

TOOLKIT FOR IMPLEMENTATION OF INTERNATIONAL PROJECTS

Working program of the academic discipline (Syllabus)

Requisites of the educational discipline

Level of higher education	<i>Second (master's)</i>
Branch of knowledge	<i>05 Social and behavioral sciences</i>
Specialty	<i>051 Economy</i>
Educational program	<i>International Economics</i>
Discipline status	<i>Normative</i>
Form of education	<i>full-time education</i>
Year of training, semester	<i>1st year, first semester</i>
Scope of the discipline	<i>120 hours</i>
Semester control/control measures	<i>Exam</i>
Lessons schedule	http://roz.kpi.ua
Language of teaching	<i>Ukrainian</i>
Information about head of the course / teachers	Lecturer: Candidate of Economic Sciences, Associate Professor, Iryna Mykolaivna Grinko, grinko.irina.kpi@gmail.com Practical: Candidate of Economic Sciences, Associate Professor, Iryna Mykolaivna Grinko, grinko.irina.kpi@gmail.com
Placement of the course	<i>Link to remote resource (Google classroom)</i> <i>Google classroom: https://classroom.google.com/c/NTU1MDA5MzAxNTc3?cjc</i>

Program of educational discipline

1. Description of the educational discipline, its purpose, subject of study and learning outcomes

The goal of the educational discipline is to form students of the master's program of knowledge about the main categories, functions, subsystems of project development and implementation, mastering the skills of practical application of methods, techniques and tools for the implementation of international projects. The main result of the study is the development of one's own international project (forming the project budget, writing the application form, etc.). The subject of the academic discipline is the study of tools, theory, methods and practice of developing and implementing international projects.

In the course of studying the educational discipline "Tools for the implementation of international projects", students will master the skills and knowledge specified below.

1) Acquire theoretical knowledge regarding: foundations and tools of international project activity; competence approach in project activity (Theory of competence - S. Thorpe, J. Clifford); democratic manifestations in teamwork in the implementation of an international project; principles, conditions and specifics of team formation; leadership styles of team management in the implementation of international projects;

2) They will acquire skills using the technologies of building and coordinating teamwork, involving employees in teamwork for the implementation of international projects; work in teams to fulfil the tasks of developing and implementing international projects.

3) They will acquire skills in the selection of competence profiles of team members for the successful development and implementation of projects; management of project activities; organizational culture of the team; organization and planning of joint activities.

4) Gain knowledge about the coordination and consolidation of team members' opinions when making decisions when developing international projects; assessment of the team's level of efficiency in implementing projects; evaluation of the effectiveness of team work of experts; organizational culture of the project team.

5) Master the methodology of international project management (MIHI-MBA in project management) and project management (7 Star; SMART; SWOT).

6) They will acquire the skills of analysing innovations in the management of international projects; assessment of the information potential of international organizations; development of own international innovative development projects.

7) Master the ability to involve both internal and external stakeholders in the implementation of an international project and develop strategies for working with stakeholders.

8) Master the skills of forming the budget of their own international project and writing the application form of the international project.

2. Pre-requisites and post-requisites of the discipline (place in the structural and logical scheme of training according to the relevant educational program)

Interdisciplinary connections: the discipline occupies an important place in the educational process, as it provides theoretical knowledge and practical skills in the development and implementation of international projects.

The study of the discipline "Toolkit for the implementation of international projects" is based on the main provisions and results of studies in the disciplines "Management", "Personnel management", "State regulation of the economy", "International economy", "International economic relations", "Transnational corporations", "International economic activity of Ukraine", "World economic relations", "European integration", "World economy" and others.

The main task of the educational discipline is to form students' knowledge about the toolkit of project implementation and the ability to use it in the development and implementation of international projects.

To study the discipline, the student must have computer programs for constructing graphs; tables using the Microsoft Excel program; presentations for analysing and evaluating statistical data and presenting the results of project development (Microsoft PowerPoint). It is necessary to be able to work in teams to develop and discuss the stages of project implementation using Zoom and Microsoft Teams programs.

