PJSC "Higher Education Institution
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"

МАУП

SYLLABUS

of the academic discipline

FUNDAMENTALS OF PROJECT MANAGEMENT

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	Fundamentals of project management
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	4 credits/120 hours. Lectures: 20 hours Practical classes: 20 hours Independent work: 80 hours
Terms of study of the discipline	8 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	
Academic degree	
Position	
Areas of scientific research	
Links to the registers of identifiers for scientists	
Contact information	
E-mail:	
Department phone	
Instructor’s portfolio on the website	

Discipline’s description.

The course is aimed at developing basic knowledge and practical skills in organizing, planning, implementing and controlling projects in various fields of activity. The course covers key principles and stages of project management, methods of assessing resources, deadlines and risks, team management and communication tools. Special attention is paid to modern approaches and software tools to support project activities. Mastering the course allows you to effectively apply the knowledge gained in practical work, increase project performance and ensure the achievement of set goals within the specified time frame and with optimal use of resources.

The subject of the discipline: principles, methods, tools and technologies for organizing, planning, implementing and controlling projects, as well as managing their resources, deadlines, quality, risks and team.

The aim of the discipline is to form in students a systematic understanding of the theory and practice of project management, as well as the ability to apply modern methods and tools for the effective implementation of projects in various fields of activity.

The objectives of the discipline:

1. To introduce students to the basic concepts, principles, and stages of project management.
2. To reveal methods of planning, organizing, monitoring and controlling project activities.
3. Teach how to identify, assess, and manage project resources, timelines, budgets, and risks.
4. Develop skills in working with project management support tools and software.
5. Develop the skills of effective interaction in project teams and establishing communications between project participants.
6. To contribute to the formation of the ability to make management decisions in conditions of uncertainty and change.

Prerequisites for the discipline:
The study of the academic discipline "Fundamentals of project management" is based on the knowledge and skills obtained by students while studying the following disciplines: "Fundamentals of business management", "Operations management".

Post-requisites for the academic discipline:
The knowledge, skills, and competencies acquired within this discipline are the basis for professional activity, independent learning, and further development.

Program competences

General competences	GC4. Ability to apply knowledge in practical situations GC12. Ability to generate new ideas (creativity).
Special competences	SC1. Ability to identify and describe the characteristics of an organization. SC7. Ability to select and apply modern management tools. SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks. SC11. Ability to create and organize effective

	communication in the management process. SC14. Understanding the principles of psychology and the ability to apply them in professional activities.
Intended learning outcomes	ILO4. Demonstrate the ability to identify problems and justify managerial decisions. ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions ILO8. Apply management methods to ensure the effective operation of an organization. ILO9. Demonstrate teamwork, leadership, and collaboration skills. ILO19. Demonstrate the ability to initiate, develop and implement business projects and start-ups using the principles of project management, methods of strategic analysis and business intelligence to ensure the competitiveness of the organization.

Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods
		Lectures	**Seminars .**	**Independent work**	
8th semester **Content module 1.** Theoretical foundations of project management					**Teaching methods:** verbal (teaching lecture; conversation; educational discussion); inductive method; deductive method; translational method; analytical; synthetic; practical (working with plots of legal cases); explanatory-illustrative; reproductive; problem-based presentation method; partially search; research; interactive methods (situation analysis; discussions, debates, polemics;
Topic 1	Modern project management: from theory to practice	1	1	7	
Topic 2	Project Lifecycle: A Practical Approach	2	2	7	
Topic 3	Stakeholder Management: Communications, Influence, and Partnerships	2	2	6	
Topic 4	Project management standards and methodologies (PMBOK, Agile, PRINCE2)	1	1	7	
Topic 5	The role of a project manager: competencies and soft skills	2	2	7	

Topic 6	Ethics and social responsibility in projects	2	2	6	dialogue, synthesis of thoughts; brainstorming; skills development; situational modeling, processing of discussion questions); modeling of professional activity; innovative teaching methods (competence-based; project-research); case method. **Assessment methods:**oral control (oral survey, assessment of participation in discussions, other interactive learning methods); written control (tests, independent work, essays); test control (closed-form tests: test-alternative, test-correspondence); method of self-control and self-assessment; evaluation of case tasks.
Content module 2. Practical project management tools and technologies					
Topic 7	Project planning and task breakdown (WBS, OBS)	2	2	7	
Topic 8	Time management and execution schedules (Gantt, Critical Path, Agile board)	2	2	7	
Topic 9	Resource management and project budgeting	2	2	6	
Topic 10	Project Risks and Uncertainties: Assessment and Response Strategies	1	1	7	
Topic 11	Teamwork and communication in a modern project	1	1	7	
Topic 12	Monitoring and project completion: results and lessons learned	2	2	6	
Modular test					
Total:		**20**	**20**	**80**	
Final assessment: exam					

Technical equipment and/or software – official website of IAPM: http://IAPM.com.ua The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing

practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment												Modular assessment task	Exam	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	Topic 11	Topic 12	20	40	100
Work in a seminar class	2	2	2	2	2	3	2	3	2	3	2	3			
Independent work	1	1	1	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Fundamentals of Project Management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Fundamentals of Project Management":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;
"B" - 16-17 points;
"C" - 14-15 points;
"D" - 12-13 points.
"E" - 10-11 points;
"FX" - less than 10 points.

