

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 management

(Title of the educational discipline)

Specialty 073 «Management»
Educational program Management of Investment Activity and International Projects
Faculty Agrarian management
Developers: Artiukh T.O. As. Professor
(position, academic degree, academic title)

1. DESCRIPTION OF THE DISCIPLINE

Project 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)	1	
Semester	1,2	
Lectures	30 hours	
Practical classes	45 hours	
Laboratory classes		
Independent work	165 hours	
Individual tasks		
Number of weekly hours for full-time study form:	5 hours	

1. THE PURPOSE AND OBJECTIVES OF THE DISCIPLINE

The purpose of the discipline is to master theoretical knowledge and practical skills in project management problems, which ensures the implementation of international standards of project management and a focus on the creation and observance of formalized procedures regulated by implementation time, compliance with the requirements of providing financial, material and labor resources. The study of the discipline allows to introduce modern theoretical approaches to the practice of project management and is of particular relevance in Ukraine, since the renewal of production and the attraction of foreign investors require improved management in the implementation of project proposals in Ukraine. rapidly changing environmental conditions and limited resources of the organization.

The task of studying the discipline is theoretical and practical training of students on the following issues: planning and implementation of the project; selection of sources of financing for the project implementation; substantiation of directions of investment of own funds of organizations; ensuring maximum profitability of projects; creation of a project team and coordination of interaction of team members; motivation of the project team.

According to the requirements of the educational and professional program, students should **know**: the main theoretical, methodological and organizational foundations of project management; methods of project management; methods of selection and justification of projects; methods of structuring projects; basic and auxiliary project planning processes; project financing mechanism; principles of formation of organizational structures of project management; methods of control of project implementation; concepts of quality management of project; procedure of initiation, development and implementation of projects; the procedure for minimizing risks in project management; basic project management schemes. **Be able to**: use project management as an effective toolkit for improving the efficiency of management decisions; develop the concept of the project and the declaration of intent; to carry out a feasibility study of the project; to select the project on the basis of qualitative and quantitative criteria; carry out structuring of goals, decisions and tasks according to the project; plan the progress of the project; make an estimate and form a project budget; develop the organizational structure of the project; monitor and control the implementation of the project; manage project risks; assess the quality of the project. apply project management tools in the activities of organizations;

Discipline of Project Management" is taught for full-time and part-time students . When teaching, modern publications of project management specialists are used.

When studying the discipline "**Project 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.

Form of control of students' knowledge in the discipline "**Project Management**"
– exam.

2. PROGRAM MATERIAL OF THE DISCIPLINE OF PROJECT MANAGEMENT"

Content module 1.

Theoretical foundations of project management

Topic 1. THEORETICAL APPROACHES TO THE DEFINITION OF PROJECTS.

Theoretical foundations of project management. The essence of the concepts of "project" and "Project Management." Classification of projects. Project Properties. Characteristics of projects from the point of position of process approach. Methods of project management. Project management systems. The main activities of the project and the provision of the project.

Life cycle of the project. Phases of the project: pre-investment phase, investment phase, operational phase.

Types of project life cycles. Single-phase and multiphase projects. Predictive life cycles of the project, iterative and incremental life cycles, adaptive life cycles of the project.

Topic 2. THEORETICAL APPROACHES TO PROJECT MANAGEMENT

Evolution of development and definition of project management. Definition of project management. Stages of project management development. Systematic approach in project management. Process approach in project management. Structuring the project. Project management systems .

Project Administration. Environment and project participants. Project administration. Project customers: customer, investor, contractor, licensor, financial institutions. Difference between project and functional manager. Project administrator success rates .

Project management processes. Project management processes according to PMOK. Project groups: initiation; planning; execution; monitoring and control; Closing. Project as a set of processes.

Implementation of project management functions from the standpoint of the process approach.

Functions of project management. General and specific management functions

Projects. The functions of project management are clearly PMVOK. Strategic project management.

