

## I COURSE SYLLABUS

<b>1. Description of the course</b>	
<b>The full title of the course</b>	International Projects Management
<b>The full official title of the higher education institution</b>	Sumy State University
<b>The full official title of the department</b>	International Economic Relations Department of the Educational-Research Institute of Business Technologies of the Sumy State University “UABS”
<b>Designer(s)</b>	O.M. Zamora, PhD, associate professor
<b>Level of higher education</b>	NQF - 8, QF-LLL – level 6, FQ-EHEA – first cycle
<b>Semester of the course studying</b>	8 weeks during the 2 <sup>nd</sup> semester
<b>The volume of the course</b>	5 ECTS, 150 hours, out of which 32 hours are personal work hours with the teacher (16 hrs of lectures, 16 hrs of tutorials), 88 hours of the independent study and 30 hours of the course paper design.
<b>Language(s) of teaching</b>	English and Ukrainian
<b>2. Place of the course in educational program</b>	
<b>Status of the course</b>	By choice, available for all the students
<b>Prerequisites for the course studying</b>	There are no specific requirements, however it is desirable for the students to have studied the Bachelor courses and the following Master courses: Fundamentals of the International Business, Organization of the Research Activities.
<b>Additional conditions</b>	There are no specific requirements.
<b>Limitations</b>	There are no specific requirements.
<b>3. The goal of the course</b>	
<p>Project Management (PM) is increasingly important in today's world because its approaches are widely used in a number of business and social spheres of life. For many years Ukraine was in isolation from the project management as a special professional activity, so the PM could not significantly affect either the overall management culture or the economy as a whole. Application of project management methods allows not only achieving the results of the required quality, but also saves money, time, resources, reduces the risk of projects, increases the reliability of the implementation of international projects. The implementation of any large-scale program or even a small idea requires the attraction of funds, which are often unavailable for the businesses or NGOs. In this regard, it seems obvious that the approach to solving such problems through attraction of a larger number of participants and organizations, as well as donors increase the probability of a program or a project idea success.</p>	

**Purpose of the discipline:** The aim of the course is to provide students with the theoretical knowledge and practical skills required to design and manage the international projects of different kinds, including target group needs assessment, partner search, basic fundraising, project proposal design, project monitoring, implementation and evaluation. The course will demonstrate the management of international projects as an effective tool for significantly improving the effectiveness of managerial decisions.

In general, the main provisions of the PM methodology can be applied in management of the national or international projects, which are aimed either at hard outputs, wider social outcomes or comprehensive development of skills and knowledge of a personality. Mastery of the concepts introduced in this course should give students a significant competitive advantage in the marketplace regardless to a business or social sphere it is.

#### **4. Contents of the course**

This course covers the fundamental concepts and applied techniques for cost effective management of both long-term development programs and short-term projects. The content deals with planning, scheduling, organizing, and controlling the projects. The course uses cases both from industries and non-profit sector.

Project management principles and methodology are provided with special focus on planning and design of the project eligible for grant financing. Controlling and managing projects to successful completion according to the PMI standards are also considered in the second part of the course. The topics are divided into two categories: the grant opportunities and designing of a project meeting the donor's requirements, and the technical components of the project implementation.

Structure of the course:

##### **TOPIC 1. CONCEPT OF PROJECTS MANAGEMENT**

The essence of the project activity. Project management functions. Project management model as a combination of the main functions of project management and their implementation tools. Main features of the project. Classification of projects. Understanding the essence of the grant funding, fundraising, management of the relations with the donors. Essence and expectations of the: stakeholders, beneficiaries, target group.

##### **TOPIC 2. THE PROJECT LIFE-CYCLE**

The concept of the life cycle of the project. Factors influencing the project. Project implementation environment. Management of relations with the stakeholders, beneficiaries, target groups. Addressing their needs: aim, tasks and objectives of the project. Different terms used within the project management field.

##### **TOPIC 3. PROJECT MANAGEMENT PROCESSES**

The concept of the process in project management. Project paperwork. Project features and success factors, indicators, outputs and outcomes. Reporting to the donor.

##### **TOPIC 4. BASIC FORMS OF ORGANIZATIONAL STRUCTURE OF THE PROJECT**

Organizational structure of project management. Designing the organizational structure of project management. Project management using the external organizational structure of the project. Matrix organization in project management. Internal organizational structures of project management. Matrix of responsibility. The use of the different forms for the project management, monitoring, evaluation and reporting.

