative differences in project implementation in the agro-industrial complex;
- opportunities to find investors in the agro-industrial complex;
- risk management methods in agro-industrial complex.

be able:

- to develop a strategy for project implementation in the agro-industrial complex;
- distinguish the features of project development in the agro-industrial complex from other industries;
- make management decisions in the agro-industrial complex;
- analyze the project environment in the agro-industrial complex;
- calculate the effectiveness of projects in the agro-industrial complex.

Acquisition of competencies:

general competencies (GC):

1. Ability to learn, master modern knowledge and apply them in practical situations.
2. Ability to adapt and act in a new situation, identify, pose and solve problems.
3. The ability to organize and motivate people to move towards a common goal, work in a team, show initiative and entrepreneurship, act on the basis of ethical considerations, socially responsible and conscious.

professional (special) competencies (FC):

1. Ability to evaluate the effectiveness of programs and investment projects.

3. Program and structure of the discipline for:

- full-time study;

“BUSINESS GAME “STRATEGY OF PROJECT IMPLEMENTATION
IN AGRO-INDUSTRIAL COMPLEX”

Content module 1.

Features of design in agro-industrial complex

Topic 1. Objectives, results and strategy of the project

Strategic decisions at enterprises and factors influencing their adoption. Prerequisites for making strategic decisions in the process of enterprise management.

Enterprise resource management strategies (resource supply and resource conservation) and features of their choice. Strategies of enterprises in foreign markets.

Topic 2. The procedure for making strategic decisions in the agro-industrial complex

Diagnosis and identification of the problem. Analysis of the factors of the problem. Formation of alternative strategic decisions. Choosing a strategic decision. Implementation of a strategic decision.

Topic 3. Project approach in the implementation of projects in agro-industrial complex

Classic approaches to organizational management. Modern approaches to the management of organizations. Process-oriented approach to organizational management. Targeted approach to management. Management of results.

Prerequisites for the emergence of a project approach to management. Project approach as an alternative to a hierarchical management system. Advantages of project management. Disadvantages of the project organization. Project management system. Expediency of using the project approach. Elements of the project management system. Advantages and disadvantages of the project approach.

Approaches and principles of the project management system. Approaches to building project management systems. The main tasks solved by the project-oriented enterprise management system.

Problems of using the project approach in management. The main limitations of the project approach.

Characteristics of the stages of management by results. Project management methods.

Topic 4. Project environment in agro-industrial complex

Environment of projects in agro-industrial complex. Features of project implementation in agro-industrial complex.

Assessment of the internal and external environment in the implementation of projects in the agro-industrial complex. PEST-analysis of projects in the agro-industrial complex. Mesolevel and megalevel of the environment of projects in the agro-industrial complex.

Module 2. Applied aspects of project implementation in agro-industrial complex

Topic 5. Legislative regulation of project activities in agro-industrial complex

The main legal framework governing the implementation of projects in the agro-industrial complex.

Food security strategy of Ukraine. Strategy for the development of exports of agricultural products, food and processing industries of Ukraine.

Phyto-sanitary norms of project implementation in agro-industrial complex.

Topic 6. Opportunities to involve external sources in projects in the agro-industrial complex

Sources of funding for projects in the agro-industrial complex, their advantages and disadvantages. project. Grant opportunities to raise funds for agro-industrial complex projects. Activities of European financial institutions to finance projects in the agro-industrial complex. Project financing in the field of agro-industrial complex.

Topic 7. Features of calculations of efficiency of projects in agro-industrial complex

Profitability indicators of the project in the agro-industrial complex. Groups of project efficiency ratios. Calculation of the cost of projects in the agro-industrial complex. Indicators of project efficiency in the agro-industrial complex. Calculation of the break-even point of the project in the agro-industrial complex.

Topic 8. Risks and guarantees of project implementation in agro-industrial complex

The concept and classification of risks in agriculture. Types of risks in the agro-industrial complex and the reasons for their occurrence.

Risk identification and analysis methodology. Risk identification and economic assessment. Principles of risk assessment. Quantitative and qualitative risk analysis. Methods of quantitative risk assessment. Features of financial,

currency and commercial risk. Financial decisions at risk. Risk management concept. Content and procedure for developing a risk prevention plan.

Measures to neutralize or minimize the negative consequences of possible risks in agro-industrial complex.

