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ФИО: Сухинин Александр Александрович  
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Ministry of Agriculture of the Russian Federation  
Federal State Budgetary Educational Institution  
of Higher Education  
St. Petersburg State University of Veterinary Medicine"



APPROVED BY  
Vice-Rector for Educational  
Work and Youth Policy  
Sukhinin A.A.  
April 10, 2026

**Department of Organization, Economics and Management of Veterinary  
Business**

**EDUCATIONAL WORK PROGRAM**

**for the discipline**


**"PROJECT MANAGEMENT"**

**The level of higher education  
SPECIALIST COURSE**

**Specialty 36.05.01 Veterinary Medicine  
Profile: «General clinical veterinary medicine»**

**Full-time education  
Education starts in 2026**

Reviewed and adopted  
at the meeting of the department  
on April 3, 2026.  
Protocol No. 12

Head of the Department  
of Organization, Economics and Management  
of Veterinary Business, Associate Professor  
  
Orekhov D.A.

Saint Petersburg  
2026

## **1. AIMS AND OBJECTIVES OF THE DISCIPLINE " PROJECT MANAGEMENT "**

The **goal** is to form a theoretical knowledge base for students, to develop professional competencies and practical skills related to understanding the role of the project in the organization in the field of veterinary medicine.

To achieve this goal, it is necessary to solve the following tasks:

A. The general educational task is to study the basics of the discipline "project management" by students, which provides fundamental education in accordance with the requirements for higher education institutions.

B. A special task is to familiarize students with the history of the origin and development of project activities, with modern methods of process management, as well as to develop practical skills in analyzing project goals and risks, building and calculating a project calendar, developing teamwork skills and independent management of small projects.

## **2. THE LIST OF THE PLANNED RESULTS OF THE DISCIPLINE (MODULE), CORRELATED WITH THE PLANNED RESULTS OF THE REALISED EDUCATIONAL PROGRAM**

As a result of mastering the discipline "Project Management", the student is prepared for the following types of activities, in accordance with the educational standard of the of the FSE on 05.36.01 "Veterinary Medicine".

The field of professional activity:

13 Agriculture

Types of tasks of professional activity: Expert control

### **2.1. The student's competencies formed (acquired) as a result of mastering the discipline**

The education of the discipline should form the following competencies:

**UC-2.** Is able to manage the project at all stages of life cycle

UC-2 ID-1 - **To know** methods of presentation and description of the project activities results; methods, criteria and parameters for evaluation of the results of project implementation; principles, methods and requirements for project work

UC-2 ID-2 - **To be able to:** substantiate the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to its solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work.

UC-2 ID-3 - **To possess skills of:** project management in the field of relevant professional activity: assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project.

**UC-3.** Is able to organize and manage the work of the team, developing a team strategy to achieve the set goal

UC-3 ID-1 - **To know** the ways of selecting an effective team; the basic conditions for effective teamwork; the basics of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior; combining factors of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational behavior and interaction of team members in the organization.

UC-3 ID-2 - **To be able to:** determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities; choose methods and techniques for researching professional practical tasks.

UC-3 ID-3 - **To possess skills** to use team building for realisation set goals; to creat team to perform practical tasks; to participate in the development of a teamwork strategy; of the ability to work in a team.

**UC-9.** Is able to make informed economic decisions in various areas of life

UC-9 ID-1 - **To know:** the conceptual apparatus of economic science, the basic principles of the functioning of the economy, the goals and mechanisms of the main types of social economic policy.

UC-9 ID-2 - **To be able to:** use methods of economic and financial planning to achieve the set goal, including digital technologies.

UC-9 ID-3 - **To possess skills of:** the use of economic tools for financial management, with the use of digital technologies as well, taking into account economic and financial risks in various areas of life.

### 3. THE PLACE OF DISCIPLINE IN THE STRUCTURE OF THE MPEP

Discipline B1.V.15 "Project Management" is a discipline of the part formed by participants in educational relations of the federal state educational standard of higher education in the specialty 36.05.01 "Veterinary Medicine" (specialty level). It is mastered in the 10th semester of full-time education. When teaching the discipline "Project Management", the knowledge and skills acquired by students during the development of disciplines in previous courses are used: Agricultural Economics, Methodology of scientific research.

### 4. THE SCOPE OF DISCIPLINE AND TYPES OF ACADEMIC WORK

#### 4.1. The scope of the discipline for full-time education

Type of educational work	Hours	Semester
		10
<b>Classroom classes (total)</b>	<b>35</b>	<b>35</b>
<b>Including:</b>	-	-
<b>Lectures, including interactive forms</b>	<b>8</b>	<b>8</b>
Practical lessons (PL), including interactive forms, among which are:	27	27
practical training (PT)	4	4
<b>Self-study</b>	<b>37</b>	<b>37</b>
Type of intermediate and final certification (test, exam)	test	test
Total labor intensity hours/credits	<b>72/2</b>	<b>72/2</b>

## 5. THE CONTENT OF THE DISCIPLINE AND TYPES OF CLASSES

### 5.1. The content of the discipline (full-time education)

№	The title	Achieved competences	Semester	Types of academic work, including students' self-study and labor intensity (in hours)			
				Lectures	Practical lessons	Practical training	Self-study
1.	Introduction to project management in veterinary medicine. Classification of projects. A brief history of project management.	<p><b>UC-2.</b> Is able to manage the project at all stages of life cycle</p> <p>UC-2 ID-1 - <b>To know</b> methods of presentation and description of the project activities results; methods, criteria and parameters for evaluation of the results of project implementation; principles, methods and requirements for project work</p> <p>UC-2 ID-2 - <b>To be able to:</b> substantiate the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to its solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work.</p> <p>UC-2 ID-3 - <b>To possess skills of:</b> project management in the field of relevant professional activity; assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project.</p>	10	2	4	-	5
2.	Project participants and the beginning of the project in veterinary and animal husbandry. The life cycle of such a project.	<p>UC-2 ID-1 - <b>To know</b> methods of presentation and description of the project activities results; methods, criteria and parameters for evaluation of the results of project implementation; principles, methods and requirements for project work</p> <p>UC-2 ID-2 - <b>To be able to:</b> substantiate the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to its solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work.</p> <p>UC-2 ID-3 - <b>To possess skills of:</b> project management in the field of relevant professional activity; assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project.</p>	10	-	2	-	5
3.	Types of planning. Finance and project planning in veterinary and animal husbandry. Types of financing for such projects.	<p><b>UC-2.</b> Is able to manage the project at all stages of life cycle</p> <p>UC-2 ID-1 - <b>To know</b> methods of presentation and description of the project activities results; methods, criteria and parameters for evaluation of the results of project implementation; principles, methods and requirements for project work</p> <p>UC-2 ID-2 - <b>To be able to:</b> substantiate the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to its solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work.</p> <p>UC-2 ID-3 - <b>To possess skills of:</b> project management in the field of relevant professional activity; assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project.</p>	10	2	2	-	5
4.	Veterinary and livestock project work. Project management. Employee productivity. Improving	<p><b>UC-2.</b> Is able to manage the project at all stages of life cycle</p> <p>UC-2 ID-1 - <b>To know</b> methods of presentation and description of the project activities results; methods, criteria and parameters for evaluation of the results of project implementation; principles, methods and requirements for project work</p> <p>UC-2 ID-2 - <b>To be able to:</b> substantiate the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to its solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work.</p> <p>UC-2 ID-3 - <b>To possess skills of:</b> project management in the field of relevant professional activity; assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project.</p>	10	2	4	-	5

<p>productivity. Project quality management in veterinary medicine and animal husbandry. Concepts of veterinary service quality and overall project quality. Organization of lean manufacturing and enterprise economics.</p>	<p>professional activity: assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project. <b>UC-9.</b> Is able to make informed economic decisions in various areas of life <b>UC-9 ID-1 - To know:</b> the conceptual apparatus of economic science, the basic principles of the functioning of the economy, the goals and mechanisms of the main types of social economic policy. <b>UC-9 ID-2 - To be able to:</b> use methods of economic and financial planning to achieve the set goal, including digital technologies. <b>UC-9 ID-3 - To possess skills of:</b> the use of economic tools for financial management, with the use of digital technologies as well, taking into account economic and financial risks in various areas of life. <b>UC-9 ID-2 - To be able to:</b> use methods of economic and financial planning to achieve the set goal, including digital technologies. <b>UC-9 ID-3 - To possess skills of:</b> the use of economic tools for financial management, with the use of digital technologies as well, taking into account economic and financial risks in various areas of life.</p>	<p>10</p>	<p>-</p>	<p>4</p>	<p>-</p>	<p>5</p>
<p>Project resource and risk management in veterinary medicine. Types of resources. The concept of purchases, supplies, stocks for a clinic or production.</p>	<p><b>UC-9 ID-2 - To be able to:</b> use methods of economic and financial planning to achieve the set goal, including digital technologies. <b>UC-9 ID-3 - To possess skills of:</b> the use of economic tools for financial management, with the use of digital technologies as well, taking into account economic and financial risks in various areas of life. <b>UC-9 ID-2 - To be able to:</b> use methods of economic and financial planning to achieve the set goal, including digital technologies. <b>UC-9 ID-3 - To possess skills of:</b> the use of economic tools for financial management, with the use of digital technologies as well, taking into account economic and financial risks in various areas of life.</p>	<p>10</p>	<p>-</p>	<p>2</p>	<p>-</p>	<p>4</p>
<p>The project team in veterinary and animal husbandry. Planning of human resource management in the clinic and in the workplace.</p>	<p><b>UC-3.</b> Is able to organize and manage the work of the team, developing a team strategy to achieve the set goal <b>UC-3 ID-1 - To know</b> the ways of selecting an effective team; the basic conditions for effective teamwork; the basics of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior; combining factors of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational behavior and interaction of team members in the organization. <b>UC-3 ID-2 - To be able to:</b> determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities; choose methods and techniques for researching professional practical tasks. <b>UC-3 ID-3 - To possess skills</b> to use team building for realisation set goals; to</p>	<p>10</p>	<p>-</p>	<p>2</p>	<p>2</p>	<p>4</p>



## 6. THE LIST OF EDUCATIONAL AND METHODOLOGICAL SUPPORT FOR STUDENTS' SELF WORK

Correct organization and planned self – work stimulate research and creative activity of students. Self-work should be understood not only as the ability to make independent conclusions and to apply the knowledge, gained in practice, but also as the ability to organize their activities without outside help.

During the practical classes, the discussion of the topic is conducted in a free creative form. Students discuss with the teacher not only the questions formulated in the educational and methodological complex, but also ask questions that they have during preparation for the seminar, and state their own position on a particular problematic issue in a reasoned manner.

