

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
міжнародних економічних відносин
Протокол № 1 від 28.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної
роботи

Каріна НЕМАШКАЛО



МЕНЕДЖМЕНТ МІЖНАРОДНИХ ПРОЕКТІВ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	29 "Міжнародні відносини"
Спеціальність	292 "Міжнародні економічні відносини"
Освітній рівень	перший (бакалаврський)
Освітня програма	Міжнародний бізнес

Статус дисципліни

Мова викладання, навчання та оцінювання

вибіркова

англійська

Розробник(и):

к.ф.-м.н., доц.

Олена ЯРМОШ

Завідувач кафедри

міжнародних
економічних відносин

Ірина ОТЕНКО

Гарант програми

Наталія ПАРХОМЕНКО

Харків
2023

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

APPROVED

at the meeting of the department
international economic relations

Protocol № 1 of 28.08.2023

AGREED

Vice-rector for educational and methodical
work

Karina NEMASHKALO



**INTERNATIONAL PROJECT MANAGEMENT
Program of the course**

Field of knowledge **29 "International Relations"**
Specialty **292 "International Economic Relations"**
Study cycle **first (bachelor)**
Study programme **International Business**

Course status **elective**
Language **English**

Developers:
PhD (Phys and Maths),
Associate Professor

Olena IARMOSH

Head of International
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Department

Iryna Otenko

Head of Study Programme

Nataliia PARKHOMENKO

Kharkiv
2023

INTRODUCTION

In the modern world economy, international cooperation and globalization have become an integral part of the business environment. The conditions when companies and organizations expand their presence in the global market make international project management a key element of successful operation. Conducting international projects often presents unique challenges such as cultural differences, geographic remoteness, local regulatory requirements, and currency risks. The discipline "Management of international projects" forms in the applicants the skills necessary to successfully overcome these challenges and adapt to different conditions of international markets.

The educational discipline "Management of international projects" belongs to the list of disciplines of free choice of applicants. During the study of the discipline, a large number of cases based on real data of well-known companies are used. Also, through their own experience, applicants develop knowledge, develop skills and attitudes necessary for a specialist in the field of international economic relations.

The goal of teaching the academic discipline "Management of international projects" is to master the modern theoretical foundations of international project management and practical skills of planning, implementation, control, and evaluation of projects in an international environment.

The main tasks of studying the discipline are:

assimilation of the main theoretical material on the management of international projects;

acquiring knowledge and developing skills in planning, implementation, control and evaluation of projects in an international environment;

development of project presentation and defence skills in an international environment.

The object of the course is a set of economic, economic, legal, financial relations in the field of implementation of projects of various types at the national and international levels.

The subject of the course is the methodology of project management of various types at the national and international levels.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO1	GK3, SK16
LO2	SK14
LO6	GK4, GK11
LO7	SK16
LO11	SK4
LO12	SK5
LO13	SK5
LO23	SK16
LO25	GK4, GK7

where GK3. Ability to learn and be up-to-date.

GK4. Ability to plan and manage time.

GK7. Skills in using information and communication technologies.

GK11. Ability to work in a team.

SK4. The ability to substantiate the peculiarities of the implementation of forms of international economic relations at the mega-, macro-, meso- and macro-levels.

SK5. The ability to carry out comprehensive analysis and monitoring of global market conditions, to assess changes in the international environment and to be able to adapt to them.

SK14. The ability to communicate on a professional and social level using professional terminology, including oral and written communication in national and foreign languages.

SK16. The ability to constantly increase the theoretical level of knowledge, generate and effectively use it in practical activities.

LO1. Be responsible for professional self-improvement, realising the need for lifelong learning, show tolerance and readiness for innovative changes.

LO2. Communicate freely on professional issues in national and foreign languages orally and in writing, use economic terminology professionally.

LO6. Plan, organise, motivate, evaluate and increase the effectiveness of collective work, carry out research in a group under the leadership of a leader, taking into account the requirements and features of today in conditions of limited time.

LO7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the obtained results.

LO11. To justify one's own opinion regarding the specific conditions for the implementation of forms of international economic relations at the mega-, macro-, meso- and micro-levels.

