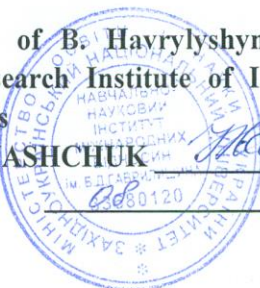


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
West Ukrainian National University

APPROVED

Director of B. Havrylyshyn Education  
and Research Institute of International  
Relations  
Iryna IVASHCHUK

« 31 » \_\_\_\_\_ 2023



APPROVED

Interim Vice-Rector  
for Academic Affairs and Research  
Viktor OSTROVERKHOV

« 31 » \_\_\_\_\_ 2023



COURSE OUTLINE

“PROJECT MANAGEMENT”

Degree of Higher Education - Master's Degree

Field of Knowledge - 07 "Management and administration"

Specialty - 073 "Management"

Educational and Scientific Program - "International Management"

Department of International Economic Relations

Form of teaching	Course	Semester	Lectures (hours)	Practical (hours)	IS'sW (hours)	Trainig, CPIT (hours)	Individual students' work (hours)	Total (hours)	Credit (sem.)	Exam (sem.)
Денна	1	1	30	15	5	6	94	150	-	1

Teropil – WUNU

2023

The course outline is compiled on the basis of the educational and scientific training program of the master of the field of knowledge - 07 "Management and administration", specialty - 073 "Management" educational and scientific program - "International Management", approved by the Academic Council of WUNU (protocol № 10 dated 23.06.2023)

The course outline was compiled by Tetiana BUCHYNSKA, Doctor of Economics, Associate Professor, Associate Professor of the Department of International Economic Relations.

The course outline was approved at the meeting of the Department of International Economic Relations, protocol № 1 August 29, 2023.

Head of Department,  
Doctor of Economic Sciences,  
Professor



Roman ZVARYCH

Reviewed and approved by the support group of specialty 073 "Management", protocol № 1 08.31.2023.

Head of the group  
providing a specialty,  
Doctor of Economic Sciences,  
Professor



Mykhailo SHKILNIAK

Guarantor  
of the educational and scientific program  
Candidate of Economic Sciences,  
Associate Professor



Tetiana DLUHOPOLSKA

## STRUCTURE OF THE COURSE

### "Project Management"

#### Description of the discipline "Project Management"

<b>Discipline «Project management»</b>	<b>Field of knowledge, specialty, degree of higher education</b>	<b>Characteristics of the academic discipline</b>
Number of credits – 5	field of knowledge (code, name) - 07 "Management and administration"	The status of the discipline is normative Language of teaching English
Number of credit modules– 4	Specialty (code, name) – 073 "Management"	Year – 1 Semester – 1
Number of content modules – 3	The degree of higher education - Master's degree	Lectures – 30 hours.  Practical lessons: Full time – 15 hours.
Total number of hours – 150		Independent work – 94 hours. Individual work – 5 hours. Training, CPIT – 6 hours.
Weekly hours – 10 Classroom hours – 3		The type of final control is an exam

## **2. The purpose and tasks of the "Project Management" discipline**

### **2.1. The purpose of studying the discipline.**

Providing students with the necessary theoretical knowledge and practical skills in the methodology of preparation, implementation, methods and means of attracting resources, as well as in the management of international projects as an effective tool for significantly increasing the effectiveness of management decisions.

### **2.2. The task of studying the discipline**

Mastering the essence of a systemic approach to international project management and acquiring project management skills in the initiation, development and implementation of international projects in the subject area of international economic relations and international information.

2.3. Name and description of competences, the formation of which ensures the study of the discipline.

GC4. Ability to motivate people and move towards a common goal;

GC6. Ability to generate new ideas (creativity);

SC1. Ability to select and use management concepts, methods and tools, including defined goals and international standards;

SC4. Ability to effectively use and develop the organisation's resources;

SC7. Ability to develop projects, manage them, show initiative and entrepreneurship.