##### **TOPIC 5. STRUCTURE OF THE PROJECT**

The essence and functions of structuring the project. Unidirectional structuring - creation of the working structure of the project. Two-way structuring of the project. Three-dimensional project structure. Donor's guidelines and how to read them properly. Calls for grant applications.

#### TOPIC 6. BASES OF PROJECTS PLANNING

General characteristics and types of network charts. Pre-scheduling: calculations and indicators. Features of arrows charts. Planning under uncertainty. Methods of reducing the duration of the project. Calendar planning of projects.

#### TOPIC 7. MANAGEMENT OF THE PROJECT VALUE

Resource Planning versus Budgeting. Acceptable and unacceptable costs, eligible budget items. Assessment of the cost of resources. Definition of the budget. Cost control. Reporting on the expenses. Long-term project impact with the same budget sum.

#### TOPIC 8. MANAGEMENT OF THE PROJECT IMPLEMENTATION

Development of a project plan: for the project activities, for the participants, for the team, for the donor. Work with the partners, with the target group, with the external forces (involved experts, governmental bodies, etc.) Determination of project success criteria. Implementation of the project plan: assigning tasks, monitoring of their fulfilment, budget spending. General change management.

#### TOPIC 9. RISKS MANAGEMENT IN PROJECTS

Essence and classification of risks in project management. Causes and factors influencing the dynamics of risks. Basic methods of risk analysis. Ways to reduce the risks of projects: risks mitigation or elimination. Turning the risks into the opportunities. Avoiding the potential risks on the project design stage.

#### TOPIC 10. MANAGING THE PROJECT QUALITY

Understanding the project quality: target group, community, donor. Quality planning. Quality Verification. Quality analysis. Quality control. Integrated project quality assurance system. European Commission project implementation quality standards for different types of projects. Sanctions and consequences of the low project quality.

#### TOPIC 11. COMMUNICATIONS MANAGEMENT OF THE PROJECT

The essence and content of communications management. Communication within the team and with the partners. Project documents, their form, classification, requirements to them. Storing the archives. Information communication planning. Report on the implementation of the project. Administrative closure of the project. Computer applications for managing the project paperwork and workflows. Communication problems and their solving. Rules of the communication with foreign project partners.

#### TOPIC 12. PERSONNEL MANAGEMENT OF THE PROJECT

Basic approaches to team formation. Team personnel management and training on specific issues (gender equality, disclosure of the personal information, project papers storing, etc). Requirements for the project manager. Project management as a profession. Conflict Management. Teambuilding.

### 5. Expected studying results of the course

After successful studying the course the applicant of higher education will be able to:

<b>SR1.</b>	Develop an ability to plan, manage and assess an international project, including management of its team, resources and risks within the set time limits.
<b>SR2.</b>	Design a legitimate, rational and effective project budget, including the ability to interconnect the estimated costs to the project tasks and its real environment.
<b>SR3.</b>	Apply project management methods and tools to the international activity of business or social entities for their fundraising aims via:

	<ul style="list-style-type: none"> <li>• choosing the relevant donor for the project;</li> <li>• selecting performers and the team of an international project;</li> <li>• deliberate design of the indicators of the successful implementation;</li> <li>• applying the designed quality criteria to the international project assessment and reporting to the donor.</li> </ul>
<b>SR4.</b>	Use the acquired knowledge for the real life cases via target group needs assessment, analysis of the donor priorities and competition in the chosen field and, basing on this, designing the project of different kinds to solve the selected problem.
<b>SR5.</b>	Be able to use the essence of the project approach for other subject areas via improved communication skills and teamwork.
<b>6. The role of the course in achieving of program results</b>	
Program results of studying achieved by the course:	
PR 01.	To be able to develop and improve own cultural and professional level, to learn new methods of work and knowledge independently regarding the complex vision of modern problems of economy and management.
PR 03.	To communicate freely in a foreign language verbally and in writing when discussing research and innovation.
PR 11.	To develop and evaluate the effectiveness of the business entity control system.
PR 13.	To know the international standards of quality control, audit, review, other kinds of assurance and related services in compliance with the requirements of professional ethics.
PR 19.	To be able to design, plan and conduct search and exploration of assets, to carry out their informational, methodical, material, financial and personnel support.
PR 21.	To be able to generate new ideas in accounting, analysis, audit and taxation.
<b>7. Types of educational activities and educational classes</b>	
<b>7.1 Types of educational classes</b>	
Lectures (L), tutorials (T), trainings (TR) and consultations (C) comprise the delivery format for the course.	
<u>Topic 1.</u>	
L 1. Concept Of Projects Management	
The essence of the project activity, grant funding, fundraising, management of the relations with the donors, stakeholders, beneficiaries, target group. Project management functions. Project management model. Main features of the project. Classification of projects. Project definition and context. Project management functions. Project management model. The essence of the project activities.	
<u>Topic 2.</u>	
T 2. The Project Life-Cycle	
The concept of the life cycle of the project. Factors influencing the project. Project implementation environment. Management of relations with the stakeholders, beneficiaries, target groups. Addressing their needs: aim, tasks and objectives of the project. Different terms used within the project management field.	
<u>Topic 3.</u>	

