WORK PROGRAMME OF THE DISCIPLINE:

COURSE TITLE	**INTERNATIONAL PROJECT MANAGEMENT**
LEVEL OF HIGHER EDUCATION (DEGREE)	FIRST (BACHELOR)
FIELD OF STUDY	07 MANAGEMENT AND ADMINISTRATION
MAJOR	073 MANAGEMENT
PROGRAM SUBJECT AREA	MANAGEMENT (ENGLISH)
STATUS OF THE DISCIPLINE	Elective
MODE OF STUDIES	FULL-TIME, PART-TIME, E-LEARNING
TOTAL NUMBER OF HOURS/ ECTS CREDITS	150 HOURS /5 ECTS CREDITS
LANGUAGE OF INSTRUCTION	ENGLISH
LECTURER	**BIELOVA OLENA IHORIVNA** Assoc. Prof., Ph.D.
LECTURER'S PROFILE	https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/belova-olena-igorivna
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CONSULTATIONS	*consultations on campus*: - *Online consultations:* consultations in MS Teams (Fridays 13:30- 14:30) https://teams.microsoft.com/l/meetup-join/19%3ameeting_MTZhNzgwZTktNDQ4ZC00MGM5LTkzOWItYTU2NzkzN2U0NWQy%40thread.v2/0?context=%7b%22Tid%22%3a%22cf94ad9d-2983-43f5-9909-722602ea2165%22%2c%22Oid%22%3a%220a60f68c-9f8a-4238-b108-23a5cbbf3c72%22%7d

1. **Brief summary of the course**

The International Project Management course provides students with the knowledge, tools, and techniques required to successfully plan, execute, and manage projects in a global business environment. It emphasizes the unique challenges of managing international projects, including cultural diversity, geopolitical influences, global supply chains, and regulatory compliance. The course integrates project management methodologies with cross-cultural competencies, equipping students to effectively lead multinational teams and navigate the complexities of international operations. Key topics include project planning and scheduling, risk assessment, budgeting, resource allocation, stakeholder management, and quality control. Special attention is given to frameworks such as PMBOK (Project Management Body of Knowledge). Students explore tools for managing international communication, remote collaboration, and conflict resolution in cross-cultural contexts.

The course also delves into legal, ethical, and environmental considerations affecting global projects, offering strategies for sustainable and socially responsible project management. Case studies and real-world examples provide insights into managing international partnerships, contracts, and supply chains, preparing students to lead complex projects from initiation to completion. By the end of the course, students will be able to develop comprehensive project plans, mitigate risks, monitor progress, and ensure the delivery of successful outcomes in international settings. Practical skills in managing budgets, schedules, and multicultural teams will position students for roles as project managers, consultants, and international business leaders.

2. Learning outcomes

3. Course scope

Type of class	Total number of hours/ ECTS credits - 150 HOURS /5 ECTS CREDITS		
Total number of hours / mode of studies	full-time	part-time	e-learning
lectures	28	14	14
seminars / practical / laboratory classes	22	7	7
Individual work	100	129	129

4. Prerequisites
Introduction to Mangement, International Management.

5. Hardware and software
PC / laptop, Internet access, camera, microphone

6. Course policies – students must adhere to a code of academic integrity:
https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf
Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.
Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

Forms of academic dishonesty include:
▪ Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
▪ Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
▪ Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
▪ Fabrication - modification or transfer, without permission, academic information, or records.

7. Programme of the course

Topic 1: Project Management Overview

This topic provides a comprehensive introduction to project management, covering its definitions, classifications, and applications in modern organizations. Students examine the evolution of project management frameworks, including traditional (Waterfall) and adaptive (Agile and Scrum) methodologies, analyzing their relevance to different project types. The topic highlights key concepts such as project scope, objectives, constraints, and deliverables, emphasizing the critical role of project managers in integrating processes and achieving goals. It also addresses the roles and responsibilities of stakeholders, teams, and sponsors, along with organizational structures that support project success. Real-world examples illustrate how project management methodologies drive innovation, efficiency, and competitiveness across industries. Additionally, this topic introduces standards and guidelines, including PMI's PMBOK and ISO frameworks, which provide a foundation for effective project execution and monitoring.

