

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES  
OF UKRAINE

Department Production and Investment Management



«APPROVED»

Dean of the faculty

Ostapchuk A.D.

2022

«    »

“ENDORSED”

by department's meeting

Record № 9 dated on "27.04" 2022

Head of the department

M.M. Dielini

“REVIEWED”

Guarantor of the academic program

V.V. Lutsiak

**Work program of the academic discipline**

**Project Management**

Specialty 073 «Management»

Academic program \_\_\_\_\_

Faculty Agrarian management

Developers: Alekseieva K., PhD (Public Administration), As.  
Professor

Kyiv – 2022

## 1. Academic discipline description

### “Project Management”

Field of knowledge, specialty, academic program, academic degree		
Academic degree	Bachelor	
Specialty	073 «Management»	
Academic Program	Management	
Characteristics of the academic discipline		
Kind	Mandatory	
Total quantity of hours	150	
Quantity of ECTS credits	<u>5</u>	
Number of content modules	<u>2</u>	
Course project (work)	-	
Form of control	Exam	
Indices for full-time and part-time forms of study		
	Full-time	Part-time
Year of preparation	4	-
Semester	7	-
Lectures	15 hours.	-
Practical classes	30 hours	-
Labor classes	- hours	-
Independent work	105 hours	-
Individual tasks	- hours	-
Number of weekly hours for full-time study form: classroom - independent work of the student –	3 hours  4	

## 2. The purpose and objectives of the discipline

The concepts of "project" is a close part of our daily lives, and the modern environment is a world of projects that must be implemented to achieve the goal, in a given period of time and within available resources. To obtain the desired result, projects require constant management, which is the purposeful coordination of the necessary actions to achieve the goals.

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

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

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

As a result of studying the discipline the student must

### **know:**

- essence, content, basic principles of project management;
- mechanisms, tools, methods, tools, functions of project management;
- types of projects and features of their implementation;
- regulatory and legal and organizational support for project development;
- methods of project planning and implementation;
- theoretical bases of providing control at realization of projects.

### **be able:**

- to determine the phases of project management;
- to evaluate investment projects under different conditions;
- to plan project implementation time;
- to project the organizational structure, carry out the distribution of powers and responsibilities on the basis of their delegation;
- to develop procedures and methods of control;
- to effectively organize group work based on knowledge of group dynamics processes and principles of project team formation;
- to assess the impact of investment decisions and financing decisions on the growth of the value (value) of the company.

### **Acquisition of competencies:**

#### **General competencies:**

- 3K 3. Ability to abstract thinking, analysis, synthesis.

- 3K 5. Knowledge and understanding of the subject area and understanding of the professional activity.

- 3K 12. Ability to generate new ideas (creativity);

**Special (professional, subject) competencies:**

- CK 3. Ability to determine the prospects for the development of the organization

- CK 5. Ability to manage the organization and its departments through the implementation of management functions,

- CK 7. Ability to choose and use modern management tools.

### 3. Program and structure of the discipline “Project management”

Titles of content modules	Weeks	Quantity of hours							
		Day department				Distant department			
		total	including			total	including		
			l	p	ind.		l	p	ind.
1	2	3	4	5	6	7	8	9	10
<b>CONTENT MODULE 1 THEORETICAL BASICS OF BUSINESS PROJECTING</b>									
Topic 1. General provisions of business projecting	1, 2	22	2	5	15	-	-	-	-
Topic 2. Well-grounding for the project development	2,3	22	2	5	15	-	-	-	-
Topic 3. Business plan of the project	3,4	22	3	4	15	-	-	-	-
<b>TOTAL FOR MODULE 1</b>		<b>66</b>	<b>7</b>	<b>14</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Content module 2. BASICS OF BUSINESS PROJECT IMPLEMENTATION</b>									
Topic 4. Organizational plan of the project and personnel providing	7,8	21	2	4	15	-	-	-	-
Topic 5. Production plan of the project	8,9	21	2	4	15	-	-	-	-
Topic 6. Marketing plan of a business project	9,10	21	2	4	15	-	-	-	-
Topic 7. Financial plan and risk assessment of the project	10,11	21	2	4	15	-	-	-	-
<b>TOTAL FOR MODULE 2</b>		<b>84</b>	<b>8</b>	<b>16</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Exam									
<b>OVERALL TOTAL</b>		<b>150</b>	<b>15</b>	<b>30</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### 4. Topics of practical classes

