

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

PROJECT APPROACH IN BUSINESS MANAGEMENT

(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>Artiukh T.O. As. Professor, PhD</u> (position, academic degree, academic title) |

1. DESCRIPTION OF THE DISCIPLINE

PROJECT APPROACH IN BUSINESS MANAGEMENT

(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 | Mandatory | |
| Total number of hours | 280 | |
| Amount of ECTS credits | 8 | |
| Number of content modules | | |
| Course project (work) (if available) | | |
| Form of control | <i>Exam</i> | |
| Indices for day and external department | | |
| | Full-time study | Part-time study |
| Year of preparation (course) | 2 | |
| Semester | 3 | |
| Lectures | 20 hours | |
| Practical classes | 20 hours | |
| Laboratory classes | | |
| Independent work | 80 hours | |
| Individual tasks | | |
| Number of weekly hours for full-time study form: | 4 hours | |

1. THE PURPOSE AND OBJECTIVES OF THE DISCIPLINE

The purpose of studying the discipline is to master theoretical knowledge and practical skills on business management problems when using the project approach. The study of the discipline allows to introduce modern theoretical approaches to the practice of business development and management when using the project approach as a tool for the development of the organization.

The task of studying the discipline is the theoretical and practical training of students on the following issues: differences in classical and modern approaches to the management of organizations; characteristics of the project approach in the management of the organization; methods of project management; portfolio management; reengineering of business processes; features of creative approach in project management; project management models; organization management model based on development programs and projects.

According to the requirements of the educational and professional program, students must:

know: the main theoretical, methodological and organizational foundations for the use of the project approach in business management; approaches to project management; project management models; justification of the choice of the project management method; features of the use of the project approach in management; key characteristics of project management methods.

Be able to: formulate the essence of the project approach in business management; determine the feasibility of using a specific method of project management; characterize the project management system; determine the approaches and principles of the project management system; determine the role of personnel in the implementation of the project approach; to characterize models of the project approach.

The discipline "**Project approach in business management**" is taught for full-time students.

When studying the discipline "**Project approach in business management**", **the** following forms of organization of the educational process are used: lectures, practical classes, active teaching methods (case studies), group work, individual work, independent work of students.

The form of knowledge control of students in the discipline "**Project approach in business management**" is an exam.

3. PROGRAM OF DISCIPLINE

Content module 1.

THEORETICAL APPROACHES IN BUSINESS MANAGEMENT

Topic 1. Classic approaches to organization management

Characteristics of synthetic approaches in management.

Characteristics of integrated approaches in management.

Functionally oriented approach. Characteristics of a functionally oriented approach. Signs and principles of functional approach. Advantages and disadvantages of functional approach.

Situational approach in management. Features of the use of a situational approach in management.

System approach: Definition and characteristics of the system.

Topic 2. Modern approaches to organization management

Process-oriented approach of organization management. Characteristics of the process and operation. General principles of the spring-oriented approach. Modern concept of process approach. Management process.

Targeted approach in management. Evolution of the goal management approach. Scheme of the enterprise management cycle by goals. The main characteristics of the target approach.

Management by results. Characteristics of management by results. Characteristics of the stages of management by results.

Topic 3. Methods of project management

Classic (traditional) or Waterfall (streaming method) Waterfall.

Characteristics of the method. Advantages and disadvantages. Application plane.

Adaptive Project Framework (APF). Characteristics of the method: Advantages and disadvantages. Application plane.

AGILE. Characteristics of the method. Advantages and disadvantages. Application plane.

Program Evaluation Review Technique (PERT).

Characteristics of the method. Advantages and disadvantages. Application plane.

Critical Chain Project Management (CCPM). Characteristics of the method: Advantages and disadvantages. Application plane.

The Critical Path Method (CPM). Characteristics of the method. Advantages and disadvantages. Application plane.

Extreme project management (EPJ). Characteristics of the method. Advantages and disadvantages. Application plane.

Method SIX SIGMA. Characteristics of the method. Advantages and disadvantages. Application plane .

Theory of Constraints. Characteristics of the method. Advantages and disadvantages. Application plane.

PRINCE2 project management method (projects in controlled environments).

Characteristics of the method. Advantages and disadvantages. Application plane.

PRINCE2 Project Management Methodology (Projects in Controlled Environments). Characteristics of the method. Advantages and disadvantages. Application plane.

Kanban Kanban Project Management (KANBAN). Characteristics of the method. Advantages and disadvantages. Application plane.

