

APPROVED:
Vice-rector for study and methodical work
Veronika.G. Shubaeva
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***Проектное управление в условиях цифровизации экономики /
Project management in digital economy***

Syllabus of the course

Specialty *38.04.02 Management*
Specialization *International Business Administration*
Level of higher education *Master's Degree*
Form of training *Full-time*
Year of enrolment *2022*
Authored by:
Doctor of Economics, Solovyova Yulia Nikolaevna

Total number of hours	108	Form of final attestation: Test: semester 1
incl:		
contact work	32	
self-study	76	
practical training	0	
control hours	0	

Hours distribution:

Semester:	1
Type of classes	Hours
Contact hours	18
Practical training	14
Laboratory work	
Total contact hours	32
Self-study	76
Control hours	0
Total academic hours	108
Total credits	3

CONTENTS

1. LEARNING OBJECTIVES	3
2. COURSE PLACE IN THE PROGRAMME STRUCTURE.....	3
3. EXPECTED LEARNING OUTCOMES	3
4. COURSE STRUCTURE AND CONTENT	3
5. TEACHING AND LEARNING TOOLS OF THE COURSE	5
5.1 Recommended literature	5
5.2 List of software (including national production)	5
5.3 List of reference systems and modern professional databases.....	6
6. TECHNICAL FACILITIES	6
7. METHODOLOGICAL GUIDELINES FOR STUDENTS.....	7
8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS.....	8
1.1 Control tasks and assignments for interim attestation	9
1.2 Topics for written task	9
1.3 Interim checkpoints.....	9
1.4 Other assessment objects	9
1.5 Self-study	9
1.6 Grading scale	9

1. LEARNING OBJECTIVES

Objective:	Students acquire theoretical knowledge about project management standards, principles and methods of effective project management, as well as practical skills in applying effective project management methods, creating, implementing and using a project management system in the context of digitalization.
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2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.O Project management in digital economy refers to the mandatory part of Block 1.

3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
UK-2 – Is able to manage the project at all stages of its life cycle	UK-2.1 – Is able to develop a project execution strategy, select competent project executors, formulate a set of interrelated tasks that ensure the achievement of the set goal	<p>To know: project management standards; principles of forming an effective project team; motivation systems in the project; project timing management processes; project cost management processes.</p> <p>To be able to: form the project charter; form a preliminary project plan; choose the types of contracts that will be concluded during the implementation of the project; use the methodology of the mastered volume, calculate the financial, economic and investment indicators of the project; plan, monitor and analyze the quality of project results in the conditions of digitalization.</p> <p>To possess: project work planning skills in the context of digitalization.</p>

4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. Introduction to Project management. The use of standards in project management.	The concept of the project. Types of projects. Project management processes. Principles and methods of effective project management. Identification of participants' ideas about the concept of "project". The difference from the current activity. Different types of projects. The concept of "process". Differences between	2			8

	conventional management and project management. The role of the project manager. PMBoK standard; International standard ISO 21500:2012 Guidance on project management; National standards of Russia: GOST R 54869-2011 "Project management. Project management requirements"; GOST R 54870-2011 "Project management. Requirements for project portfolio management"; GOST R 54871-2011 "Project management. Program Management Requirements". The relationship and differences of standards. Processes from initiation to completion of the project according to the standards.				
Topic 2. Project management in various organizational structures.	Types of organizational structures of the enterprise: functional, project, matrix. Pros and cons of various structures. Features of the implementation of project management in the existing functional structures.	2	2		8
Topic 3. Project integration management.	The main processes related to the integration of the project. Project charter, project plan, change management. Correct and timely communication of changes in the project to its participants.	2	2		8
Topic 4. Project content management.	Project content planning and management processes. Formulation of project goals according to the SMART principle. Principles of project decomposition using the ISR methodology.	2	2		10
Topic 5. Project timeline management.	Project timeline management processes. Principles of network modeling, PDM, EDM methods, critical path method, calculation of late and early dates of events, work reserves. Gantt chart as the main tool for planning and monitoring project implementation in the environment. Using the Microsoft Project software product in project management.	2	2		8
Topic 6. Project cost management.	The project budget, the analysis of the effectiveness of the project, the method of the mastered volume.	2	2		10
Topic 7. Project quality management.	Quality as the central element of project management. Understanding of "quality" in the world management science. Consistency of the principles laid down in the ISO 9000, PMBoK, etc. standards. The main methods of planning, control and analysis of the quality of project results.	2	1		8
Topic 8. Human resource management and project communications.	Formation of an effective project team, distribution of roles and responsibilities, staff motivation. Recommendations and typical mistakes in the selection of personnel in the project. Conflict situations in the project, ways to resolve them. Methods for determining the communication and information needs of the project. Preparation of reports on the current state of the project, assessment of progress and forecast. Communication management in order to meet the	2	2		8

	requirements of project participants and solve emerging problems.				
Topic 9. Project risk management.	Methods of risk identification and assessment: qualitative and quantitative analysis. Development of possible options and actions that contribute to increasing opportunities and reducing threats to achieve the goals of the project. Tracking identified risks. Monitoring of residual risks. Identification of new risks. Execution of risk response plans and assessment of their effectiveness throughout the project lifecycle.	2	1		8
Control hours:					0
Total hours:		18	14	0	76