Topic 2: Project Management Objectives

This topic focuses on the importance of defining clear and measurable objectives in project management. Students learn to establish SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and align them with organizational strategies. Techniques for managing conflicting priorities, reducing scope creep, and optimizing resource allocation are analyzed. The topic emphasizes performance measurement systems, including key performance indicators (KPIs) and milestone tracking, to evaluate progress and ensure accountability. Practical tools for prioritizing goals, setting baselines, and forecasting outcomes are covered in detail. Students also explore the role of stakeholder management in achieving project objectives and balancing expectations through effective communication. Case studies demonstrate how clearly defined goals improve decision-making, resource utilization, and overall project performance

Topic 3: Project Life Cycle

This topic provides an in-depth analysis of the project life cycle, examining its five main phases—initiation, planning, execution, monitoring, and closure. Each phase is explored in detail, focusing on the activities, deliverables, and challenges involved. Students learn to conduct feasibility studies, perform risk assessments, and define project scope during the initiation phase. The planning phase highlights tools like work breakdown structures (WBS), Gantt charts, and critical path analysis (CPA) for scheduling and resource management. The execution phase emphasizes task coordination, quality control, and team management, while monitoring and controlling focus on tracking performance, identifying deviations, and implementing corrective actions. The closure phase discusses final evaluations, documentation, and lessons learned. Case studies illustrate the practical application of life cycle models across industries

Topic 4: Project Processes

This topic explores the core processes that drive project management, emphasizing their interdependencies and alignment with organizational strategies. Students examine the five process groups—initiating, planning, executing, monitoring and controlling, and closing—highlighting their role in achieving project success. Techniques for integrating processes, managing scope changes, and tracking progress are covered. The topic focuses on the importance of defining workflows, establishing baselines, and implementing feedback mechanisms to ensure continuous improvement. Key areas such as risk assessment, quality assurance, and procurement management are explored through real-life examples. Modern tools for automating processes and enhancing data analytics are also introduced, enabling students to streamline operations and make informed decisions

Topic 5: Initiation of Project

This topic focuses on the initiation phase, emphasizing the importance of defining project scope, establishing objectives, and securing approvals. Students learn to develop project charters, perform feasibility studies, and conduct stakeholder analyses to evaluate project viability. The topic highlights methods for identifying risks, opportunities, and constraints early in the project lifecycle. Techniques such as SWOT analysis and stakeholder mapping are introduced to ensure alignment with organizational goals and expectations. Practical exercises emphasize the importance of formalizing agreements, clarifying roles, and setting clear expectations before advancing to the planning stage. Tools for assessing readiness, managing uncertainties, and creating frameworks for accountability are also explored

Topic 6: Planning of Project

This topic covers the detailed planning phase, where project goals are translated into actionable steps. Students learn to develop schedules, allocate resources, and create contingency plans to address uncertainties. Techniques for preparing work breakdown structures (WBS) and defining deliverables are introduced to establish clarity and accountability. The topic also covers time management tools such as Gantt charts, network diagrams, and critical path analysis (CPA) to optimize scheduling and sequencing of tasks. Resource planning is emphasized, including cost estimation, budgeting, and risk mitigation strategies. Quality planning and performance evaluation methods are discussed to ensure standards are met throughout the project. Practical exercises demonstrate how planning reduces uncertainties, aligns teams, and provides frameworks for progress monitoring