Topic 3. METHODS OF PROJECT MANAGEMENT

Basic methods of project management. Classical (traditional) method of project management (Waterfall) . Method of adaptive project management. Agile. Program Review Technique (PERT). Project Management by Critical Chain Method. The critical path method. Extreme project management. Method SIX SIGMA. Theory of limitations. Prince2 project management method . Kanban Kanban Project Management (KANBAN). Be-production (LEAN). SCRUM.

Topic 4. ORGANIZATION OF PROJECT MANAGEMENT

Types of organizational structures of projects. Organization of project management system. Project management system . Organizational form of project management. Project management structures. Principles of formation of organizational structures of project management. The functional structure of the organization of projects. Matrix structure of project organization .

Organizational structures of projects under external management. Dual organizational structures. Complex organizational structures.

Hierarchical structure of works. Decomposition. Package of works. Hierarchical distribution of works. Structuring the project. Decomposition of the project.

Content module 2.

Project implementation and project implementation

control Topic 5. JUSTIFICATION OF THE FEASIBILITY

OF THE PROJECT

The choice of the project and the development of its concept. Expert assessment of investment decision options. Summary of the project. The main criteria for the eligibility of the project idea. Statement of intent.

Assessment of the viability of the project. Selection of the project on the basis of qualitative and quantitative indicators. Technical analysis of investment projects. Commercial

analysis and its tasks. Environmental analysis of projects. Organizational analysis. Social analysis of projects. Analysis of budget efficiency. Economic analysis. *Methods of these projects*. Static methods for evaluating projects.

Feasibility study of investments. The main technical, economic and financial indicators. Business plan of the project.

Topic 6. PROJECT BUDGET

Content of resource planning. Classification of sources of financing of the project. Scarce funding. Promotion. Project funding. Project finance participants .

The main types of project resources. Characteristics of the project cycle by different project participants

Classification of project costs. Classification of project financing schemes. Functions of financial market participants in the project financing process .

The procedure for planning costs and project budget. Methods for calculating cost estimates. Methods for determining the estimated inartiness: basic compensating; resource; resource-index. Project budget. Classification of budgets.

Topic 7. Project Quality Management

The concept of quality management. Principles of the concept of quality. Total Quality Management TQM method. Key aspects of quality. Basic principles of TQM.

Method of system quality management. Look at the cost of ensuring the quality of the project. QFD (Quality Function Deployment technology). FVA method (functional and cost analysis). Methods of FFA (functional and physical analysis) and FMEA (Failure Mode and Effects Analysis). Project quality management and project product quality management. Quality control.

ISO system. Hierarchy of quality system documentation. Basic principles of standardization in Ukraine.

Topic 8. Project Time and Schedule

Assessment of the duration of work. Methods and means of estimating the duration of work. Normative calculation methods. Expert evaluation. Estimates by analogues. Modeling. Monte Carlo modeling method.

Development of the project schedule. Schedule of the project. Features of the process of drawing up a project schedule. Tools for drawing up a project schedule.

Analysis of the possibility of project implementation and optimization of the project plan. Types of assessments of the possibility of project implementation: logical, time, resource, economically financial. Optimization of the project plan. Strategy for making changes.

Topic 9. FORMATION AND DEVELOPMENT OF THE PROJECT TEAM

Goals of creating a project team. Features of creating project teams under different organizational structures of the project.

The main organizational tasks of building a project team. Functions and responsibilities in project teams.

Approaches to the formation of the project team. The main characteristics of the project team.

Stages of existence of project teams. Characteristics of the stages of development of project teams and features of the development of the project team.

Methods of training staff in projects. Training in the workplace and outside the workplace.

Topic 10. PROJECT RISKS

Project risks and their classification. Risks and uncertainties. Project risks. Classification of project risks. Specific and typical risks of projects. The essence of risks and their classification. Key characteristics of risks and assumptions in project management. Features of project risks at different stages of the JCPS.

Structure of project risk. Own and corporate risks. Systematic and unsystematic (special) risks of projects.

Topic 11. Project Risk Management

Methods of Project Management. Quantitative methods of risk assessment. Qualitative methods of risk assessment.

