

Документ подписан простой электронной подписью
Информация о владельце:
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Должность: Проректор по учебно-воспитательной работе
Дата подписания: 23.10.2025 09:31:12
Уникальный программный ключ:
e0eb125161f4cee9ef898b5de88f507c9efdc28a

**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.
June 27, 2025

**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 2025**

**Reviewed and adopted
at the meeting of the department
on June 24, 2025.
Protocol No. 15**

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

**Saint Petersburg
2025**

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.16 "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
Classroom classes (total)	35	35
Including:	-	-
Lectures, including interactive forms	8	8
Practical lessons (PL), including interactive forms, among which are:	27	27
practical training (PT)	4	4
Self-study	37	37
Type of intermediate and final certification (test, exam)	test	test
Total labor intensity hours/credits	72/2	72/2

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>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</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. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</p>	10		2		5
3.	Types of planning. Finance and project planning in veterinary	<p>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p>	10	2	2		5

	and animal husbandry. Types of financing for such projects.	<p>requirements for project work</p> <p>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.</p> <p>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.</p> <p>UC-9. Is able to make informed economic decisions in various areas of life</p> <p>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.</p> <p>UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.</p> <p>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.</p>					
4.	The project works in veterinary medicine and animal husbandry. Managing the work of such a project. Employee productivity.	<p>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</p> <p>UC-9. Is able to make informed economic decisions in various areas of life</p> <p>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.</p> <p>UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.</p> <p>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.</p>	10	2	4		5

5.	Project quality management in veterinary and animal husbandry. The concept of the quality of veterinary services and the quality of the project as a whole.	<p>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</p> <p>UC-9. Is able to make informed economic decisions in various areas of life</p> <p>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.</p> <p>UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.</p> <p>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.</p>	10		4	5
6.	Project resource and risk management in veterinary medicine. Types of resources. The concept of purchases, supplies, stocks for a clinic or production.	<p>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</p> <p>UC-9. Is able to make informed economic decisions in various areas of life</p> <p>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.</p> <p>UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.</p> <p>UC-9 ID-3 - To possess skills of: the use of economic tools for financial management, with the use of</p>	10		2	4

		digital technologies as well, taking into account economic and financial risks in various areas of life.					
7.	The project team in veterinary and animal husbandry. Planning of human resource management in the clinic and in the workplace.	<p>UC-3. Is able to organize and manage the work of the team, developing a team strategy to achieve the set goal</p> <p>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.</p> <p>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.</p> <p>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.</p>	10		2	2	4
8.	Monitoring and completion of the project in veterinary and animal husbandry. Commissioning, commissioning of veterinary facilities.	<p>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</p> <p>UC-9. Is able to make informed economic decisions in various areas of life</p> <p>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.</p> <p>UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.</p> <p>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.</p>	10	2	3	2	4
TOTAL FOR THE 10TH SEMESTER:				8	23	4	37

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> (date of application: 06/24/2025). - Access mode: for authorized users of the SPBGAVM electronic library

6.2. Literature for self-work

1. Zinoviev, V. E. Risk management: a textbook / V. E. Zinoviev. - Rostov-on-Don: RGUPS, 2019. - 67 p. - URL: <https://e.lanbook.com/book/159394> (date of application: 06/24/2025). - Access mode: for authorization.

2. Pykhov, S. I. Quality management : a textbook / S. I. Pykhov, J. S. Pozdnyakova. - Chelyabinsk : YUUTU, 2021. - 181 p. - URL: <https://e.lanbook.com/book/177108> (date of notification: 06/24/2025). - Access mode: for authorization. users of the EBS "Lan".

3. Sokolova, I. A. Human resource management : a textbook / I. A. Sokolova. - 2nd ed., reprint. - Khabarovsk : DVGUPS, 2020. — 184 p. - URL: <https://e.lanbook.com/book/179387> (date of application 06/24/2025). - Access mode: for av-toriz. users of the EBS "Lan".

4. Shchepetkin, E. N. Quality management : a textbook / E. N. Shchepetkin. — Ekaterinburg : UGLTU, 2019. - 122 p. - URL: <https://e.lanbook.com/book/142582> (date of application: 06/24/2025). - Access mode: for authorization. users of the EBS "Lan".

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

7.1. Basic literature

1. Komarova, V.V. Project management: a textbook / V.V. Komarova, O.I. Nekrasova, Yu.I. Zorkina.- Khabarovsk: Publishing house of DVGUPS, 2020. – 158 p. –

- URL:<https://reader.lanbook.com/book/179375> (date of application: 06/24/2025). – Access mode: for authorization. users of the EBS "Lan".
2. Maslovsky, V. P. Project management : a textbook / V. P. Maslovsky. -Krasnoyarsk : SFU, 2020. - 224 p. - URL: <https://e.lanbook.com/book/181645> (date of issue: 06/24/2025). - Access mode: for authorization. users of the EBS "Lan".

7.2. Additional literature

1. Bogomolova, A.V. Project resource management : a textbook / A.V. Bogomolova . - Moscow : TUSUR, 2014. -160 p. - URL: <https://e.lanbook.com/book/110350> (date of issue: 06/24/2025). — Access mode: for authorization. users of the EBS "Lan".
2. Galyuk, A.D. Project management : a textbook / A.D. Galyuk. -Yekaterinburg : , 2018. -159 p. - URL: <https://e.lanbook.com/book/121388> (date of application: 06/24/2025). - Access mode: for authorization. users of the EBS "Lan".

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 - The website of the state information system in the field of veterinary medicine is hanging.
4. www.fsvps.ru Rosselkhoz nadzor official website.
5. www.mgavm.ru - information site MGAVMiB.
6. <https://центр-ветеринарии.пф> – Federal State Budgetary Institution "Center of Veterinary Medicine".