### L 3. Project Management Processes

The concept of the process in project management. Project paperwork. Project features and success factors, indicators, outputs and outcomes. Reporting to the donor. SWOT Analysis Of The Project. The concept of the process in project management. Project phases. Project organization. Project results dissemination and visibility.

### Topic 4.

#### L 4. Basic Forms Of Organizational Structure Of The Project

Organizational structure of project management. Matrix organization in project management. Internal organizational structures of project management. Matrix of responsibility. The use of the different forms for the project management, monitoring, evaluation and reporting. Applying the organizational structure of project management for the offered case studies. Designing the organizational structure of project management. Groupwork: matrix organization in project management. Application of the other forms for project management, monitoring, evaluation and reporting – individual and brainstorming tasks.

### Topic 5.

#### C 5. Structure Of The Project

The essence and functions of structuring the project. Unidirectional structuring - creation of the working structure of the project. Two-way structuring of the project. Three-dimensional project structure. Donor's guidelines and how to read them properly. Calls for grant applications. Project concept design and presentation, discussion within the group. Project Work breakdown structure. Designing the responsibility matrix for the selected project case. Application of the communication planning for the selected project case.

### Topic 6.

#### TR 6. Bases Of Projects Planning

General characteristics and types of network charts. Pre-schedule schedules: construction and indicators. Features of arrows charts. Grid planning under uncertainty. Methods of reducing the duration of the project. Calendar planning of projects. Justifying The Feasibility Of An International Project. Applying the different types of network charts for a particular selected project planning. Pre-schedule schedules: construction and indicators design. Developing a calendar planning for a selected project.

### Topic 7.

#### L 7. Management of the Project Value

Resource planning versus budgeting. Acceptable and unacceptable costs, eligible budget items. Assessment of the cost of resources. Definition of the budget. Cost control. Reporting on the expenses. Long-term project impact with the same budget sum. Presentation of the designed individual project concept to the lecturer and its analysis. Resource Planning versus Budgeting. Eligible budget items. Assessment of the cost of resources. Cost control.

### Topic 8.

#### L 8. Management of the Project Implementation

Development of a project plan. Work with the stakeholders. Determination of project success criteria. Implementation of the project plan. General change management.

#### TR 8. Project Implementations Issues

Analysis of the developed at home project plan. Design of the work plans with the partners, with the target group, with the external forces. Analysis of the pre-determined project success criteria for an individually designed project concept. Designing The Gantt Chart.

### Topic 9.

#### L 9. Risks Management In Projects

Essence and classification of risks in project management. Causes and factors influencing the dy-

namics of risks. Basic methods of risk analysis. Ways to reduce the risks of projects: risks mitigation or elimination. Turning the risks into the opportunities. Avoiding the potential risks on the project design stage.

#### T 9. Risks In Works Scheduling.

Essence and classification of risks for a project concept individually designed by each student. Defining the causes and factors influencing the risks. Applying the basic methods of risk analysis and mitigation or elimination to the offered case studies.

#### Topic 10.

##### L 10. Managing the Project Quality

Understanding the project quality: target group, community, donor. Quality planning. Quality verification. Quality analysis. Quality control. Integrated project quality assurance system. European commission project implementation quality standards for different types of projects. Sanctions and consequences of the low project quality.

##### TR 10. Quality Management Of An International Project

Understanding the project quality for a project concept individually designed by each student. Group work: quality planning, verification and control for an offered case and own concepts.

#### Topic 11.

##### L 11. Communications Management Of The Project

The essence and content of communications management. Communication within the team and with the partners. Project documents, their form, classification, requirements to them. Storing the archives. Information communication planning. Report on the implementation of the project. Administrative closure of the project.

##### T 11. General Issues Of The Project Management.

Defining the eligible and non-eligible, direct and indirect costs for the budget of an offered case and own concepts. Computer applications for managing the project paperwork and workflows. Communication problems and their solving. Rules of the communication with foreign project partners.