**Structure of educational discipline
“Business game “Strategy for the project implementation in the agro-industrial complex”**

Titles of content modules and topics	Quantity of hours												
	Weeks	total	Full-time					Заочна форма					
			including					total	including				
			л	р	л	інд	л		р	л	п	л	р
1	2	1	2	1	2	1	2	1	2	1	2	1	2
Module 1. Features of design in agro-industrial complex													
Topic 1. Objectives, results and strategy of the project	1	18	2	5	-	-	11						
Topic 2. The procedure for making strategic decisions in the agro-industrial complex	3	19	2	5	-	-	12						
Topic 3. Project approach in the implementation of projects in agro-industrial complex	5	18	2	5	-	-	11						
Topic 4. Project environment in agro-industrial complex	7	19	2	5	-	-	12						
TOTAL FOR MODULE 1		74	8	20	-	-	46						
Module 2. Applied aspects of project implementation in agro-industrial complex													
Topic 5. Legislative regulation of project activities in agro-industrial complex	6	19	3	5	-	-	11						
Topic 6. Opportunities to involve external sources in projects in the agro-industrial complex	8	19	3	5	-	-	11						

Topic 7. Features of calculations of efficiency of projects in agro-industrial complex	9	19	3	5	-	-	11						
Topic 8. Risks and guarantees of project implementation in agro-industrial complex	10	19	3	5	-	-	11						
TOTAL FOR MODULE 2	76		12	20	-	-	44						
Total hours	150		20	40	-	-	90						

4. Topics of seminars

№	Title of topic	Amount of hours
not provided by the curriculum		

5. Topics of practical classes

№	Title of topic	Amount of hours
1	Topic 1. Objectives, results and strategy of the project	5
2	Topic 2. The procedure for making strategic decisions in the agro-industrial complex	5
3	Topic 3. Project approach in the implementation of projects in agro-industrial complex	5
4	Topic 4. Project environment in agro-industrial complex	5
5	Topic 5. Legislative regulation of project activities in agro-industrial complex	5
6	Topic 6. Opportunities to involve external sources in projects in the agro-industrial complex	5
7	Topic 7. Features of calculations of efficiency of projects in agro-industrial complex	5
8	Topic 8. Risks and guarantees of project implementation in agro-industrial complex	5
Total amount of hours		40

6. Topics of labs

№	Title of topic	Amount of hours
not provided by the curriculum		

7. Test questions, sets of tests to determine the level of knowledge acquisition by students

1. The concept of strategy and its types in agro-industrial complex.
2. The difference between strategic and operational decisions.
3. Levels of strategic decisions.
4. Typology of project strategies in the agro-industrial complex.
5. Strategies at the regional and state levels.
6. Factors influencing strategic decisions.
7. Prerequisites for making strategic decisions.
8. Factors of strategy formation.
9. Limited growth strategy.
10. Strategies for diversified growth.
11. The purpose and objectives of the enterprise and their relationship with the strategic decision.
12. Production strategy of the enterprise.
13. Stages of strategic decision-making in the agro-industrial complex
14. Stage of problem formulation: main elements and threats.
15. Stage of choosing alternatives: main elements and threats.
16. Stage of strategy implementation: main elements and threats.
17. Analysis of the environment in making strategic decisions in the agro-industrial complex.
18. The essence and objects of strategic analysis in the process of strategic decision making.
19. Types of external environment of the enterprise.
20. Strategic analysis of the industry environment.
21. The model of the life cycle of the industry and its importance in strategic decision making.
22. Analysis of the internal environment in making strategic decisions.
23. PEST - analysis of the enterprise.
24. Basic approaches to strategic decision making.
25. SWOT - project analysis in agro-industrial complex.
26. Content and structure of strategic forecasting as a tool for strategic decision making.
27. Market segmentation in the process of strategic decision making.
28. Assessment of the potential of the enterprise.
29. Financial evaluation of the enterprise.
30. The method of discounting the payback period - purpose, calculation formula.
31. The method of net present value of income (NPV-method) - purpose, calculation formula.
32. Internal rate of return (IRR) - purpose, calculation formula.