3. Content of the academic discipline

CHAPTER 1. FUNDRAISING AND THE NEW EDUCATIONAL PARADIGM – THE BASIS OF INTERNATIONAL PROJECT ACTIVITY

Topic 1. Basics of international project activity. *The purpose of the course and the essence of "phronesis". Talent and creativity in the development of international projects. Competency approach in project activity (Theory of competence S. Thorpe, J. Clifford). Democratic manifestations in the team of participants in the implementation of the international project: advantages and disadvantages. New educational paradigm and project activity: difficulties and risks. Potential of team members: realities and opportunities in project implementation. The most important skills of professionalism in the implementation of international projects (Soft skills & Hard skills).*

Topic 2. Effective fundraising in international project activities. *Development of the most important skills of team members for effective fundraising. Search for current project proposals. Attracting funds and other resources for the implementation of specific tasks of the international project. Experience and prospects of advanced fundraising. Planning fundraising activities. Basic methods of fundraiser work. Budget and fundraising results. Rules of successful and reasons for unsuccessful fundraising.*

CHAPTER 2. TEAMWORK IN THE DEVELOPMENT AND IMPLEMENTATION OF INTERNATIONAL PROJECTS

Topic 3. Formation of teamwork in the development and implementation of international projects. *Requirements and composition of team members. Principles, conditions, specifics of team formation. Construction technologies and coordination of teamwork in the implementation of international projects. Techniques and*

technologies of involving employees in teamwork in project development. Leadership style of team management in the development and implementation of international projects. Groups and types of teams. Leaders and highly qualified employees. Working in teams: advantages and disadvantages in the implementation of international projects. Selection of competence profiles of team members for successful development and implementation of projects.

Topic 4. Organization and evaluation of the work of the team in the implementation of the international project. Organization and planning of joint activities. Evaluation of the level of effectiveness of the team in the implementation of projects. Evaluation of the effectiveness of teamwork experts. Organizational culture of the team - success in the implementation of international projects. Concordance and consolidation in decision-making by team members.

SECTION 3. MANAGEMENT OF INTERNATIONAL PROJECTS

Topic 5. MINI-MBA in project management. Franklin's pyramid: components, content. Urgency and importance of tasks in the implementation of the project (using the example of the Eisenhower Matrix). Pareto's law in project activity (empirical rule). Stages of team development according to Bruce Take Man.

Topic 6. Project management. Intercultural communication in international activities. 7 Start. SMART principles in project goal formulation. SWOT - project analysis.

Topic 7. Innovations in international project management. Internal and external stakeholders. Development of a strategy for working with stakeholders. Analysis of information and evaluation of the innovative potential of an international organization. Development of international innovative development projects.

SECTION 4. DEVELOPMENT OF YOUR OWN INTERNATIONAL PROJECT

Topic 8. Formation of the international project budget.

Topic 9. Writing an application form for an international project.

4. Educational materials and resources

Basic literature

1. Voitko S. V. Project and startup management in Industry 4.0: textbook / S. V. Voitko. Kyiv: KPI named after I. Sikorskyi, 2019. 200 p.
2. Yakovenko O. I. Project and risk management: Training manual. Nizhin: Publisher PP Lysenko M. M., 2019. 196 p.
3. Course of lectures "Toolkit for the implementation of international projects" on the "Sikorsky" distance learning platform. URL: <https://classroom.google.com/c/NTU1MDA5MzAxNTc3?cjc>

Additional literature

1. Bashynska I. O., Khristova A. V. Use of modern information technologies in project management // Economic Journal of Odessa Polytechnic University. 2017. No. 1. P. 16-22.
2. Bredykhin V. M., Tarasenko S. I. Project management: problems and prospects. A young scientist. 2017. No. 4. P. 9-12.
3. Bushuev S.D., Bushuev D.A., Yaroshenko R.F. Project management in the conditions of "behavioral economics" // Management of the development of complex systems. 2018. No. 33. P. 26–30.
4. Grinchenko M. A., Ponomaryev O. S., Lobach O. V. Leadership in the system of behavioral competencies of a project management specialist // Bulletin of the KhPI National Technical University. Series: Strategic management, management of portfolios, programs and projects. 2018. No. 2. P. 81-87.
5. Krasnokutska N. S. Evolution of development and modern trends in project management // Economic analysis: coll. of science works Ternopil National University of Economics. Publishing and Printing Center of Ternopil National University of Economics "Economic Thought", 2018. Volume 28. No. 1. P. 236-242.
6. Pryimak V. M. Project management: training manual. Kyiv: Taras Shevchenko Kyiv National University, 2017. 464 p.
7. Pryimak V. M. Project management. Collection of cases [Electronic resource]: teacher manual / V. M. Prymak. Kyiv: Taras Shevchenko Kyiv National University, 2020. 220 p.
8. Project management: a study guide for the study of the discipline for masters in the field of knowledge 07 "Management and administration" specialty 073 "Management" specialization: "Management and business administration", "Management of international projects", "Innovation management", "Logistics"/ Composer: L.E. Dovgan, G.A. Mohonko, I.P. Malik. Kyiv: KPI named after Igor Sikorskyi, 2017. 420 p.