Electronic library systems:

1. EBS "SPBGUVM"
2. EBS "Student Consultant"
3. Legal reference system "ConsultantPlus"
4. University information system "RUSSIA"
5. Full-text database POLPRED.COM
6. Scientific electronic Library ELIBRARY.RU
7. Russian Scientific Network
8. The IQlib electronic Library system

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://spbguv.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,	<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

	ongoing monitoring and intermediate certification	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

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Department of Organization, Economics and Management of Veterinary
Business

FUND OF ASSESMENT TOOLS
for the discipline
"PROJECT MANAGEMENT"

Level of higher education
SPECIALIST COURSE

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

Education starts in 2025

Saint Petersburg
2025

1. PASSPORT OF THE FUND OF ASSESMENT TOOLS

№	Acquired competence	Assessed modules of a discipline	Assesment tool
1	<p>UC-2. Is able to manage the project at all stages of life cycle</p> <p>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</p> <p>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.</p> <p>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.</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 the project in veterinary and animal husbandry. The life cycle of such a project.</p> <p>Section 5. Project quality management in veterinary and animal husbandry. The concept of the quality of veterinary services and the quality of the project as a whole.</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 project in veterinary and animal husbandry. Commissioning, commissioning of veterinary facilities.</p>	Poll, test, project
2	<p>UC-3. Is able to organize and manage the work of the team, developing a team strategy to achieve the set goal</p> <p>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</p>	<p>Section 3. The project team in veterinary and animal husbandry. Planning of human resource management in the clinic and in the workplace.</p> <p>Section 4. Project activities in veterinary and animal husbandry. Managing the work of such a project. Employee productivity.</p>	Poll, test, project

	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Section 7. Project resource and risk management in veterinary medicine. Types of resources. The concept of purchases, supplies, and stocks for customers</p>	
3	<p>UC-9. Is able to make informed economic decisions in various areas of life</p> <p>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.</p> <p>UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.</p> <p>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.</p>	<p>Section 3. The project team in veterinary and animal husbandry. Planning of human resource management in the clinic and in the workplace.</p> <p>Section 4. Project activities in veterinary and animal husbandry. Managing the work of such a project. Employee productivity</p> <p>Section 5. Project quality management in veterinary and animal husbandry. The concept of the quality of veterinary services and the quality of the project as a whole.</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 project in veterinary and animal husbandry. Commissioning, commissioning of veterinary facilities.</p>	<p>Poll, test, project</p>

List of assessment tools

№	Name of the assessment tool	Brief description of the assesment tool	Presentation of the assessment tool in the fund
1.	Poll	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 clarify the amount of knowledge of the student on a certain section, topic, problem, etc.	Questions on topics/sections of the discipline presented in relation to competencies
2.	Test	A system of standardized tasks, which allows to automate the assessment of students knowledge and skills	A fund of test assignments
3.	Project	The final product obtained as a result of planning and performing a set of educational and research tasks. It allows students to evaluate the ability to independently construct their knowledge in the process of solving practical tasks and problems, navigate 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

2. INDICATORS AND CRITERIA FOR ASSESSING COMPETENCIES AT VARIOUS STAGES OF ITS FORMATION, DESCRIPTION OF ASSESSMENT SCALES

Planned results of competency acquired	The level of development				Assesment tool
	Unsatisfactory	Satisfactory	Good	Excellent	
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	The level of knowledge is below the minimum requirements, gross errors have occurred	The minimum acceptable level of knowledge, many blunders have been made	The level of knowledge in the volume corresponding to the training program, several gross mistakes were made	The level of knowledge in the volume corresponding to the training program, without errors	Poll, test, project
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.	Basic skills were not demonstrated when solving standard tasks, and gross errors occurred	Basic skills have been demonstrated, typical tasks with minor errors have been solved, all tasks have been completed, but not in full	All basic skills have been demonstrated, all basic tasks have been solved with minor errors, all tasks have been completed in full, but some with gaps	All the basic skills have been demonstrated, all the main tasks have been solved with some minor flaws, and all the tasks have been completed in full	Poll, test, project

<p>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.</p>	<p>Basic skills were not demonstrated when solving standard tasks, and gross errors occurred</p>	<p>There is a minimal set of skills for solving standard tasks with some shortcomings</p>	<p>Basic skills are demonstrated in solving standard tasks with some shortcomings</p>	<p>Demonstrated skills in solving non - standard tasks without errors and shortcomings</p>	<p>Poll, test, project</p>
<p>UC-3. Is able to organize and manage the work of the team, developing a team strategy to achieve the set goal</p>					
<p>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</p>	<p>The level of knowledge is below the minimum requirements, gross errors have occurred</p>	<p>The minimum acceptable level of knowledge, many blunders have been made</p>	<p>The level of knowledge in the volume corresponding to the training program, several gross mistakes were made</p>	<p>The level of knowledge in the volume corresponding to the training program, without errors</p>	<p>Poll, test, project</p>

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.	Basic skills were not demonstrated when solving standard tasks, and gross errors occurred	Basic skills have been demonstrated, typical tasks with minor errors have been solved, all tasks have been completed, but not in full	All basic skills have been demonstrated, all basic tasks have been solved with minor errors, all tasks have been completed in full, but some with gaps	All the basic skills have been demonstrated, all the main tasks have been solved with some minor flaws, and all the tasks have been completed in full	Poll, test, project
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	Basic skills were not demonstrated when solving standard tasks, and gross errors occurred	There is a minimal set of skills for solving standard tasks with some shortcomings	Basic skills are demonstrated in solving standard tasks with some shortcomings	Demonstrated skills in solving non - standard tasks without errors and shortcomings	Poll, test, project
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.	The level of knowledge is below the minimum requirements, gross errors have occurred	The minimum acceptable level of knowledge, many blunders have been made	The level of knowledge in the volume corresponding to the training program, several gross mistakes were made	The level of knowledge in the volume corresponding to the training program, without errors	Poll, test, project
UC-9 ID-2 - To be able to: use methods of economic and financial planning to achieve the set goal, including digital technologies.	Basic skills were not demonstrated when solving standard tasks, and gross errors occurred	Basic skills have been demonstrated, typical tasks with minor errors have been solved, all tasks have been completed, but not in full	All basic skills have been demonstrated, all basic tasks have been solved with minor errors, all tasks have been completed in full, but some with gaps	All the basic skills have been demonstrated, all the main tasks have been solved with some minor flaws, and all the tasks have been completed in full	Poll, test, project
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.	Basic skills were not demonstrated when solving standard tasks, and gross errors occurred	There is a minimal set of skills for solving standard tasks with some shortcomings	Basic skills are demonstrated in solving standard tasks with some shortcomings	Demonstrated skills in solving non -standard tasks without errors and shortcomings	Poll, test, project