№	Topic	Hours
1	Topic 1. General provisions of business projecting	5
2	Topic 2. Well-grounding for the project development	5
3	Topic 3. Business plan of the project	4
4	Topic 4. Organizational plan of the project and personnel providing	4
5	Topic 5. Production plan of the project	4
6	Topic 6. Marketing plan of a business project	4
7	Topic 7. Financial plan and risk assessment of the project	4
Total:		30

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

##### Questions

1. What is the use of discounted cash flow techniques?
2. Why money is supposed to have a time value?
3. What economic figures are considered to neglect the time value of money?
4. What figures are considered to be valid figures of merit?
5. What projects are acceptable: with positive or negative NPV?
6. Why is NPV important for decision-making?
7. What is IRR?
8. Why IRR is considered to the discount rate that makes the investment NPV equal to zero?
9. What is considered under the mutually exclusive alternatives?
10. What is capital rationing?
11. What do you mean under “ranking options”?
12. Be ready to create the capital budgeting decision tree.

##### Tests

1. The project stakeholders include:
  - a) consumers of products or services, contractors, investors, suppliers of materials;
  - b) Project customer, contractors, investors, material suppliers, staffing agencies;

- c) *the customer of the project, consumers of products or services, contractors, investors, material suppliers, staffing agencies;*
  - d) the project customer, contractors, investors, suppliers of materials;
2. Determination of the criteria for the success of the project is:
- a) creation of a summary structured document based on data obtained at previous stages of planning;
  - b) *development of project evaluation criteria;*
  - c) realization of the plan of the project by means of implementation of the works included in it;
  - d) coordination of changes across all project parameters.
3. A set of interconnected elements and project processes presented with varying degrees of detail is
- a) *the structure of the project*
  - b) the project team
  - c) the project aim
4. The set of interconnected control bodies located at different levels of the system in project management is
- a) *the organizational structure of the project*
  - b) the project team
  - c) the structure of the project
5. The project team is .....
6. Project management is .....
7. The properties of projects include:
- a) have a one-time character; unique in nature; time-limited; aimed at achieving a certain result
  - b) *have a one-time character; unique in nature; time-limited; associated with changes; aimed at achieving a certain result*
  - c) are unique in nature; time-limited; associated with changes; aimed at achieving a certain result
  - d) have a one-time character; time-limited; associated with changes; aimed at achieving a certain result
8. Project is .....
9. Project manager is .....
10. Life cycle of a project is.....

## 6. TASKS FOR FINAL CONTROL

### Example of a ticket for the exam

<b>National University of Life and Environmental Sciences of Ukraine</b>			
<b>EL «Bachelor»</b>	<b>Faculty of Agrarian Management Production and Investment Management Department 2022 – 2023 ed. year</b>	<b>EXAMINING TICKET 1 from the discipline "Project Management" (English language discipline)</b>	<b>Approved Head of department</b>
			<b>(signature) Dielini M.M.</b>  _____ <b>2022 y.</b>
<i>Exam question (10 grades maximum)</i>			
<b>1. Project environment</b>			
<b>2. Types of projects</b>			

Test

## 7. METHODS OF STUDYING

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

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

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

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

## 8. Forms of control

Modules and rating system of organization of education and control of knowledge in discipline was developed to accelerate auditorium and self-educational work within intersession period through concretization of the number



of educational materials, its differentiation according to complexity and importance, to stimulate systematic work of students during the semester, to raise the level of their practical work.