9. Chuhlib V. E., Veduta L. L. Modern methods of project management // "Modern approaches to enterprise management". 2018. No. 3. P. 234-243.
10. Yakubenko I.M. Agile management as effective project management for purposeful teams. Economy. Management. Business. 2017. No. 4. P. 167-172. Demirkesen S., Ozorhon B. Impact of integration management on construction project management performance. International Journal of Project Management. 2017. Vol. 8. P. 1639-1654.
11. Fewings P., Henjewe C. Construction project management: an integrated approach. Routledge, 2019.
12. Harrison F., Lock D. Advanced project management: a structured approach. Routledge, 2017.
13. Kerzner H. Project management: case studies. John Wiley & Sons, 2017.
14. Lock D. The essentials of project management. Routledge, 2017.
15. Meredith J. R., Shafer S. M., Mantel Jr S. J. Project management: a strategic managerial approach. John Wiley & Sons, 2017.
16. Portny S. E. Project management for dummies. John Wiley & Sons, 2017.
17. Richardson G. L., Jackson B. M. Project management theory and practice. Auer Bach Publications, 2018.

Joining a course on the Distance Learning Platform "Sikorsky" is mandatory for learning a discipline
 Google classroom: <https://classroom.google.com/c/NTU1MDA5MzAxNTc3?cjc>

Educational content

1. Methods of mastering an educational discipline (educational component)

<i>Name of sections and topics</i>	<i>Number of hours</i>				
	<i>In total</i>	<i>including</i>			
		<i>Lectures</i>	<i>Practical</i>	<i>Laboratory</i>	<i>Independent work of student</i>
CHAPTER 1. FUNDRAISING AND THE NEW EDUCATIONAL PARADIGM – THE BASIS OF INTERNATIONAL PROJECT ACTIVITY					
Topic 1. Basics of international project activity	10	3	4	-	3
Topic 2. Effective fundraising in international project activities	10	3	4	-	3
Together by chapter 1	20	6	8	-	6
CHAPTER 2. TEAMWORK IN THE DEVELOPMENT AND IMPLEMENTATION OF INTERNATIONAL PROJECTS					
Topic 3. Formation of teamwork in the development and implementation of international projects	11	3	4	-	4
Topic 4. Organization and evaluation of the work of the team in the implementation of the international project	12	3	4	-	5
Together by chapter 2	23	6	8	-	9
SECTION 3. MANAGEMENT OF INTERNATIONAL PROJECTS					
Topic 5. MINI-MBA in project management	10	1	5	-	4
Topic 6. Project management	7	1	4	-	2
Topic 7. Innovations in international project management	12	2	5	-	5
Together by chapter 3	29	4	14	-	11
SECTION 4. DEVELOPMENT OF YOUR OWN INTERNATIONAL PROJECT					
Topic 8. Formation of the international project budget	6	1	2		3
Topic 9. Writing an application form for an international project	6	1	2		3
Modular control work	6	-	2	-	4
Together by chapter 4	18	2	6	-	10
Exam	30	-	-	-	30
Hours in general	120	18	36	-	66