LO12. To carry out a comprehensive analysis of complex economic systems, to compare and compare their components, to evaluate and argue for evaluations of the effectiveness of their functioning.

LO13. Select and skillfully apply analytical tools for researching the state and development prospects of individual segments of the international markets of goods and services using modern knowledge about the methods, forms and tools of regulation of international trade.

LO23. To be aware of the need for lifelong learning in order to maintain professional competence at a high level.

LO25. To present the research results, based on which recommendations and measures for adaptation to changes in the international environment are being developed.

COURSE CONTENT

Content module 1. Theoretical and methodological principles and basics of planning international projects

Topic 1. Basic concepts of project management.

Definition of "project" / "program". Main characteristics of the project. Classification of projects. Stages of the project. Project management functions. Project management subsystems. Project management methods. Project team members. Peculiarities of project activity at the national and regional levels (international projects in Ukraine and Kharkiv region).

Topic 2. Preparation for work on an international project.

Project passport. Organisation of work at the project development stage. Methods of creative thinking. Formation of the project concept. General sequence of project analysis.

Topic 3. International project planning.

Breakdown of work into tasks and estimation of time and costs. Types of relationships between tasks. WBS tool (building steps, graphical representation). PERT diagram (stages of construction, graphic presentation). The concept of "critical path". Calculation of project completion time. Gantt chart.

Topic 4. Resource provision of an international project.

Project resources (labour, material, expenses, money). Resource planning. Classification of costs.

Content module 2. Management of processes of implementation and control of international projects

Topic 5. Management of international project teams.

Organisational structures of project teams. Project management office. Typology of project offices according to R2M. Synergism of project teams. Areas of team management in projects. Project manager. Five-stage model of team development. Optimal conditions for the team. Difficulties of project teams.

Topic 6. Communications in international projects.

Stakeholders of the project. Project communications management processes. Different aspects of communication actions. Communications management planning. Restrictions on the transfer of information. Project management information system. Decision support systems. Control of communications.

Topic 7. Risk management of international projects.

Uncertainty. Project risks (definition, types). Causes, signs and consequences of various functional project risks. Risk management planning. Qualitative analysis of project risks. Quantitative risk analysis.

Topic 8. Control of the implementation of an international project and assessment of its quality.

Project control system. Types of control. Stages of control. Assessment of project activity. Monitoring. Methods of control of the actual performance of work. Project implementation control tools. Controlling the cost of project works. Project quality. Approaches to project quality assessment. Main project quality gauges. Methods of quality management. Tools and methods of project quality control.

Topic 9. Protection and presentation of international project results.

Basic methods of presenting information on the project. Pitch deck. Preparation of materials for project presentation. Interaction during project protection by the team. Q&A sessions during project protection. After project support.

Topic 10. Software for project activities.

MS Project, Wrike, Hive, Trello, A2B, Plan.io, GanttPRO, Bitrix24, Jira, Zoho Projects.

The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

The list of practical (seminar) / laboratory studies

Name of the topic and/or task	Content
Topic 1. Practical study 1.	Basic concepts of project management
Topic 2. Practical study 2.	Preparation for work on the project
Topic 2. Laboratory study 1.	Description of the main elements of the project
Topic 3. Practical study 3.	Calendar planning of the project
Topic 3. Laboratory study 2.	Gantt chart
Topic 4. Practical study 4.	Resource provision of the project

Name of the topic and/or task	Content
Topic 4. Laboratory study 3.	Drafting of the project budget
Topic 5. Practical study 5.	Organisational structures of project teams
Topic 5. Laboratory study 4.	Management of project teams
Topic 6. Practical study 6.	Communications in international projects
Topic 7. Practical study 7.	Project risks
Topic 7. Laboratory study 5.	Project risk management
Topic 8. Practical study 8.	Project implementation control and assessment of its quality
Topic 8. Laboratory study 6.	Calculation of indicators of investment attractiveness of the project
Topic 9. Laboratory study 7.	Presentation of project results
Topic 9. Practical study 9.	Protection of project results
Topic 10. Laboratory study 8.	Project management software
Topic 10. Laboratory study 9.	Project team communication software

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1 – 10	Study of lecture material, familiarisation with the regulatory framework of Ukraine and other countries, international and national accounting standards, statistical materials
Topic 1 – 10	Preparation for practical and laboratory classes
Topic 1 – 10	Execution of individual tasks
Topic 1 – 10	Exam preparation

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the educational discipline "Management of international projects" for the acquisition of specified learning outcomes, the activation of the educational process, the use of such learning methods is provided, such as:

Verbal: lectures-discussions (topics 1-10), presentations and case studies (topics 1-10), debates, brainstorming (topics 2-10).