#### Topic 12.

##### T 12. Personnel Management Of The Project

Basic approaches to team formation. Team personnel management and training on specific issues (gender equality, disclosure of the personal information, project papers storing, etc). Requirements for the project manager. Project management as a profession. Conflict management. Teambuilding. Designing the criteria for the personnel selection and the project manager of an offered case and own concepts. Analyzing the forms of timesheets.

### **7.2 Types of educational activities, that form the studying load of higher education applicant**

Face-to-face classes engage the following types of activities: role plays, debates, power-point presentations.

The lecturer uses the following types of the educational activities:

EA 1. Lectures supported by the power-point presentations.

EA 2. Practical classes (T, TR, C) supported by the power-point presentations and based either on fulfilment of the tasks in the class or assigned tasks for home.

EA 3. Engagement of the students into the analysis of offered case studies (individually and in groups) as a training exercise.

EA 4. Engagement of the students into discussion of the offered cases or their own concepts (individually and in groups).

EA 5. Engagement of the class in debates and panel discussions on topical issues, for example, organizational models, organizational changes, resistance to changes.

Individual tasks involved:

- EA 6. Case studies of the real life problems to be solved via designing certain parts of the project concept using assigned tools and forms (using the Topics 4 - 12).
- EA 7. Individual assignment to design the project idea, develop its concept and fill in the grant application form of a selected donor (using the Topics 4 - 12).
- EA 8. Multimedia presentation as a report on the individual project concept (using the Topics 4 - 12).
- EA 9. Two self and group preparations for the test or questioning. Teachers consultations are available (Topics 1-6, Topics 7-12).
- EA 10. Control paper on the fulfilment of a short practical task related to the development of the project concept for the solution of an offered real life problem (based on all the Topics and materials of both lectures and practical classes).

## 8. Methods of teaching, learning

The course uses the following methods of teaching and learning:

- ML 1. Oral methods: lecture using the interactive communication and media, explanation, conversation.
- ML 2. Visual methods: demonstration of project documents, informational resources, etc.; illustrations of the project processes, interaction of stakeholders, etc.
- ML 3. Practical methods: exercises, home and class assignments of individual design of the project concept, individual development of the application form, group analysis of the latter and development of recommendations for improvement.

The oral methods of delivering the material will provide the learners with the theoretical information and practical tips via engaging them into immediate reaction, reflection and active participation (SR4 and SR5). The practical methods are aimed at acquiring the skills for application of the project management methods and tools to the international activity of business or social entities for their fundraising aims via designing the project solution for the real life problem situation (SR1, SR2, SR3, SR4).

The visual methods will provide the learners with the ability to recognize and apply the existing project design and management tools engaging their personal tracks of learning and memorizing (SR1, SR3, SR4). The course is tailored for mastering the project philosophy via application of its principles, methods and tools to different cases offered by the teacher for the analysis and discussion (SR5). It provides knowledge and skills enhancement via building on the individual and group experiences in project design.

Self-learning will be facilitated by preparation for lectures, practical classes, as well as working in small groups over the class assignments, preparation of presentations of the project concept parts, which will be presented to other students and then analyzed and discussed. Constant feedback of a teacher for better self-reflection and improvement will be provided orally or in a written form for the written/printed assignments. Learners are introduced to the skills of decision making, critical thinking and problem solving through class discussion, brain-storming, questioning and demonstrating their opinions on the offered case studies of the problems modelling the real life situations or already existing projects.

## 9. Methods and criteria of assessment

### 9.1. Criteria of assessment

The final assessment form is a written pass or fail exam with a mark (PFE). The students assessment is carried out by the module-rating system. Maximum amount of points is 100:

ECTS Scale	Definition	National Assessment Scale	Rating Score
A	Excellent performance with a minor number of mistakes	5 (excellent)	$90 \leq RD \leq 100$

B	Above the average level of performance with few mistakes	4 (good)	$82 \leq RD < 89$
C	Correct work in general, however with a certain number of mistakes		$74 \leq RD < 81$
D	Good but with a serious number of faults	3 (satisfactory)	$64 \leq RD < 73$
E	The performance meets minimal criteria		$60 \leq RD < 63$
FX	The assessment may be passed once again	2 (unsatisfactory)	$35 \leq RD < 59$
F	The student must take a course once again from the beginning		$RD < 34$

## 9.2 Methods of formative assessment

The on-going control of knowledge is carried out using the oral answers (OA), presentation of a designed project proposal (P), also an interim (IA) and final knowledge assessment (FA) of each student. The practical skills of students will be assessed via the submitted project concepts parts (PCP) and a filled in grant application form (GAF) of the selected donor.