Preparing for the lesson involves the study of theoretical lecture material and regulatory documents. When solving problems, it is recommended to analyze the conditions, formulate a solution clearly and competently, giving references to the relevant legal norms. In order to assimilate the material and better prepare for future professional activity, it is necessary to strive to change the conditions of the task in order to choose the best solution to a specific life situation.

The type of tasks for students' self-work is determined by the teacher through the work program and assessment funds.

### 6.1. Guidelines for self -work

1. Educational and methodical manual on the organization of independent work of students in the areas of training implemented in St. Petersburg State University / author-comp.: A. A. Sukhinin, L. N. Pristach, M. V. Shchipakin, V. A. Trushkin; Ministry of Agriculture of the Russian Federation, St. Petersburg State University. - St. Petersburg: Publishing House of SPbGAVM, 2018. - 63 p. - URL: <https://clck.ru/R9rxH> (accessed April 03, 2026). - Access mode: for authorized users of the SPBGAVM electronic library

### 6.2. Literature for self-work

1. Boykova, M. V. Project Management: a textbook / M. V. Boykova, I. N. Kolobova, S. S. Kuznetsov. - Moscow: Russian Customs Academy, 2018. - 216 p. - ISBN 978-5-9590-1056-0. - Text: electronic // Digital educational resource IPR SMART: [website]. - URL: <https://www.iprbookshop.ru/93227.html> (accessed April 03, 2026). - Access mode: for authorized users
2. Labor productivity and motivation are the most important factors in the economic development of agriculture / I. Ushachev. - Text (visual): direct // AIC: economics, management. - 2008. - N 1. - pp. 2-10.(accessed April 03, 2026).
3. Perfection of resource management / D. Harrington; translated from English by A.L. Raskin, V.V. Shakhlevich; under scientific editorship V.V. Bragin. - Moscow: Standards and Quality, 2008. - 352 p. (accessed April 03, 2026).
4. Human resource management: encyclopedia / edited by M. Poole and M. Warner; translated from English by A. Godin [et al.]. - Moscow; Saint Petersburg: PITER, 2002. - 1200 p. (accessed April 03, 2026).
5. Financial management / O. E. Walter, E. N. Ponedelkova, D. A. Kornilin. Moscow : Kolos Publ., 2002. 176 p. (accessed April 03, 2026).

## 7. THE LIST OF BASIC AND ADDITIONAL LITERATURE NECESSARY FOR THE EDUCATION OF THE DISCIPLINE

### 7.1. Basic literature

1. Project management in veterinary science and animal husbandry: a textbook / A. I. Yaroshchuk, D. V. Zakhodnova, I. I. Shershneva [et al.]; Ministry of Agriculture of the Russian Federation, St. Petersburg State University of Medical Sciences. - St. Petersburg: St. Petersburg State University of Medical Sciences Publishing House, 2022. - 83 p. - Access mode: for authorized users of the St. Petersburg State University of Medical Sciences Electronic Library. - Text: electronic. Управл. проектами в ветеринарии и жив-ве уч.пос. А.И. Ярошук. Д.pdf (accessed April 03, 2026).

### 7.2. Additional literature

1. Klaverov, V. B. Project Management. A Case Study in Practical Training: A Study Guide / V. B. Klaverov. — Saratov: IP R Media, 2018. — 142 p. — ISBN 978-5-4486-0076-0. — Text: electronic // Digital educational resource IPR SMART: [website]. — URL: <https://www.iprbookshop.ru/69295.html> (accessed April 03, 2026). - Access mode: for authorized users

2. Financial risk management at aquaculture enterprises / E.M. Borisova, N.A. Semenenko, D.A. Pomerantsev. - Text (visual) : immediate // Actual problems of veterinary medicine : collection of scientific papers, dedicated to To the 75th Anniversary of Victory in the Great Patriotic War / SPbGUVM. - Saint Petersburg, 2020. - N 151. - pp.3-5. (accessed April 03, 2026).

3. Personnel management: theory and practice. Motivation and stimulation of labor activity : [recommended by the UME Council] : a textbook for university students studying in the specialty "Personnel Management" and "Organization Management" / A. Ya. Kibanov, I. A. Batkaeva, E. A. Mitrofanova, M. V. Lovcheva ; edited by A. Ya. Kibanov. Moscow : Prospekt Publ., 2015. 64 p. (accessed April 03, 2026).

## 8. THE LIST OF RESOURCES OF THE INFORMATION AND TELECOMMUNICATION NETWORK "INTERNET" NECESSARY FOR EDUCATION OF THE DISCIPLINE

To prepare for practical classes and perform independent work, students can use the following **online resources**:

1. <https://meduniver.com> - Medical information site.
2. <https://www.gov.spb.ru/gov/otrasl/veter/> - Veterinary Department of St. Petersburg. Official website.
3. [www.vetrfr.ru](http://www.vetrfr.ru) - The website of the state information system in the field of veterinary medicine is hanging.
4. [www.fsvps.ru](http://www.fsvps.ru) Rosselkhoz nadzor official website.
5. [www.mgavm.ru](http://www.mgavm.ru) - information site MGAVMiB.
6. <https://центр-ветеринарии.рф> – Federal State Budgetary Institution "Center of Veterinary Medicine".

### Electronic library systems:

1. EBS "SPBGUVM" <https://search.spbguvvm.informsistema.ru/>
2. ЭБС «Консультант студента» EBS "Lan Publishing House"
3. Справочно-правовая система «КонсультантПлюс» Legal reference system "ConsultantPlus"
4. Университетская информационная система «РОССИЯ» University information system "RUSSIA"
5. Полнотекстовая база данных POLPRED.COM

6. Научная электронная библиотека ELIBRARY.RU Scientific electronic Library ELIBRARY.RU
7. Российская научная Сеть Russian Scientific Network
8. Электронно-библиотечная система IQlib The IQlib electronic Library system
9. Full-text interdisciplinary database on agricultural and environmental sciences ProQuest AGRICULTURAL AND ENVIRONMENTAL SCIENCE DATABASE
10. Electronic books published by Prospect Nauki <http://prospektnauki.ru/ebooks/>
11. Collection "Agriculture. Veterinary medicine" publishing house "Quadro" EBS "Elibris" publishing house "Quadro" <https://elibrca.com/>

## **9. METHODOLOGICAL GUIDELINES FOR STUDENTS ON EDUCATION OF THE DISCIPLINE**

Methodological recommendations for students are a set of recommendations and explanations that allow the student to optimally organize the process of studying this discipline.

The content of methodological recommendations, as a rule, may include:

- Tips on planning and organizing the time needed to study the discipline. Description of the sequence of actions of the student, or "the scenario of the discipline". Morning time is the most fruitful for academic work (from 8-14 hours), followed by afternoon time (from 16-19 hours) and evening time (from 20-24 hours). The most difficult material is recommended to be studied at the beginning of each time interval after rest. After 1.5 hours of work, a break is required (10-15 minutes), after 4 hours of work, the break should be 1 hour. Part of the scientific organization of labor is the mastery of the technique of mental labor. Normally, a student should devote about 10 hours a day to studying (6 hours at university, 4 hours at home).
- Recommendations for working on lecture material When preparing for a lecture, the student is recommended:
  - 1) view the recordings of the previous lecture and restore the previously studied material in memory;
  - 2) it is useful to review the upcoming material of a future lecture;
  - 3) if an independent study of individual fragments of the topic of the last lecture is set, then it must be completed without delay;
  - 4) psychologically tune in to the lecture.

This work includes two main stages: lecture notes and subsequent work on lecture material. Taking notes means making a synopsis, i.e. a brief written statement of the content of something (an oral presentation - a speech, lecture, treasure, etc., or a written source – a document, article, book, etc.).

The methodology of work when taking notes of oral presentations differs significantly from the methodology of work when taking notes of written sources. By taking notes of written sources, the student has the opportunity to repeatedly read the desired passage of the text, reflect on it, highlight the main thoughts of the author, briefly formulate them, and then write them down. If necessary, he can also change his attitude to this point of view. While listening to a lecture, the student should postpone most of the complex of the above-mentioned works for another time, trying to use every minute to record the lecture, and not to comprehend it – there is no time left for this. Therefore, when taking notes of a lecture, it is recommended to separate fields on each page for subsequent entries in addition to the summary. After recording a lecture or making a summary of it, you should not leave work on the lecture material before preparing for the test.

It is necessary to do as early as possible the work that accompanies taking notes of written sources and which could not be done during the recording of the lecture - read your notes, deciphering individual abbreviations, analyze the text, establish logical connections between its elements, in some cases show them graphically, highlight the main thoughts, mark

issues that require additional information processing, in particular, the teacher's advice. When working on the text of the lecture, the student should pay special attention to the problematic issues raised by the teacher during the lecture, as well as to his assignments and recommendations. For each lecture, practical lesson and laboratory work, the number, topic, list of issues under consideration, volume in hours and links to recommended literature are provided. For classes conducted in interactive forms, their organizational form should be indicated: computer simulation, business or role-playing game, analysis of a specific situation, etc. • Recommendations for preparing for practical classes Practical (seminar) classes are an important part of the professional training of students.

The main purpose of conducting practical (seminar) classes is to form students' analytical, creative thinking through the acquisition of practical skills. Practical classes are also conducted in order to deepen and consolidate the knowledge gained in lectures and in the process of independent work on normative documents, educational and scientific literature. When preparing for a practical lesson for students, it is necessary to study or repeat the theoretical material on a given topic. When preparing for a practical lesson, the student is recommended to adhere to the following algorithm:

- 1) get acquainted with the plan of the upcoming lesson;
- 2) to study the literary sources that have been recommended and familiarize yourself with the introductory remarks to the relevant sections.

Methodological guidelines for practical (seminar) classes in the discipline, along with the work program and schedule of the educational process, refer to methodological documents that determine the level of organization and quality of the educational process. The content of practical (seminar) classes is recorded in the working curricula of the disciplines in the sections "List of topics of practical (seminar) classes". The most important component of any form of practical training is assignments. The basis of the assignment is an example that is understood from the standpoint of the theory developed in the lecture. As a rule, the main attention is paid to the formation of specific skills, skills, which determines the content of students' activities - problem solving, laboratory work, clarification of categories and concepts of science, which are a prerequisite for correct thinking and speech.

Practical (seminar) classes perform the following tasks: - stimulate regular study of recommended literature, as well as an attentive attitude to the lecture course; - consolidate the knowledge gained in the process of lecture training and independent work on literature; - expand the scope of professionally significant knowledge, skills, and abilities; - allow you to verify the correctness of previously acquired knowledge; - instill skills of independent thinking, oral presentation; - contribute to the free operation of terminology; - provide the teacher with the opportunity to systematically monitor the level of independent work of students.