Face-to-face: demonstration of presentations by topics (1-10), pitch deck by topics (1-10), interactive techniques and technologies (topics 1-10).

Practical and laboratory: individual creative tasks (topics 1-6), case studies (topics 7-9), final presentations (topic 10), competency-oriented interactive classes, seminar-discussions, debates, scientific seminar (topics 1-10).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored: maximum amount is 60 points; minimum amount required is 35 points

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The final grade in the course is determined with the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: practical tasks (20 points), individual creative task (10 points), colloquium (8 points), final test (10 points), final presentation (12 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

An example of an examination card

Simon Kuznets Kharkiv National University of Economics
First (bachelor) level
Specialty 292 "International Economic Relations"
Course "International accounting"

Examination card No. 1

Task 1 (stereotypic task) (20 points)

1. The specific organisational structure headed by the project manager and created for the period of project implementation in order to effectively achieve its goals is:

- 1) initiator
- 2) investor

- 3) designer
- 4) project team
- 5) scientific and technical councils
2. The beginning of the project is:
 - 1) the moment of the birth of an idea
 - 2) the beginning of project development
 - 3) initiation of the project by the investor
 - 4) receipt of offers from future users
3. The project is
 - 1) plan of long-term financial investments
 - 2) a program of actions for the use of financial resources
 - 3) a task with certain initial data and planned results (goals) that determine the method of its solution
 - 4) the idea (task, problem) and the necessary means of its implementation in order to achieve the desired economic, technical, technological or organisational result
4. Defining the project goal does not include:
 - 1) determination of activity results for a certain period
 - 2) quantitative assessment of the project
 - 3) proving that the results must be achieved
 - 4) determination of the conditions under which project results can be achieved
5. The stages of the project life cycle according to the UNIDO classification do not include:
 - 1) pre-investment
 - 2) investment
 - 3) operational
 - 4) project evaluation
6. The function that provides financial control through the accumulation, analysis and compilation of a report on project costs is called:
 - 1) quality management
 - 2) time management
 - 3) contract management and project support
 - 4) cost management
7. Cash flow is:
 - 1) the difference between cash receipts and expenses
 - 2) expenditure of material, financial and intellectual resources for the purpose of obtaining income
 - 3) capital investments
 - 4) profit from investment activities
8. The organisational structure of project management is:
 - 1) a set of interdependent project management bodies located at different levels of the system

- 2) organisation of interaction and mutual relations of participants in the investment process
- 3) a system of connections between individual performers and groups working on the project
- 4) all answers are correct
9. Is it possible to apply functional, matrix and project organisational management structures together within one project at different levels and phases of its management:
- 1) yes, for any projects
- 2) yes, for selected projects
- 3) no
10. Which of the listed types of assessment of the calendar plan is not used to analyse the possibility of project implementation:
- 1) integral assessment of reliability
- 2) environmental assessment
- 3) resource assessment
- 4) economic evaluation
11. Project scheduling is:
- 1) one of the forms of graphic display of the content of works and the duration of execution of plans and long-term complexes, project, planning, organisational and other types of enterprise activities, which provides optimization based on economic and mathematical methods and computer technology
- 2) planning, which involves bringing to the divisions and direct executors the topics and nomenclature of work on production preparation, conducting the necessary calculations on the scope of work, drawing up schedules for the execution of the latter
- 3) all answers are correct
12. The advantages of the Gantt chart are the display of:
- 1) visual picture of the project in relation to the time scale
- 2) changes in the movement of financial flows
- 3) compliance with certain project and product quality requirements
- 4) all answers are correct
13. For the quantitative assessment of risks, the indicator is used:
- 1) payback period
- 2) transformation coefficient
- 3) break-even point
- 4) root mean square deviation
14. The break-even point characterises:
- 1) the volume of sales, in which the revenue from the sale of products exceeds the costs of producing a given volume of products
- 2) the volume of sales, in which the revenue from the sale of products is lower than the costs of its production