3. A LIST OF CONTROL TASKS AND OTHER MATERIALS, NECESSARY FOR THE ASSESSMENT OF KNOWLEDGE, SKILLS AND WORK EXPERIENCE

3.1. Questions for knowledge survey (writing variant)

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

UC-2 ID-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, requirements for project work

1. What is the result of the project activity?
2. What programs can be used when creating a project?
3. What can be the criteria and parameters for evaluating the completed project? Give examples.
4. What can be the criteria and parameters for evaluating the work performed? 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 the delivery of the project?
8. What methods of conflict resolution do you know?
9. What methods are used by the project manager when the project deviates from planned targets?

UC-2 ID-2: 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 their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

1. What is the project documentation?
2. What types of project documentation do you know?
3. What parameters can be used to predict the development of projects in veterinary medicine? Give examples.
4. What parameters can be used to predict the development of projects in animal husbandry? Give examples.
5. What can be innovative design ideas in veterinary medicine and animal husbandry?
6. How is the timing of the project calculated?
7. What reasons lead to a shift in the timing of the project?
8. How is the timing of individual work calculated?
9. What is quality?
10. What is reliability?

UC-2 ID-3: master project management in the field of relevant professional activities, including on the basis of digital technologies; 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 and the process of discussing and finalizing the project; participation in the development of the project's terms of reference, program development implementation of the project 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 requirements for the results of the project implementation

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

3. What is necessary to evaluate the idea leading to the creation of a project?
4. What types of project planning exist?
5. What does network planning mean?
6. What does resource planning mean?
7. What types of resources exist?
8. What is a business plan?
9. What are the main phases of the project life cycle?

Questions for assessing the competence of the **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 problems of selecting an effective team; the basic conditions of 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, factors of formation of organizational relations; strategies and principles of teamwork, basic characteristics organizational climate and interaction of team members in the organization

1. What is necessary for the effective work of the project team?
2. What problems can the project manager have with the team?
3. What is the workforce?
4. What normative 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 requirements exist to ensure comfortable work in the project team?
10. What can be called effective team work?

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

1. What management styles exist?
2. What can be called effective project team management?
3. What methods of organizing team activities exist?
4. What are the principles of recruiting people to the project team?
5. What is a team strategy in relation to project activities?
6. How can leadership style be defined?

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

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

Questions for assessing the competence of the **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 economic functioning, the goals and mechanisms of the main types of social economic policy

1. What is economics?
2. What is fair competition?
3. What types of project financing exist?
4. What are borrowed funds?
5. What is self-financing of a project?
6. What are other sources of financing?
7. What are shares?
8. What is an innovative loan?
9. What is leasing?

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

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

UC-9 ID-3: Possess the skills of using 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 is it necessary to manage finances in projects?
5. What is economic risk and financial risk?
6. What risks may arise in project financing

3.1.2 Test-questions

Tests to assess the competence of **UC-2** "Is able to manage a project at all stages of its life cycle":

UC-2 ID-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, requirements for project work

1. What is the difference between project activity and operational activity?

- A. Operational activity – one-time, project – permanent
- B. Operational activity - permanent, project - one-time
- C. The operational activity is unique, the project activity is not

2. What is the result of the project activity?

- A. In achieving the set goals of the project
- B. In receiving payment for the project
- C. In closing contracts

3. Which of the listed programs is used in project activities as a specialized one?

- A. Microsoft Project
- B. Adobe Photoshop

C. Autodesk AutoCAD

4. What is the result of the project?

A. Money

B. Closing contacts

C. Product, change, system, etc. created during the project

5. What is the result of the work on the project?

A. Money

B. Finished product, system, etc., necessary for further work on the project or for its completion

C. Project initiation

6. What types of project planning exist?

A. Network, cellular, total

B. Calendar, estimated, network

C. Annual, total, physical

7. Which of these types of planning mainly reflects the project's need for money?

A. Estimated

B. Calendar

C. Resource

8. What methods of assessing the quality of a project (its results or works) exist?

A. Accurate, simplified and approximate

B. Approximate, point-based, expanded

C. Absolute, approximate, direct

9. What project control processes exist?

A. Basic and primary

B. Advanced and secondary

C. Basic and auxiliary

10. What actions does the project manager take when a deviation from the plan is detected?

A. Persistently follows the plan, without making changes

B. Finds an alternative solution, renegotiates the timing or cost

C. Abandons project activities

11. By what criteria is the result of the project activity evaluated?

A. According to the completeness of compliance with the planned indicators and with the purpose of the project

B. On the earnings of the project participants

C. According to the satisfaction of the sponsor

12. Which of the following are the methods of project work?

A. Reasoning and discussion

B. Documentation and financing

C. Literature analysis, modeling, generalization

13. What is the modeling method for project work?

A. It is necessary to use the modeling experience of other companies

B. Only the economic processes of the project are modeled

C. The existing object (process) is transferred to the model

14. What is the method of analyzing literature for project work?

A. A conclusion about a specific subject can be made on the principle of "from general to particular"

B. Study of the literature on the topic of the project, application of theoretical knowledge

C. Fixation of various parameters of the object

15. What is the statistical method for project work?

A. Forecasting the future

B. Fixing various parameters of the object

C. Analysis and comparison of statistical data

16. Which of these ideas is most likely not to pass the preliminary design examination?

- A. Creation of a veterinary office in the city
- B. Creation of an apiary in the middle of the desert
- C. Creation of a farm in rural areas