2. Independent work of the student

№	Names of topics and questions that are submitted for independent study and references to educational literature	Number of hours
1	<p>Topic 1. Basics of international project activity. The purpose of the course and the essence of "phronesis". Talent and creativity in the development of international projects. Competency approach in project activity (Theory of competence S. Thorpe, J. Clifford). Democratic manifestations in the team of participants in the implementation of the international project: advantages and disadvantages. New educational paradigm and project activity: difficulties and risks. Potential of team members: realities and opportunities in project implementation. The most important skills of professionalism in the implementation of international projects (Soft skills & Hard skills). Basic literature: [1; 2; 3]. Additional: [1; 3; 5].</p>	3
2	<p>Topic 2. Effective fundraising in international project activities. Development of the most important skills of team members for effective fundraising. Search for current project proposals. Attracting funds and other resources for the implementation of specific tasks of the international project. Experience and prospects of advanced fundraising. Planning fundraising activities. Basic methods of fundraiser work. Budget and fundraising results. Rules of successful and reasons for unsuccessful fundraising. Basic literature: [1; 2; 3]. Additional: [2; 6; 8].</p>	3
3	<p>Topic 3. Formation of teamwork in the development and implementation of international projects. Requirements and composition of team members. Principles, conditions, specifics of team formation. Construction technologies and coordination of teamwork in the implementation of international projects. Techniques and technologies of involving employees in teamwork in project development. Leadership style of team management in the development and implementation of international projects. Groups and types of teams. Leaders and highly qualified employees. Working in teams: advantages and disadvantages in the implementation of international projects. Selection of competence profiles of team members for successful development and implementation of projects. Basic literature: [1; 2; 3]. Additional: [4; 10; 11].</p>	4
4	<p>Topic 4. Organization and evaluation of the work of the team in the implementation of the international project. Organization and planning of joint activities. Evaluation of the level of effectiveness of the team in the implementation of projects. Evaluation of the effectiveness of teamwork experts. Organizational culture of the team - success in the implementation of international projects. Concordance and consolidation in decision-making by team members. Basic literature: [1; 2; 3]. Additional: [9; 12; 18].</p>	5
5	<p>Topic 5. MINI-MBA in project management. Franklin's pyramid: components, content. Urgency and importance of tasks in the implementation of the project (using the example of the Eisenhower Matrix). Pareto's law in project activity (empirical rule). Stages of team development according to Bruce Take Man. Basic literature: [1; 2; 3]. Additional: [15; 16; 17].</p>	4
6	<p>Topic 6. Project management. Intercultural communication in international activities. 7 Start. SMART principles in project goal formulation. SWOT - project analysis. Basic literature: [1; 2; 3]. Additional: [2; 4; 8].</p>	2

7	Topic 7. Innovations in international project management. Internal and external stakeholders. Development of a strategy for working with stakeholders. Analysis of information and evaluation of the innovative potential of an international organization. Development of international innovative development projects. Basic literature: [1; 2; 3]. Additional: [1; 2; 14].	5
8	Topic 8. Formation of the international project budget. Basic literature: [1; 2; 3]. Additional: [6; 7; 8; 9].	3
9	Topic 9. Writing an application form for an international project. Basic literature: [1; 2; 3]. Additional: [6; 7; 8].	3
10	Preparation for modular control work	4
11	Preparation for the exam	30
Hours in general		66

From the discipline "Tools for the implementation of international projects" students are expected to complete one modular test. The main goal of conducting a modular control work is to establish the integral level of assimilation of theoretical knowledge and skills by students based on the results of studying the sections of the academic discipline. The analysis of the performance of the modular control work makes it possible to identify gaps in the student's knowledge and skills and to correct the student's independent work in preparation for the exam. The intended modular control work consists of various tasks, both individual tasks and tasks in teams.

Policy and control

3. Policy of academic discipline (educational component)

In order to consolidate the knowledge acquired by students in lectures and as a result of independent work, at each lecture, starting with the second, it is recommended to carry out an express control of the acquired knowledge in the form of a written solution to test tasks or a survey.

Conducting lectures ensures the formation of the student's theoretical knowledge in the process of presenting theoretical material, solving case problems, situational exercises, tasks of a practical nature, using multimedia tools. Students should carefully listen to the lecture plan; monitor the course of teaching according to the plan. The lecturer highlights the main points of the lecture in various ways: slowing down or speeding up the pace, raising the intonation, using more expressive diction, repeating individual phrases, instructing students to write down definitions or clauses. A summary of lectures should be a shortened record in which the main points are highlighted with the help of active thought and memory. New concepts, definitions and the most informative conclusions should be written down in full to simplify their later reproduction.