Methodological guidelines for practical (seminar) classes in the discipline should be focused on modern business conditions, current regulatory documents, advanced technologies, the latest achievements of science, technology and practice, modern ideas about certain phenomena, the studied reality. • Recommendations for working with literature. Working with literature is an important stage of a student's independent work on mastering a subject, contributing not only to the consolidation of knowledge, but also to the expansion of horizons, mental abilities, memory, the ability to think, express and confirm their hypotheses and ideas. In addition, the skills of research work necessary for further professional activity are being developed.

When starting to study the literature on the topic, it is necessary to make notes, notes, and notes. It is imperative to take notes of the works of theorists, which make it possible to comprehend the theoretical basis of the study. For the rest, you can limit yourself to extracts from the studied sources. All extracts and quotations must have the exact "return address" (author, title of the work, year of publication, page, etc.). It is advisable to write an abbreviated title of the question to which you refer-a squeak or quote. In addition, it is necessary to learn how to immediately compile a file of special literature and publications of sources, both proposed by

the teacher and identified independently, as well as refer to bibliographic reference books, chronicles of journal articles, book chronicles, abstract journals. At the same time, publications of sources (articles, book titles, etc.) should be written on separate cards, which must be filled in according to the rules of bibliographic description (name, initials of the author, title of the work. Place of publication, publisher, year of publication, number of pages, and for journal articles - the name of the journal, year of publication, page numbers). On each card, it is advisable to record the thought of the author of the book or a fact from this book on only one specific issue. If the work, even in the same paragraph or phrase, contains more judgments or facts on another issue, then they should be written out on a separate card.

The presentation should be concise, accurate, without subjective assessments. On the back of the card, you can make your own notes about this book or article, its content, structure, on which sources it is written, etc. • Explanations about working with control and test materials for the course, recommendations for completing homework. Testing is a test that allows you to determine whether the real behavior of the program corresponds to the expected one by performing a specially selected set of tests. A test is the fulfillment of certain conditions and actions necessary to verify the operation of the function under test or part of it. Each question in the discipline must be answered correctly by choosing one option. • Recommendations on the implementation of abstracts, defining their thematic focus, goals and objectives of implementation, requirements for content, volume, design and organization of guidance on their preparation by departments and teachers.

## **10. EDUCATIONAL WORK**

Within the framework of the discipline, educational work is carried out to form a modern scientific worldview and a system of basic values, the formation and development of spiritual and moral, civil and patriotic values, a system of aesthetic and ethical knowledge and values, attitudes of tolerant consciousness in society, the formation of students' need for work as the first vital necessity. the highest value and the main way to achieve success in life, to realize the social significance of their future profession.

## **11. THE LIST OF INFORMATION TECHNOLOGIES USED IN THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS**

### **11.1 Information technologies**

For the educational process of the discipline is previewed the use of information technologies:

- practical classes using multimedia;
- interactive technologies (dialogues, collective discussion on various topics for realization a particular educational and professional task);
- interaction with students via e - mail;
- community work in the electronic information and educational environment of St. Petersburg State University: <https://spbgovm.ru/academy/eios/>

### **11.2. Software**

**The list of licensed and free- distributed software, including national programs**

№ п/п	Technical and computer programs recommended by sections and topics of the program	License
1	MS PowerPoint	67580828
2	LibreOffice	free software
3	OS Alt Education	AAO.0022.00

4	ABIS “ MARK-SQL”	02102014155
5	MS Windows 10	67580828
6	System Consult Plus	503/KJI
7	Android OS	free software

## 12. THE MATERIAL AND TECHNICAL BASE NECESSARY FOR THE IMPLEMENTATION OF THE DISCIPLINE EDUCATIONAL PROCESS.

The title of the discipline (module), practice in accordance with the curriculum	The title of special rooms and rooms for self-work	Equipment of special rooms and rooms for self-work
Project management	3 (196084, St. Petersburg, Chernigovskaya str., 5) Classroom for lecture-type classes, seminar-type classes	<i>Specialized furniture:</i> desks, chairs <i>Technical training tools:</i> video projector, slide presentations on the parts of the discipline
	338 (196084, St. Petersburg, Chernigovskaya str., 5) A classroom for conducting seminar-type classes, group and individual consultations, ongoing monitoring and intermediate certification	<i>Specialized furniture:</i> classroom tables with benches, blackboard. <i>Visual aids and educational materials:</i> specialized stands (posters) for the discipline program, samples of veterinary documents
	125 (196084, St. Petersburg, Chernigovskaya str., 5) A classroom for conducting seminar-type classes, group and individual consultations, ongoing monitoring and intermediate certification	<i>Specialized furniture:</i> classroom tables with benches, blackboard. <i>Visual aids and educational materials:</i> specialized stands (posters) for the discipline program, samples of veterinary documents
	426 (196084, St. Petersburg, Chernigovskaya str., 5) A classroom for conducting seminar-type classes, group and individual consultations, ongoing monitoring and intermediate certification	<i>Specialized furniture:</i> classroom tables with benches, blackboard. <i>Visual aids and educational materials:</i> specialized stands (posters) for the discipline program, samples of veterinary documents
	136 (196084, St. Petersburg, Chernigovskaya str., 5) A classroom for conducting seminar-type classes, group and individual consultations, ongoing monitoring and intermediate certification	<i>Specialized furniture:</i> classroom tables with benches, blackboard. <i>Visual aids and educational materials:</i> specialized stands (posters) for the discipline program, samples of veterinary documents
	206 Large reading room (196084, St. Petersburg, Chernigovskaya str., 5) Room for self-work	<i>Specialized furniture:</i> tables, chairs <i>Technical means of education:</i> computers connected to the Internet and access to an electronic information and educational environment

	214 Small reading room (196084, St. Petersburg, Chernigovskaya str., 5) Room for self-work	<i>Specialized furniture:</i> tables, chairs <i>Technical means of education:</i> computers connected to the Internet and access to an electronic information and educational environment
	324 Information Technology Department (196084, St. Petersburg, Chernigovskaya str., 5) Room for storage and preventive maintenance of educational equipment	<i>Specialized furniture:</i> tables, chairs, special equipment, materials and spare parts for preventive maintenance of technical training facilities
	Box No. 3 Carpentry workshop (196084, St. Petersburg, Chernigovskaya str., 5) Room for storage and preventive maintenance of educational equipment	<i>Specialized furniture:</i> tables, chairs, special equipment, materials and spare parts for preventive maintenance of technical training facilities

Developers:

Head of the Department of Organization, Economics and Management of Veterinary Business, Candidate of Veterinary Sciences, Associate Professor

 Orekhov D.A.



Ministry of Agriculture of the Russian Federation  
Federal State Budgetary Educational Institution  
of Higher Education  
"Saint Petersburg State University  
of Veterinary Medicine"

**Department of Organization, Economics and Management of Veterinary  
Business**

**FUND OF ASSESMENT TOOLS  
for the discipline  
"PROJECT MANAGEMENT"**

Level of higher education  
**SPECIALTY**

Specialty 36.05.01 Veterinary Medicine  
Profile: «General clinical veterinary medicine»  
Full-time education  
Education starts in 2026

## 1. PASSPORT OF THE APPRAISAL FUND

Table 1

No	formed competence	Controlled sections (topics) of the discipline	Appraisal tool
1.	<p><b>UC-2</b> is Able to manage the project at all stages of its life cycle</p> <p><b>UC-2ID-1</b> to Know the methods of presentation and description of the results of project activities, including on the basis of digital technologies, methods, criteria and parameters for the evaluation of the results of the project; principles, methods, and requirements for the project work</p> <p><b>of UC-2ID-2</b> to be able to substantiate the theoretical and practical significance of the obtained results; to test and analyze the design to predict the development of processes in the project professional field; to put forward innovative ideas and creative approaches to their decision to implement the project; count qualitative and quantitative results, the timing of the design work</p> <p><b>of UC-2ID-3</b> Possess project management in the field of the professional activity, including on the basis of digital technologies; distribution of tasks and the motivation to achieve goals; managing the development of technical specifications of the project, control the implementation of specialized project work and the process of consultation and revision of the project; participation in the development of project specifications, the development program of the project in the professional field; organizing the professional discussion of the project participation in the project documents; the design of the schedule of the project; defining the requirements to the results of the project</p> <p><b>of UC-3</b> is Able to organize and supervise the work of the team, developing team strategy to achieve the objectives</p> <p><b>of UC-3ID-1</b> Know the problem of the selection of an effective team; the basic conditions of effective team work; fundamentals of strategic human resource management, legal acts concerning the organization and implementation of professional activity; models of organizational behavior and the factors of organizational relationships; strategies and the principles of teamwork, main characteristics</p>	<p>Section 1. Introduction to project management in veterinary medicine. Classification of projects. A brief history of project management.</p> <p>Section 2. Project participants and the beginning of a project in veterinary medicine and animal husbandry. The life cycle of such a project.</p> <p>Section 5. Project quality management in veterinary medicine and animal husbandry. Concepts of veterinary service quality and overall project quality. Organization of lean manufacturing and enterprise economics.</p> <p>Section 6. Types of planning. Finance and project planning in veterinary and animal husbandry. Types of financing for such projects.</p> <p>Section 8. Monitoring and completion of the veterinary and animal husbandry project. Start-up and commissioning of veterinary facilities.</p>	Survey, test, project
		<p>Section 3. Project team in veterinary and animal husbandry. Planning of human resource management in the clinic and in the workplace.</p> <p>Section 4. Veterinary and livestock project work. Project management. Employee productivity. Improving productivity.</p> <p>Section 7. Project resource and risk management in veterinary medicine. Types of resources. The concept of purchases, supplies, and inventory for a clinic or production.</p>	Survey, test, project

	<p>of organizational climate and the interaction of team members to the organization</p> <p><b>UC-3ID-2</b> be able to determine the management style and leadership effectiveness team; to develop a team strategy; to apply the principles and methods of organization of team activities, including using digital technologies; select methods and techniques of study of professional practical problems</p> <p><b>of UC-3ID-3</b> Possess organization and management team cooperation in addressing the goals, including using digital technologies; the creation of a team to complete practical tasks; participation in the development of a strategy of teamwork; ability to work in a team</p>		
2.	<p><b>UC-9</b> is able to make informed economic decisions in various areas of life</p> <p><b>UC-9ID-1</b> Know the conceptual framework of economic science, the basic principles of economic functioning, the goals and mechanisms of the main types of social economic policy</p> <p><b>UC-9ID-2</b> Be able to use economic and financial planning methods to achieve the goal goals, including the use of digital technologies</p> <p><b>UC-9ID-3</b> Possess skills in applying economic tools for financial management, including the use of digital technologies, taking into account economic and financial risks in various areas of life</p>	<p>Section 3. Project team in veterinary medicine and animal husbandry. Planning of human resource management in the clinic and in the workplace.</p> <p>Section 4. Veterinary and livestock project work. Project management. Employee productivity. Improving productivity.</p> <p>Section 5. Project quality management in veterinary medicine and animal husbandry. Concepts of veterinary service quality and overall project quality. Organization of lean manufacturing and enterprise economics.</p> <p>Section 6. Types of planning. Finance and project planning in veterinary and animal husbandry. Types of financing for such projects.</p> <p>Section 8. Monitoring and completion of the veterinary and animal husbandry project. Start-up and commissioning of veterinary facilities.</p>	Survey, test, or project