Assignments are expected to be submitted via e-mail: pantomimaATukr.net before the midnight of the deadline date. Format of any assignment must include the cover sheet, content page and a references list. Assignments not submitted correctly, not in time\* or lost will be given a score of "0" unless other arrangements have been made with the instructor. It is highly recommended that student makes backup files. The students are expected to save their assignments in case of data loss, black-board failure, etc.

\*NOTE: Late Assignments are not acceptable in business, nor are they acceptable for this course. Late assignments will be not accepted and a score of zero will be recorded for any assignment that is not submitted on time.

## 9.3 Methods of summative assessment

The score points can be gained through the following types of the educational activities:

- Fulfilling the tasks – 45 points (home assignments (HA) and in-class tasks fulfilment (ICT), active participation (AP) in the class activities – 35 points; two tests (WT) during the course duration, 5 points each – 10 in total for this activity).
- Individual paper fulfilment (design of the project proposal and filling in the grant application form, (GAF)) – 15 points for the positively evaluated work; public presentation (P) of the work defence. The work submitted without defence or submitted after the deadline set up by the instructor will get 50% of the score.
- Comprehensive written test (CWT) as a final assessment form as a pass or fail exam in the end of the modular cycle – 30 points (one test in the end of the course).
- Final rate in the end of the course (in case of successful completion of lectures, practical classes, individual work and modular control tests) – 36...100 points for the modular cycle before the exam. If the student gets less than a satisfactory assessment level (35 points), it is possible to pass the test not less than 2 weeks after the attestation week. Positive assessment rates for the modular cycles or the course in whole are not possible to be increased after the exam.

Additional score points can be awarded by the decision of the course instructor or the Department for the following educational activities:

- For systematic fruitful active participation in the auditorium classes;
- For fulfilment of the extra advanced tasks which are assigned by the course instructor;
- For the participation in the conferences, Olympiads, other types of scientific or methodical activities, etc.



<b>Assessment and Feedback.</b>	
<i>Summative Assessments.</i>	
Total score – 100* points	<b>Weighting %</b>
SA1. Student’s activity at lectures	10%
SA2. Student’s activity at practical classes (feed-back after class activities and home assignments presentations)	15%
SA3. Intermediate checks (quality of answers to test questions)	25%
SA4. Individual paper (final presentation)	25%
SA5 Final test	25%

*\*NOTE: Any student who passes and obtains a PMI credential (CAPM or PMP) during the semester, will receive an A for the course.*

The final exam is conducted in the form of written testing with a short theoretical/practical oriented task as an integral part of the educational results assessment.

Students who were assessed with less than 35 points for the course are not allowed to pass the final course control.

### **Attendance Policy**

The key to success in this class is being in class (mentally as well as physically)! However, students are welcome to make their own decision on the value of attending the class. By not being in class, the student will not be able to complete all the in-class exercises or perform as excellent as their in-class colleagues during exams and assignments. After missing a lecture class a student is obliged to demonstrate a written or copied version of the material that his/her colleagues have.

### **Academic Honesty**

Academic integrity is fundamental to the activities and principles of a university. All members of the academic community must be confident that each person's work has been responsibly and honorably acquired, developed, and presented. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. Sanctions for such a breach may include academic sanctions from the instructor, including failing the course for any violation, to disciplinary sanctions ranging from probation to expulsion. When in doubt about plagiarism, paraphrasing, quoting, collaboration, or any other form of cheating, consult the course instructor.

The instructor may assign a failing grade for the assignment or a failing grade for the course, or may adjust the grade as deemed appropriate. The instructor also may require the student to repeat the assignment or to perform additional assignments.

If the student plagiarizes he/she will receive an “F” in the course.

## **10. Resource support of the course**

<b>10. 1 Learning tools</b>	<p>A number of the information resources are used for this course in addition:</p> <ul style="list-style-type: none"> <li>• LT 1. PMI Standard.</li> <li>• LT 2. As a reference text for work with MS Project, the open-access Internet tutorials can be used.</li> <li>• LT 3. Handouts and reference materials will be provided to students throughout the class.</li> <li>• LT 4. INTRAC Project Management Toolkit. S.Prince, C. Squire. Publisher: Cypriot Civil Society Strengthening Programme. Cyprus, 2007.</li> <li>• LT 5. INTRAC Monitoring and Evaluation. Publisher: Cypriot Civil Society Strengthening Programme. Cyprus, 2007.</li> </ul> <p>No specific equipment except media is needed.</p>
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## 10. 2 Informational, educational and methodological support