### **2.4.**

#### **Prerequisites for studying the discipline.**

Acquisition of knowledge according to the unified entrance test in field of knowledge 07 Management and Administration and basic knowledge of the first (bachelor) level.

### **2.5. Learning outcomes**

PLO1. To critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

PLO4. To justify and manage projects, generate entrepreneurial ideas;

PLO6. To possess the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.

## **3. Program of the discipline "Project Management"»**

### ***Content module 1. FUNDAMENTALS OF INTERNATIONAL PROJECT MANAGEMENT***

#### ***Topic 1. Theoretical and organizational principles of international project management.***

Project activity in the modern world. Key concepts of project management. Key participants in any project. Project life cycle.

Project management functions. Project management subsystems. Two main types of organization activity: processes and projects. Examples of projects. General characteristics of the types of activities that allow them to be called projects. Four characteristics that distinguish projects from other activities.

Orientation to achieve goals. Coordinated implementation of interdependent actions Limited duration in time, uniqueness. Prerequisites for the development of project management. Types and types of projects. Stages of project management methods. Project

management. Three concepts of project management. Classification of project management processes and their results. Variants of the project management system.

***Topic 2. Algorithm and model of international project management.***

Stages of project management methods. Project management. Three concepts of project management. Classification of project management processes and their results. Variants of the project management system.

***Content module 2. MANAGEMENT OF THE DEVELOPMENT OF INTERNATIONAL PROJECTS. PLANNING AND CONTROL OF INTERNATIONAL PROJECTS***

***Topic 3. Justification of the feasibility of the international project.***

Project planning stage. The purpose of the project. Project goals. Tasks of project management. Mission (general goal of the project). Project strategy. Factors of the external environment of the project. The internal environment of the project. Levels of strategy development and selection. The result of the project. The final result of the project.

***Topic 4. Methodological foundations of project planning and control.***

Project environment. Tasks of the project team. Tasks of managers of the project. Three main aspects of the project environment. External and internal environment of the project. Project cycle. Project life cycle. Project plan. Project charter.

Topic 5. Basic forms of organizational structure of projects.

Organization of project management systems. Project management structures. The essence of project planning. Time constraints and resource constraints. Project structure.

Topic 6. Project structuring.

Project structuring. The main tasks of structuring the project. Models that are used to structure the project.

Topic 7. Basics of grid and calendar project planning.

Grid and calendar methods of project planning. Basic methods of grid planning. Critical path method. The method of evaluation and analysis of programs (PERT).

Calendar planning of the project. Grid graph. The main elements of the grid schedule: work, duration, event.

Topic 8. Planning of resources and costs.

Project cost management. Resource planning. Cost planning. Cost estimate. Development of the project budget. Project cost control and management.

Topic 9. Project control.

Basic elements of the project control function. Relationship between project control and planning. Effectiveness of the control system.

The essence of the adjusted budget method.

Project change control system.

***Content module 3. MANAGEMENT OF THE MAIN AREAS OF KNOWLEDGE OF INTERNATIONAL PROJECTS***

**Topic 10. Quality management in the project.**

Quality planning. Quality planning methods. Analysis of profits and costs. Comparison with the sample. Flow chart. Setting up experiments. Quality assurance.

**Topic 11. Project risk management.**

Risk management technology. Basic concepts and definition of riskiness. Classification of practical risks.

External unforeseen risks. External foreseen risks. Internal non-technical risks. Technical risks. Legal risks. Insurable risks.

Algorithm of expert risk assessment. Risk analysis. Risk reduction methods.

**Topic 12. Personnel management in projects.**

Main areas of personnel management in projects. Traits that should be inherent in the project manager. Criteria for evaluating the performance of the project manager.

Stages of project team development. Tools for selecting performers for the project team. Reasons for the difficulty of project team motivation.