## 2. SAMPLE LIST OF EVALUATION TOOLS

Table 2

#	Name of the valuation tool	Brief description of the valuation tool	Presentation of the valuation tool in the fund
1.	Interview (survey)	A control tool organized as a special conversation between the teacher and the student on topics related to the discipline being studied, and designed to find out the amount of knowledge of the student in a particular section, topic, problem, etc.	Questions on topics/sections of the discipline presented in relation to the competencies provided for in RAP
2.	Project	is a final product obtained as a result of planning and performing a set of training and research tasks. It allows you to assess the ability of students to independently construct their knowledge in the process of solving practical problems and problems, to navigate in the information space and the level of formation of analytical, research skills, practical and creative thinking skills. It can be performed individually or by a group of students	Topics of group and / or individual projects
3.	Test	is a system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Fund of test tasks

**3. INDICATORS AND CRITERIA FOR ASSESSING COMPETENCIES AT VARIOUS STAGES OF THEIR FORMATION, DESCRIPTION OF ASSESSMENT SCALES**

Table 3

Planned results of mastering the competence	Level of development				Assessment tool
	unsatisfactory	satisfactory	good	excellent	
<p><b>UC-2</b> Able to manage projects at all stages of its life cycle</p>					
<p>UC-2ID-1 to Know the methods of presentation and description of the results of project activities, including on the basis of digital technologies, methods, criteria and parameters for the evaluation of the results of the project; principles, methods and requirements for project work</p>	<p>knowledge Level is below the minimum requirements, there has been a gross error</p>	<p>Minimally acceptable level of knowledge made many mistakes structurally unstable</p>	<p>Level of knowledge commensurate with the program training allowed a few mistakes structurally unstable</p>	<p>Level of knowledge to the extent appropriate to the program of training, with no mistakes</p>	<p>Survey, test, project</p>
<p>UC-2ID-2 to be able to substantiate the theoretical and practical significance of the obtained results; to test and analyze the design to predict the development of processes in the project professional field; to put forward innovative ideas and creative approaches to their decision to implement the project; count qualitative and quantitative results, the timing of project work</p>	<p>in solving standard problems not demonstrated the basic skills there has been a gross error</p>	<p>has Demonstrated the basic skills, solved common tasks with stable errors, all tasks are completed, but not fully</p>	<p>Demonstrated all the basic skills, solved all the major problems with stable errors, all tasks are completed in full, but some shortcomings</p>	<p>Demonstrated all the basic skills, solved all the major problems with separate minor flaws, all tasks are completed in full</p>	<p>Survey, test, project</p>
<p>UC-2ID-3 Possess project management in the field of appropriate professional activities, including based on digital technologies; distribution of tasks and the motivation to achieve goals; managing the development of technical specifications of the project, control</p>	<p>in the solution of standard tasks not demonstrated basic skills there has been a gross error</p>	<p>Has a minimum set of skills to solve standard problems with some flaws</p>	<p>Demonstrated basic skills in solving standard problems with some flaws</p>	<p>Demonstrated skills in solving non-standard tasks without errors and shortcomings</p>	<p>Survey, test, project</p>

<p>the implementation of specialized project work and the process of consultation and revision of the project; participation in the development of project specifications, the development program of the project in the professional field; organizing the professional discussion of the project, participate in project documentation; the design of the schedule of the project; defining the requirements to the results of the project</p>					
<p><b>UC-3</b> Able to organize and lead the work of the team, developing team strategy to achieve the objectives</p>					
<p><b>UC-3ID-1</b>          Know the problem of the selection of an effective team; the basic conditions of effective team work; fundamentals of strategic human resource management, legal acts concerning the organization and implementation of professional activity; models of organizational behavior and the factors of organizational relations; strategy and teamwork, the main characteristics of the organizational climate and the interaction of team members to the organization</p>	<p>knowledge Level is below the minimum requirements, there has been a gross error</p>	<p>Minimally acceptable level of knowledge made many mistakes structurally unstable</p>	<p>Level of knowledge in the scope of the program of training, allowed a few mistakes structurally unstable</p>	<p>Level of knowledge to the extent appropriate to the program of training, with no mistakes</p>	<p>Survey, test, project</p>
<p><b>UC-3ID-2</b>          be able to determine the management style and leadership effectiveness team; to develop a team strategy; to apply the principles and methods of organization of team activities, including using digital technologies; select methods and techniques of study of professional practical problems</p>	<p>in solving standard problems not demonstrated the basic skills, there has been a gross error</p>	<p>has Demonstrated the basic skills, solved common tasks with stable errors, all tasks are completed, but not fully</p>	<p>Demonstrated all the basic skills, solved all the major problems with stable errors, all tasks are completed in full, but some shortcomings</p>	<p>Demonstrated all the basic skills, solved all the major problems with separate minor flaws, all tasks are completed in full</p>	<p>Survey, test, project</p>

<p>UC-3ID-3 Possess organization and management team cooperation in addressing the goals, including using digital technologies; the creation of a team to perform the practical task; participation in the development of a strategy of teamwork; ability to work in a team</p>	<p>in solving standard problems not demonstrated basic skills there has been a gross error</p>	<p>Has a minimum set of skills to solve standard problems with some flaws</p>	<p>Demonstrated basic skills in solving standard problems with some flaws</p>	<p>Demonstrated skills in solving non-standard tasks without error and shortcomings</p>	<p>Survey, test, project</p>
<p>UC-9 is Able to make informed economic decisions in various areas of activity</p>					
<p>UC-9ID-1 Know the conceptual apparatus of Economics, the basic principles of the functioning of the economy, the goals and mechanisms of the main types of social economic policy</p>	<p>knowledge Level below the minimum requirements there has been a gross error</p>	<p>Minimally acceptable level of knowledge made many mistakes structurally unstable</p>	<p>Level of knowledge in the scope of the program of training, allowed a few mistakes takes structurally unstable</p>	<p>Level of knowledge to the extent appropriate to the program of training, with no mistakes</p>	<p>Survey, test, project</p>
<p>UC-9ID-2 to be able to use the methods of economic and financial planning to achieve the goal, including using digital technologies</p>	<p>in solving standard problems not demonstrated the basic skills there has been a gross error</p>	<p>has Demonstrated the basic skills, solved common tasks with stable errors, all tasks are completed, but not fully</p>	<p>Demonstrated all the basic skills, solved all the major problems with stable errors, all tasks are completed in full, but some shortcomings</p>	<p>Demonstrated all the basic skills, solved all the major problems with separate minor flaws, all tasks are completed in full</p>	<p>Survey, test, project</p>
<p>UC-9ID-3 skills are the use of economic tools for financial management, including with the use of digital technologies, taking into account the economic and financial risks in various areas of activity</p>	<p>in the solution of standard tasks not demonstrated basic skills, there has been a gross error</p>	<p>Has a minimum set of skills to solve standard problems with some flaws</p>	<p>Demonstrated basic skills in solving standard problems with some flaws</p>	<p>Demonstrated skills in solving non-standard tasks without error and shortcomings</p>	<p>Survey, test, project</p>

#### **4. A LIST OF CONTROL TASKS AND OTHER MATERIALS REQUIRED TO ASSESS KNOWLEDGE, SKILLS, AND EXPERIENCE OF THE COMPANY'S ACTIVITIES**

##### **4.1. Typical tasks for current performance monitoring**

##### **4.1.1. Survey questions**

Questions for assessing the competence of UC-2 "Able to manage a project at all stages of its life cycle":

**UC-2ID-1:** know the methods of presenting and describing the results of project activities, including on the basis of digital technologies; methods, criteria and parameters for evaluating the results of project implementation; principles, methods and requirements for project work

1. What is the result of the project activity?
2. What programs can be used to create a project?
3. What can be the criteria and parameters for evaluating a completed project? Give examples.
4. What can be the criteria and parameters for evaluating completed work? Give examples.
5. What are the requirements for project activities?
6. What is a preliminary examination?
7. What is commissioning as a method of preparing for project delivery?
8. What methods of conflict resolution do you know?
9. What methods are used by the project manager when the project deviates from the planned indicators?

**UC-2ID-2:** be able to justify the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

1. What is project documentation?
2. What types of project documentation do you know?
3. What parameters can be used to predict the development of veterinary projects? Give examples.
4. What parameters can be used to predict the development of livestock projects? Give examples.
5. What can be innovative project ideas in veterinary medicine and animal husbandry?
6. How is the project deadline calculated?
7. What are the reasons why the project delivery deadline is delayed?
8. How is the deadline for completing a particular work calculated?
9. What is quality?
10. What is reliability?

**UC-2ID-3:** master project management in the field of relevant professional activities, including on the basis of digital technologies; distribution of tasks and motivation to achieve goals; management of the development of the project specification, management of the implementation of specialized project work and the process of discussing and finalizing the project; participation in the development of the project specification, development of the implementation program organization of professional discussion of the project, participation in maintaining project documentation; design of the project implementation schedule; determination of requirements for the results of project implementation

1. What is project management?
2. What is a project?

3. What is necessary to evaluate the idea that leads to the creation of the project?
4. What types of project planning are there?
5. What does network planning mean?
6. What does resource planning mean?
7. What types of resources are available?
8. What is a business plan?
9. What are the main phases of the project lifecycle?

Questions for assessing the competence of **UC-3** "Able to organize and manage team work, developing a team strategy to achieve the goal":

**UC-3ID-1:** Know the problems of selecting an effective team; basic conditions for effective teamwork; fundamentals of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior, factors of formation of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational climate and interaction of team members in the organization of professional activities. organizations

1. What is necessary for the project team to work effectively?
2. What problems can a project manager have with the team?
3. What is human resources?
4. What regulatory legal acts exist in relation to professional activity?
5. What influences the occurrence of conflicts?
6. What is a conflict?
7. What types of conflicts are there?
8. What conflict resolution options do you know?
9. What are the requirements for ensuring comfortable work in the project team?
10. What can you call effective team work?