### **The Basic Resources To Use:**

1. Principles of Project Management: Project Skills/ by P.Newton. 2015.  
[www.free-management-ebooks.com](http://www.free-management-ebooks.com)
2. Project Management Professional (PMP) Handbook. – Project Management Institute Inc. 2017.
3. Project Management for Instructional Designers (PM4ID) Amado, M., Ashton, K., Ashton, S., Bostwick, J., Clements, G., Drysdale, J., Francis, J., Harrison, B., Nan, V., Nisse, A., Randall, D., Rino, J., Robinson, J., Snyder, A., Wiley, D., & Anonymous. (DATE). Project Management for Instructional Designers. Retrieved from <http://pm4id.org/>. Licensed under a Creative Commons Attribution NonCommercial ShareAlike (BY-NC-SA) license.  
<https://pm4id.org/front-matter/about-this-book/>
4. ISO 21500 Guidance on Project Management. A pocket Guide. / by A. Zandhuis, R. Stellingwerf. – Van HAern Publishing. 2013.
5. Project management / by Dennis Lock. -- 9th ed. Great Britain by MPG Books Ltd. Bodmin, Cornwall. 2007
6. Heagney, Joseph. Fundamentals of project management / Joseph Heagney.—4th ed. MACOM, a division of American Management Association, 1601 Broadway, New York. 2012
7. Gary R. Heerkens, PMP. Project Management. - McGraw-Hill, New York. DOI: 10.1036/0071394494. 2002

### **Additional Resources:**

8. THE HANDBOOK OF PROJECT-BASED MANAGEMENT: Leading Strategic Change in Organizations/ by J. Rodney Turner. - Third Edition. The McGraw-Hill Companies, Inc. 2009
9. Project/programme planning: Guidance manual. – the International Federation of Red Cross and Red Crescent Societies (IFRC). Geneva, 2010.
10. Turner, J.R., Grude, K.V. and Thurloway, L., 1996, (eds), The Project Manager as Change Agent, McGraw-Hill, London, 264p, ISBN: 0-07-707741-5.
11. Turner, J.R., (ed), 1995, The Commercial Project Manager, McGraw-Hill, London, 408 p, ISBN: 0-07-707946-9.
12. A. Watt. Project Management. – Open Textbooks for Hong Kong. The Saylor Foundation  
<http://open.bccampus.ca/find-open-textbooks/?uuid=8678fbae-6724-454c-a796-3c6667d826be&contributor=&keyword=&subject=>
13. Project Management Skills for All Careers/ By Project Management Open Resources and TAP-a-PM. Occupational Training Institute, De Anza College. Creative Commons Attribution 3.0 Unported (CC BY 3.0). 2012.

14. Project Management for Scientists and Engineers/ by Merrie Barron and Andrew Barron.  
<http://cnx.org/content/col11120/1.4/>
15. C. Petersen. The Practical Guide to Project Management. – 1st ed. 2013. [www.boooksboon.com](http://www.boooksboon.com)
16. M. Williams. The Principles of Project Management. – SitePoint Pty. Ltd., Canada. 2008
17. Бушуев С.Д. Креативные технологии управления проектами и программами / С.Д. Бушуев, Н.С. Бушуева, И.А. Бабаев, В.Б. Яковенко. – К.: «Саммит-Книга», 2010. – 768 с.
18. Морозов В.В. Формування, управління та розвиток команди проекту (поведінкові компетенції): навч. посіб. / В.В. Морозов, А.М. Чередніченко, Т.І. Шпильова; за ред. В.В. Морозова. – К.: Таксон, 2009. – 464 с.
19. Балдина К. П. Инвестиции : системный анализ и управление [Текст] / К. П. Балдина. – М. : Дашков и К, 2016.
20. Батенко Л. П., Загородніх О. А., Ліщинська В. В. Управління проектами. [Текст]: навчальний посібник. – К. : КНЕУ, 2014. – 231 с.
21. Гонтарева І. В. Управління проектами [Текст] : підручник / Гонтарева І. В. ; Харк. нац. екон. ун-т. - Х. : Вид. ХНЕУ, 2011. - 444 с. : рис., табл.
22. Калач Г. М. Управління проектами [Текст] : навч. посіб. для студ. вищ. навч. закл. / Г. М. Калач ; Держ. податк. адмін. України, Нац. ун-т держ. податк. служби України. - Ірпінь : Нац. ун-т держ. податк. служби України, 2010. - 333 с. : рис., табл.
23. Карамушка В. І. Управління проектами [Текст] : навч.-метод. комплекс / В. І. Карамушка ; АПН України, Ун-т менедж. освіти. - К. : [б. в.], 2009. - 44 с. : табл.
24. Логачова Л. М. Управління проектами [Текст] : навч. посіб. для студ. вищ. навч. закл. / Л. М. Логачова, О. В. Логачова. - Суми : Університетська книга, 2011. - 208 с. : рис., табл.
25. Морозов В. В. Управління проектами розвитку підприємств [Текст] : навч. посіб. / В. В. Морозов, О. В. Кальніченко, Ю. Г. Турло ; Ун-т економіки та права "КРОК". - К. : ВНЗ "Ун-т економіки та права "КРОК", 2011. - 231 с.
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[https://www.mindtools.com/pages/main/newMN\\_PPM.htm](https://www.mindtools.com/pages/main/newMN_PPM.htm)

