



## Syllabus Course Program



# Project Management

**Specialty**

073 – Management

**Institute**

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

**Educational program**

Business administration (in English)

**Department**

Management (204)

**Level of education**

Master's level

**Course type**

Mandatory, professional training

**Semester**

2

**Language of instruction**

English

## 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 is differentiated grading.

### Competencies

GC4. The ability to motivate people and to move towards a common goal

SC4. The ability to efficiently use and develop organizational resources

SC5. The ability to create and organize effective communications in the management process

SC7. The ability to develop and manage projects, take the initiative and demonstrate entrepreneurial capability.

## Learning outcomes

LO04. To justify and manage projects, generate entrepreneurial ideas

LO05. To plan an organization's activities from both strategic and tactical perspectives

LO12. To be able to delegate authority in an organization (unit).

## 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

The prerequisites for this course are knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Management and Administration (Order of the Ministry of Education and Science of Ukraine No. 157 dated February 11, 2022)

## 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

**Lecture 1. Topic 1. Introductory Class.**

Course Content and Schedule.

**Lecture 2-3. 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.

**Lecture 4-5. Topic 3. Project Management: Agile. SCRUM.**

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

**Lecture 6-7. 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

**Lecture 8-9. 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

**Lecture 10-11. Topic 6. Project Financing.**

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

**Lecture 12. Topic 7. Risk Management: Scenario Planning**

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

**Lecture 13-14 Topic 8. Project Management and Business Modeling: framing the value proposition**

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

**Lecture 15-16 Topic 9. Digital Transformation in Project Management.**

Digital Tools. Aligning Business Processes. Team Management

### Topics of the workshops

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

Brainstorming "Project Management". Discussion.

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

1. Waterfall approach to project management. 2. Case studies and personal experience.

3. Project planning. Scopes of the project. 4. Using Excel, Google Drive, and other digital services for planning activities, monitoring dynamics, and team interaction. 5. Presentation of the results of an individual task. Discussion.

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

1. Agile Project Management. Peculiarities of team interaction. 2. Cross-cultural difference and application of Agile Project Management. 3. Presentation of the results of an individual task. Discussion.

#### Topic 4. Team Building. Team Canvas .

1. Team Canvas. Working with this tool. 2. Soft vs. Hard Skills when building a project team. 3. Presentation of the results of an individual task. Discussion.

#### Topic 5. Design Thinking. Value Creation

1. Case study. 2. Use of design thinking tools. Activity. 3. Creative Confidence. Ways of development. 4. Analysis of Design Kit methods. 5. Application of Design Kit methods to an individual task. Idea generation and discussion. 6. Presentation of the results of an individual task. Discussion.

#### Topic 6. Project Financing. KPIs

1. Analysis of crowdfunding platforms. Tasks for project management. 2. Calculation of the project budget. 3. Project performance evaluation indicators. 4. Investment attractiveness of the project. 5. Presentation of the results of an individual task. Discussion.

#### Topic 7. Risk Management: Risks Assessment, Scenarios.

Case study. Presentation of the results of an individual task. Discussion.

#### Topic 8. Digital Transformation in Project Management.

Presentation of the final results of an individual task. Discussion.

### Topics of the laboratory classes

no laboratory classes.

### Self-study

To do for PM course project 1:

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)

To do for PM course project 2:

Individual assignment to frame the entrepreneurial/business idea in PM tasks.

### Course materials and recommended reading

1. Project Management / Abdullah Oguz; MSL Academic Endeavors (October 10, 2022). - 375 pages.

URL: <https://pressbooks.ulib.csuohio.edu/project-management-navigating-the-complexity/>

2. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) / Project Management Institute; Seventh edition (August 1, 2021) - 250 pages.

URL: <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

3. Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks); Harvard Business Review Press (October 19, 2021). - 352 pages.

4. Scrum: The Art of Doing Twice the Work in Half the Time Hardcover / by Jeff Sutherland (September 30, 2014).

5. 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)

6. First Principles in Scrum: Teams That Finish Early Accelerate Faster / Jeff Sutherland; Independently published (November 28, 2023). - 412 pages.

7. Project Management: A Value Creation Approach / Stewart R Clegg, Torgeir Skyttermoen, Anne Live Vaagaasar (October, 2020); SAGE Publications Ltd. - 624 pages.

8. Understandable Agile for Everyone / Andrew J. Privitera ( Jun 4, 2024). - 214 pages.

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

10. State of the Global Workplace 2022 Report by Gallup  
Reinventing Organizations: <https://www.youtube.com/watch?v=gcS04BI2sbk>
11. 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)
12. Emotional Design: Why We Love (or Hate) Everyday Things / Don Norman, George Newbern ; Tantor Audio (November 28, 2023).
13. Ideo's David Kelley on "Design Thinking", URL: <https://www.fastcodesign.com/1139331/ideoos-david-kelley-design-thinking>.
14. 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/>
15. David Kelley, Tom Kelley Creative Confidence: Unleashing the Creative Potential Within Us All: Crown Business; 1 edition, 2013. – 304 p.

## Assessment and grading

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

100% Final assessment as a result of Test (60%) and Project Portfolio (40%).  
60% Test: written assignment.  
40% Project Portfolio: Project Report (25), 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



August 28, 2024

Head of the department  
Olena PROKHORENKO



August 28, 2024

Guarantor of the educational  
program

Pavlo BRIN