Project risk management. The main methods of risk management: cancellation, prevention and control, insurance and risk absorption. Information support of risk management. Identification (identification) of risk, its assessment, choice of method and means (tools) of risk management, prevention, control, risk financing, evaluation of results.

Content module 3.

THEORETICAL PRINCIPLES OF STARTUP PROJECT MANAGEMENT

Topic 1. Business activities of business entities

Entrepreneurship: definition, types, functions. Evolution of entrepreneurship. Definition of entrepreneurship. Characteristics of entrepreneurs and entrepreneurial activity. The main features of entrepreneurs. Look at entrepreneurship. Functions of entrepreneurship.

Legal regulation of entrepreneurial activity. Legal regulation of entrepreneurial activity. Preconditions for entrepreneurial activity. State regulation of entrepreneurial activity. Legislative acts regulating business activities. Business entities. Restriction of entrepreneurial activity.

Organizational forms of entrepreneurial activity. Form of entrepreneurship. Sole possession. Society as a form of organization of entrepreneurship. Organizational forms of enterprise by type of property. Venture entrepreneurship. Principles of entrepreneurship. Taxation of entrepreneurial activity.

Topic 2. Theoretical approaches to the definition of start-up projects

Innovation as the basis for start-ups. Types of innovation: stabilizing and radical innovations. The sphere of influence of innovation.

Definition of Start-up. Definition of Start-up. Evolution of startups.

Look at startups and their characteristics. Characteristic signs of Start-up. Startups that are scalable. Startups for sale. Reasons for creating startups. Classification features of startups. Characteristics of the most famous startups.

Resources and partners of Start-up projects. The main resources of startups. Stakeholders and their characteristics.

Topic 3. Project start-up lifecycle

Characteristics of the life cycle of startup projects. Characteristics of the stages of the startup life cycle. - the initial stage of Start-up "pre-seed", the seed stage of "seed stage", modeling "prototype" or the formation of a working prototype and testing of the future Start-up, alpha formation version of the project product or service, creation of a closed beta (private beta) of a product or service, insight, launch of a project into production or early Start-up stage "launch or early startup" stage", Start-up-stage " startup stage", - work with the first clients or late Start-up-stage "first clients, or late startup stage", post-Start-up stage or growth stage "growth stage" - one hundredexit stage action . Delegation of powers.

Accelerator as a factor in the accelerated development of startups. Business accelerator. Features of accelerators. Characteristics of accelerators at universities. Startup studio.

Topic 4. Models of start-up projects

General characteristics of models. The concept of a business model. Components of businessmodels. Value of business model. Functions of the business model. The process of building a business model. Types of business models. The structure of D. Debelak's model.

Types of business models of Start-up projects. Models of Michael Rappa. Model Blanca-Dorfa, Model lean Start-up (lean startup), Model Alexander

Osterwalder, *Johnson Model, Johnson Model, Model L. Schweitzer*

Features of marketing activities in the development and implementation of start-up projects. Marketing communications projects startup. Features of old marketing .

Enterprises-operators preaccelerators. Project initiation. Target group pre accelerator. Value proposition. Client segmentsof the pre-accelerator program .

Topic 5. Starap Project Team

Formation of the project team. Formation of the project team as a management process. Definition of the project team. Approaches to formation of the team. The approach is based on goals. Interpersonal approach. Role-playing approach. Problem-oriented approach. Stages of team formation. Types of collectives. Characteristic signs of an effective team. Team players.

Distribution of roles in the team. Approach to the distribution of roles for M. Belbin. Model of managerial roles of T.Y.Bazarov.

Content module 4.

COST AND RISK MANAGEMENT OF START-UP PROJECTS

Topic 6. Assessing the cost of a startup

Methods for assessing the cost of startups. The Berkus method. Risk Factor Summation Method (RFS). Method of estimation of indicators. Method of comparative transactions. Balance sheet value method. Method of liquidation value. Method of discounted cash flows. The first Chicago method. Venture capital method

Topic 7. Startup financing models

Venture financing of startups. Venture capital. Venture capital market and its characteristics.