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## II Program of the course

№	Topic	Total, hours	Lectures, hours	Tutorials, hours	Labs, hours	Individual work of students, hours	Individual tasks, hours (in IWS)
<b>_____ on-campus _____ form of studying</b> <small>(highlight – on-campus or off-campus (distance))</small>							
1	Topic 1. Concept of Project Management	10	2			8	
2	Topic 2. Project Life-Cycle	9,6		2		7,6	
3	Topic 3. Project Management Processes	9,6	2			7,6	
4	Topic 4. Basic Forms of Organizational Structure of The Project	9,6	2			7,6	
5	Topic 5. Structure of The Project	9,6		2		7,6	
6	Topic 6. Bases of Projects Planning	10		2		8	
7	Topic 7. Management of The Project Value	9,6	2			7,6	
8	Topic 8. Management of The Project Implementation	11	2	2		7	
9	Topic 9. Risks Management in Projects	11	2	2		7	
10	Topic 10. Managing the Project Quality	11	2	2		7	
11	Topic 11. Communications Management of The Project	11	2	2		7	
12	Topic 12. Personnel Management of The Project	9,6		2		7,6	
<b>_____ form of studying</b> <small>(highlight – on-campus or off-campus (distance))</small>							
<i>Total for the course of _____ form of studying</i> <small>(highlight – on-campus or off-campus (distance))</small>							

Approved at the department meeting, protocol № \_\_\_\_\_ from « \_\_\_ » \_\_\_\_\_ 20\_\_

Head of the Department \_\_\_\_\_  
(name of the department) (signature) (Name, Surname)

APPROVED:<sup>1)</sup>

Education Program Working Group Leader  
(Guarantor of Education Program « »)

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(Name, Surname)

Education Program Working Group Leader  
(Guarantor of Education Program « »)

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(Name, Surname)

\_\_\_\_\_

**Coordination of studying results with methods of studying, learning and assessment**

Program competences / studying results	Studying results of the course	Types of educational classes	Types of educational activities, that form studying load of higher education applicant	Methods and technologies of teaching, learning	Learning tools	Methods and criteria of assessment
PR19.	SR1	L1, L3, L4, C5, TR6, L7, L8, TR8, L9, T9, L11, T11, T12	EA1, EA2, EA3, EA6, EA7, EA8, EA9	ML 1, ML 2, ML 3	LT2, LT3, LT4, LT5	PFE, OA, P, PCP, GAF, HA, ICT, AP, SA1, SA2, SA3, SA4, SA5
PR13.	SR2	T2, L3, L4, C5 TR6, L7, L8, TR8, L9, T9, L10, TR10, L11, T11,	EA1, EA2, EA3, EA6, EA7, EA8, EA9, EA10	ML 3	LT1, LT2, LT3, LT4, LT5	OA, P, PCP, GAF, HA, ICT, AP, SA1, SA, SA3, SA4, SA5
PR11.	SR3	T2, L3, L4, C5, TR6, L7, L8, TR8, L9, T9, L10, TR10, L11, T11, T12	EA1, EA2, EA3, EA4, EA5, EA6, EA7, EA8, EA9, EA10	ML 2, ML 3	LT1, LT2, LT3, LT4, LT5	PFE, OA, P, IA, PCP, GAF, HA, ICT, AP, SA1, SA2, SA3, SA4, SA5
PR21.	SR4	L1, T2, L3, L4, C5, TR6, L7, L8, TR8, L9, T9, T12	EA1, EA2, EA3, EA4, EA5, EA6, EA7, EA8, EA9, EA10	ML 1, ML 2, ML 3	LT3, LT4, LT5	PFE, OA, P, FA, PCP, GAF, HA, ICT, AP, SA1, SA2, SA3, SA4
PR01.	SR5	T2, L3, L4, C5, TR6, L7, L8, TR8, L9, T9, L10, TR10, L11, T11, T12	EA1, EA2, EA3, EA4, EA5, EA6, EA7, EA8, EA9	ML 1	LT3, LT4, LT5	OA, HA, ICT, AP, SA1, SA2, SA3