17. Which project participants are working to achieve the goals of the project?

- A. Sponsor, customer, curator
- B. Engineer, electrician, builder
- C. Owner, shareholder, sponsor

18. Why does the customer need to achieve the goals of the project?

- A. To benefit from the result of the project
- B. To provide the project team with work
- C. To find out the needs of potential buyers

19. Can the goals of the project be aimed not only at the welfare of the customer?

- A. Yes, they can
- B. Most likely not
- C. Categorically not

20. Why might the sponsor be interested in the results of the project?

- A. He will receive moral satisfaction
- B. He can make a profit or advertising from the project
- C. Both options are correct

UC-2 ID-2: 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 their solution in order to implement the project; calculate qualitative and quantitative results, deadlines for project work

1. What is the name of the set of documents that reveal the essence of the project, containing the rationale for its feasibility and feasibility?

- A. Project documentation
- B. Gross documentation
- C. Financial documentation

2. What is the deadline for the completion of the project (mainly)?

- A. From the deadlines for the completion of individual works
- B. From the time required for documentation
- C. From the deadlines for the formation of the project team

3. What are the reasons that most often lead to a shift in project deadlines?

- A. Loss of documentation
- B. Replacements in the project team
- C. Rescheduling the schedule, simple

4. What is the name of the set of characteristics of an object that determines its ability to meet the needs of the consumer?

- A. Reliability
- B. Quality
- C. Demand

5. What should be the responsibility for quality?

- A. Closed so that no one can make claims
- B. Addressable, so that a person responsible for each stage is appointed
- C. Open, so that several departments are responsible at once

6. What is the name of the concept indicating the duration of the object to the consumer?

- A. Reliability

- B. Quality
- C. Demand

7. Which of these is a project activity?

- A. Admission of animals to the clinic
- B. Purchase of vaccines for routine vaccination
- C. Creation of a stable

8. What is a preliminary examination in the phase of the emergence of a project idea?

- A. Exclusion of obviously unacceptable ideas
- B. Acceptance of unacceptable ideas
- C. Documenting ideas

9. What is commissioning, as a method of preparing for the delivery of the project?

- A. A set of works performed during the preparation and testing of equipment (individual and complex)
- B. A set of works performed during the preparation and testing of equipment (complex)
- C. A set of works performed during the preparation and testing of equipment (complex)
- D. A set of works performed during the preparation and testing of equipment (individual)

10. What refers to external sources of ideas for the project?

- A. New technologies and knowledge, interests of owners, entrepreneurial initiative
- B. Changes in the market situation, changes in laws, new technologies and knowledge
- C. Own research, interests of creditors, excess resources

11. What refers to the internal sources of ideas for the project?

- A. New technologies and knowledge, interests of owners, entrepreneurial initiative
- B. Changes in the market situation, changes in laws, new technologies and knowledge
- C. Own research, interests of creditors, excess resources

12. Who can be a participant in the project?

- A. Legal entities
- B. Individuals
- C. Both answers are correct

13. Which of the following is the definition of the project life cycle?

- A. this is the time interval between the moment of the appearance of the project and the moment of its liquidation / completion
- B. this is the time interval between the moment of the appearance of the project and the moment of signing the business plan
- C. this is the time interval between the moment of the appearance of the project and the moment of its- the process of forming a project application

14. What does the phrase "project initiation" mean?

- A. Its official start
- B. Planned end date
- C. Planned work on the project

15. Why is project planning necessary?

- A. To clarify the results of the project, the composition and scope of work, to assess and account for risks, etc .
- B. To create a project idea, contracts and contracts
- C. To report to the customer

16. Which of these are the resources of the project?

- A. Purchase of material, planning of delivery
- B. Milking machine, feeders, drinkers
- C. Finance, certificate for equipment

17. What document regulates project activities?

- A. GOST R 54 869 – 2011 Requirements for project management
- B. GOST R 54 869 – 2014 Requirements for project activities
- C. GOST R 54 869 – 2020 Requirements for the creation of projects

18. What is an order point or a threshold stock?

- A. The maximum available stock of a resource in a warehouse
- B. The minimum stock of a resource at which a new order is required
- C. The stock of a resource required for one month of work

19. What determines the amount of risk in project management?

- A. The probability of an event and the amount of possible damage
- B. Probability of occurrence of the event and the project manager
- C. The probability of occurrence of the event and the sum insured

20. After what events does the project go into operation?

- A. The dissolution of the project team
- B. Implementation of certification
- C. Carrying out commissioning works

UC-2 ID-3: master project management in the field of relevant professional activities, including on the basis of digital technologies; 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 and the process of discussing and finalizing the project; participation in the development of the project's terms of reference, program development implementation of the project 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 requirements for the results of the project implementation

1. What is meant by the methodology of organization, planning, management, coordination of human and material resources throughout the life cycle of a project aimed at effectively achieving goals?