The final semester assessment in the academic discipline "Fundamentals of Project Management" is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is

evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking

0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline "Fundamentals of Project Management" requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Fundamentals of Project Management".

Recommended sources of information:

Basic literature:

1. Blaga N. V. Project Management: Textbook. Lviv: Lviv State University of Internal Affairs, 2021. 152 p.
2. Horbachenko S. A. Project Management: a teaching and methodological manual for the preparation of higher education applicants in the field of

knowledge 12 "Information Technologies" / S. A. Horbachenko. Odesa: National University "Olya University", 2020. 263 p.
3. Pryymak V. Project Management. Textbook. Kyiv: Taras Shevchenko National University of Kyiv. 2017. 464 p.
4. Mykytyuk P. P., Brych V. Ya., Mykytyuk Yu. I., Trush I. M. Project Management: Textbook [for students of higher education]. Ternopil, 2021. 416 p.
5. Project management for innovative development of educational organizations of Ukraine: a manual for training masters in the specializations "Educational institution management" and "Project management", advanced training of students, heads of educational institutions / Z.V. Ryabova, A.B. Ermolenko, T.A. Makhyna and others; under the general editorship of academician V.V. Oliynyk, mag.F. Frekh; NAPS of Ukraine, State Higher Educational Institution "Un-t Management of Education"; Kultur Kontakt Austria. K., 2016. 118 p.
6. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 7th Edition — Project Management Institute, 2021. 756 p.
7. Agile Practice Guide - PMI & Agile Alliance, 2021. 174 p.

Additional literature:
8. Babayev V.M. Project Management: Textbook. Kharkiv: KhNAMG, 2006. 244 p.
9. Batenko L. P. Project Management: Textbook. Kyiv: KNEU, 2003. 231 p.
10. Bratus G.A., Goncharenko M.F., Seredyuk K.V. Synergy of classical and project management in managing regional changes. Scientific Bulletin of the International Humanitarian University. Series: Economics and Management: Collection of Scientific Proceedings / International Humanitarian University – Odesa: Helvetika, 2025. – P.116-121 DOI:https://doi.org/10.32782/2413-2675/2025-62-18
11. Bratus G. A., Goncharenko M.F., Filipov M.I. PROJECT MANAGEMENT AS A TOOL FOR INCREASING THE COMPETITIVENESS OF THE REGIONAL ECONOMY // State and Regions. Series: Economy and Entrepreneurship. 2025. Issue No. 1 (135)
12. Nozdrina L. V., Yashchuk V. I., Polotai O. I. Methods and models of project management: textbook. K.: TsUL. 2010. 432 p.
13. Petrenko N. O., Kustrich L. O., Homeniuk M. O. Methods and models of project management: a textbook. K.: TsUL, 2015. 244 p.
14. Seredyuk K.V. Implementation of ESG practices in the activities of Ukrainian companies during the war period. Black Sea Economic Studies. 2023. Issue 84. P. 41-46. https://doi.org/10.32782/bses.84-6
15. Seredyuk K.V. Integration of business management tools and project management under martial law: challenges for Ukrainian enterprises. Scientific works of the Interregional Academy of Personnel Management. Economic Sciences. Issue 4(80). 2025.
16. Tarasyuk G.M. Methods and models of project management: Textbook for

students of higher educational institutions. 2nd ed. K.: Karavela, 2006. 200 p.
17. Cherchyk L. Investment Management: Textbook. Lutsk: Lesya Ukrainka SNU, 2017. 171 p.
18. Cherchyk L. Project Management: Textbook. Lutsk: Lesya Ukrainka State University, 2018. 184 p.
19. Flyvbjerg B., Bruzelius N., Rothengatter W. Megaprojects and Risk: An Anatomy of Ambition. — Cambridge University Press, 2020. — 400 p.
20. Zwikael O., Smyrk J. Project Management for the Creation of Organizational Value. — Springer, 2021. — 350 p.
21. Highsmith J. Agile Project Management: Creating Innovative Products. — Addison-Wesley, 2021. — 272 p.
22. Masood Z., Hoda R., Blincoe K. RealWorld Scrum: A Grounded Theory of Variations in Practice. — Springer, 2021. — 280 p.-
23. Pinciroli F. Agile Strategies for Software Development According to Complexity Factors. — Springer, 2022. — 260 p.
24. Sarhadi P., Naeem W. On the Application of Agile Project Management Techniques in Higher Education. — Springer, 2022. — 200 p.
25. ISO 21502:2020 — Guidance on Project Management. — International Organization for Standardization, 2020.