Topic 7: WBS of the Project

This topic delves into Work Breakdown Structures (WBS) as a tool for organizing and managing project tasks. Students learn to decompose complex projects into smaller, manageable units to improve visibility, accountability, and resource allocation. The hierarchical structure of WBS is examined, including methods for defining deliverables, grouping activities, and assigning responsibilities. Coding systems for tracking progress and performance metrics are introduced. Students analyze how WBS integrates with scheduling tools and budgeting processes to optimize planning and execution. Case studies demonstrate its practical applications in streamlining workflows, monitoring deliverables, and improving reporting systems

Topic 8: HR Planning in Project Management

This topic focuses on human resource planning, emphasizing the importance of team development and performance management. Students learn strategies for recruiting, assigning roles, and building high-performing teams. Techniques for resource availability analysis, training programs, and conflict resolution are covered. The topic also addresses responsibility assignment matrices (RAM) and organizational breakdown structures (OBS) to define roles and accountability. Students explore team motivation, leadership styles, and performance evaluation systems to maintain productivity and morale throughout the project lifecycle. Practical examples highlight the importance of communication and collaboration in achieving project success

Topic 9: Network and Calendar Project Planning

This topic examines scheduling techniques for effective project planning. Students learn to use network diagrams, including the Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT), to model task dependencies and optimize schedules. Advanced techniques such as fast-tracking, crashing, and resource leveling are introduced to address scheduling constraints. The topic emphasizes the use of calendars for tracking deadlines, identifying overlaps, and managing parallel activities. Modern project management software tools are explored to automate

scheduling and enhance real-time tracking. Practical examples illustrate how effective scheduling ensures timely delivery and resource optimization

Topic 10: Cost and Budget Planning in Project

This topic focuses on the principles of cost estimation, budgeting, and financial management in project planning. Students learn to develop cost baselines, aggregate budgets, and monitor expenditures using cost breakdown structures (CBS). Methods for identifying direct and indirect costs, controlling variances, and integrating contingency reserves are discussed. The topic also explores techniques such as earned value management (EVM), cash flow analysis, and resource histograms for financial tracking. Advanced budgeting strategies, including top-down and bottom-up approaches, are analyzed to provide flexibility and accountability in managing financial resources. Case studies highlight effective practices for managing costs and maintaining financial stability

8. Course scheme

Topic	Number of hours									Control form
	Full-time			Part-time			E -learning			
	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	
Topic 1: Project Management Overview	4	2	14	2	1	18	2	1	18	IA, S, T, CS, P
Topic 2: Project Management Objectives	4	4	14	2	1	19	2	1	19	IA, S, T, CS, P
Topic 3: Project Life Cycle Topic 4: Project Processes	4	2	14	2	1	18	2	1	18	IA, S, T, CS, P
Topic 5: Initiation of Project Topic 6: Planning of Project	4	4	14	2	1	19	2	1	19	IA, S, T, CS, P
Topic 7: WBS of the Project Topic 8: HR Planning in Project Management	4	2	15	2	1	18	2	1	18	IA, S, T, CS, CA, P
Topic 9: Network and Calendar Project Planning	4	4	14	2	1	18	2	1	18	IA, S, T, CS, P
Topic 10: Cost and Budget Planning in Project	4	4	15	2	1	19	2	1	19	IA, S, T, CS, P
Total hours	**28**	**22**	**100**	**14**	**7**	**129**	**14**	**7**	**129**	-
FINAL CONTROL/ CREDIT	-			-			-			-
TOTAL	**150**			**150**			**150**			-

Control form
IA – individual assignments
S – survey
T – test, mid-term tests
CA – calculation assignments
CS – solving case-studies
P – oral presentation
E - exam

9. Individual tasks

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

Content of an individual educational and research task (educational project)
The individual task consists of three types of questions, task options posted on the moodle platform: 1. Open question: o Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information. o Tests your understanding of the topic, ability to formulate your own opinions and argue your position. 2. Calculation task: o Involves performing certain calculations using formulas or economic models. o Tests knowledge of economic methods and the ability to apply them in practice. 3. Situational task: o Presents a real economic problem or case that needs to be analyzed and a solution proposed. o Tests your ability to apply theoretical knowledge to solve practical problems and make informed decisions. Requirements for completing the task: • Clear structure: Answers should be logically structured, contain an introduction, main body and conclusions. • Argumentation: Each statement must be supported by arguments and references to sources. • Accuracy of calculations: When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement. • Originality: Answers must be your own and contain no plagiarism. • Design: The work must be designed in accordance with the requirements specified on the moodle platform.