5. TEACHING AND LEARNING TOOLS OF THE COURSE

5.1 Recommended literature

Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)	Digital resources
Zub, A. T. Project Management : textbook and workshop for universities / A. T. Zub. — Moscow: Yurayt Publishing House, 2021.	https://urait.ru/bcode/469084
Project management : textbook and workshop for universities / A. I. Balashov, E. M. Rogova, M. V. Tikhonova, E. A. Tkachenko ; edited by E. M. Rogova. — Moscow : Yurayt Publishing House, 2020.	https://urait.ru/bcode/449791
Polyakov, N. A. Management of innovative projects : textbook and workshop for universities / N. A. Polyakov, O. V. Motovilov, N. V. Lukashov. — Moscow : Yurayt Publishing House, 2021.	https://urait.ru/bcode/468930
Program project management : a textbook for universities / V. E. Gvozdev [et al.] ; edited by R. F. Malikov. — Moscow : Yurayt Publishing House, 2021.	https://urait.ru/bcode/477333
Vorontsovsky, A.V. Risk management: textbook and workshop for universities / A.V. Vorontsovsky. — 2nd ed. — Moscow: Yurayt Publishing House, 2021.	https://urait.ru/bcode/469401
Kuznetsova, E. V. Project portfolio management as a tool for implementing corporate strategy : textbook for universities / E. V. Kuznetsova. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2021.	https://urait.ru/bcode/470148

5.2 List of software (including national production)

- 7-Zip
- Microsoft Office Professional
- Microsoft Windows Professional

5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – www.grebennikon.ru
2.	Science Digital Library eLIBRARY – www.elibrary.ru
3.	Science Digital Library КиберЛеника – www.cyberleninka.ru
4.	Database ПОЛПРЕД Справочники – www.polpred.com
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary www.oecd-ilibrary.org
6.	Legal reference system КонсультантПлюс (installed resource UNECON or www.consultant.ru)
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or www.garant.ru)
8.	Information and referral system «Кодекс» (installed resource UNECON or www.kodeks.ru)
9.	Digital library system BOOK.ru - www.book.ru
10.	Digital library system ЭБС ЮРАЙТ – www.urait.ru
11.	Digital library system ЗНАНИУМ (ZNANIUM) – www.znanium.com
12.	Digital library UNECON – opac.unecon.ru

6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Classroom 1043 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialised furniture and equipment: Educational furniture for 42 seats (21 desks), teacher's workplace, chalk board 1 pc. (3 sections), chair 1 pc., table 2 pcs., iso chair 2 pcs.. Portable multimedia kit: Laptop HP 250 G6 1WY58EA, Multimedia projector LG PF1500G. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 1064 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 42 seats, a teacher's workplace, a whiteboard - 1 pc, a table - 1 pc, a chair - 1 pc, an interactive projector Epson-EB-455Wi - 1 pc, a computer Intel i3-2100 2.4 Ghz/4Gb/500Gb/Acer V193 19" - 1 pc. Sets of display equipment and	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	
Classroom 2007 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Training furniture for 126 seats, teacher's workplace, m/m table - 1 pc, desk - 6 pcs, chair - 1 pc, chalk board (3 sectional) - 2 pcs, Chair - 3 pcs., Computer Intel i3-2100 2.4 Ghz/4Gb/500Gb/Acer V193 19" - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, ScreenMedia Champion 244x183cm (SCM-4304) - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2009 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 122 seats (study table 61 pcs., chairs 122 pcs.), the teacher's workplace, desk m/m, drawer 1 pc, chalk board 1 pc (3 sections), chair 1 pc, drawer 1 pc, chair 1 pc, Chair 2 pcs., Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, Sound projector Yamaha YSP-3000 - 1 pc, Projector stand with camera decks - 1 pc, Projection screen draper - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, Screen Media D1 ceiling bracket - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);
- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;
- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.

ASSESSMENT RESOURCES

1.1 Control tasks and assignments for interim attestation

Is not provided by the work programme of the discipline.

1.2 Topics for written task

Is not provided by the work programme of the discipline.

1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Business Game	orally	1-6
2	Control testing	in writing	1-9
3	Current control	orally	1-9

1.4 Other assessment objects

Наименования объекта оценивания	Способ проведения	Номера тем
Calculation and graphic work	in writing	1-9

1.5 Self-study

Name of self-study	Topic number
Preparation for lectures and practical classes	1-9
Execution of calculation, analytical, calculation and graphic tasks, etc.	1-9
Work with analytical databases, regulatory documents, reference literature	1

1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

A grading and rating system is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Points	Grade
≤ 54	fail
55-69	satisfactory
70-84	good
≥ 85	excellent

Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarized.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.