### **Sharing the discipline on modules and their general content**

Educational discipline is studied by bachelors of the Faculty of Agrarian Management during the semester.

Discipline is divided into 2 modules, which comprise lectures' material, practical work in proper theme. The level of students' knowledge and understanding of proper modules will be estimated according to results of students' participation in seminars, performing of practical works as well as control works. The final control is a pretest.

Semester calculated rating is 100 points. According to recommended correlation the rating in educational work is 70 points, in attestation – 30 points.

Participation in seminars, performing each practical work can be estimated differentially according to the level of their complexity. Penalties will be used for missed lectures, practical work and seminars.

### **Determination of students' rating and estimation of his knowledge**

The main mark for the semester can be calculated according to general rating  $R_{\text{ДИС}}$ , which comprise the sum of educational rating ( $R_{\text{НР}}$ ) and attestation (pretest) ( $R_{\text{ЗАЛ}}$ ). The system of penalties ( $R_{\text{ШТР}}$ ) can be used during determination of the educational students' rating, in particular for each missed lectures or practical work or seminar – minus 2,1 points (up to 5 % from  $R_{\text{НР}}$ ). The student can receive additional amount of points ( $R_{\text{ДР}}$ ) for performance of unplanned work (production of educational books etc): general amount of points cannot exceed 10,0 (10% from maximal amount of points for the discipline).

If the students' rating below then 35 points (50% from  $R_{\text{НР}}$ ), he is not allowed to do attestation and obliged to maintain his rating until the beginning of exam or pretest session. Students, who have received 35,7 – 59,0 points during the semester (51% from  $R_{\text{НР}}$  - 59% from  $R_{\text{ДИС}}$ ), allowed to pass pretest. Other students will receive note “passed” into the proper cell of exam and pretest book. Pretest can be recognized as “passed” if student has received on the pretest such amount of points, which in total with  $R_{\text{НР}}$  will be at list 60,0 (60% from  $R_{\text{ДИС}}$ ).

### **The procedure of implementation**

Module and rating system of education and control of education and control of students' knowledge will be implemented into the educational process.

Before beginning of the studying of the discipline students have to be familiarize with mentioned Provision, quantitative indicators of each work estimation and discipline at all, terms of control of knowledge of separate modules. Lecturer should inform students concerning their rating regularly during the semester.

Results of knowledge control should be noted in the proper sheet.

### Rating estimation of modules

Term of education, weeks	Number of modules	Duration of educational process, hours	Credits ECTS	Rating mark of module, points		
				min	max	fact
1-8	1	36	1	60	100	1
9-16	2	54	1,5	60	100	1,5
Total 16	2	90	2,5	60	100	2,5

$$R_{\text{дис}} = R_{\text{рп}} = 0,3R_{\text{ат}}$$

$$R_{\text{рп}} = (0,7 (R_{13\text{M}} \times 1 + R_{23\text{M}} \times 1)) : 2 + R_{\text{др}} - R_{\text{итрп}}$$

### General rating mark in discipline

Given Mark (National System)	Mark (ECTS)	Rating in discipline, points
Excellent	A	90-100
Good	B	82-89
	C	75-81
Satisfactory	D	66-74
	E	60-65
Not-Satisfactory	FX	35-59
	F	01-34

## 9. Methodical providing

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

Kateryna A. Alekseeva, Maryna M. Dielini Methodical recommendations for preparation for practical classes, independent work and preparation for the exam in the for students studying for getting a degree in 073 "Management", 075 "Marketing" of the Faculty of Agricultural Management NULES of Ukraine / K.A. Alekseeva, M.M. Dielini - K. : Ed. NULES Center, 2021. - 160 p. – URL: [https://nubip.edu.ua/sites/default/files/u317/metodichka\\_proj\\_man\\_angl.pdf](https://nubip.edu.ua/sites/default/files/u317/metodichka_proj_man_angl.pdf)

## 10. Recommended Literature

### Basic

1. Шинкарук Л.В., Деліні М.М., Суханова А.В., Алексеєва К.А. Управління бізнес-проектами: навчальний посібник зі спеціальності 073 "Менеджмент". Київ: НУБіП, 2021. - 325 с.