3) the volume of sales, at which the revenue from the sale of products coincides with the costs of production

4) there is no correct answer

15. What should be understood by the "quality" of the project:

1) this is a complete set of project characteristics related to its ability to satisfy established or anticipated needs

2) category or rank assigned to the object (project)

3) quality that meets market needs

4) all answers are correct

16. Which parameters of the project can be attributed to those that are managed in full:

1) labour, financial and material resources

2) volumes and types of works

3) volumes and types of work, project cost, deadline, resources (labour, material and technical, financial, quality of project solutions)

4) life cycle duration, cost reduction, effective use of labour, material, technical and financial resources

17. What are the main planning principles:

1) purposefulness, complexity, scientificity, balance, systematicity, flexibility, optimal adaptability, continuity, stability, multifunctionality

2) optimal coordination and integrated activity of all project participants and executors

3) reality, efficiency, consistency

4) conceptuality, strategicness, coordination

18. What are the types of project activity control:

1) preliminary, current and final

2) simple and detailed control

3) general control over the progress of work on the project

4) all answers are correct

19. What are the methods of risk analysis:

1) direct calculation method

2) balance method

3) probabilistic, expert, sensitivity analysis, scenario analysis, building a project decision tree, simulation methods

4) all answers are correct

20. The structure of the project is:

1) method of project management

2) a set of relationships that connects project executors to each other

3) a set of interrelated elements and processes of the project, which are presented with different degrees of detail

4) there is no correct answer

Task 2 (diagnostic) (10 points)

The innovative project is characterised by the following payment flows (at the end of the year) (Table 1). The accepted discount rate is 10%.

Table 1

Input data for calculations

Factors	Years					
	1	2	3	4	5	6
Investments, thousands of UAH	200	250	-	-	-	-
Cash flow, thousands of UAH	-	-	150	250	300	350

Will this innovative project pay off? Calculate the payback period and profitability of this project.

Task 3 (heuristic) (10 points)

1. For each of the following project goals, rewrite it considering the SMART criterion:

1. Increase the company's reputation among clients
2. Increasing the availability and quality of medical care

Approved at the meeting of the international economic relations department of S. Kuznets KhNUE. Protocol No. __ dated _____

Examiner _____ Olena IARMOSH
 Head of department _____ Iryna OTENKO

Assessment criteria

The final grade for the exam consists of the sum of the grades for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Individual tasks are evaluated as follows:

Task 1 (test, stereotypic) (20 points)

For each correct test – 2 points.

Task 2 (diagnostic) (10 points)

For a correctly solved problem.

For this task, the applicant can score the following number of points:

4 – the acquirer chooses the right approach to the task, but does not complete the task in general;

5 – the applicant is charged for not mastering a significant part of the program material; if the learner, when performing a heuristic task, applies the educational material without sufficient understanding and cannot perform the task correctly, faces significant difficulties in analysing phenomena and processes;

7-6 – is regarded as the ability to apply theoretical knowledge to solve a heuristic task, provided that the task is partially completed, and the applicant demonstrated an understanding of the main provisions of the material of the educational discipline when answering;

9-8 – stands for the complete assimilation of the program material and the ability to navigate in it, conscious application of knowledge to solve a heuristic task; provided that all the requirements provided for the assessment of "13 points" are met, in the presence of minor errors (that is, the methodical approach to solving the problem is correct, but inaccuracies were made) or incomplete conclusions based on the results of solving the problem;

10 – stands for in-depth assimilation of program material, application of not only recommended, but also additional literature and a creative approach for the answer; clear mastery of the conceptual apparatus, methods, and tools for social communication, the ability to use them to perform specific practical tasks, to solve situations. The applicant demonstrates conscious use of the methodological apparatus, understands the theoretical and methodological basis of the problem, which is the basis of the situation under consideration; uses the actual material of the academic discipline; applies an analytical approach; skilfully combines theory with practice when considering tasks; skilfully justifies his position, summarises information and draws conclusions; presents reasoning qualitatively and clearly; competently presents the material; the material is presented in a logical, structured manner, the conclusions are well-founded and logical. The design of the answer should be neat, logical and consistent.