Lean (thrifty) tvo (LEAN). Characteristics of the method. Advantages and disadvantages. Application plane.

SCRUM . Characteristics of the method. Advantages and disadvantages. Application plane.

Content module 2.

FEATURES OF THE USE OF THE PROJECT APPROACH IN MANAGEMENT

Topic 4. Project approach in the management of the organization

Prerequisites for the emergence of a project management approach. Project approach as an alternative to hierarchical management system. 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. The main tasks that the project-oriented enterprise management system solves.

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

Topic 5. Approaches in project management

Portfolio management. Characteristics and features of portfolio management.

Business process reengineering. Business processes.

Reengineering of business processes.

Creative approach in project management. Evolution of creative approach. The plane of use of a creative approach. Mechanism

creative management. The difference between traditional and creative approaches in project management.

The role of staff in the implementation of a creative approach. Requirements for employee creativity. Model of motivation of productive and unproductive creativity.

Topic 6. Project management models

Iterative model(Iterative model). Iterative approach to management. Phases of the development life cycle according to the iterative model. Advantages and disadvantages of the iterative approach. ***Incremental model (Incremental model).*** Incremental model of project management:

characteristics, use.

Spiralmodel (Spiral model). Features of the spiral model. Risks associated with organizational and process aspects of interaction of specialists in the project team.

Topic 7. Organization management model based on development programs and projects

Model of software management. Management of innovative programs and projects. Advantages and disadvantages of software management.

Evaluation and analysis of management systems of participants in technology transfer.

Possibilities of implementing technology transfer in organizations with different management models .

- PROGRAM AND STRUCTURE OF THE DISCIPLINE

| Names of content modules and Topics | Number of hours | | | | | | | | | | | |
|---|-----------------|-----------|-----------|-----|------|-----------|---------------------|-----------|-----------|-----|-------|-----------|
| | full-time form | | | | | | Correspondence form | | | | | |
| | Just | including | | | | | Just | including | | | | |
| | | l | See | lab | etc. | s.r. | | l | See | lab | Indus | s.r. |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| Content module 1. Theoretical foundations of startup project management | | | | | | | | | | | | |
| Topic 1. Classic management Organizations approaches to | 14 | 2 | 2 | | | 10 | 15 | 1 | 2 | | | 12 |
| Topic 2. Modern organization management approaches to | 19 | 2 | 2 | | | 15 | 17 | 1 | 2 | | | 14 |
| Topic 3. Methods of project management | 27 | 6 | 6 | | | 15 | 20 | 2 | 2 | | | 16 |
| Total for a meaningful module 1 | 60 | 10 | 10 | | | 40 | 52 | 4 | 6 | | | 42 |
| Content module 2. FEATURES OF THE USE OF THE PROJECT APPROACH IN MANAGEMENT | | | | | | | | | | | | |
| Topic 4. Project management of the organization approach in | 12 | 2 | 2 | | | 10 | 17 | 1 | 2 | | | 14 |
| Topic 5. Approaches in project management | 10 | 2 | 2 | | | 10 | 17 | 1 | 2 | | | 14 |
| Topic 6. Project management models | 12 | 4 | 4 | | | 10 | 17 | 1 | 2 | | | 14 |
| Topic 7. The management model of the organization on the basis of programs and development projects | 10 | 2 | 2 | | | 10 | 17 | 1 | 2 | | | 14 |
| Total for a meaningful module 2 | 60 | 10 | 10 | | | 40 | 68 | 4 | 8 | | | 62 |
| TOGETHER | 120 | 20 | 20 | | | 80 | 16 | 8 | 14 | | | 98 |

4. opics of seminars

There is no curriculum.

5. Topics of practical classes

| № s/p | Theme Title | Quantity Hours |
|--------------|--|-----------------------|
| 1. | Classic approaches to organization management | 2 |
| 2. | Modern approaches to organization management | 2 |
| 3. | Methods of project management | 6 |
| 4. | Project approach in the management of the organization | 2 |
| 5. | Approaches in project management | 2 |
| 6. | Project management models | 4 |
| 7. | The management model of the organization on the basis of programs and development projects | 2 |

6. Topics of laboratory classes

There is no curriculum.