33. Assignment of the analysis of influence of inflation on an estimation of efficiency of investments.
34. How is the forecast of profit from the implementation of the investment project?
35. Estimates of project performance indicators.
36. Identify the role of own sources in project financing.
37. Describe the order of formation of net profit at the enterprise.
38. How is the net income of the enterprise calculated?
39. The structure of the company's own financial resources.
40. The structure of borrowed financial resources of the enterprise.
41. Indicators of financial stability of the enterprise.
42. Project profitability indicators.
43. Project liquidity ratios.
44. Risks that may arise in the implementation of strategic decisions.
45. Name the main international financial institutions involved in project financing.
46. Define the directions of the World Bank's activities on financing projects in the agro-industrial complex.
47. Identify trends in project financing in Ukraine.
48. Provide a description of the EBRD and the financing of projects in the agro-industrial complex.
49. Identify opportunities for domestic agricultural enterprises to participate in EBRD grants.
50. What are the specifics of financing projects by international regional development banks?
51. Describe the activities of the European Investment Bank in financing projects.
52. What EU programs operate in Ukraine?
53. Describe the EIB.
54. What are the issues of EIB cooperation in the field of environmental protection?
55. Describe the EU Structural Funds and the Cohesion Fund.
56. Describe the COSME / EEN project for agro-industrial complex projects.
57. Describe the EEN project for agro-industrial complex projects.
58. Describe the EU4Business project for agro-industrial complex projects.

Tests:

1. The main tool for planning and effective organization of business project is:
 - 1 strategy
 - 2 administrative plan

- 3 job descriptions
- 4 business plan

2. What standard of business plan is provided by the organization of the European Union?

- 1 EBRD Standard
- 2 TACIS standard
- 3 UNIDO standard
- 4 ISO standard

3. One of the most popular type of charts in project management are:

- 1 Gantt chart
- 2 decision tree
- 3 problem tree
- 4 bar chart

4. PMBOK is:

- 1 project management standard
- 2 project management guide
- 3 unified rules for project management
- 4 classifier for project management

5. A set of projects and programs and individual works, which are grouped together in order to promote the effective management of these works to achieve the strategic goals of the organization - is:

- 1 project program
- 2 portfolio of projects
- 3 complex of projects
- 4 target groups of projects

6. What is the main weakness of classical project management?

- 1 Stages in it do not correspond to the logic of execution
- 2 Complex internal system of subordination of performers
- 3 It is not flexible to change
- 4 Expensive

7. Identify a subject group that includes the processes required to identify, identify, combine, unify, coordinate, control, and complete the various activities and processes associated with the project.

- 1 Resources
- 2 Integration
- 3 Stakeholders
- 4 Contents

- 5 Cost
- 6 Lines
- 7 Risks
- 8 Quality
- 9 Procurement

8. To which group of indicators are the indicators of gross margin, profitability of operating activities, profitability of ordinary activities and profitability of sales related?

- 1 indicators of project profitability
- 2 indicators of investment attractiveness
- 3 indicators of project profitability
- 4 payback indicators of the project

9. What is the main difference between Scrum and classic project management?

- 1 system is similar, except for the term given to perform the stages
- 2 the project is divided into parts, which are then broken down by priority by the product owner.
- 3 the project is not divided into stages, but is performed according to the team's own vision
- 4 is suitable for large engineering and construction projects

10. The purpose of the project should be:

- 1 concrete, achievable, relevant
- 2 global, large-scale, important
- 3 concise, but cover many problems
- 4 informative, ambitious, regulatory

11. What are the three activities of any organization or company?

- 1 functional (operational), design, force majeure
- 2 planning, operational, sales
- 3 strategic, functional (operational); social
- 4 economic; political; social

12. A unique set of processes consisting of coordinated and managed tasks with a start and end date that is used to achieve the goal is called...:

- 1 project
- 2 strategic plan
- 3 business plan
- 4 business case

13. The use of methods, tools, techniques and competencies aimed at obtaining results is called:

- 1 project support
- 2 project management
- 3 project implementation
- 4 project implementation

14. The established sequence of phases from the beginning to the end of the project is called:

- 1 project term
- 2 project horizon
- 3 project life cycle
- 4 scale of project

15. To which group of indicators are indicators of gross income, gross profit, net profit?

- 1 project profitability indicators
- 2 indicators of investment attractiveness
- 3 indicators of project profitability
- 4 payback indicators of the project

16. What group of processes does not exist in project management?

- 1 initiation
- 2 planning
- 3 adjustments
- 4 execution
- 5 management
- 6 completion

17. Identify a subject group that includes the processes required to identify, define, combine, unify, coordinate, control, and complete the various project-related activities and processes.

- 1 Resources
- 2 Integration
- 3 Stakeholders
- 4 Contents
- 5 Cost
- 6 Lines
- 7 Risks
- 8 Quality
- 9 Procurement

18. One of the key evaluation parameters when selecting a project for funding is:

- 1 number of investors
- 2 number of performers
- 3 level of risk
- 4 relevance

19. What is the strength of the Agile project management method?:

- 1 the presence of common values
- 2 flexibility and adaptability
- 3 ease of implementation
- 4 cross-functionality of the team

20. The project, which includes targeted programs for the development of regions, industries and other entities - is:

- 1 monoproject
- 2 multiprojects
- 3 megaproject
- 4 large-scale project.