Bootstrapping as a source of funding for startups. Definition of bootstrapping. Bootstrapping strategy.

Crowdfunding as a source of joint investment. Reasons for the development of alternative lending. Definition of crowdfunding. crowdfunding platforms. Models of raising money on crowdfunding platforms. Implementation of a crowdfunding project. Risks and benefits of crowdfunding.

Investment platforms and their role in finding investors. Definition of investment platforms. Opportunities of investment platforms for investors. Well-known investment platforms.

Topic 8. Fundraising as a source of funding for social startups

Essence, principles and basic concepts of fundraising. Definition of fundraising. Fundraising facilities. Classification of donors: funds, government donors, semi-private donors, private donors .

The process of fundraising.
fundraising implementation

The sequence of
Fundraising cycle.

Characteristics of fundraising stages.

Fundraising tools. Sources of fundraising: charitable easements, Internet, street fees, budget money, endowment, grant applications, other tools, letters to benefactors, personal meetings, partnership projects, bank payments, public meetings, one-time promotions, advertising, sale of souvenirs, sending thank you letters, membership contributions, etc.

Topic 9. Risks of Start-up Projects

Risks associated with the elements of the startup. The main elements of startups, according to the definition of a startup, are the following: idea, product, investment, market, team. When managing a startup, each of the elements can be a carrier of risk.

Risks arising at different stages of the startup's housing and communal service. Risks of pre-investment stage of life of startups. risks of the investment stage of startups and methods of minimization. Risks of operational stage.

Risks of investors. Features of identification and minimization of investors' risks.

3. PROGRAM AND STRUCTURE OF THE DISCIPLINE FOR:

Names of content modules and themes	Number of hours													
	full-time form							Correspondence form						
	Week	Total	including					Total	including					
			1	See	lab	Indus	s.r.		1	See	lab	Indus	s.r.	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Content module 1.														
Theoretical foundations of project management														
Topic 1. Theoretical approaches to the definition of projects	1	7	2	2			5							
	2	4		2										
Topic 2. Theoretical approaches to project management	3	9	2	2			10							
	4	7		2										
Topic 3. Methods of project management	5	9	2	2			10							
	6	7		2										
							10							
Topic 4.	7	9	2	2			10							

Management organization Projects	8	7		2									
Together for the content module 1	59		8	16			35						

Content module 2.

Project implementation and project implementation control

Topic 5. Justification of the feasibility of the project	9	9	2	2			10						
	10	7		2									
Topic 6. Project budget	11	9	2	2			10						
Topic 7. Project quality management	12	7		2									
Topic 8. Time and schedule of the project Topic 9. Formation and development of the team Project	13	9	2	2			10						

Topic 10. Project risks

14

12

2

10

Topic 10. Project risks	14	12		2			10						
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Topic 11. Project Risk Management	15	8	1	2			5						
Together for the content module 2		61	8	16			35						
<p>Content module 3.</p> <p>Theoretical foundations of project management</p>													
Topic 1.	1	7	2	2			5						

Entrepreneurial activity of the object in the Management													
Topic 2. Theoretical approaches to definition of projects start-up	2	4		2									
Topic 3. Project Startup Lifecycle	3 4	9	2	2			10						
Topic 4. Model start-up implementation Projects	5 6						10						
Topic 5. Team Project Starap	7 8	7					10						
Together content for module 3		59	8	16			35						

Content module 4. Theoretical foundations of project management													8
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Topic 6. Evaluation	9	9					10						
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Topic 7. Model financing of strataps	11 12	7		2			10						
Topic 8.	13	9	2	2			10						
Fundraising as source of funding social startups	14												
Topic 9. Risks of Start-up Projects	15	7		2			10						
Together for the content module 4		61	7	14			40						
Total hours		240	30	60			150						

- full term of full-time (part-time) form of education;
- shortened term of full-time (part-time) form of education.