- A. Project management
- B. Resource management
- C. Supply management

2. What is a project?

- A. It is a permanent enterprise designed to create unique products, services or results.
- B. This is a temporary enterprise designed to create unique products, services or results.
- C. Both options are correct

3. What does network planning mean?

- A. It is a method that covers the processes of starting a project
- B. It is a method that links the execution of work in time
- C. It is a method that displays only the planning of individual work

4. What does resource planning mean?

- A. Resource planning
- B. Procurement planning
- C. Supply planning

5. What types of resources exist?

- A. Non-reproducible and reproducible
- B. Storable and non-storable
- C. Both options are correct

6. What is a business plan?

- A. This is a monetary plan
- B. This is a business operations plan
- C. This is a plan containing information about resource provision

7. What are the main phases of the project life cycle?

- A. The beginning, the work on the project
- B. Project work, project completion
- C. Start, preparation, project work, project completion

8. What are the external sources of ideas for the project?

- A. Own research and excess resources
- B. Entrepreneurial initiative and interests of owners
- C. Changing laws and the market situation

9. What is included in the delivery of the project?

- A. Supply planning, accounting, delivery, acceptance, storage
- B. Delivery and acceptance only
- C. Accounting and acceptance only

10. What is inventory management?

- a. It is inventory control and decision-making in order to save time and money to achieve project goals.
- b. It is supply control and decision-making in order to save time and money to achieve project goals.
- c. It is financial control and decision-making in order to save time and the means to achieve the goals of the project.

11. What is project monitoring?

- A. This is monitoring, tracking, accounting, analysis and reporting on the actual completion of the project in comparison with the plan.
- B. This is monitoring, tracking and accounting for the financing of the project
- C. This is monitoring, tracking and accounting for the resource provision of the project

12. Why is it necessary to plan the work, take into account their actual performance, periodically reassess them?

- A. For effective monitoring of the project
- B. For the distribution of wages
- C. For the allocation of resources

13. What types of project control processes exist?

- A. Basic and advanced
- B. Basic and auxiliary
- C. Generalized and auxiliary

14. What is the description of the work to be performed and the resources to be provided?

- A. The volume of work
- B. The content of the work
- C. The complexity of the work

15. What are the characteristics of the work on the project?

- A. Deadlines, guarantees, resources
- B. Deadlines, budget, implementation
- C. Deadlines, resources, budget

16. What is a resource conflict?

- A. Employee conflict based on opinions about a resource
- B. Employee conflict as a result of a limited resource
- C. A situation where the need for a resource exceeds its maximum consumption limit

17. What are the effects of time constraints, assumptions in the workforce and their qualifications?

- A. On the assessment of the duration of work
- B. On documenting the progress of the project
- C. On the salaries of project participants

18. What does the quality management process consist of?

- A. Quality planning and evaluation
- B. Planning, assurance, quality control

C. Planning and quality control

19. What is a project management program?

A. It is a series of separate projects

B. It is the second name of the project

C. It is a series of related projects

20. What is a portfolio in terms of project management?

a. It is a set of programs to fulfill a strategic goal

B. It is a set of documentation for the implementation of the project

C. It is a set of reports on the created project

Tests to assess the competence of **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.

1. Which of these statements is correct?

a. The project team is formed once and remains until the closure of the enterprise as a whole.

b. The project team is created in a targeted manner for the period of the project. After the implementation of the project, such a team is dissolved.

c. The project team should in no case undergo changes in the process of project activity.

2. What is the name of the group of people participating in the project and acting together to achieve a certain goal?

A. Project team

B. Project group

C. The project team

3. What is human resources?

A. A part of the working population capable of working

B. A part of the non-working population capable of working

C. Both answers are correct

4. Which of these documents regulates professional relations?

A. The Labor Code of the Russian Federation

B. The Tax Code of the Russian Federation

C. The Civil Code of the Russian Federation

5. Can labor resources be limited?

A. Rather yes

B. Rather no

C. Categorically no

6. Can managers and other senior officials be part of the project team?

A. Yes, as a leader

B. Yes, along with other managers

C. Both answers are correct

7. How many stages of the project team's life cycle exist?

A.1-2

B.2-3

C.3-5

8. What does the stage of project team formation include?

- A. "Lapping" of participants, the occurrence of conflicts
- B. Recruitment of participants, their acquaintance
- C. Reorganization of the project team

9. What is a conflict?

- A. It is a clash of incompatible opinions associated with acute emotional experience.
- B. It is a clash of incompatible opinions
- C. It is a clash of incompatible opinions without consequences

10. What kind of conflicts are there?

- A. Vertical and mixed
- B. Vertical and horizontal
- C. Both answers are correct

11. Which of the proposed types of employee interaction exist?

- A. Jointly-creative interaction
- B. Jointly-individual interaction
- C. Both answers are correct

12. Which of these are the criteria for effective work of the project team?

- A. Strict rules, strict deadlines
- B. Informal atmosphere, well-understood task
- C. Subordination, encouragement

13. What else, besides creating a working environment, is the responsibility of the project manager?

- A. Resolution of emerging conflicts
- B. The decision to award the prize to
- C. Both answers are correct

14. What requirements exist to ensure comfortable work in the project team?

- A. Welcoming innovative and creative ideas
- B. No criticism of personality
- C. Both options are correct

15. What kind of leadership style is necessary for the project team?

- A. Authoritarian
- B. Liberal
- C. Any types are suitable

16. What is the name of the process of identifying and documenting roles in the project, securing areas of responsibility?

- A. Human resource management planning
- B. Resource management planning
- C. Financial management planning

17. Which of the following is a method of conflict resolution?

- A. Suspension
- B. Unification
- C. Smoothing

18. What is the avoidance of conflict?

- A. In the retreat from the conflict situation
- B. In abandoning his position in favor of others
- C. In search of averaged solutions

19. What is the smoothing of the conflict?

- A. In the retreat from the conflict situation
- B. In abandoning his position in favor of others
- C. In search of averaged solutions

20. What is the compromise?

- A. In the retreat from the conflict situation

- B. In abandoning his position in favor of others
- C. In search of averaged solutions

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.