7. Control questions, test kits to determine the level of knowledge acquisition by students

Control questions to determine the level of knowledge acquisition Students

1. Adaptive Project Framework (APF) AGILE.
2. Business design in the production management system.
3. Variants of project management schemes, their essence.
4. Describe the 5 stages of traditional management
5. Give a description of 5 DMEDI processes
6. Give a description of Parkinso's Law on
7. Give a description of the spiral model
8. Extreme Project Management (EPJ)
9. The life cycle of the project and its stage.
10. General characteristics of management and "management by results".
11. General characteristics of the Primavera program.
12. General characteristics of Project Expert.
13. Iterative and Incremental Development
14. Classic (traditional) or Waterfall (streaming method) Waterfall.
15. The Critical Path Method (CPM).

16. PRINCE2 project management method (projects in controlled environments).
17. Give a classification of projects.
18. Name the managed project parameters .
19. Name the main stages of the IPO, and give them a description
20. What are the main stages of managing the termwe CPM-project?
21. Name the main modules of the user interface
22. What are the main advantages of critical path analysis
23. Name the main subsystems Primavera system
24. Name the main levels of Project Expert
25. Name the pros and cons of the iterative model
26. Name the functions and subsystems of project management.
27. The main tasks that Project Expert Integrator allows you to solve
28. The main methods of project management, their tasks.
29. The main approaches to the proposed management system
30. The main functions of the business plan
31. Describe the advantages and disadvantages of "goal management "
32. Describe Agile's strengths and weaknesses
33. Describe Lean's strengths and weaknesses
34. Describe scrum strengths and weaknesses
35. Describe the strengths and weaknesses of classical project management
36. Describe 5 main meetings (phases/processes) of scrum process structure
37. Describe the critical chain method
38. Advantages and disadvantages of the spiral model
39. Portfolio management
40. The project, its definition and distinctive features.
41. Process-oriented approach of organization management
42. Business process reengineering
43. System of control of the project implementation process .
44. Project modeling system .
45. The essence and characteristics of the PRINCE2 Project Management Methodology (Projects in Controlled Environments).
46. The essence and characteristics of the SCRUM method
47. The essence and characteristics of the SIX SIGMA method
48. The essence and characteristics of the Method of Lean production.
49. The essence and characteristics of the Kanban Kanban Project Management (KANBAN) method.
50. Essentials and characteristics of [program-target management](#)
51. The essence and characteristics of the process approach
52. The essence and characteristics of the system approach
53. The essence and characteristics of the situational approach
54. The essence of the classical or administrative school of management?

55. The essence of the concept of the project, the general characteristics and types of projects.
56. Theory of Constraints.
57. Program Evaluation Review Technique (PERT).
58. Management through business processes
59. Management by results
60. Project management in the operational and production management system and its main phases.
61. Critical Chain Project Management (CCPM).
62. Managing the development of creative solutions in the organization
63. Targeted approach in management
64. What does Bad Multitasking mean?
65. What does student syndrome mean?
66. What is the School of Human Relations?
67. What is a School of Scientific Management?
68. What is an incremental model
69. What is project management?
70. What properties does any project have?
71. What are the main positions of school allocation ?

**Test tasks of tests to determine the level of
knowledge acquisition by students**

National University of Life and Environmental Sciences of Ukraine



Faculty of Agrarian Management
Department of Production and Investment Management

TEST TASK

Student of the group _____

P.I.B. _____

_____ number of points

_____ national scale

_____ ECTS scale

_____ date

1. The project is:
 - (a) a plan of long-term financial investments; b) business plan;
 - c) a program of actions for the use of financial resources;
 - d) tasks with certain initial data and planned results (goals) that determine the way it is solved;
 - e) the plan (task, problem) and the necessary means of its implementation in order to achieve the desired economic, technical, technological or organizational result.
2. The main features of the project do not include:
 - a) change of status to achieve the project; b) limited time;
 - (c) limited resources; d) complexity;
 - (c) Uniqueness.
3. The stages of the project management life cycle do not include: a) origin; b) growth; c) maturity; d) evaluation of the project; (c) Completion of the project.
4. The main criteria for the adoption of the project are:
 - a) technical and technological possibility of its implementation; b) long-term viability;
 - (c) economic efficiency;
 - d) organizational and administrative support; d) All answers are correct.
5. In accordance with the function of the project management structure:
 - a) management is carried out by a line manager through a group of functional managers subordinated to him, each of whom manages certain units within the assigned functions ;
 - b) temporary project groups are created, which are headed by project managers. These groups are formed from specialists of the relevant functional departments;
 - c) A special unit is created to solve a specific task, and project managers focus on the implementation of specific tasks.
6. When solving problems related to reorienting the goals of the organization or changing the ways to achieve them, the most effective form of project implementation is:
 - a) matrix management;
 - b) functional management; c) project management.
7. What organizational structure is characterized by a simple planning and reporting system, since all team members closely interact:

(a) functionally; b)
matrix;

c) project

8. The process of developing plans covers the following stages of the project cycle: a) creating a project concept ;

b) selection of a strategic decision on the implementation of the project and development of project details ;

c) conclusion of contracts;

d) performance of works;

e) completion of projects;

(e) All answers are correct.