When considering the main issues of the lecture, it is recommended to pay attention to the analysis of special literature, focusing on debatable issues. When familiarizing students with the positions of various scientists and practical workers, they should be offered to decide on their own position on various problematic issues in the implementation of international projects and propose strategic solutions for solving these problems.

During practical classes, theoretical material is consolidated and practical skills are acquired in the process of solving team tasks, problem situations, partner discussions, business games, case tasks, presentations, educational projects that model the future professional activity of specialists in the process of implementing international projects. Students consider situations close to real conditions that are formed during the development and implementation of the project.

Independent processing of the material is focused on creative processing of lectures, preparation for the exam and consists in creating individual reference notes, performing content-research plan exercises, preparing and performing individual and collective tasks, performing test and case tasks, complex tasks, etc.

The method of studying the academic discipline is based on a combination of sequential study of lecture material, performance of control tasks (modular control work), independent work of students using the main and additional material of information sources, official websites, basic and auxiliary literature, etc.

The student must submit the modular control work for review on time. A modular control paper is written at the end of the semester before the exam to acquire knowledge of the academic discipline. Students must attend both practical and lecture classes. Penalty points for absence from class are not entered. After attending classes, the student receives points for completed tasks (tests, case tasks, trainings, complex tasks, tasks in teams, etc.). If he is absent from class without a valid reason, the student cannot resubmit the assignment and receive points. In this way, he loses them in the absence of him in class and uncompleted tasks in the academic discipline. Retaking the exam is carried out according to the terms of the additional session established by the dean's office. Both student and faculty must adhere to the academic integrity policy.

4. Types of control and rating system for evaluating learning outcomes

On-going control: express survey, survey on the topic of the lesson, modular control work, case-task, etc.

Calendar control: is carried out twice a semester as a monitoring of the current state of fulfilment of the syllabus requirements. Semester control: exam

Conditions for admission to semester control: semester rating of at least 26 points.

1. The student's credit module rating is calculated out of 100 points, of which 52 points make up the starting scale.

The starting rating (during the semester) consists of points that the student receives for:

- work in practical classes (18 classes);
- writing a modular test;
- performance of case tasks.

2. Scoring criteria:

2.1. Work in practical classes:

- active, fruitful creative work – 1 point;
- absenteeism from class without valid reasons, the student loses the opportunity to receive points.

2.2. Performance of modular control work:

- creative work – 16-15 points;
- the work was completed with minor defects - 14-12 points;
- the work was completed with certain errors - 11-10 points;
- the work is not credited (the task is not completed or there are gross errors) - 0 points.

2.3. Carrying out case tasks:

- creative work – 18-17 points;
- work performed with minor defects - 16-14 points;
- the work was completed with certain errors - 13-10 points;
- the work is not credited (the task is not completed or there are significant errors) - 0 points.

3. The condition of the first attestation is to obtain at least 8 points and to complete all work in practical classes (for the attestation period). The condition of the second attestation is to obtain at least 22 points, to complete all the work in practical classes (for the attestation period) and to enrol in case tasks and a modern control work.

4. The condition for admission to the exam is the enrolment of all types of work in practical classes, the writing of a modular test and a starting rating of at least 26 points.

5. At the exam, students perform a written test. Each task contains two theoretical questions (tasks) and one practical one. The list of examination questions is given in Appendix B. Each question (task) is evaluated at 16 points according to the following criteria:

- "excellent", complete answer, at least 90% of the required information (complete, error-free solution of the task) - 16-15 points;
- "good", sufficiently complete answer, at least 75% of the required information or minor inaccuracies (complete solution of the task with minor inaccuracies) - 14-12 points;
- "satisfactory", incomplete answer, at least 60% of the required information and some errors (the task was completed with certain shortcomings) - 11-10 points;
- "unsatisfactory", the answer does not meet the conditions for "satisfactory" - 0 points.

6. Table of correspondence of rating points to grades on the university scale:

Scores	Rating
100-95	Perfectly
94-85	Very good
84-75	Fine
74-65	Satisfactorily
64-60	Enough
Less than 60	Unsatisfactorily
Admission conditions not met	Not allowed

4. Additional information on the discipline (educational component)

Typical tasks of the modular control work are presented in appendix A. The list of examination questions is presented in appendix B. The student can get additional points to the rating by presenting certificates of completion of distance or online courses in the relevant subject of the academic discipline.