1. Which management style is categorically unsuitable for managing a project team?

- A. Authoritarian
- B. Cooperative
- C. Liberal

2. Where does the project team members move to after its completion?

- A. Into the operational activities of this project
- B. To other projects
- C. Both options are correct

3. Can third-party people be involved in the project team?

- A. No, never
- B. Yes, constantly
- C. Yes, if necessary

4. How long has the project team been in existence?

- A. As long as the project has been in existence
- B. Infinitely long
- C. From one to five years

5. What can be the document on the distribution of roles in the project team?

- A. Description of the role
- B. Responsibility diagram
- C. Both options are correct

6. What is the difference between the description of roles and the matrix diagram of responsibility?

- A. The description of roles is a test form, the diagram of responsibility is tabular
- B. The description of roles is a tabular form, the diagram of responsibility is textual
- C. Nothing, these are synonyms

7. Are the members of the project team interconnected with each other?

- A. Absolutely not
- B. Yes, but in rare cases
- C. Always yes

8. Can the project team include people with different professions?

- A. Absolutely not
- B. Yes, but in rare cases ,
- C. Yes

9. Are there any age and other restrictions for the project team members?

- A. Absolutely not
- B. Yes, but in rare cases ,
- C. Yes

10. What is the RACI matrix?

- A. Method of professional skills statement
- B. Methods of distribution of powers and roles in business processes
- C. Methods of registration of new employees

11. What information does the staffing plan contain?

- A. Staff release plan
- B. Salary plan
- C. Both answers are correct

12. Can there be conflicts in the project team?

- A. No, this is unacceptable
- B. Yes, but they focus on methods, not personality
- C. Yes, unfortunately, this is a common phenomenon

13. Why is it necessary to create a team to complete the project, and not individual planning and management?

- A. Because different people have different ideas, a creative environment is formed
- B. Because team members complement each other, which leads to the desired results
- C. Both options are correct

14. What is the Project Management Body Of Knowledge, PMBOK?

- A. Body of knowledge on personnel management
- B. Body of knowledge on project management
- C. Body of knowledge on work management

15. What is feedback?

- A. Information for the project team from those who do not participate in the project
- B. Information from the project team to those who do not participate in the project
- C. Both options are correct

16. What processes occur at the stage of responsiveness of the project team members?

- A. The participants get to know each other
- B. Differences in working methods are revealed
- C. Personnel changes are taking place

17. What processes take place at the stage of reorganization of the project team?

- A. The participants get to know each other
- B. Differences in working methods are revealed
- C. Personnel changes are taking place

18. How long is the optimal period of work for the project team?

- A. 1-7 years
- B. 3-5 years
- C. 1-3 years

19. What are the goals of the project team development?

- a. Increasing the sense of trust and cohesion of team members
- B. Increasing the knowledge and skills of team members
- C. Both options are correct

20. Is the exchange of knowledge and experience within the project team welcome?

- A. No, it is the imposition of other people's ideas
- B. No, it does not allow development
- C. Yes, it helps development

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.

1. What is project team management?

- A. Monitoring the activities of team members, responding to emerging difficulties
- B. Tracking the relationship between team members
- C. Strengthening the relationship between team members

2. Which of the listed professions may be needed when creating a stable?

- A. Veterinarian, geneticist, engineer, electrician
- B. Lawyer, marketer, advertising specialist
- C. Both answers are correct

3. Is it acceptable to introduce a system of staff incentives in the project team?

- A. Yes, and a system of deprivation is also needed
- B. Yes, it stimulates employees
- C. No, this is not acceptable

4. What kind of remuneration is acceptable?

- A. Any remuneration is acceptable
- B. Remuneration satisfies the need of the person being awarded
- C. Only encouragement in the form of diplomas or medals is acceptable

5. What criteria are used to evaluate the effectiveness of the team?

- A. Improving the competence of people
- B. Reducing staff turnover
- C. Both options are correct

6. What characterizes the jointly interacting type of activity in the project team?

- A. The obligation of everyone's participation in common actions, the intensity of work of all performers is approximately the same
- B. Minimal interaction between the participants in the work
- C. Co-creation, when all team members equally create something new, the type is typical for artists

7. What characterizes the jointly-individual type of activity in the project team?

- A. The obligation of everyone's participation in common actions, the intensity of work of all performers is approximately the same
- B. Minimal interaction between the participants in the work
- C. Co-creation, when all team members equally create something new, the type is typical for artists

8. What characterizes the co-creative type of activity in the project team?

- A. The obligation of everyone to participate in common actions, the intensity of work of all performers is approximately the same
- B. Minimal interaction between the participants in the work
- C. Co-creation, when all team members equally create something new, the type is typical for artists

9. What is organizational culture?

- A. This is a characteristic of the project team as an organization
- B. This is the attitude of project participants to cultural objects
- C. This is a set of measures to unite the team

10. What is part of the organizational culture?

- A. Values and norms of behavior
- B. Awareness of one's place in the team
- C. Both answers are correct

11. What is the characteristic of making and implementing managerial decisions?

- A. Type of management
- B. Style of management
- C. Vector of management

12. What types of management exist?

- A. Market management form
- B. Bureaucratic management form
- C. Both options are correct

13. Which characteristic is more suitable for a collectivist management form?

- A. The main lever of personnel management is money
- B. The main lever of personnel management is the authority of the head
- C. The main lever of personnel management is force

14. Which characteristic is more suitable for a market management form?

- A. The main lever of personnel management is money
- B. The main lever of personnel management is the authority of the head
- C. The main lever of personnel management is force

15. Which characteristic is more suitable for a bureaucratic managerial form?

- A. The main lever of personnel management is money
- B. The main lever of personnel management is the authority of the head
- C. The main lever of personnel management is force

16. What are the functions of conflict?

- A. Superficial, deep
- B. Coordinating, clarifying
- C. Constructive, destructive

17. What is the function of conflicts related to the development of personality, interpersonal relationships and mutual understanding?