**Working Plan**  
**OF THE MODULAR-RATING CONTROL AND ASSESSMENT**  
**OF THE COURSE “INTERNATIONAL PROJECTS MANAGEMENT”**  
 (2019/2020 academic year, 2<sup>nd</sup> semester, 071 Accounting and Taxation, direct studies)

**1. Structure of the course:** quantity of study hours - 150 hours / 5 ECTS;

Lectures – 16 hours / 8; practical classes – 16 hours / 8;

Independent work hours – 88;

Term paper – 30 hours.

Final assessment form: pass or fail exam with a mark.

**2. Educational Process Organization:** 1 academic semester; 1 modular cycle.

**3. Assessment scale: R = 100 points.**

**4. Points are earned through the following types of the educational activities:**

- **Fulfilling the tasks at the practical classes – 45 points**  
 (tasks fulfillment and participation in the seminar – 35 points;  
 Two tests during the course duration, 5 points each – 10 in total for this activity).
- **Individual work fulfillment – 15 points** for the positively evaluated work; public presentation of the work defense. The work submitted without defense or submitted after the deadline set up by the instructor will get 50% of the score.

**5. If some of the tests were not passed during the course:** if the student gets less than a satisfactory assessment level described in the paragraph #4, it is possible to pass the test not less than 2 weeks after the attestation week. Positive assessment rates for the modular cycles or the course in whole are not possible to be increased after the exam.

**6. Additional score points can be awarded by the decision of the course instructor or the Department for the following educational activities:**

- For systematic fruitful active participation in the auditorium classes;
- For fulfillment of the extra advanced tasks which are assigned by the course instructor;
- For the participation in the conferences, Olympiads, other types of scientific or methodical activities, etc.

**7. The final assessment form is a written pass or fail exam.**

- **Comprehensive written test in the end of the modular cycle – 30 points** (one test in the end of the course).
- **Final rate in the end of the course before the exam** (in case of successful completion of lectures, practical classes, individual work and modular control tests) – **36...100 points.**

**8. The final semester assessment of the educational work outcomes of the students:** is done according to the table below and basing on the rating score received by a students during the course:

ECTS Scale	Definition	National Assessment Scale	Rating Score
A	Excellent performance with a minor number of mistakes	5 (excellent)	$90 \leq RD \leq 100$
B	Above the average level of performance with few mistakes	4 (good)	$82 \leq RD < 89$
C	Correct work in general, however with a certain number of mistakes		$74 \leq RD < 81$
D	Good but with a serious number of faults	3 (satisfactory)	$64 \leq RD < 73$



E	The performance meets minimal criteria		$60 \leq RD < 63$
FX	The assessment may be passed once again	2 (unsatisfactory)	$35 \leq RD < 59$
F	The student must take a course once again from the beginning		$RD < 34$

Students who were assessed with less than 35 (F) points for the course are not allowed to pass the final course control.

### TERM PAPER

**9. Total number of hours:** 30 / 1 ECTS;

**10. Educational Process Organization:** 1 academic semester; 1 modular cycle.

**11. Assessment scale:** R = 100 points.

**12. Points are earned through the following types of the educational activities:**

**a)** A written course paper should be prepared in English – assessed up to **70 points** (depending on the quality of the material and complex development of the selected topic, quality of the English language, correctness of the formal paper performance and if the schedule of work was followed).

**b)** Course paper defense – up to **30 points** (depending on the knowledge mastering, presentation quality and arguments-based responses to the questions).

**13. Final rate in the end of the course** (in case of positive assessment): *1 modular cycle: 70...100 points.*

**14. If the course paper was returned for the re-making:** the written version of the course paper can be adjusted after it was returned by the course instructor or it received an unsatisfactory score (less than in the paragraph #14), it should be done during less than 2 weeks after the attestation week. проводиться не пізніше двох тижнів після атестаційного. Positive assessment score cannot be improved.

**15. The final paper assessment** is done according to the same table used for the course assessment (paragraph #8).

Course instructor \_\_\_\_\_

Head of the Department \_\_\_\_\_

«\_\_\_» \_\_\_\_\_ 2019

O.M. Zamora

U.M. Petrushenko