Task 3 (heuristic) (10 points)

For each correctly formulated goal, considering the SMART criterion – 5 points.

For this task, the applicant can score the following number of points for each wording:

2 – the acquirer chooses the right approach to the task, but does not complete the task in general;

3 – considers partial ability to apply theoretical knowledge to solve practical problems; provided that the task is partially completed, and the applicant has demonstrated an understanding of the main provisions of the subject material when answering;

4 – stands for complete completion of the task, but lack of a creative approach and demonstration of knowledge of additional material. In general, methodically, the task is performed correctly and the wording is clear;

5 – stands for the complete assimilation of the program material and the ability to navigate in it, the use of additional material, and manifestations of a creative nature. The applicant demonstrates conscious use of the methodological apparatus, understands the theoretical and methodological basis of the problem, which is the basis of the situation under consideration; uses the actual material of the academic discipline; applies an analytical approach; skilfully combines theory with practice when considering tasks; skilfully justifies his position, summarises information and draws conclusions; presents reasoning qualitatively and clearly; competently presents the material; the material is presented in a logical, structured manner, the conclusions are well-founded and logical.

RECOMMENDED BOOKS

Main

1. The seventh edition of the Project Management Body of Knowledge (PMBOK Guide) and the Project Management Standard. - Project Management Institute, Inc., 2022. - 415 p. – Access mode: <https://pmiukraine.org/pmbok7/>

2. Katrenko A. V. Management of IT projects. Book 1: Standards, models and methods of project management. 2nd edition Lviv, 2019. – 552 p.

3. Project management: training manual. / Composer: L.E. Dovgan, G.A. Mohonko, I.P. Malik. - K.: KPI named after Igor Sikorskyi, 2017. – 420 p.

4. Nozdrina L., Yashchuk V., Polotai O. Project management. - K.: Center of Educational Literature, 2020. - 432 p.

5. Mykytyuk P.P. Larisa., Brych V.Ya., Mykytyuk Yu.I., Trush I.M. Project management: textbook [for students. higher education app.]. – Ternopil, 2021. – 416 p.

6. Management theory [Electronic resource]: study guide / I.A. Gruzina, I.O. Kinas, I.M. Break [etc.]; Kharkiv National University of Economics named after S. Kuznetsa. – Kharkiv: KHNEU named after S. Kuznetsia, 2021. – 137 p. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/27798>.

7. International social institutions and programs [Electronic resource]: study guide / G. V. Nazarova, E. R. Stepanova; Kharkiv National University of Economics

named after S. Kuznetsa. – Kharkiv: KHNEU named after S. Kuznetsia, 2023. – 285 p. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/30609>.

Additional

8. Higney J. Basics of project management. - K.: Fabula, 2020. - 272 p.

9. Fielding P.J. How to manage projects. - K.: Fabula, 2020. - 240 p.

10. Pronoza, P.V. Ensuring financial stability in the face of global challenges: training manual [Electronic resource] / P.V. Pronoza, I.M. Chmutova, M.M. Berest. – Kharkiv: KHNEU named after S. Kuznetsia, 2021. – 203 p. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/28181>.

11. Shabelnyk T. V. Mathematical modeling of socio-economic systems: academic. manual / T. V. Shabelnyk. – Mariupol: Moscow State University, 2019. – 135 p. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/28090>.

12. Project Management Institute website. – Access mode <https://www.pmi.org/>

13. Project Management Institute Ukraine website. – Access mode: <https://pmiukraine.org/>

14. Site of personal educational systems of Khnei National University named after S. Kuznetsa. Discipline "Management of international projects". Access mode: <https://pns.hneu.edu.ua/course/view.php?id=8035>