9. To obtain a generalized indicator of the project implementation in order to control it is necessary:

a) develop a system of indicators on the basis of which to compare the performance of work by time and cost;

b) determine the volume of work;

c) determine the monetary costs for the implementation of the project; d) correct answers a) and b).

10. The structure of the project is:

(a) the way the project is run;

b) a set of relations that connects the project executors with each other; c) a set of interrelated elements and project processes, which

presented with varying degrees of detail.

11. Which of the following subpodes is not used in the structuring of the project:

a) according to the life cycle of the project; b) according to the components of the product; c)

functional approach;

d) linear approach;

(e) geographical approach; (g) for responsibility.

12. WBS is:

a) hierarchical structure, built with the aim of logical distribution of all work on the implementation of the project and presented in graphical form.

b) a set of several levels, each of which is formed as a result of the synthesis of works of the previous level.

13. Calendar planning – ce:

a) drawing up and adjusting the deadlines for the implementation of complexes by years and quarters and determining the need for resources for each stage of work;

b) preparation and adjustment of work with the detail of tasks for a month, week or day;

c) drawing up and adjusting the schedule of work, according to which the work performed by different organizations is mutually agreed upon in time, taking into account the possibilities of their provision with material, technical and labor resources.

14. Grid planning is :

a) one of the forms of graphical reflection of the content of work and the duration of the implementation of plans and long-term complexes, design, planning, organizational and other activities of the enterprise, which provides optimization on the basis of economic and mathematical methods and computer equipment.

b) planning, which provides for bringing to the units and direct performers the subjects and nomenclature of work on the preparation of production, carrying out the necessary calculations on the volume of work, drawing up schedules for the implementation of the latter.

15. The grid model is :

a) information-dynamic model, which reflects the relationships between the technical elements of the project;

b) any production processes or other actions that lead to the achievement of certain results, events;

c) the final results of previous work, which is the moment of completion of the planned actions;

d) a set of interconnected elements to describe the technological dependencies of individual works and stages of future projects.

16. All the following situations are the advantages of the project organizational structure BESIDES:

a). The project manager has complete guidance on the project.

b). Equipment and people are united through projects.

c) Communication lines are shortened.

d). Teamwork and a sense of involvement.

e) Team members are subordinate to one manager.

17. What factors from the following DO NOT APPEAR to be the advantages of the matrix project management structure?

a) Relationships between functional units extended b)

Resource duplication minimized

c). Policies in the organization agreed

d) There are two groups of managers - functional and administrative managers

e) Team members have functional responsibilities accordingly after the project is developed

18. Which of the following steps is not used in resource planning:

a) assessment of the need for resources;

b) comparison of the need and availability of

resources; c) determining the need for resources for the project;

d) obtaining the necessary resources under signed contracts; d) formation of schedules for the supply of resources.

19. The project budget is:

- (a) a plan expressed in quantitative indicators and reflecting the costs necessary to achieve the objective;
- b) a set of documentary calculations necessary to determine the amount of project costs ;
- c) this is a document that determines the cost of the project;
- d) it is a tool for monitoring and analyzing the expenditure of funds and resources for the project.

20. What is the life cycle of the project? (a)

Stages and stages.

b) Stages.

c) Phases, stages and stages.

21. On what time period of the project life cycle is the commercial efficiency of the project calculated?

a) Pre-investment. b)

On investment.

c) On the operational. d)

For everyone.

22. At what stage of the project implementation the list of goals, requirements and objectives of the project is determined:

a) development of the

concept; b) analysis of the problem;

(c) Development of the project.

23. What type of control is carried out directly during the implementation of the project for the purpose of operational regulation:

(a) the

previous one;

b) current; c)

Final.

24. Depending on the required accuracy, the following technologies for assessing the implementation of the project are distinguished:

a) control at the time of completion of work;

b) control at the time of readiness of works by 50%;

c) control at predetermined points of the project; d)

regular operational control;

(c) All answers are correct.