**UC-3ID-2:** be able to determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities, including using digital technologies; choose methods and methods for studying professional practical tasks

1. What management styles do you have?
2. What can you call effective project team management?
3. What methods of organizing team activities exist?
4. What principles are used to recruit people to the project team?
5. What is a team strategy for project activities?
6. How can you define a leadership style?

**UC-3ID-3:** master the organization and management of team interaction in solving set goals, including using digital technologies; creating a team to perform practical tasks; participating in the development of a team work strategy; ability to work in a team

1. What is project team management?
2. What is meant by effective interaction between team members?
3. What kind of human resources might be needed for the project "Creating a stable"?
4. What kind of human resources may be needed for the project "Creating a veterinary office"?
5. What labor resources might be needed for the project "Creating an apiary"?
6. What kind of human resources might be needed for the project "Creating a shelter"?
7. What labor resources might be needed for the project "Creating a pig farm"?

Questions for assessing the competence of **CC-9** "Able to make informed economic decisions in various areas of life":

**UC-9ID-1:** know the conceptual framework of economic science, basic principles of economic functioning, goals and mechanisms of the main types of social economic policy

1. What is the economy?
2. What is fair competition?
3. What types of project financing are available?
4. What are borrowed funds?
5. What is self-financing a project?
6. What are other sources of financing?
7. What are promotions?
8. What is an innovation loan?
9. What is leasing?

**UC-9ID-2:** Be able to use methods of economic and financial planning to achieve the goal, including using digital technologies

1. What is finance?
2. What is money?
3. What methods of financial planning are available?
4. What is the coefficient calculation method?
5. What is the normative method?
6. What is the discount method?
7. What is the balance method?

**UC-9ID-3:** Master the skills of applying economic tools for financial management, including using digital technologies, taking into account economic and financial risks in various areas of life

1. What is an economic instrument?
2. What is the difference between finance and money?
3. What is meant by financial management?
4. Why do you need to manage finances in projects?
5. What is economic risk and financial risk?
6. What risks can arise in project financing?

#### **4.1.2 Tests**

**UC-2-**Is able to manage a project at all stages of its life cycle

**UC-2ID-1-**know the methods of presenting and describing the results of project activities, including those based on digital technologies; methods, criteria and parameters for evaluating the results of project implementation; principles, methods and requirements for project work

**UC-2ID-2 -** be able to justify the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

**UC-2ID-3 -** possess project management in the field of relevant professional activities, including on the basis of digital technologies; distribution of tasks and motivation to achieve goals; management of the development of the project specification, management of the implementation of specialized project work and the process of discussing and finalizing the project; participation in the development of the project specification, development of the implementation program or-

ganization of professional discussion of the project, participation in maintaining project documentation; design of the project implementation schedule; determination of requirements for the results of project implementation

## CLOSED-TYPE TASKS

### Combined tasks with a choice of one correct answer from the suggested options

#### Task 1.

*Read the text and choose the correct answer.*

What is the difference between project activities and operational activities?

1. Operational activities – one - time, project activities-permanent;
2. Operational activities – permanent, project activities - one-time;
3. Operational activities are unique, but project activities are not.
4. Operational activities involve the use of the "Waterfall" principle, while project activities do not.

Answer: 2

#### Task 2.

*Read the text and choose the correct answer.*

What is the result of the project activity(project)?

1. In achieving the set project goals;
2. In receiving payment for the project.
3. In closing contracts;
4. In achieving the set goals of the operation.

Answer: 1

#### Task 3.

*Read the text and choose the correct answer.*

Which of the listed programs is used in project activities as a specialized program?

1. Microsoft Project;
2. Adobe Photoshop;
3. Autodesk AutoCAD;
4. Ashampoo Win.

Answer: 1

#### Task 4.

*Read the text and choose the correct answers.*

What types of project planning are there?

1. Network, total value.
2. Calendar, estimated;
3. Annual, total amount.
4. Network, total deductible

Answer: 2

#### Task 5.

*Read the text and choose the correct answers.*

Which of the possible answers are resources for the project?

1. Material procurement, delivery planning;
2. Milking machine, feeders, drinkers;
3. Finance, equipment certificate;
4. Builder, time and ability

Answer: 2

### Closed-type compliance tasks

**Task 6.**

*Read the text and make a match.*

If the project is to create a new livestock facility (a farm for keeping and breeding dairy cattle), then set the sequence of work for such a project by comparing the letter and number from the table.

Implementation procedure Job		title	
A	First job of the proposed	1	Accounting reconciliation with contractors
B	Second job of the proposed	2	Commissioning
C	C Third job of the proposed	3	Preparation of a business plan, receipt of credit funds
D	Fourth job of the proposed	4	Purchase of construction materials, equipment
E	Fifth job of the proposed	5	Construction of walls, installation of window frames

Write down the selected numbers under the corresponding letters in the table.

A	B	C	D	E

Answer: A3; B4; C5; D2; E1.

**Task 7.**

*Read the text and make a match.*

Compare the name of the planning type in the project and the definition of this type of planning: for each position in the first column, select the corresponding position from the second column.

Type of planning		Definition	
A	Network planning is...	1	the process of identifying and documenting roles in the project, assigning responsibilities
B	Resource planning is...	2	The process of planning costs for various stages of the project
C	C Human resource management planning is...	3	The process of planning work schedules by dates and months
D	Financial planning is...	4	It is a method that links the execution of work in time
E	Calendar planning is...	5	a process that records the necessary resources for efficient operation of the system, as well as where to get them, how much and at what time

Write down the selected numbers under the corresponding letters in the table.

A	B	C	D	E

Answer: A4; B5; C1; D2; E3.

**Task 8.***Read the text and make a match.*

Read the data in the table below. Determine which of the examples on the right relate to the characteristic on the left: for each position in the first column, select 3 matching positions from the second column.

Type of activity		Example of activity	
A	Operational activity	1	Milking of cattle
B	Project activity	2	Breeding of a new breed of rabbits
		3	Harvesting
		4	Establishment of a clinic that treats only horses
		5	Vaccination of cattle
		6	Development and creation of a new feed additive by a university student

Write down the selected numbers under the corresponding letters in the table.

A	B

Answer: A1, 3, 5; B2, 4, 6.

**Task 9.***Read the text and make a match.*

A project has several phases of its "life cycle". Set a match: for each position in the first column, select the corresponding position from the second column.

	Life cycle phase		Example of work
A	Start of the project	1	Determination of the "viability" of the project idea
B	Work on the project	2	Submission of reconciliation reports, final settlement with contractors
C	C Completion of the project	3	Purchase of material, construction of walls and roofs

Write down the selected numbers under the corresponding letters:

A	B	C

Answer: A1; B3; C2.

**Task 10.***Read the text and make a match.*

Read the data in the table below. Determine which of the examples on the right relate to the characteristic on the left: for each position in the first column, select 3 matching positions from the second column.

Source of an idea		Example of an idea source	
A	Internal sources	1	Excess resources of the company
B	External sources	2	Own research

		3	Entrepreneurial initiative of a member of the company
		4	Emergence of new knowledge in the world
		5	Changing market situation
		6	Changing legislation of the country

Write down the selected numbers under the corresponding letters:

A	B

Answer: A1, 2, 3; B4, 5, 6.

### Closed - type tasks for establishing a sequence

**Task 11.**

*Read the text and set the sequence.*

Arrange the following works in the project "Creating a clinic for the treatment of MD" in chronological order. Write down the numbers that represent them in the correct sequence.

1. Rental of premises and cosmetic repairs
2. Festive opening and PR company
3. Preliminary examination
4. Purchase and installation of ultrasound and X-ray machines

Answer: 3142

**Task 12.**

*Read the text and set the sequence.*

Feed production received a complaint about the feed sold to the consumer (marriage). Write down the numbers that indicate management's actions to solve the problem in the correct sequence.

1. Eliminate the cause of industrial defects, if it still exists
2. Reassure the consumer, compensate him for the damage, if it was caused
3. Find out the cause of industrial defects

Answer: 231

**Task 13.**

*Read the text and set the sequence.*

Purchasing management allows you to provide the project with resources on time. In the project example below, specify the sequence of actions that the manager takes to provide the project with resources.

Project: construction of a livestock facility. Write down the numbers that indicate the purchase stages in the correct order.

1. Choosing between suppliers
2. Search for a supplier
3. Payment and acceptance of materials
4. Conclusion of a contract with the supplier

Answer: 2143

**Task 14.**

*Read the text and set the sequence.*

In the example project below, specify the sequence of actions for product production.

Project: production of new rodent feed on the leased area. Write down the numbers that indicate the stages in the correct sequence.

1. Drawing up a production line lease agreement

2. Search for a production site with suitable capacities
  3. Production and packaging of rodent feed
  4. Delivery and payment of raw materials for feed
- Answer: 2143

**Task 15.**

*Read the text and set the sequence.*

In the example project below, specify the sequence of actions for its commissioning.

Project: construction of a livestock complex. Write down the numbers that indicate the stages in the correct sequence.

1. Commissioning works
2. Verification of documentation and settlement with contractors
3. Delivery of the object
4. Delivery of livestock

Answer: 1234

UC-3 is able to organize and manage the team's work, developing a team strategy to achieve the goal.

UC-3<sub>ID-1</sub>-know the problems of selecting an effective team; basic conditions for effective teamwork; fundamentals of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior, factors of formation of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational climate and interaction of team members in the organization of professional activities. organizations

UC-3<sub>ID-2</sub> - be able to determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities, including using digital technologies; choose methods and methods for studying professional practical tasks

UC-3<sub>ID-3</sub> - master the organization and management of team interaction in solving set goals, including using digital technologies; creating a team to perform practical tasks; participating in the development of a team work strategy; ability to work in a team

## CLOSED-TYPE TASKS

### Combined tasks with a choice of one correct answer from the suggested options

**Task 1.**

*Read the text and choose the correct answer.*

Which of these statements is correct?

1. The project team is formed once and is retained until the closure of the enterprise as a whole
2. The project team is created in a targeted way for the project period. After the project is implemented, such a team is disbanded
3. The project team should never undergo changes in the course of project activities
4. The project team is required to change during the project

Answer: 2

**Task 2.**

*Read the text and choose the correct answer.*

What is the name of a group of people who take part in a project and work together to achieve a certain goal?

1. Project team
2. Project Group
3. Project Team

4. Project Community

Answer: 3

**Task 3.**

*Read the text and choose the correct answer.*

What are some conflicts?

1. Vertical and mixed
2. Vertical and horizontal
3. Vertical and internal
4. Vertical and simplified versions

Answer: 2

**Task 4.**

*Read the text and choose the correct answers.*

Why does the customer (as a role in the project) need to achieve the project goals?