4. Topics of seminars

№ s/p	Theme Title	Number of hours
is not provided by the curriculum		
1		
2		
...		

5. Topics of practical classes

№ s/p	Theme Title	Number of hours
Content module 1. THEORETICAL FOUNDATIONS OF PROJECT MANAGEMENT		
1	<p><i>Life cycle</i> of the <i>project</i>. Project phases: pre-investment phase, investment phase, operational phase.</p> <p><i>Types of project life cycles</i>. Single-phase and multiphase projects. Predictive life cycles of the project, iterative and incremental life cycles, adaptive life cycles of the project</p>	4
2	<p><i>Project management processes</i>. Project management processes according to PMOK. Project groups: initiation; planning; execution; Monitoring</p>	4
3	<p><i>Characteristics of project management methods</i> .</p>	4
4	<p><i>Organizational structures of projects under external management</i>. Dual organizational structures. Complex organizational structures.</p> <p><i>Hierarchical structure of works</i>. Decomposition. Package of works. Hierarchical distribution of works. Structuring the project.</p> <p>Decomposition of the project.</p>	4
Content module 2. PROJECT IMPLEMENTATION AND PROJECT IMPLEMENTATION CONTROL		
5	<p><i>Methods of evaluation of projects</i>. Static methods evaluation of projects. Dynamic method of project evaluation.</p>	4

6	<i>The procedure for planning costs and project budget. Methods for calculating cost estimates. resource; resource-index. Project budget. Classification of budgets. Optimization of the project plan. Strategy for making changes.</i>	2
5	<i>Project Quality Management</i>	2
6	<i>Schedule of the project. Features of the process drafting of the project. Tools for drawing up a project schedule.</i>	2
7	<i>Key characteristics of risks and assumptions in project management. Features of project risks at different stages of the JCPS.</i>	2
8	<i>Quantitative methods of risk assessment. Qualitative methods of risk assessment support risk management. Information</i>	2

	Content module 3. THEORETICAL FOUNDATIONS OF PROJECT MANAGEMENT	
1	<i>Organizational forms of entrepreneurial activity</i>	2
2	<i>Resources and partners of Start-up projects. The main resources of startups. Stakeholders and their characteristics</i>	2
3	<i>Characteristics of the life cycle of startup projects</i>	4
4	<i>Types of business models of Start-up projects</i>	4
5	<i>Distribution of roles in the team</i>	4
	Content module 4. COST AND RISK MANAGEMENT OF PROJECTS START-UP	
6	<i>Methods for estimating the cost of startups</i>	4
7	<i>Startup financing models</i>	4
8	<i>Social startup financing platforms</i>	2
9	<i>Risk assessment methods</i>	2
10	<i>Start-up Project Risk Management</i>	2

6. TOPICS OF LABORATORY CLASSES

№ s/p	Theme Title	Number of hours
is not provided by the curriculum		
1		

7. Independent work

№ s/p	Name of project risk management topic	Quantity Hours
1.	Topic 1. Theoretical approaches to the definition of projects	5
2.	Topic 2. Theoretical approaches to project management	10
3.	Topic 3. Methods of project management	10
4.	Topic 4. Organization of project management	10
5.	Topic 5. Justification of the feasibility of the project	10
6.	Topic 6. Project budget	5
7.	Topic 7. Project Quality Management	5
8.	Topic 8. Project Time and Schedule	5
9.	Topic 9. Formation and development of the project team	5
10.	Topic 10. Characteristics of project risks	10
11.	Topic 11. Project Risk Management	5
	Together	90

No s/p	Theme Title Creative Technologies in Start-Up Project Management	Number of Hours
1.	Topic 1. Business activities of business entities	2,5
2.	Topic 2. Theoretical approaches to the definition of startup projects	2,5
3.	Topic 3. Project start-up lifecycle	10
4.	Topic 4. Models of start-up projects	10
5.	Topic 5. Starap Project Team	10
6.	Topic 6. Assessing the cost of a startup	10
7.	Topic 7. Stratap financing models	10
8.	Topic 8. Fundraising as a source of funding for social startups	5
9.	Topic 9. Risks of Start-up Projects	15
	Together	90

8. Individual tasks

Not provided by the curriculum

9. Teaching methods

1. Methods based on sources of information are individual presentations.

2. According to the degree of activation of creative activity – business games (case studies).
3. According to the level of self-cognitive activity – problemno-information, problemno-poshuk and research methods.
4. Interactive methods – work in small groups. 5. Situational methods are situational tasks.