- A. Constructive
- B. To destructive
- C. Both answers are correct

18. What is the function of conflicts to reduce the effectiveness of the project team?

- A. Constructive
- B. To destructive
- C. Both answers are correct

19. What is the name of a document containing consistent and directed chains of communication between project participants?

- A. Publication plan
- B. Communication plan
- C. Decision-making plan

20. What is the staffing plan part of?

- A. Financial management plan
- B. Resource management plan
- C. Human resource management plan

Tests to assess the competence of **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.

1. What is the name of the economic activity of society and the totality of relations in the systems of production, consumption and exchange?

- A. Political science
- B. Economics
- C. Jurisprudence

2. What is the name of the set of government actions to implement economic decisions?

- A. Economic policy
- B. Foreign trade balance
- C. Tax policy

3. What is the name of an economic system in which there are multiple forms of ownership, contractual relations between business entities with little economic intervention by the government?

- A. Private property
- B. Market economy
- C. Collective economy

4. What are the forms of ownership?

- A. Private, collective
- B. Private, universal

C. Private, national

5. Which document establishes the diversity of ownership forms in Russia?

A. Resolution of the State Statistics Committee of the Russian Federation dated 04/20/1993 No. 47 "On approval of Ownership Forms and legal forms of economic entities"

B. Resolution of the Russian Federation dated 04/20/1993 No. 89 "On approval of classifiers of ownership forms and organizational and legal forms of entities"

C. Resolution of the State Statistics Committee of the Russian Federation dated 04/20/1993 No. 47 "On approval of classifiers of forms of ownership and organizational and legal forms of economic entities"

6. What is the name of the form of ownership in which the right of ownership belongs to an individual or legal entity?

A. State property

B. Private property

C. Collective property

7. What is the name of the property owned by the state in full or on the basis of shared or joint ownership?

A. State property

B. Private property

C. Collective property

8. What is the name of the form of ownership in which all members of the collective have equal rights to own it?

A. State property

B. Private property

C. Collective property

9. What is the name of competition for markets and consumers, carried out by legal methods and without violating generally accepted norms?

A. Fair competition

B. Market competition

C. Both answers are correct

10. What is the name of the debtor's inability to fully satisfy the creditors' demands for monetary obligations?

A. Monetary obligations

B. Rehabilitation

C. Bankruptcy

11. What is the name of the branch of the economy that provides the population with food and raw materials for some industries?

A. National economy

B. Agriculture

C. National economy

12. Which sector of the economy does agriculture belong to?

A. Primary

B. Secondary

C. Tertiary

13. Which sector of the economy can include veterinary clinics for small domestic animals?

A. Primary

B. Secondary

C. Tertiary

14. In which sector of the economy can education at the veterinary university be attributed?

A. Primary

B. Secondary

C. Quaternary

15. Which characteristic is more suitable for describing the dairy economy?

- A. The return on investment of dairy farms is one of the lowest in the agro-industrial sector
- B. The return on investment of dairy farms is one of the highest in the agro-industrial sector
- C. There is no return on investment indicator for dairy farms

16. What is the name of an economy involving the use of limited resources within the framework of established customs?

- A. Mixed economy
- B. Traditional economy
- C. Market economy

17. What is the name of an economy that implies public ownership and the collective use of resources?

- A. Command economy
- B. Market economy
- C. Traditional economy

18. What is the name of the indicator characterizing the effectiveness of labor?

- A. Labor productivity
- B. Labor productivity
- C. Labor characteristics

19. What is the ratio of the actual result of labor to the planned one?

- A. The amount of labor
- B. Labor productivity
- C. Labor productivity

20. Who are the final buyers of goods and services?

- A. Sellers
- B. Manufacturers
- C. Consumers

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

1. What is the numerically measurable possibility of unfavorable situations and associated losses?

- A. Danger
- B. Failure
- C. Risk

2. In connection with what risk may arise in the project activity?

- A. Due to weather conditions
- B. Due to the resources of
- C. Both options are correct

3. What types of risks are there by the nature of accounting?

- A. External and internal
- B. Direct and indirect
- C. Open and closed

4. What types of manageability risks are there?

- A. Unmanageable
- B. Fully manageable
- C. Both answers are correct

5. What is the name of the set of methods for analyzing and neutralizing risks in the project?

- A. Risk management
- B. Personnel management
- C. Project management

6. What is the name of the description of all the expected risks of the project, as well as the cost assessment of their consequences and mitigation measures?

- A. Multiple risk analysis of the project
- B. Quantitative risk analysis of the project
- C. Qualitative risk analysis of the project

7. What are the direct calculations of changes in the effectiveness of the project in connection with risks?

- A. Multiple risk analysis of the project
- B. Quantitative risk analysis of the project
- C. Qualitative risk analysis of the project

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

- A. Capital
- B. Finance
- C. Money

9. What is the name of the set of economic relations arising as a result of cash flows?

- A. Capital
- B. Finance
- C. Money

10. Which of the above can be attributed to the resource risks of the project?

- A. The use of employees with insufficient experience
- B. The use of worn-out equipment
- C. Both answers are correct

11. Which of the above can be attributed to the risks of the project schedule?

- A. Unavailability of individual work on the project
- B. Using an unusable device
- C. Both answers are correct

12. What types of project financing exist?

- A. Self-financing
- B. Borrowed funds
- C. Both answers are correct

13. For which projects is self-financing usually used?

- A. For large
- B. For medium and small
- C. For programs

14. What type of project financing arises from accumulated profits, reserve fund, equity?

- A. Self-financing
- B. Borrowed funds
- C. Public funds

15. What type of project financing arises from various types of loans, leasing, and placement of enterprise bonds?

- A. Self-financing
- B. Borrowed funds
- C. Public funds

16. What is the riskier type of financing for the project?

- A. Self-financing
- B. Borrowed funds
- C. Borrowed funds

17. What organizational forms of attracting investments exist?

- A. Scarce
- B. Corporate

C. Both answers are correct

18. What is the name of the category reflecting the comparison of costs and results of the project as a whole and its individual participants?