10. Teaching methods

In the process of studying the discipline "**International Project Management**", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Lectures: classes where the teacher presents theoretical and practical guidance material, analyzing the main concepts and tools of the discipline.

2. Seminars: interactive sessions in which students discuss topics, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.

3. Practical classes: focus on the application of particular tools.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.

2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.

3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning

11. Control methods

Control measures are used to determine the success of training. Control measures include final control.

The final control is carried out to evaluate the learning results after the end of the study of the discipline according to the working curriculum.

When studying this course, the following form of final control is used: credit.

12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100) and the national scale.

General course evaluation system: Participation in the work during the semester / exam – 60%/40%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of arguments are evaluated. The assignments should be presented in Moodle.

13.1. Scoring scheme for the course

Type of educational activity	Max score	Max total score
Poject / Individual work (6 x 10 points)	60	
Total for practical tasks	**60**	
	Final test	**40**
	Total for the course	**100**

13.2. Conditions for awarding points

Project / Individual Work (Maximum Score – 60 Points)

Assessment Criteria:

1. Completeness of the Solution (24 Points):

Comprehensive development of project tasks with clear explanations of methodologies, tools, and frameworks applied.

Logical justification of approaches, including evidence-based decision-making and detailed steps for implementation.

2. Depth of Analysis (18 Points):

Thorough research, critical evaluation of data, and integration of theoretical and practical concepts to support arguments.

Application of innovative approaches, strategic thinking, and practical recommendations for problem-solving.

3. Structure and Formatting (12 Points):

Logical organization, adherence to academic formatting standards, proper citations, and clear structure for readability and coherence.

Professional presentation, including charts, graphs, and visual aids to enhance understanding.

4. Responses to Questions and Engagement (6 Points):

Active participation in discussions, ability to defend viewpoints, and willingness to clarify concepts during presentations.

Breakdown:

6 Projects / Individual Assignments × 10 Points Each = 60 Points Total

Final Test (Maximum Score – 40 Points)

Assessment Criteria:

Number of Correct Answers (40 Points):

The final test consists of 20 multiple-choice or short-answer questions, with 2 points awarded for each correct response.

Questions are designed to assess theoretical knowledge, practical application, and analytical skills related to course topics.

Focus Areas:

Core principles of project management, frameworks, methodologies, and best practices.

Practical applications, including case studies and scenario-based questions to evaluate decision-making abilities.

Breakdown:

Final Test = 40 Points Total

13.3. Final assessment criteria

University scale	Ukrainian Grade
90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

14. Methodological provision

Attention students: all educational and methodological materials (lecture plans and videos, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: International project management / Міжнародний проєктний менеджмент (англ)_Бєлова О.І.: https://dist1.krok.edu.ua/course/view.php?id=1684

15. Recommended literature

Basic

1. Meredith, J. R., & Mantel, S. J. (2019). *Project Management: A Managerial Approach* (10th ed.). Wiley

Additional

1. Kerzner, H. (2022). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (13th ed.). Wiley.
2. Larson, E. W., & Gray, C. F. (2020). *Project Management: The Managerial Process* (8th ed.). McGraw-Hill Education.
3. PMI. (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.
4. Turner, J. R. (2016). *Gower Handbook of Project Management* (5th ed.). Routledge.

16. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

Work programme of the discipline:

Compiled by: Associate Professor of Department of Marketing and Behavioral Economics, PhD in Economics - Olena Bielova.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).