11. Forms of control

Control of student learning success is carried out in the forms of current and final control.

Operational and boundary (modular) current control is carried out.

Operational current control is carried out in the form of individual and group control of the assimilation of educational material, checking the preparedness of students for practical classes.

Rubizhne (modular) current control is carried out in the form of written control works on the topics of the lecture course and practical classes (theoretical issues, test tasks, presentation of the results of group work on solving problem problems (keyc-stage), problem solving).

Current control over the last content module is carried out in the last week of the academic semester.

The final control is carried out in the form of a standings (5th semester) according to the schedule of semester control in the form of tests.

Tests are one of the effective tools for exercising knowledge control. This type of control covers the control of a large amount of material; reduces, compared to the traditional survey, the cost of time by 50%; enables the introduction of modular training and a system of rating control; increases the objectivity of knowledge assessment; is a motivating factor, since students learn exactly what is being evaluated; controls not only a large number of theoretical issues, but also practical skills.

In determining the assessment, the teacher is guided by the following:

– assessment "excellent" (≥ 90 points) is received by students who comprehensively, systematically and deeply master the educational and program material, are able to independently perform the tasks provided for by the program, learned the basics and are familiar with the additional literature, which recommended by the program;

- rating "very good" (82-89 points) – above the average level with several errors deserve students who have fully mastered the educational material, successfully completed the tasks provided by the program, learned the basic literature recommended by the program;

- assessment "good" (75-81 points) – in general, the work of students is done, but with a certain number of errors, it is deserved by students who have mastered the educational and program material, successfully completed the tasks provided for program, mastered the main literature recommended by the program;

- assessment "satisfactory" (66-74 points) – deserve students who know the basic educational and program material in the course necessary for further study and use it in the future profession, perform tasks with a significant number of errors, familiar with the basic literature, which recommended by the program. The assessment is "satisfactorily" given to students who made mistakes when responding to test tasks;

- assessment "enough" (60-65 points) – deserve students who know the basic educational and program material to the extent necessary for further study and use it in the future profession, and the use of tasks satisfies the minimum criteria.

- assessment "unsatisfactory" (35-59 points) – is given to students who have poorly mastered the educational and program material, make a large number of errors in the performance of tasks provided for in the program. professional activity after graduation without additional knowledge in this discipline;

- assessment "unsatisfactory" (<35 points) – is issued to students who have not mastered the educational and program material, make gross mistakes in the performance of the tasks provided for by the program. The assessment is "unsatisfactory" for students who cannot continue their studies or start professional activities after graduation and who need serious further work.

Distribution of points received by students

Current testing and independent work											Final test (exam)	Amount	
Content module 1					Content module 2								
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12		
25	25	25	25	25	25	25	25	25	25	25	25	30	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 in the educational work R_{NR} regarding the study of a certain discipline is determined by the formula

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

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;

$K_{DIS} = K_{(1)ZM} + \dots + K_{(n)ZM}$ – the number of ECTS credits provided by the working curriculum for the discipline in the current semester; R_{DR} – rating on additional work; R_{THR} – penalty rating.

The above formula can be simplified if you take $K_{(1)ZM} = \dots = K_{(n)ZM}$. Then it will look

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

The rating on additional work R_{DR} is added to **the R_{HP}** and can not exceed 20 points. knowledge of students in the discipline.

The rating of the penalty R_{THR} does not exceed 5 points and is taken away from **the R_{NR}** . 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 on time, did not adhere to the work schedule, missed classes, etc.