*Additional*

2. Войтко С.В. Управління проектами та стартапами в Індустрії 4.0: підручник. Київ : КПІ ім. Ігоря Сікорського, Вид-во «Політехніка», 2019. - 200 с.

3. Гондарева І. В. Управління проектами: підручник / І. В. Гондарева. – Х.: Вид. ХНЕУ, 2011. – 444 с.

4. 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.

5. Ноздріна Л.В. Управління проектами: Підручник / Л.В. Ноздріна, В.І.Ящук, О.І. Полотай. – К.: ЦУЛ, 2010. – 432 с.

6. Ньютон Р. Управление проектами от А до Я / Р. Ньютон. – 2-е изд. – М.: Альпина Паблишерз, 2009. – 180 с.

7. Петренко Н. О. Управління проектами. Навчальний посібник. /Н.О. Петренко, Л.О. Кустрич, М.О. Гоменюк. – К.: Центр учбової літератури, 2016. – 244 с.

8. Проектний менеджмент: просто про складне: навч. посіб. / В.А.Верба, Л. П. Батенко, О. М. Гребешкова та ін. ; за заг. ред. В. А. Верби. – К. : КНЕУ, 2009. – 299 с.

9. Рач В. А. Управління проектами: практичні аспекти реалізації стратегій регіонального розвитку: навч. посіб. / В. А. Рач, О. В. Россошанська, О. М. Медведєва; за ред. В. А. Рача. – К.: «К. І. С. », 2010. – 276 с

10. Руководство к своду знаний по управлению проектами (Руководство РМВОК). – 5-е изд. – РА: РМІ, 2013. – 586 с.

11. Р. Инглунд, А. Бусеро. Руководитель проектов. Вс навыки, необходимые для работы. Манн, Иванов и Фербер. 2018. - 384 с.

12. Ткаленко С. І. Європейський проектний менеджмент : навчальний посібник / С. І. Ткаленко, Л.П. Петрашко. – К. : КНЕУ, 2013. – 412 с.

13. Ткаленко С. І. Європейський проектний менеджмент : практикум / С. І. Ткаленко. – К. : КНЕУ, 2014. – 192 с.

14. Управление проектами : учеб. пособ. / И. И. Мазур, В. Д. Шапиро, Н. Г. Ольдерогге. – 5-е изд., перераб. – М. : Омега-Л, 2010. – 960 с.

15. Управління проектами. Теорія і практика професійного управління бізнес-проектами та програмами розвитку: підруч. [в 3 ч.] / В.О. Онищенко, О.В. Редкін, О.В. Комеліна, Д.М. Толкачов. – Полтава : ПолтНТУ, 2017. – Ч. 1. Загальна характеристика проектного та мультипроектного менеджменту. – 284 с.

16. Фесенко Т. Г. Управління проектами: теорія та практика виконання проектних дій: навч. посібник / Т. Г. Фесенко; Харк. нац. акад. міськ. госп-ва. – Х.: ХНАМГ, 2012. – 181 с.