**Topic 13. Procedures for organizing competitive events bidding on the project.**

The concept of procurement, contract and contract work. Types and types of contracts. Organization and conduct of trades (tenders). Management and control of contract implementation.

**Topic 14. Project management software.**

General characteristics of automated project management systems.

Functional capabilities of modern project management software. Project model in automated systems

project management.

Microsoft Project, Open Plan, Spider Project, Sure Trek Project Manager and Primavera Project Planner.

**4. The structure of credit of the discipline**

A program of content modules	Number of hours					
	Lectur es	Practic al trainin g	Indepe ndent work	Trani ng, CPIT	IW	Tests
<b>Content module 1. FUNDAMENTALS OF INTERNATIONAL PROJECT MANAGEMENT</b>						
Topic 1. Theoretical and organizational principles of international project management	2	2	5	2	2	Current survey
Topic 2. Algorithm and model of international project management	4		5	-	-	Standar dized tests

<b>Content module 2. MANAGEMENT OF THE DEVELOPMENT OF INTERNATIONAL PROJECTS. PLANNING AND CONTROL OF INTERNATIONAL PROJECTS</b>						
Topic 3. Justification of the feasibility of the international project	2	2	10	-	-	Current survey
Topic 4. Methodological foundations of project planning and control	2		5	2	2	Current survey
Topic 5. Basic forms of organizational structure of projects	2	2	5	-	-	Current survey
Topic 6. Project structuring	2		4	-	-	Current survey
Topic 7. Basics of grid and calendar project planning	2	-	10	-	-	Team projects
Topic 8. Planning of resources and costs	2	2	5	-	-	Current survey
Topic 9. Project control	2	2	5	-	-	Current survey
<b>Content module 3. MANAGEMENT OF THE MAIN AREAS OF KNOWLEDGE OF INTERNATIONAL PROJECTS</b>						
Тема 10. Управління якістю в проєкті	2	2	5	2	-	Current survey
Topic 11. Project risk management	2	2	5	-	1	Team projects
Topic 12. Personnel management in projects	2	1	10	-	-	Team projects
Тема 13. Процедури організації проведення конкурентних торгів по проєкту	2	-	10	-	-	Team projects
Topic 14. Project management software	2	-	10	-	-	Team projects
<b>Total</b>	<b>30</b>	<b>15</b>	<b>94</b>	<b>6</b>	<b>5</b>	

## **5. Topics of practical classes of the discipline**

### **Practical lesson 1.**

Topic: Theoretical and organizational principles of international project management.

Purpose: to learn how to create a project in accordance with the given task, to be able to take into account the factors of the surrounding environment on the results of the project.

#### **Questions for discussion:**

1. Concept and essence of project activity in international activity
2. Project management as a specific branch of management
3. Goals and processes in international project management

Topic: Algorithm and model of international project management.

Goal: learn how to create a project calendar and establish and edit relationships between project stages.

#### **Questions for discussion:**

1. Functions of international project management
2. Characteristics of the international project management model

### 3. Modern procedures in the management of international projects

#### **Practical lesson 2.**

Topic: Justification of the feasibility of an international project.

Goal: to be able to take into account the factors of the surrounding environment on the results of the project.

Questions for discussion:

1. Concept of the project
2. Expert conclusions of the project analysis
3. Phases of the project

Topic: Methodological foundations of project planning and control.

Purpose: to learn how to create project implementation plans from the stage of creation to completion of implementation.

Questions for discussion:

1. The place and functions of project planning and control in the management of international projects
2. Types of project plans
3. Modern trends in project planning and control

#### **Practical lesson 3.**

Topic: Basic forms of organizational structure of projects.

Purpose: to learn how to optimize and select the organizational structure of the project.

Questions for discussion:

1. Principles of creating the organizational structure of the project
2. Basic forms of project structures: advantages and disadvantages
3. Internal organizational structures and the need for their creation

Topic: Project structuring.