METHODS OF CONTROL

Evaluation scale : national and ECTS

The sum of points for all types educational activities	Score on the national scale	
	for the exam, course project (work), Practice	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

12. METHODOICAL SUPPORT

Tests

1. In a complex hierarchical structure, heads of intermediate links can specialize in:

- a) on a functional basis;
- b) on the subject line;
- c) on the territorial basis
- d) all answers are correct

2. The implementation of the project plan is:

a) creation of a final structured document on the basis of data obtained in the previous stages of planning;

b) development of criteria for assessing the implementation of the project;

c) implementation of the project plan by performing the work included in it;

d) coordination of changes in all project parameters .

3. Project parameters include:

a) project results;

b) stages and stages of the life cycle;

c) organizational structure of management;

d) all answers are correct

4. The definition of success criteria is :

a) creation of a final structured document on the basis of data obtained in the previous stages of planning;

b) development of criteria for assessing the implementation of the project;

c) implementation of the project plan by performing the work included in it;

d) coordination of changes in all project parameters .

5. In a complex hierarchical structure, heads of intermediate links can specialize in:

- e) on a functional basis;
- a) on the subject line;
- b) on the territorial basis
- c) all answers are correct

6. The implementation of the project plan is:

- e) creation of a final structured document on the basis of data obtained in the previous stages of planning;
- f) development of criteria for assessing the implementation of the project;
- g) implementation of the project plan by performing the work included in it;
- h) coordination of changes in all project parameters .

7. Project parameters include:

- e) project results;
- f) stages and stages of the life cycle;
- g) organizational structure of management;
- h) all answers are correct

8. When forming project groups, approaches are used:

- a) functional, target;
- b) functional, target, project;
- c) functional;
- d) Target.

9. General management of changes in project management is :

- a) creation of a final structured document on the basis of data obtained in the previous stages of planning;
- b) development of criteria for assessing the implementation of the project;
- c) implementation of the project plan by performing the work included in it;

d) coordination of changes in all project parameters

10. Project parameters include:

- a) project results;
- b) stages and stages of the life cycle;
- c) organizational structure of management;
- d) all answers are correct

Sample ticket

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE			
EP"Master" Specialization: "Management of educational institution"	Faculty of Agrarian Management production and investment management	EXAMINATION TICKET No .	I approve the head of the department
			(signature) Shynkaruk L.V. _____ 2022 r.
1. Project environment			
2. Project life cycle			

Test tasks of different types 1.

Approaches to project structuring are:

- a) the life cycle of the project, by product components,

functional approach, geographical approach, responsibility

- b) by product components, by responsibility, functional approach;
- c) functional approach, geographical approach, responsibility;
- d) geographical approach, responsibility, project life cycle.

2. There are the following types of matrix organizational structure in project management:

- a) functional, balance;
- b) balance, functional, project, contract;
- c) project, functional, balance;

d) contract, functional.

3. To create WBS , structuring can be carried out at the following levels:

- a) project, stages or subprojects, systems or blocks, work packages;
- b) project, stages or subprojects, systems or blocks;
- c) project, stages or subprojects, work packages;
- d) systems or blocks, work packages, project

4. The structure of the project work package has the following components:

- a) volume and list of works for execution, responsible for the work package, the necessary results, budget, basic conditions, terms;
- b) volume and list of works for execution, responsible for the work package, the necessary results, budget, basic conditions, terms, suppliers;
- c) volume and list of works for execution, necessary results, budget, basic conditions, terms of
- d) responsible for the work package, the necessary results, budget, basic conditions, terms

5. The features of matrix structures include:

- a) high flexibility;
- b) orientation to innovations;
- c) relationships are superimposed on the functional structure in order to improve relations at the level of basic groups;
- d) All answers are correct

6. The development of the project plan is:

- a) creation of a final structured document on the basis of data obtained in the previous stages of planning;
- b) development of criteria for assessing the implementation of the project;
- c) implementation of the project plan – implementation of the project plan by performing the work included in it;
- d) general change management – coordination of changes in all project parameters

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