25. Technical methods of risk reduction :

a) based on the implementation of various technical measures, for example, fire control system, bank electronic payments, etc.;

b) include insurance, collateral, penalty (fine, penalty), etc. ;

c) include a set of measures aimed at preventing losses from risk in cases of adverse circumstances, as well as their compensation in cases of losses.

26. The main provisions of the concept of system management of project quality are:

a) each project participant is involved (within certain limits) in the quality of the project as a whole;

b) comprehensive project quality management ;

c) the responsibility for the state of quality of the project is borne by the laboratory of the enterprise; d) The project is a holistic system that needs to be managed.

27. For what stage of the project in order to organize quality control, the permission of the commissioning organization and the admissions committee is required:

(a) pre-investment;

b) development of the project; c)

implementation;

d) delivery of the object.

28. Technical inspection at the enterprise carries out:

(a) the director;

b) master shop directly in the production process; c) supplier's inspector;

(c) Technical Control Department .

29. What organizational structures, as a rule, are used in the practice of forming a project team:

a) matrix;

b) linear-functional; c) project;

(c) the correct answers (a) and (c).

30. The project manager, during formal negotiations on the contract and in informal negotiations with the project participants, accepts the point of view of the other party, but to a certain extent.

(a) evasion;

b) adaptation; c) compromise;

d) forcing;

(c) Solving problems.

8. Teaching methods

During the course study , business games, problem tasks, preparation of abstract reports and other methods and means of activating the cognitive activity of students are used to intensify the educational process.

At the lectures, the students' attention is focused on problematic issues according to structured material with the indication of specific applications of the knowledge gained and foreign experience in solving individual problems and encouraging students to critically perception of new material. Various educational technologies are introduced in practical classes: discussion of problems, discussions; solving situational exercises; solving problematic issues; brainstorming; case

methods; analysis of a specific situation; work in small groups; role-playing and business games; written control of knowledge; individual and group survey; cross-check tasks with the following argumentation of the assessment, etc.

Mandatory elements of the intensification of students' educational work are clear control over students' attendance, encouraging educational activity, fair differentiation of assessments.

9. Distribution of points received by students

| Current control | | | | R _{HP} Teaching Job Ranking | Rating on the application work R _{DR} | Penalty rating R _{DRR} | The result is the certification of me (exam or standing s) | Total points |
|-------------------------------|------------------|------------------|------------------|---|---|------------------------------------|--|--------------|
| Table of Contents -y module 1 | Content module 2 | Content module 3 | Content module 4 | | | | | |
| 0-100 | 0-100 | | | 0-70 | 0-20 | 0-5 | 0-30 | 0-100 |

Notes.

1. In accordance with the "Regulations on the credit-modular system of education at NUBiP of Ukraine", approved by the Rector of the University on 03.04.2009, the rating of the student on educational work R_{HP} regarding the study of a certain discipline is determined by the formula:

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{ZM} \cdot K^{(1)}_{ZM} + \dots + R^{(n)}_{ZM} \cdot K^{(n)}_{ZM})}{K_{DIS}} + R_{DR} - R_{DRR},$$

where $R^{(1)}_{ZM}, \dots, R^{(n)}_{ZM}$ – rating assessments of content modules on a 100-point scale;

n – number of content modules;

$K^{(1)}_{ZM}, \dots, K^{(n)}_{ZM}$ – number of ECTS credits provided by the working curriculum for the relevant content module;

$K_{DIS} = K^{(1)}_{ZM} + \dots + K^{(n)}_{ZM}$ – quantity Loans ESTS, Stipulated by Working Educational plan for Discipline y Current semester;

R_{DR} – rating on additional work;

R_{DRR} – penalty rating.

The above formula can be simplified if you take $K^{(1)}_{ZM} = \dots = K^{(n)}_{ZM}$.

Then it will look

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{ZM} + \dots + R^{(n)}_{ZM})}{n} + R_{DR} - R_{DRR}.$$

The rating for additional work R_{DR} is added to R_{HP} and can not exceed 20 points. It is determined by the lecturer and is provided to students by the decision of the department + for the performance of works that are not provided for by the curriculum, but contribute to increasing the level of knowledge of students in the discipline.

The rating of the penalty R_{STRO} does not exceed 5 points and is away from R_{HP} . It is determined by the lecturer and is introduced by the decision of the department for students who have learned the material of the content module untimely, did not adhere to the work schedule, missed classes, etc.