Purpose: to learn how to structure a project in accordance with the set goal.

Questions for discussion:

1. The essence and functions of project structuring
2. Unidirectional structuring
3. Two-way structuring and coding of the project
4. Three-way structure of the project

#### **Practical lesson 4.**

Topic: Resource and cost planning.

Purpose: to learn how to manage the cost base of the project.

Questions for discussion:

1. Assessment and planning of necessary resources
2. Modeling and planning of resources
3. Cost planning

#### **Practical lesson 5.**

Topic: Project control.

Purpose: to learn how to conduct previous, current and subsequent control implementation of the project.



Questions for discussion:

1. Project planning and control model
2. Modern methods of project implementation analysis
3. Forecasting of final project costs
4. Reporting and control over changes in the project

### **Practical lesson 6.**

Topic: Quality management in the project.

Goal: to be able to justify the priority of the selected project from the standpoint of quality.

Questions for discussion:

1. The concept of quality in the context of international project management
2. Project quality management system
3. Optimization of project quality assurance costs

### **Practical lesson 7.**

Topic: Project risk management.

Goal: to be able to minimize project risks.

Questions for discussion:

1. Concept and classification of project risks
2. Causes and consequences of project risks
3. Methods of risk analysis and assessment
4. Project risk management

### **Practical lesson 8.**

Topic: Personnel management in projects.

Goal: to be able to manage personnel involved in project implementation.

Questions for discussion:

1. Leadership in the project
2. The project team
3. Staff motivation

## **6. Complex practical individual task**

Organization and implementation of a complex practical individual task

CPIT consists in the creation, presentation and defense of a project on a given topic by each student individually.

Mandatory elements of the project: justification; the plan, according to the sequence of works; necessary resources; analysis of profitability or profitability of the project (or for non-profit projects, the impact on the environment according to arbitrarily chosen parameters, display the result graphically); project risk analysis.

### **Variants of CPIT of the discipline "Project Management"**

1. Reforming the system of teaching professional disciplines at the university.
2. Optimization of community expenses for maintenance of transport infrastructure.
3. Environmental protection based on the waste sorting program.
  4. Reforming the system of administrative management in business structures.
  5. Electronic government as an element of avoiding corruption.
  6. Food security in a globalized world.
  7. Prevention and elimination of social diseases of society.

8. Creation of a network of international cultural centers.
9. Lifelong education.
10. Joint entrepreneurship: principles of enlightenment.
11. Minimization of risks in international business.
12. Creative industries in business.
13. Automation of the process of issuing literature in libraries.
14. E-learning in an innovative university.
15. Organization of tourism in Ternopil.
16. Affordable medicine.
17. Construction of a sports stadium.
18. Reconstruction of the swimming pool.
19. Resumption of airport operations.
20. Internationalization of business in the educational sphere.

### **7. Independent work of students**

<b>№</b>	<b>Topics</b>
1	Theoretical and organizational principles of international project management
2	Algorithm and model of international project management
3	Justification of the expediency of the international project
4	Methodological foundations of project planning and control
5	Basic forms of organizational structure of projects
6	Project structuring
7	Basics of grid and calendar project planning
8	Resource and cost planning
9	Project control
10	Quality management in the project
11	Project risk management
12	Personnel management in projects
13	Procedures for organizing competitive events bidding on the project
14	Project management software

### **8. Training**

Training in the academic discipline "Project Management" involves the development of business communication skills in students during negotiations with partners and counterparties or decision making within the implementation of the project. For this, business situational games are conducted with students and the results are summarized through discussion.

### **9. Assessment tools and methods of demonstrating learning outcomes**

In the process of studying the discipline "Project Management", the following evaluation tools and methods of demonstrating learning results are used:

- current survey;
- credit module testing and survey;
- team projects;
- presentations of the results of completed tasks and research;
- student presentations and performances at scientific events;
- modular works;
- evaluation of the results of CPIT;
- exam.

