



## Syllabus Course Program



# Project Management

**Specialty**

073 – Management

**Educational program**

International Business

**Level of education**

Master's level

**Semester**

9

**Institute**

Institute of Education and Science in Economics,  
Management and International Business

**Department**

Management (204)

**Course type**

Profile training

**Language of instruction**

English

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## Lecturers and course developers

**Alina Zubkova**

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PhD in Economic Sciences, Associate Professor,  
Associate Professor, Department of Management

Authored and co-authored over 55 scientific and methodological publications. Senior lecturer of courses “Fundamentals of Project Management”, “Basics of Project Management”, “Project Management”, “Research in International Business”, “Fundamentals of International Marketing”

More about the lecturer on the department's website

<https://web.kpi.kharkov.ua/mto/about/staff/zubkova/>

## General information

### Summary

The course is devoted to the understanding and using the key concepts to project management via team work in selected by students' field and/or initiated by students projects to implement the project management frames and software, and develop the creative thinking for business and social purposes.

### Course objectives and goals

The course is based on mastering approaches to students understanding of the terms, concepts in project management; to organize and motivate people to move to a common purpose, to work in a team; to identify and solve problems, generate new ideas; to manage the organization, its changes; to develop projects and manage them, to detect initiative and entrepreneurship.

### Format of classes

Lectures - 32 h., Workshops - 16 h., self-study - 72 h. Final control in the form of an exam.

### Competencies

GK3. The skills in using information and communication technologies;

GK6. The ability to generate new ideas (creativity);

PK4. The ability to effectively use and develop the organization's resources;

PK7. The ability to develop projects, manage them, show initiative and entrepreneurship.

## Learning outcomes

LO 03. Design effective management systems of organizations;

LO 04. Justify and manage projects, and generate business ideas.

LO 05. Plan the activities of the organization in strategic and tactical sections;

LO 08. Apply specialized software and information systems to solve organizational management problems.

LO 10. Demonstrate leadership skills and ability to work in a team, interact with people, and influence their behavior to solve professional tasks.

LO 11. To ensure personal professional development and planning of own time;

LO 12. To be able to delegate authority and management of the organization (subdivision).

## Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, Workshops - 16 hours, self-study - 72 hours.

## Course prerequisites

To successfully complete the course, it is necessary to have knowledge and practical skills from the following courses: "Fundamentals of management", "Organizational theory", "Human resource management", "Marketing".

## Features of the course, teaching and learning methods, and technologies

Interactive lectures with presentations, discussions, workshops, case-based learning, individual and teamwork, research work. Study materials are available to students through Moodle, OneDrive.

## Program of the course

### Topics of the lectures

**Topic 1. Introductory Class.**

Course Content and Schedule.

**Topic 2. Project Management: Traditional Approach | Waterfall.**

1. Project Planning. 2. Project Organization and Responsibilities. 3. Project Scope Management. 4. Project Resource and Cost Estimating. 5. Project Time Management. 6. Project Progress and Performance Measurement. 7. Project Risk Management. 8. Project Audit and Documentation.

**Topic 3. Project Management: Agile. SCRUM.**

1. Agile Manifesto. 2. SCRUM: roles, product and sprint backlogs, meetings.

**Topic 4. Team Building. Motivation.**

1. Team Building Process. Values. 2. Team. Roles. Relationships. Trust. 3. Organizational Behavior. 3. Motivation. Team Canvas. 4. Project Dynamics

**Topic 5. Design Thinking.**

1. Design Thinking. 2. Design Thinking Process: IDEO. 3. Double Diamond Diagram: Design Council, Don Norman, ICF. 4. Design Kit. 5. Creative Confidence

**Topic 6. Project Financing.**

1. Financing. Sources. 2. Crowdfunding. 3. Evaluation of Investment Attractiveness. 4. KPIs

**Topic 7. Risk Management: Scenario Planning**

1. Risk. Risks Assessment. 2. Scenario Planning. 3. Corporate foresight.

**Topic 8. Project Management and Business Modeling: framing the value proposition**

Projects portfolio. Innovations. Gartner. Business Models. Business Modeling. Canvas Lean Canvas and more

### Topics of the workshops

**Topic 1. Introductory Class. Individual Assignment**

**Topic 2. Project Management: Frame for Team Work.**

Topic 3. Project Management: Agile. SCRUM.  
Topic 4. Team Building. Team Canvas .  
Topic 5. Design Thinking. Value Creation  
Topic 6. Project Financing. KPIs  
Topic 7. Risk Management: Risks Assessment, Scenarios.

### Topics of the laboratory classes

no laboratory classes.

### Self-study

To do for PM course project:

Choose any topic. Build the team (4-5 persons). Create Team Canvas.

Define and background methodology for PM.

Choose software/platform for team collaboration and progress management.

Manage the progress. Define project value for stakeholders, aim, tasks, scopes, resources, risks, and KPIs.

Report the project (with screenshots about project dynamics).

### Course materials and recommended reading

1. Fundamentals of PM (Joseph Heagney, AManA 2012), URL :

[https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick\\_Detwiler/15\\_Detwiler\\_Resources.pdf](https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf)

2. PMBOK® Guide – Seventh Edition , URL: <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

3. Scrum: The Art of Doing Twice the Work in Half the Time Hardcover – September 30, 2014 by Jeff Sutherland

4. SCRUM Approach for Project Management: Introduction to Scrum (CollabNet), URL:

[http://www.youtube.com/watch?v=D8vT7G0WATM&list=UURttfRo2G\\_Vp8pPFGqDKVwQ&index=1&feature=plcp](http://www.youtube.com/watch?v=D8vT7G0WATM&list=UURttfRo2G_Vp8pPFGqDKVwQ&index=1&feature=plcp)

Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness Paperback – Illustrated, February 10, 2014

Bridging the Leadership Divide Participant Workbook and Emerging Leaders Assessment Set Paperback – January 1, 2010

State of the Global Workplace 2022 Report by Gallup

Reinventing Organizations: <https://www.youtube.com/watch?v=gcS04BI2sbk>

Ideo's David Kelley on "Design Thinking", URL: <https://www.fastcodesign.com/1139331/ideos-david-kelley-design-thinking>.

Divergent vs Convergent Thinking – RISE Beyond, URL: <https://www.risebeyond.org/divergent-vs-convergent-thinking/>

Creative Confidence: Unleashing the Creative Potential Within Us All. - Crown Business; 1 edition (October 15, 2013), 304 pages, URL: <https://www.creativeconfidence.com/chapters>

Design Kit: <http://www.designkit.org/>

David Kelley, Tom Kelley Creative Confidence: Unleashing the Creative Potential Within Us All: Crown Business; 1 edition, 2013. – 304 p.

Robert S. Kaplan and Anette Mikes Managing Risks: A New Framework , URL:

<https://hbr.org/2012/06/managing-risks-a-new-framework>

Internal Rate of Return (IRR) , URL:

<https://corporatefinanceinstitute.com/resources/valuation/internal-rate-return-irr/>

Key Performance Indicator (KPI): Meaning, Types, Examples, URL:

<https://www.investopedia.com/terms/k/kpi.asp>

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% Final assessment as a result of Test (35%) and Project Portfolio (65%).

35% Test: written assignment.

65% Project Portfolio: Project Report (20), Project Presentations in Progress (15).

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

Head of the department  
Olena PROKHORENKO

Date, signature

Guarantor of the educational  
program  
Taras DANKO