### Internet resources

31. Бізнес-ідеї: проекти для бізнес-покнсультантів. URL: <https://mind.ua/publications/20203443-biznes-ideyi-proekti-dlya-biznes-konsultantiv>
32. Топ-200 найперспективніших та кращих бізнес-ідей у 2020 році з урахуванням карантину та коронавірусу. URL : <https://neoseo.com.ua/uk/top-101-samyh-perspektivnyh-biznes-idey-v-2018-godu>.
33. Постановка цілей по SMART. URL : <https://goal-life.com/uk/smart-cil>
34. Складові успішного проекту на прикладах. URL: <https://i.factor.ua/ukr/journals/ms/2018/june/issue-6/article-37269.html>
35. Як зробити аналіз ринку, щоб відкрити свій інтернет-магазин. URL : <https://neoseo.com.ua/uk/kak-sdelat-analiz-rynka>
36. Аналіз ринку для написання бізнес-плану. URL: <https://buduysvoe.com/publications/analiz-rynku-dlya-napysannya-biznes-planu>;
37. Аналітичне дослідження ринку. URL: <https://pro-consulting.ua/ua/services/analiticheskoe-issledovanie-rynka>;
38. Як провести аналіз ринків без маркетологів. URL : <https://gc.ua/uk/yak-provesti-analiz-rinkiv-bez-marketologa/>.
39. Структура бізнес-плану. URL: <https://sites.google.com/site/biznesplanplanuvanna/struktura-biznes-planu>.
40. Бізнес-план підприємства : поняття, структура, приклади. URL: <https://pro-consulting.ua/ua/pressroom/biznes-plan-predpriyatiya-ponyatie-struktura-primery>
41. Розробка бізнес-плану за міжнародними стандартами. URL : <https://pro-consulting.ua/ua/services/sostavlenie-biznes-plana-po-standartam-unido>
42. З чого почати бізнес – вибір організаційно-правової форми. URL : <https://www.olans.com.ua/z-chogo-pochati-biznes>
43. Вибір системи оподаткування. URL: <http://firstconsulting.com.ua/resources/putivnyk-pidpriyemtsia/124-ukrainian/putivnyk-pidpriyemtsia/biznes-z-nulia/261-vybir-systemy-opodatkuvannia>
44. Підбираємо персонал: методи і типові помилки. Консультант кадровика, № 23(155), 2017. URL: <https://kadrhelp.com.ua/pidbyrayemo-personal-metody-i-typovi-pomylky>
45. Як і для чого пишуть виробничий план проекту. URL: <http://monetary-flow.com/yak-dlya-tchogo-pishuty-virobnitchiy-plan-proektu/>.
46. Єлець О.П., Бірюк А.І. «Постійні та змінні вирати» «Економіка и менеджмент – 2013: перспективы интеграции и инновационного развития». Поступившие работы. Том 2. URL : <http://confcontact.com/node/514>
47. Класифікація витрат на виробництво. Податки та бухоблік, квітень, 2016, №32. URL: <https://i.factor.ua/ukr/journals/nibu/2016/april/issue-32/article-17159.html>
48. Як написати маркетинговий план для бізнес-плану. URL: <http://monetary-flow.com/yak-napisati-marketingoviy-plan/>

49. Основи маркетингової стратегії. URL: <https://leosvit.com/art/osnovy-marketyngovoyi-strategiyi>
50. Розробка маркетингової стратегії. URL: <https://koloro.ua/ua/razrobotka-marketingovoj-strategii.html>.
51. Вибір цільового ринку. URL: <http://marketing-helping.com/konspekti-lekcz/21-konspekt-lekczj-qosnovi-marketinguq/391-vibr-czlovogo-rinku.html>
52. 8 найкращих рекламних кампаній за 100 років. URL: [https://24tv.ua/lifestyle/8\\_naykrashhih\\_reklamnih\\_kampaniy\\_za\\_100\\_rokiv\\_n87922](https://24tv.ua/lifestyle/8_naykrashhih_reklamnih_kampaniy_za_100_rokiv_n87922)
53. SWOT-аналіз. URL : <https://lanet.click/swot-analiz/>
54. Коронавірусна економіка: хто втрачає, а хто заробляє? URL: <https://hromadske.ua/posts/koronavirusna-ekonomika-hto-vtrachaye-a-hto-zaroblyaye-na-epidemiyi>.
- Грантова програма COSME : коротко про головне. URL : <https://sme.gov.ua/cosme/grantova-programa-cosme/>