2. According to this Regulation, **the preparation and protection of the course project (work)** is evaluated on a 100 point scale and then translated into assessments on the national scale and ECTS scale.

The estimated rating in the discipline is 100 points. The rating on educational work is 70 points, the attestation rating is 30 points.

Rating ratings from content modules

| Term of study (weeks) | Table of Contents Module Number | Training load, h. | ECTS Credits | Rating assessment of the content module | |
|-----------------------|---------------------------------|-------------------|--------------|---|-----------|
| | | | | Minimum | Estimated |
| 1-8 | 1 | 60 | 2.0 | 60 | 100 |
| 9-15 | 2 | 60 | 2.0 | 60 | 100 |
| Just | 2 | 120 | 4 | 42 | 70 |

The rating for additional work R_{DR} is 20 points. The R_{STR} penalty rating is 5 points.

$$R_{dis} = R_{nr} + 0.3R_{at}$$

$$R_{nr} = (0.7 (R_{1zm} \times 1.5 + R_{2zm} \times 1.5)) : 2 + R_{dr} - R_{dr}$$

Evaluation scale : national and ECTS

| The amount of points for all types of educational activities | Score on the national scale | |
|--|--|--|
| | for exam, coursework project (works), practices | for scoring |
| 90 – 100 | Perfectly | credited |
| 74-89 | well | |
| 60-73 | Satisfactory | |
| 0-59 | unsatisfactory with the possibility of re-assembly | not enrolled with the possibility of re-assembly |

The score "Excellent" is given to a student (listener), who systematically worked during the semester, showed during the exam a versatile and deep knowledge of the program material, is able to successfully perform the tasks provided for by the program, learned the content of the main and additional literature, realized the relationship of individual sections of the discipline, their importance for the future profession, showed creative abilities in understanding and using educational and software material, showed the ability to self-renewal and replenishment of knowledge.

The assessment "Good" is given to a student who has discovered a complete knowledge of educational and program material, successfully performs the tasks provided by the program, has mastered the main in the literature recommended by the program, has shown a sufficient level of knowledge in the discipline and is capable of their independent updating and replenishment in further training and professional activities.

The assessment "Satisfactory" is given to a student who has discovered knowledge of the main educational and program material to the extent necessary for further study and subsequent work in the profession, copes with the implementation of tasks, provided by the program, allowed some errors in the answers to the exam and when performing exam tasks, but has the necessary

knowledge to overcome the mistakes made under the guidance of a scientific and pedagogical worker.

The assessment "Unsatisfactory" is issued to a student who has not shown sufficient knowledge of the main educational and software material, made fundamental mistakes in the implementation of the tasks provided for by the program, cannot use knowledge without the help of a teacher in further training, failed to master the skills of independent Work.

10. Methodological support

1. Educational and methodological complex of study of the discipline "Project approach in business management" (working program of the discipline, program of the discipline, course of lectures, illustrative materials).

11. RECOMMENDED LITERATURE

Basic

1. Babayev V.M. Project Management: Training Manual for Students of the Specialty "Project Management" / Babayev V.M. – Kharkiv: KHNAMG, 2006. – 244 cc.

2. Batenko L. P. Project Management: Teaching manual / Batenko L. P., Zagorodnih O. A., Lishchynska V. V. Batenko L. P., Zagorodnih O. A., Lishchynska V. V. Into. — K.: KNEU, 2003. - 231 p.

3. Bolshakov A.S. Sovremenniy management. Theory and practice / A.S. Bolshakov, V.I. Mikhailov. – St. SPb.: Pieter, 2000. – 411 p.

4. Vasilev Y.V. Theoria administration: pupil / Y.V. Vasilev, V.N. Parakhina, L.I. Ushvytsky. – 2nd izd., dop. – M.: Financial and statistics, 2005. – 608 p.

5. Daft R.L. Management / R.L. Daft. – St. Sat: Poulter, 2001. – 832 cc.

6. Eurasian standard of project management. Eurasian Standard for Project Management. –M.: Eurasian Project Management Center, 2012. - 36s.

7. Zbaratska L.O. Project Management: Teach. guide for studs. Higher

teaching. zack. / Zbarazhska L.O., Ryzhikov V.S., Yerfort I.Yu., Yerfort O.Yu.
- K. : Center for Educational Literature, 2008. - 168c.

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