Working program of the academic discipline (syllabus):

Compiled by: Associate Professor Iryna Mykolaivna Grinko

Adopted by the Department of International Economics (protocol No. 12 of June 14, 2023)

Agreed by the Methodical Commission of the Faculty (protocol No. 11 of June 30, 2023)

APPENDIX A

TYPICAL TASKS FOR MODULAR CONTROL WORK ON THE DISCIPLINE "TOOLKIT FOR IMPLEMENTATION OF INTERNATIONAL PROJECTS"

Option 1.

1. What is talent and how to develop it?
2. Why is having a creative idea 90% of success in project activity?
3. How to create a creative project idea?
4. Provide three recommendations in order not to stop at the stage of unconscious incompetence and implement the project.

Option 2.

1. Why and how should the tools of democratic governance be used in project activities?
2. New educational paradigm and project activities: difficulties and risks.
3. Choose the 3 most important skills for your professional development? How do you plan to develop them?
5. How to organize teamwork taking into account the Ringelman effect? Write 10 recommendations.

Option 3.

1. Name your biggest time wasters. How to deal with them?
2. Using the Eisenhower matrix, divide your working time into one week.
3. Fill in Franklin's pyramid.
4. How can Pareto's law help you in project activities?

Option 4.

1. Name the stages of team development according to Bruce Tuckman. How will you organize your team at each stage?
2. Give the name of your project and formulate the goal.
3. Answer the seven key questions of 7 Start.
4. Formulate project goals according to the SMART principle

**Examination questions from the discipline
"Toolkit for the implementation of international projects"**

1. Explain the essence of the concepts "fundraising", "phronesis", "international project activity".
2. Justify the importance of talent and creativity in the development of international projects.
3. Describe the competence approach in project activity (Theory of competence S. Thorpe, J. Clifford).
4. Justify the consequences of democratic manifestations in the team of participants in the implementation of an international project (advantages and disadvantages).
5. Analyse the concept of a new educational paradigm in project activities (difficulties and risks).
6. Describe the possible potential of team members: realities and opportunities in project implementation.
7. Reveal the essence of the most important skills of professionalism in the implementation of international projects (Soft skills & Hard skills).
8. Explain the essence of effective fundraising in international project activities.
9. Justify the importance of developing the most important skills of team members for effective fundraising.
10. Explain the importance of finding relevant project proposals.
11. Justify the importance of attracting funds and other resources for the implementation of specific tasks of an international project.
12. Describe the experience and prospects of advanced fundraising.
13. Explain the importance of planning fundraising activities.
14. Name and explain the main methods of the fundraiser.
15. Describe the rules of successful and reasons for unsuccessful fundraising.
16. Explain the importance of team building in the development and implementation of international projects.
17. Describe the requirements and composition of team members.
18. Justify the principles, conditions, specifics of team formation.
19. Describe the technologies for building and coordinating teamwork in the implementation of international projects.
20. Explain the difference between techniques and technologies for involving employees in teamwork in project development.
21. Analyse the leadership styles of team management in the development and implementation of international projects.
22. List groups and types of teams in project development.
23. Explain the functional responsibilities of leaders and highly qualified employees of the project team.
24. Describe the advantages and disadvantages of teamwork in the implementation of international projects.
25. Explain the importance of selecting the competence profiles of team members for the successful development and implementation of projects.
26. Explain the importance of evaluating the level of team performance in project implementation.
27. Justify the organizational culture of the team in the implementation of international projects.
28. Describe concordance and consolidation in decision-making by team members.
29. Explain MINI-MBA in project management.
30. Reveal the essence of Franklin's Pyramid: components, content.
31. Explain the urgency and importance of tasks in project implementation (using the Eisenhower Matrix as an example).
32. Reveal the essence of Pareto's Law in project activities (empirical rule).
33. List and explain the stages of project team development according to Bruce Take Man.
34. Justify the importance of intercultural communication in international activities.
35. Describe 7 Start and SMART principles in formulating project goals.
36. Explain the relevance of SWOT - project analysis.
37. Describe innovations in international project management.
38. Justify the importance of developing a strategy for working with stakeholders.
39. Explain the need to involve internal and external stakeholders in project implementation.
40. Describe the main points of the international project application form.
41. Explain the content of the international project budget and the need to attract funds for its implementation.