1. To obtain financial benefits from the project result;
2. To gain experience in construction work;
3. To find out the needs of potential buyers;
4. For the most accurate planning of commissioning works.

Answer: 1

**Task 5**

*Read the text and choose the correct answers.*

What are the criteria for effective work of the project team?

1. Strict rules, tight deadlines
2. Informal atmosphere, well-understood task
3. Subordination, promotion
4. The "double carrot and stick" method

Answer: 2

**Closed-type compliance tasks**

**Task 6.**

*Read the text and make a match.*

There are different sources of project financing. Match the source in the left column and its description in the right column.

Source of financing		Characteristics of the source	
A	Self-financing	1	Funds from the sale of own shares, real estate, etc
B	Borrowed funds	2	Financing from grant support, assistance funds, etc.
C	Funds raised	3	Financing from the customer's personal money
D	Other sources	4	Borrowed money from the bank

Write down the selected numbers under the corresponding letters in the table.

A	B	C	D

Answer: A3; B4; C1; D2.

**Task 7.**

*Read the text and make a match.*

Use the project example below to decide which people or companies will fit the participant's role in the project.

Project: construction of a new laboratory building. The director (Babyshev A. A.) of the laboratory requires the creation of a new building and pays for this project. A contract was signed with the construction company "StroyLAB LLC" for turnkey work, the purchase of materials is carried out from the group of companies "Supply LLC". The director of the laboratory appointed his deputy, A. S. Petrov, to monitor the progress of construction.

For each position given in the left column, select the corresponding position from the right column according to the project.

Role		Performer of the role in the example	
A	Customer	1	"StroyLAB LLC"
B	Sponsor	2	Petrov A. C
C	Contractor	3	"Supply LLC"
D	Curator	4	Babyshev A. A.
E	Supplier	5	Babyshev A. A.

Write down the selected numbers under the corresponding letters:

A	B	C	D	E

Answer: A4; B5 (or A5B4); C1; D2; E3.

**Task 8.**

*Read the text and make a match.*

The project has roles (assigned to individuals and legal entities) and project team members.

Project example: Sever LLC is planning to launch a new drug. Its employees are working on this – A. Abdeev, V. Balashov, P. Ivanchenko, raw materials for the novelty are purchased from Raw Materials LLC.

For position A (left column), select one suitable digit from the right column.

For position B (left column), select three matching digits from the right column.

For position B (left column), select one suitable digit from the right column.

Role		Role performer in the example	
A	Customer	1	"Raw Materials LLC"
B	Project team	2	Ivanchenko P.
C	C Contractor	3	"Sever LLC"
		4	Abdeev A.
		5	Balashov V.

Write down the selected numbers under the corresponding letters:

A	B	C

Answer: A3; B2, 4, 5; B1.

**Task 9.**

*Read the text and make a match.*

There may be conflicts in the project team. There are many ways to resolve conflicts. Compare the conflict resolution method and its description.

Method		Description of the method	
A	Evasion	1	Postponing the decision for some time
B	Concession	2	Finding optimal averaged solutions C
C	Compromise	3	Abandoning one's position
D	Coercion	4	Lobbying one's point of view

Write down the selected numbers under the corresponding letters:

A	B	In	C D

Answer: A1; B3; C2; D4.

### Task 10

*Read the text and make a match.*

Costs can be direct or indirect. The table below shows examples of such costs for the project "creating an information channel for doctors".

For each position given in the left column, select three corresponding positions from the right column.

Type of costs		Example of costs	
A	Direct costs	1	Payment for designer services
B	Indirect costs	2	Gift to the ladies from the team on March 8
		3	Payment for advertising in social networks
		4	Payment of a bonus to the project team
		5	Payment for SMM services
		6	Payment for a buffet to celebrate the end of the project

Write down the selected numbers under the corresponding letters:

A	B

Answer: A1, 3, 5; B2, 4, 6.

### Closed - type tasks for establishing a sequence

#### Task 11.

*Read the text and set the sequence.*

The project team includes project manager A. S. Kozich, Head of the procurement department A. S. Muravyod, manager of the procurement department V. V. LopUCHina (responsible for building materials). Contractor for the supply of building materials LLC "PRK". During the project, it turned out that it was urgently necessary to get a certain amount of plaster. In what order the specified roles (personnel) will learn about this - write down the numbers that indicate them in the correct sequence.

1. Anteater A. S.
2. Kozich A. S.
3. LopUCHina V. V.
4. LLC "PRK"

Answer: 2134

**Task 12.**

*Read the text and set the sequence.*

A project team was recruited for the project. It also includes Petrov and Sidorov. As they worked, their relationships changed. Write down the numbers that mark the milestones of their collaboration in the project team, in the correct sequence relative to the "Project Cycle".

1. Conflict flare-up
2. Trying to work together
3. Acquaintance of Petrov and Sidorov
4. Conflict resolution within the effective work of the project team

Answer: 3214

**Task 13.**

*Read the text and set the sequence.*

Human resource management planning involves a number of actions. Write down the numbers that indicate the actions below in the correct sequence for successful work on the project.

1. Execution of an employment contract
2. Job Interviews
3. Discussion on required personnel
4. Search for suitable resumes

Answer: 3421

**Task 14.**

*Read the text and set the sequence.*

The project team includes project manager A. S. Bolshev, Head of the procurement department A. S. Muratov, manager of the procurement department V. V. Levina (responsible for building materials). Contractor for the supply of building materials LLC "Investment". During the project, it turned out that it was urgently necessary to get a certain amount of plaster. In what order the specified roles (personnel) will learn about this - write down the numbers that indicate them in the correct sequence.

1. Muratov A. S.
2. A. S. Bolshev
3. Levina V. V.
4. Investment LLC

Answer: 2134

**Task 15.**

*Read the text and set the sequence.*

The project team includes project manager A. S. Kirenkov, head of the procurement department A. S. Mehtus, Manager of the procurement department V. V. Li (responsible for building materials). Contractor for the supply of building materials LLC "Plasterworks". During the project, it turned out that it was urgently necessary to get a certain amount of plaster. In what order the specified roles (personnel) will learn about this - write down the numbers that indicate them in the correct sequence.

1. A. S. Mehtus
2. Kirenkov A. S.
3. Li V. V.
4. LLC "Plastering works"

Answer: 2134

UC-9 is able to make informed economic decisions in various areas of life

UC-9<sub>ID-1</sub> Know the conceptual framework of economic science, basic principles of economic functioning, goals and mechanisms of the main types of social economic policy

UC-9<sup>ID-2</sup> Be able to use methods of economic and financial planning to achieve the goal, including using digital technologies

UC-9<sup>ID-3</sup> Master the skills of applying economic tools for financial management, including using digital technologies, taking into account economic and financial risks in various areas of life

### CLOSED-TYPE TASKS

#### Combined tasks with a choice of one correct answer from the suggested options

##### Task 1.

*Read the text and choose the correct answer.*

What is the name of the universal equivalent, which serves as a measure of prices and can be exchanged for the goods or services offered?

1. Capital
2. Finance
3. Money
4. Debit card

Answer: 3

##### Task 2.

*Read the text and choose the correct answer.*

What is the name of the set of economic relations that arise as a result of cash flow?

1. Capital
2. Finance
3. Money
4. Debit card

Answer: 2

##### Task 3.

*Read the text and choose the correct answer.*

What sector of the economy does agriculture belong to?

1. Primary
2. Secondary
3. Tertiary
4. Quaternary

Answer: 1

##### Task 4.

*Read the text and choose the correct answers.*

If the project is the creation of a veterinary clinic, which of the following will be the end user of the project?

1. Director of the clinic
2. Cat owners
3. Clinic accountant
4. Electrician

Answer: 2

##### Task 5.

*Read the text and choose the correct answers.*

What types of project financing are available?

1. Self-financing
2. Non-refundable funding
3. Borrowed funds

#### 4. Criminal offences

Answer: 1

#### Closed-type compliance tasks

##### Task 6.

*Read the text and make a match.*

There are different sources of project financing. Match the source in the left column and its description in the right column.

Source of financing		Characteristics of the source	
A	Self-financing	1	Funds from the sale of own shares, real estate, etc
B	Borrowed funds	2	Financing from grant support, assistance funds, etc.
C	Borrowed funds	3	Financing from own funds
D	Other sources	4	Funds are taken on credit

Write down the selected numbers under the corresponding letters in the table.

A	B	C	D

Answer: A3; B4; C1; D2.

##### Task 7.

*Read the text and make a match.*

The table below shows some economic terms and their definitions.

For each position given in the left column, select the corresponding position from the right column.

Term		Definition	
A	Cost Estimate	1	a plan for the implementation of business operations, actions of a firm, containing information about the firm, the product, its production, sales markets, marketing, organization of operations and their effectiveness.
B	Budget	2	funds or material assets received by the state, individuals or legal entities as a result of any activity over a certain period of time
C	C Business Plan	3	economic relations in which one party receives from the other money, goods/things that are not prohibited by the relevant legislation for transfer, and promises to provide compensation (payment) or return resources in the future.
D	Income	4	a document that calculates the amount of project costs, drawn up by expenditure
E	Loan	5	a financial plan of a certain entity, set for a certain period of time, usually for one year

Write down the selected numbers under the corresponding letters:

A	B	C	D	E

Answer: A4; B5; C1; D2; E3.

**Task 8.**

*Read the text and make a match.*

When implementing a project, there are always project costs involved. They can be direct or indirect. The table below shows examples of such costs for the project "creating a clinic".

For each position given in the left column, select three corresponding positions from the right column.

Type of costs		Example of costs	
A	Direct costs	1	Purchase of finishing materials
B	Indirect costs	2	Payment for an electrician's consultation
		3	Purchase of equipment
		4	Payment of a bonus to the project team
		5	Payment for the vet program.
		6	Payments for rent of premises and electricity for the work of the project team (in the process of creating a clinic project)

Write down the selected numbers under the corresponding letters:

A	B

Answer: A1, 3, 5; B2, 4, 6.

**Task 9.**

*Read the text and make a match.*

Preliminary examination or exclusion of obviously unacceptable ideas is necessary when developing a project (so that it is cost-effective). The reasons why ideas may not pass the expert review are indicated in the left column. For each position given in the left column, select the corresponding position from the right column.

Reasons		for the Idea	
A	Obviously high costs	1	Construction of a new stable on the White Sea coast (Far North of the Russian Federation)
B	Obviously high risks	2	Construction of a new stable, with a budget of 1 million rubles.
C	the obvious lack of resources available	3	Construction of a new stable in the area of seismic activity

Write down the selected numbers under the corresponding letters:

A	B	C

Answer: A2; B3; C1.

**Task 10.**

Read the text and make a match.

The table below shows some economic terms and their definitions.

For each position given in the left column, select the corresponding position from the right column.