## 10. Criteria, forms of current and final control

### Evaluation criteria

The final score (on a 100-point scale) from the discipline "Project Management" is determined as a weighted average, depending on the specific weight of each credit component:

Credit module 1	Credit module 2	Credit module 3	Credit module 4
<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>40%</b>
1. Survey (testing) in classes: 7 topics of 5 points each - max 35 points. 2. Written work - max 65 points.	1. Survey (testing) in classes: 7 topics of 5 points each - max 35 2. Written work - max 65 points.	1. Preparation of CPIT - max 40 points 2. Protection of CPIT - max 40 points. 3. Participation in trainings - max 20 points	1. Test tasks (10 tests of 3 points each - max. 30 points 2. Theoretical question 1 – max 20 points 3. Situational task – 50 points

### Evaluation scale:

#### Rating scale:

Scale of the university	Bational scale	ECTS scale
90–100	excellent	A (excellent)
85–89	good	B (very good)
75-84		C (good)
65-74	satisfactory	D (satisfactory)
60-64		E (evough)
35-59	unsatisfactory	FX (unsatisfactory with the possibility of reassembly)
1-34		F (unsatisfactory with mandatory repeat course)

## 11. Tools, equipment and software, the use of which involves the academic discipline

№	Name	Topic number
<b>1.</b>	Multimedia projector, laptop, Microsoft PowerPoint software, Internet	1-14
<b>2.</b>	laptop, Microsoft PowerPoint software, Internet	1-14
<b>3.</b>	Interactive board	1-14

## RECOMMENDED SOURCES OF INFORMATION

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2. Drahan I. V. Upravlinnia innovatsiinoiu diialnistiu subiektiv hospodariuvannia pry realizatsii ekolohichnykh proektiv. Investytsii : praktyka ta dosvid. 2019. № 8. S. 23–28.
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4. Tishchenko Ye. Metodolohichni ta metodychni zasady orhanizatsii upravlinnia ryzykamy proektnoho finansuvannia. Bankivska sprava. 2019. № 1. S. 47–73.
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6. Petrenko N. O., Kustrich L. O., Homeniuk M. O. Upravlinnia proektamy. K., 2017. 243 s.
7. Halan O. Ye. Kontseptualni aspekty upravlinnia ryzykamy innovatsiinykh proektiv ta personalom pry vprovadzhenni enerhoefektyvnykh tekhnolohii. Marketynh i menedzhment innovatsii. 2018. № 1. S. 196–206.
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9. Marchenko V. M. Upravlinnia vytratamy v protsesi formuvannia tsinnosti proektu. Formuvannia rynkovykh vidnosyn v Ukraini. 2018. № 5. S. 48–53.
10. Mykytiuk P. P., Brych V. Ya., Zheliuk T. L., Buiak A. Ye., Demkiv I. O. Upravlinnia proektamy. Ternopil, 2017. 320 s.
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12. Pulina T. V. Upravlinnia yakistiu v proektnomu menedzhmenti orhaniv publichnoi vlady. Investytsii : praktyka ta dosvid. 2017. № 18. 65–69.
13. Krovitskyi R. O. Upravlinnia informatsiinoiu vzaiemodiieiu v investytsiinykh proektakh. Suchasni kompiuterni informatsiini tekhnolohii. Ternopil, 2017. S. 222–223.
14. Eric W. Larson, Clifford F. Gray “Project Management” (2021) McGraw Hill Education. 667
15. Palmer, I., Dunford, R. and Akin, G., 2017. "Chapter 10: Change Management, Processual and Contingency Approaches." in Managing organizational change: A multiple perspectives approach. 3rd edition. New York: McGraw-Hill. (Find on Brightspace under L5).
16. Rode, A. L. G., & Svejvig, P. (2018). High Level Research Findings from Project Half Double. (Find on Brightspace under L3).