8. Teaching methods.

Modern requirements for the training of investment management professionals include the acquisition of basic practical skills in the application of project management, mastering the basics of methodology, technology and mastery of methods of formation, monitoring and control, management decisions at national, regional and local levels. public sphere, from the standpoint of general civilizational values, world experience and understanding of scientific achievements.

The following educational technologies and means are used to activate the process of students' learning during the study of the discipline:

- the material is clearly structured at lectures; students' attention is focused on problematic issues; specific examples of practical application of the acquired knowledge are given; students are encouraged to critically perceive new material instead of passive annotation; visual materials, schemes, tables, models, graphs are used; technical teaching aids are used: multimedia projector, slides, etc .;

- various educational technologies are introduced in practical classes: performance of practical tasks by appropriate software; analysis, interpretation and discussion of the obtained results; brain storm; presentations; work in small groups; written control of knowledge; individual and group survey; cross-checking of tasks with the subsequent argumentation of the given assessment, etc.

Mandatory elements of intensification of students' educational work are clear control of students' attendance, encouragement of educational activity, fair differentiation of grades.

Lesson planning involves the creation of prerequisites for the implementation of the following methodological principles of the educational process: - intensive use of independent student work (preparatory stage for the implementation of practical tasks and interpretation of the results); - active use of software to perform practical tasks; - compliance with strict regulations: determining the time for individual work and discussion of the results; - introduction of the principle of rationing: observance of norms and rules at performance of test tasks and practical tasks; - active support of intra-group interaction of students, involvement in the implementation of practical tasks and discussion of the results.

9. Forms of control.

The form of control of students' knowledge in the discipline “Business Game “Strategy for the project implementation in the agro-industrial complex” is an exam.

10. Distribution of points received by students. Assessment of student knowledge is on a 100-point scale and is translated into national assessments according to table. 1 “Regulations on examinations and tests in NULES of Ukraine” (order of entry into force of 27.12.2019 № 1371)

Student rating, points	National assessment based on the results of the compilation	
	exams	tests
90-100	Excellent	Credited
74-89	Good	
60-73	Satisfactorily	
0-59	Unsatisfactorily	Not credited

To determine the rating of the student (listener) for mastering the discipline R_{DIS} (up to 100 points) the obtained rating for certification (up to 30 points) is added to the rating of the student (listener) for academic work R_{ew} (up to 70 points):
 $R_{DIS} = R_{ew} + R_{AT}$.

11. Methodical support

1. Educational and methodical complex of studying the discipline “Business Game “Strategy for the project implementation in the agro-industrial complex” (working program of the discipline, course of lectures, illustrative materials).

12. Recommended literature

– basic

1. Бутко М. П., Бутко І. М., Дітковська М.Ю. та ін. Менеджмент інвестиційної діяльності : підручник; за заг. ред. М.П.Бутка. К. : Центр учбової літератури, 2018. 480 с.

2. Деліні М.М., Князева Т.В. Міжнародні та національні гранти : навчально-методичний комплекс для магістрів спеціальності 073 «Менеджмент». Вінниця, 2018. 92 с.

3. Довгань Л. Є., Мохонько Г. А., Малик І. П. Управління проектами : навчальний посібник / Л. Є. Довгань, Г. А. Мохонько, І. П. Малик – К. : КПІ ім. І. Сікорського, 2017. – 429 с.

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7. Когон К., Блейкмор С., Вуд Дж. Керування проектами. Фаубла, 2018. 240 с.

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9. Майорова Т.В. Проектне фінансування: підручник / Т.В. Майорова, О.О.Ляхова; за заг. та наук. ред. проф., д.е.н. Т.В. Майорової. – 2-ге вид., перероб.і доп. – Київ: КНЕУ, 2017. – 434 с.

10. Медведєва О.М. Ціннісно-орієнтовано управління взаємодією в проектах: монографія. Сєверодонецьк: СНУ ім. Володимира Даля, 2015. 242 с.

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16. Управління проектами: навчальний посібник до вивчення дисципліни для магістрів галузі знань 07 «Управління та адміністрування» спеціальності 073 «Менеджмент» спеціалізації: «Менеджмент і бізнес-адміністрування», «Менеджмент міжнародних проектів», «Менеджмент інновацій», «Логістика»/ Уклад.: Л.Є. Довгань, Г.А.Мохонько, І.П. Малик. – К.: КПІ ім. Ігоря Сікорського, 2017. – 420 с.

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Additional:

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