The term		Definition	
A	Discounting	1	is a relative measure of economic efficiency, calculated as the ratio of profit to the assets or flows that generate it.
B	Accrual	2	determining the value of cash flow by bringing the value of all payments to a certain point in time
C	Compounding	3	the process of increasing the amount of money over time due to the addition of interest
D	Profitability	4	the process in which interest is accrued on the existing principal amount, as well as on the interest already paid

Write down the selected numbers under the corresponding letters:

A	B	C	D

Answer: A2; B3; B4; D1.

**Closed - type tasks for establishing a sequence****Task 11.**

Read the text and set the sequence.

The project team has a task to justify the cost of the project for the manager. Below are the steps to prepare this information. Write down the numbers that represent them in the correct sequence.

1. Structuring information on planned costs
2. Presentation to the manager
3. Collecting information about the cost of individual works and materials
4. Development of justification – what each item of the cost structure is necessary for

Answer: 3142

**Task 12.**

Read the text and set the sequence.

Sometimes, during the project management process, an economically sound decision is made to close the project. Below are the steps that lead to the decision to close the project. Write down the numbers that represent them in the correct sequence.

1. Calculating costs and expected benefits
2. Discuss the rationale with supervisors
3. Creating a justification for the economic inefficiency of continuing the project
4. Making a decision to close the project

Response: 1324

**Task 13.**

Read the text and set the sequence.

The project team has a task to justify the cost of the project for the manager. Below are the steps to prepare this information. Write down the numbers that represent them in the correct sequence.

1. Structuring information on planned costs
2. Presentation to the manager

3. Collecting information about the cost of individual works and materials
  4. Development of justification – what each item of the cost structure is necessary for
- Answer:3142

**Task 14.**

*Read the text and set the sequence.*

Various economic relationships with contractors occur during the project process. By the time the project is completed, all these relationships must be reconciled and the shortfalls or overpayments resolved. The steps in this process are described below. Write down the numbers that represent them in the correct sequence.

1. Accounting reconciliation of work reconciliation reports with contractors
2. Payment of a shortfall or demand for payment in favor of the organization implementing the project
3. Identifying shortfalls or overpayments
4. Signing of closing documents and updated reconciliation reports

Response:1324

**Task 15.**

*Read the text and set the sequence.*

To finance the project, you may need to attract borrowed funds, for example, a loan from a bank. Below are the steps of this process. Write down the numbers that represent them in the correct sequence.

1. Making a decision on loan financing
2. Submission of documents to clarify the preliminary decision of the selected bank
3. Choosing a bank
4. Preparation of the business plan and additional documents for submission to the bank, in case of preliminary approval of the project with it

Response: 1324

**4.1.3 Group project topics**

**Sample topics for competency assessment:**

UC-2-Is able to manage a project at all stages of its life cycle

CC-2<sub>ID-1</sub>-know the methods of presenting and describing the results of project activities, including those based on digital technologies; methods, criteria and parameters for evaluating the results of project implementation; principles, methods and requirements for project work

UC-2<sub>ID-2</sub> - be able to justify the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

UC-2<sub>ID-3</sub> - possess project management in the field of relevant professional activities, including on the basis of digital technologies; distribution of tasks and motivation to achieve goals; management of the development of the project specification, management of the implementation of specialized project work and the process of discussing and finalizing the project; participation in the development of the project specification, development of the implementation program organization of professional discussion of the project, participation in maintaining project documentation; design of the project implementation schedule; determination of requirements for the results of project implementation

UC-3 is able to organize and manage the team's work, developing a team strategy to achieve the goal.

UC-3<sub>ID-1</sub>-know the problems of selecting an effective team; basic conditions for effective teamwork; fundamentals of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior,

factors of formation of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational climate and interaction of team members in the organization of professional activities. organizations

UC-3<sub>ID-2</sub> - be able to determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities, including using digital technologies; choose methods and methods for studying professional practical tasks

UC-3<sub>ID-3</sub> - master the organization and management of team interaction in solving set goals, including using digital technologies; creating a team to perform practical tasks; participating in the development of a team work strategy; ability to work in a team

UC-9-Is able to make informed economic decisions in various areas of life

UC-9<sub>ID-1</sub>-know the conceptual framework of economic science, basic principles of economic functioning, goals and mechanisms of the main types of social economic policy

UC-9<sub>ID-2</sub> - be able to use methods of economic and financial planning to achieve the goal, including using digital technologies

UC-9<sub>ID-3</sub> - Master the skills of applying economic tools for financial management, including using digital technologies, taking into account economic and financial risks in various areas of life

1. Creating a clinic.
2. Creating a laboratory.
3. Creating a pharmacy.
4. Creating a farm.
5. Creating an apiary.
6. Creating your own veterinary office for private practice.
7. Creating a course for pet owners (selling training courses).
8. Create advanced training courses for doctors.
9. Create a social media channel for owners.
10. Creating a new type of feed.
11. Creating a new type of attribute.
12. Creating a shelter.
13. Creating a stable.

#### 4.1.4 Project

Tasks for monitoring competencies:

UC-2-Is able to manage a project at all stages of its life cycle

CC-2<sub>ID-1</sub>-know the methods of presenting and describing the results of project activities, including those based on digital technologies; methods, criteria and parameters for evaluating the results of project implementation; principles, methods and requirements for project work

UC-2<sub>ID-2</sub> - be able to justify the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

UC-2<sub>ID-3</sub> - possess project management in the field of relevant professional activities, including on the basis of digital technologies; distribution of tasks and motivation to achieve goals; management of the development of the project specification, management of the implementation of specialized project work and the process of discussing and finalizing the project; participation in the development of the project specification, development of the implementation program organization of professional discussion of the project, participation in maintaining project documentation; design of the project implementation schedule; determination of requirements for the results of project implementation

UC-3 is able to organize and manage the team's work, developing a team strategy to achieve the goal.

UC-3<sub>ID-1</sub>-know the problems of selecting an effective team; basic conditions for effective teamwork; fundamentals of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior, factors of formation of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational climate and interaction of team members in the organization of professional activities. organizations

UC-3<sub>ID-2</sub> - be able to determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities, including using digital technologies; choose methods and methods for studying professional practical tasks

UC-3<sub>ID-3</sub> - master the organization and management of team interaction in solving set goals, including using digital technologies; creating a team to perform practical tasks; participating in the development of a team work strategy; ability to work in a team

UC-9-Is able to make informed economic decisions in various areas of life

UC-9<sub>ID-1</sub>-know the conceptual framework of economic science, basic principles of economic functioning, goals and mechanisms of the main types of social economic policy

UC-9<sub>ID-2</sub> - be able to use methods of economic and financial planning to achieve the goal, including using digital technologies

UC-9<sub>ID-3</sub> - Master the skills of applying economic tools for financial management, including using digital technologies, taking into account economic and financial risks in various areas of life

1. Split into teams of 4-5 people; form the idea of an organization's project in the field of veterinary medicine or animal husbandry; choose a project manager;
2. Each team creates a project request; prescribes additional project characteristics.
3. Each team determines the project planning and financing; prescribes the project's activities and resources;
4. Each team develops its own control event plan; determines the expected risks in the schedule, budget, resources and discusses ways to reduce these risks;
5. Each team creates a communication plan for the project.
6. Each team develops and defends its own project passport with a presentation.

## 4.2. Typical tasks for intermediate certification

### 4.2.1. Questions for the test

Emerging competence: UC-2 "Is able to manage a project at all stages of its life cycle":  
UC-2<sub>ID-1</sub>: know the methods of presenting and describing the results of project activities, including on the basis of digital technologies; methods, criteria and parameters for evaluating the results of project implementation; principles, methods and requirements for project work

1. What is the result of the project activity?
2. What programs can be used to create a project?
3. What is a preliminary examination?
4. What is the difference between project activity and operational activity?
5. What is the result of the project?
6. What types of project planning are there?
7. What actions does the project manager take when a deviation from the plan is detected?
8. What project participants do you have?
9. Why does the customer need to achieve project goals?
10. What is a project?

**UC-2ID-2:** be able to justify the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

1. What is project management?
2. What is project documentation?
3. What can be innovative project ideas in veterinary medicine and animal husbandry?
4. How is the project deadline calculated?
5. What are the reasons why the project delivery deadline is delayed?
6. What is quality?
7. What is reliability?
8. What should be the responsibility for quality?
9. What are the external sources of project ideas?
10. What are the internal sources of project ideas?
11. Who can be a project participant?
12. What does the phrase "project initiation" mean?
13. Why do you need project planning?
14. What document regulates project activities?
15. What is an order point or stock threshold?

**UC-2ID-3:** master project management in the field of relevant professional activities, including on the basis of digital technologies; distribution of tasks and motivation to achieve goals; management of the development of the project specification, management of the implementation of specialized project work and the process of discussing and finalizing the project; participation in the development of the project specification, development of the implementation program organization of professional discussion of the project, participation in maintaining project documentation; design of the project implementation schedule; determination of requirements for the results of project implementation

1. What is necessary to evaluate the idea that leads to the creation of the project?
2. What types of project planning are there?
3. What does network planning mean?
4. What does resource planning mean?
5. What types of resources are available?
6. What is a business plan?
7. What are the main phases of the project lifecycle?
8. What is monitoring in a project?
9. What are the characteristics of project work?
10. What is a resource conflict?
11. What does the quality management process consist of?
12. What is a program in relation to project management?

Emerging competence: **UC-3** "Is able to organize and manage team work, developing a team strategy to achieve the goal":

**UC-3ID-1:** know the problems of selecting an effective team; basic conditions for effective teamwork; fundamentals of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior, factors of formation of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational climate and interaction of team members in the organization of professional activities. organizations

1. What is necessary for the project team to work effectively?
2. What problems can a project manager have with the team?
3. What is human resources?
4. What regulatory legal acts exist in relation to professional activity?
5. What influences the occurrence of conflicts?
6. What is a conflict?
7. What types of conflicts are there?
8. What conflict resolution options do you know?
9. What are the requirements for ensuring comfortable work in the project team?
10. What can you call effective team work?

**UC-3ID-2:** be able to determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities, including using digital technologies; choose methods and methods for studying professional practical tasks

1. What management styles do you have?
2. What can you call effective project team management?
3. What management style is absolutely not suitable for managing a project team?
4. Where do project team members move to when the project is completed?
5. How long has the project team been in existence?
6. Can the project team include people with different professions?
7. Can there be conflicts in the project team?
8. Why is it necessary to create a team to complete a project, rather than individual planning and management?
9. What is feedback?

How long is the optimal time period for the project team to work?

**UC-3ID-3:** master the organization and management of team interaction in solving set goals, including using digital technologies; creating a team to perform practical tasks; participating in the development of a team work strategy; ability to work in a team

1. What is project team management?
2. What is meant by effective interaction between team members?
3. What kind of human resources might be needed for the project "Creating a stable"?
4. What kind of human resources may be needed for the project "Creating a veterinary office"?
5. What labor resources might be needed for the project "Creating an apiary"?
6. What kind of human resources might be needed for the project "Creating a shelter"?
7. What labor resources might be needed for the project "Creating a pig farm"?
8. What criteria are used to evaluate the team's performance?
9. What characterizes the co-individual type of activity in the project team?
10. What characterizes the co-creative type of activity in a project team?
11. What are the conflict functions?

Emerging competence: **UC-9** "Is able to make informed economic decisions in various areas of life":

**UC-9ID-1:** know the conceptual framework of economic science, basic principles of economic functioning, goals and mechanisms of the main types of social economic policy

1. What is the economy?
2. What is fair competition?

3. What types of project financing are available?
4. What are borrowed funds?
5. What is self-financing a project?
6. What are other sources of financing?
7. What are promotions?
8. What is an innovation loan?
9. What is leasing?

**UC-9ID-2:** be able to use methods of economic and financial planning to achieve the goal, including using digital technologies

1. What is finance?
2. What is money?
3. What is the numerically measurable possibility of adverse events and related losses?
4. What is the reason why the project activity may be subject to risk?
5. What types of risks are there?
6. What is the name of the universal equivalent, which serves as a measure of prices and can be exchanged for the goods or services offered?
7. What types of project financing are available?
8. What projects are usually self-funded?
9. What type of project financing arises from accumulated profits, reserve funds, and equity?

**UC-9ID-3:** master the skills of applying economic tools for financial management, including using digital technologies, taking into account economic and financial risks in various areas of life

1. What is the difference between finance and money?
2. What is meant by financial management?
3. Why do you need to manage finances in projects?
4. What is project product certification?
5. What is the name of the document that displays the register of planned expenses and income with the distribution by item for the corresponding period of time?
6. What is the name of the document that shows the project's upcoming expenditure plan?
7. At what stages of the project is it necessary to manage the project cost?
8. Why do I need cost reporting?
9. What does purchasing management include?
10. What is the term for stopping work on a project without achieving its goal?
11. What is the certification of the project?

## 5. **METHODOLOGICAL MATERIALS THAT DEFINE THE PROCEDURES FOR ASSESSING KNOWLEDGE, SKILLS AND EXPERIENCE OF ACTIVITIES THAT CHARACTERIZE THE STAGES OF COMPETENCE FORMATION**

Criteria for evaluating students' knowledge during the survey:

- **Mark "excellent"** - the student clearly expresses their point of view on the issues under consideration, giving appropriate examples.
- **Mark "good"** - the student makes some errors in the answer
- **Mark "satisfactory"** - the student discovers gaps in knowledge of the main educational and regulatory material.

- **Mark "unsatisfactory"** - the student discovers significant gaps in knowledge of the main provisions of the discipline, the inability to get the correct solution to a specific practical problem with the help of the teacher.

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Criteria for evaluating students' knowledge during testing:

The test result is evaluated on a percentage rating scale. Each student is offered a set of test tasks consisting of 25 questions:

- **The mark "excellent"** – 25-22 correct answers.
- **Mark "good"** – 21-18 correct answers.
- **Mark "satisfactory"** – 17-13 correct answers.
- **"Unsatisfactory" mark** – less than 13 correct answers

Criteria for evaluating students' knowledge when defending a project:

**Mark "excellent"** – the student clearly expresses his point of view on the protected work, giving appropriate arguments in favor of decisions on project activities, readily answers questions from the teacher.

**Mark "good"** – the student makes some mistakes in the defense process, can not answer some of the questions posed.

**Mark "satisfactory"** – the student discovers gaps in knowledge of their own material on the project, is not ready to answer questions.

**Mark "unsatisfactory"** – the student discovers significant gaps in knowledge of their own material on the project, is not ready to answer questions, and also discovers the inability to give answers to leading questions.

Criteria of knowledge during the test:

- **The "credited" rating** must match the parameters of any of the positive ratings ("excellent", "good", "satisfactory").

- **The "not credited" rating** must correspond to the "unsatisfactory" rating parameters.

- **Mark "excellent"** – completed all types of academic work provided for in the curriculum. The student demonstrates the correspondence of knowledge, skills and abilities to the indicators given in the tables, operates with the acquired knowledge, skills and abilities, and applies them in situations of increased complexity. At the same time, there may be inaccuracies, difficulties in analytical operations, and the transfer of knowledge and skills to new, non-standard situations.

- **Mark "good"** – all types of academic work provided for in the curriculum are completed. The student demonstrates the correspondence of knowledge, skills and abilities to the indicators given in the tables, operates with the acquired knowledge, skills and abilities, and applies them in standard situations. However, minor errors, inaccuracies, difficulties in analytical operations, and the transfer of knowledge and skills to new, non-standard situations may occur.

- **Mark "satisfactory"** – one or more types of academic work provided for in the curriculum were not completed. The student demonstrates incomplete compliance of knowledge, skills, and abilities with the indicators shown in the tables, significant errors are made, a partial lack of knowledge, skills, and abilities is manifested in a number of indicators, and the student has significant difficulties in operating with knowledge and skills when transferring them to new situations.

- **Mark "unsatisfactory"** – the types of academic work provided for in the curriculum were not completed. The student demonstrates incomplete compliance of knowledge, skills and abilities with the indicators given in the tables, significant errors are made, the lack of knowledge, skills and abilities on a larger number of indicators is manifested, the student has significant difficulties in operating with knowledge and skills when transferring them to new situations

## 6. ACCESSIBILITY AND QUALITY OF EDUCATION FOR PEOPLE WITH DISABILITIES

If necessary, persons with disabilities and persons with disabilities are given additional time to prepare a response to the test.

When carrying out the procedure for evaluating the results of training of disabled people and persons with disabilities, their own technical means can be used.

The procedure for evaluating the results of training of disabled people and persons with disabilities in the discipline provides for the provision of information in forms adapted to the limitations of their health and perception of information:

For people with visual impairments:	- in printed form with an enlarged font, - in the form of an electronic document.
For people with hearing impairments:	- in printed form, - in the form of an electronic document.
For persons with musculoskeletal disorders	in printed form, but: - in the form of an electronic document.

When conducting the procedure for evaluating the results of training of disabled people and persons with disabilities in the discipline, it ensures that the following additional requirements are met, depending on the individual characteristics of students:

a) instructions on the procedure for conducting the assessment procedure are provided in an accessible form (orally, in writing);

b) an accessible form of providing tasks with assessment tools (in printed form, in printed form in an enlarged font, in the form of an electronic document, tasks are read out by the teacher);

c) an accessible form of providing answers to tasks (written on paper, a set of answers on a computer, orally).

If necessary, for students with disabilities and disabled people, the procedure for evaluating the results of training in a discipline can be carried out in several stages.

The procedure for evaluating the learning outcomes of disabled people and persons with disabilities is allowed using distance learning technologies.



**Program abstract of the discipline B1.V.15 "Project management"**  
**specialty 36.05.01 Veterinary Medicine**  
**Profile: «General clinical veterinary medicine»**

The purpose of mastering the discipline: the formation of a theoretical knowledge base among students, the development and mastery of professional competencies and practical skills related to understanding the role of the project in the organization in the field of veterinary medicine.

The place of the discipline in the curriculum: Discipline B1.B.15 "Project management" is a discipline of the part formed by participants in educational relations and mastered in the 10th semester for full-time education

Requirements for the results of mastering the discipline: as a result of mastering the discipline, the following competencies are formed: **UC-2, UC-3, UC-9.**

**UC-2.** Is able to manage the project at all stages of life cycle

UC-2 ID-1 - **To know** methods of presentation and description of the project activities results; methods, criteria and parameters for evaluation of the results of project implementation; principles, methods and requirements for project work

UC-2 ID-2 - **To be able to:** substantiate the theoretical and practical significance of the results obtained; check and analyze project documentation; predict the development of processes in the project professional field; put forward innovative ideas and non-standard approaches to its solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work.

UC-2 ID-3 - **To possess skills of:** project management in the field of relevant professional activity; assignment of tasks and motivation to achieve goals; management of the development of the project's terms of reference, management of the implementation of specialized project work, its negotiation and datalisation; participation in the development of the project's terms of reference. Development of the project implementation program in the professional field; organization of professional discussion of the project, participation in the management of project documentation; design of the project implementation schedule; definition of the requirements for the results of the project.

**UC-3.** Is able to organize and manage the work of the team, developing a team strategy to achieve the set goal

UC-3 ID-1 - **To know** the ways of selecting an effective team; the basic conditions for effective teamwork; the basics of strategic human resource management, regulatory legal acts related to the organization and implementation of professional activities; models of organizational behavior; combining factors of organizational relations; strategies and principles of teamwork, the main characteristics of the organizational behavior and interaction of team members in the organization.

UC-3 ID-2 - **To be able to:** determine the management style and effectiveness of team management; develop a team strategy; apply the principles and methods of organizing team activities; choose methods and techniques for researching professional practical tasks.

UC-3 ID-3 - **To possess skills** to use team building for realisation set goals; to creat team to perform practical tasks; to participate in the development of a teamwork strategy; of the ability to work in a team.

**UC-9.** Is able to make informed economic decisions in various areas of life

UC-9 ID-1 - **To know:** the conceptual apparatus of economic science, the basic principles of the functioning of the economy, the goals and mechanisms of the main types of social economic policy.

UC-9 ID-2 - **To be able to:** use methods of economic and financial planning to achieve the set goal, including digital technologies.

UC-9 ID-3 - **To possess skills of:** the use of economic tools for financial management, with the use of digital technologies as well, taking into account economic and financial risks in various areas of life.

Summary of the discipline: Introduction to project management in veterinary medicine. Classification of projects. A brief history of project management. Project participants and the beginning of the project in veterinary and animal husbandry. The life cycle of such a project. Types of planning. Finance and project planning in veterinary and animal husbandry. Types of financing for such projects. Project quality management in veterinary medicine and animal husbandry. Concepts of veterinary service quality and overall project quality. Organization of lean manufacturing and enterprise economics. Improving productivity. Project resource and risk management in veterinary medicine. Types of resources. The concept of purchases, supplies, stocks for the clinic and production. The project team in veterinary and animal husbandry. Planning of human resource management in the clinic and in the workplace. Monitoring and completion of the project in veterinary and animal husbandry. Commissioning, commissioning of veterinary facilities.

The total labor intensity of the discipline is: 2 credits (72 hours).

Final control of the discipline: test.