A. The effect of the investment project

B. The need for an investment project

C. The effectiveness of an investment project

19. What is the name of determining the value of cash flow by bringing the value of all payments to a certain point in time?

A. Discounting

B. Building up

C. Compounding

20. What applies to the methods of determining the effectiveness of the project?

A. Payback period

B. Profitability

C. Both options are correct

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.

1. What is the difference between money and finance?

A. Money is an economic good, finance is an economic relationship

B. Finance is an economic good, money is an economic relationship

C. There are no differences, these concepts are synonymous

2. What is determined by the totality of the project's resource costs, costs and time of completion of the project?

A. The cost of the project

B. The cost of individual work

C. The cost of the program

3. How to continue this phrase: project cost management includes the processes necessary to ensure and guarantee that... ?

A. ... all participants will be paid money

B. ...the project will be completed within the approved budget

C. ...the customer will benefit

4. What is the name of the document that displays the register of planned expenses and income with distribution by item for the corresponding period of time?

A. Estimate

B. Budget

C. Business plan

5. What is the name of the document that displays the plan of the upcoming expenses of the project?

A. Estimate

B. Budget

C. Business plan

6. What is used in making estimates for each work of the project?

A. Gantt chart

B. Network planning

C. Hierarchical structure of work (WBS)

7. At what stages of the project is it necessary to manage the cost of the project?

A. At the planning stage

B. At the work stage

C. At all stages

8. What is the name of the modern concept of project cost management?

- A. Management throughout the project (life-cycle costing — LCC)
- B. Cost management throughout the project (life-cycle costing — LCC)
- C. Cost management of the project (life-cycle costing — LCC)

9. What types of costs are distinguished in the project?

- A. Obligations
- B. Budget costs
- C. Both options are correct

10. What is included in monitoring budget deviations, managing budget changes, preventing errors in expenses?

- A. In project cost control
- B. In project quality control
- C. In project budgeting control

11. Why is cost reporting necessary?

- A. To coordinate work, operational management
- B. To identify the individuals responsible for embezzlement
- C. To identify the individuals who need to be rewarded

12. What components are included in the control of the project cost?

- A. Accounting and forecasting
- B. Primary and secondary
- C. Cost and financial

13. Which component of the project cost control is responsible for estimating the actual cost of the work performed and resources spent?

- A. Accounting
- B. Predictive
- C. Estimated

14. Which component of project cost control is responsible for assessing the future cost of the project?

- A. Accounting
- B. Predictive
- C. Estimated

15. What is the total cost that the work or the project as a whole has at its completion?

- A. Notional cost
- B. Estimated cost
- C. Basic cost

16. What is the cost of the actual work performed on the current date, or the amount of resource actually spent on the work up to the current date?

- A. Total costs
- B. Theoretical costs
- C. Actual costs

17. What does procurement management include?

- A. Procurement
- B. Supplies
- C. Both options are correct

18. What forms of purchases exist?

- A. Market, gross
- B. Indirect, market
- C. Exchange, direct

19. What is the name of the termination of work on the project without achieving its goal?

- A. Completion of the project
- B. Exiting the project
- C. Stopping the project

20. What is the certification of the project?

- A. In registration
- B. In closing contracts
- C. In the change of ownership

3.1.3 Group project topics

Examples of topics for competency assessment:

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.

1. Establishment of a clinic.
2. Creation of a laboratory.
3. Creation of a pharmacy.

4. Creating a farm.
5. Creation of an apiary.
6. Creating your own veterinary office for private practice.
7. Creating a course for pet owners (selling trainings).
8. Creation of advanced training courses for doctors.
9. Creating a social media channel for owners.
10. Creation of a new type of feed.
11. Creating a new type of attributes.
12. Creation of a shelter.
13. Creating a stable.

3.1.4. Project

Tasks for competence control:

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

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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:

1. Split into teams of 4-5 people; form an idea for a project organization in the field of veterinary medicine or animal husbandry; choose a project manager;
2. Each team creates a project application; prescribes additional project characteristics;
3. Each team determines the planning of the project and its financing; prescribes the work and resources of the project;
4. Each team develops its own plan of control events; identifies 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 protects its project passport through a presentation.

3.2. Standard tasks for intermediate certification

3.2.1. Questions for the test

The competence achieved:

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

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 exist?
7. What actions does the project manager take when a deviation from the plan is detected?
8. Which project participants exist?
9. Why does the customer need to achieve the project goals?
10. What is a project?

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.

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

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.

1. What is necessary to evaluate the idea leading to the creation of a project?
2. What types of project planning exist?
3. What does network planning mean?
4. What does resource planning mean?
5. What types of resources exist?
6. What is a business plan?
7. What are the main phases of the project life cycle?
8. What is project monitoring?
9. What are the characteristics of project work?
10. What is a resource conflict?
11. What is the quality management process?
12. What is the project management program?

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.

1. What is necessary for the effective work of the project team?
2. What problems can the project manager have with the team?
3. What is the workforce?
4. What normative 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 requirements exist to ensure comfortable work in the project team?
10. What can be called effective team work?

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.

1. What management styles exist?
2. What can be called effective project team management?
3. What management style is categorically unsuitable for project team management?
4. Where does the project team members move to after its completion?
5. How long has the project team existed?
6. Can people with different professions join the project team?

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?

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.

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

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.

1. What is economics?
2. What is fair competition?
3. What types of project financing exist?
4. What are borrowed funds?
5. What is self-financing of a project?
6. What are other sources of financing?
7. What are shares?
8. What is an innovative loan?
9. What is leasing?

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

1. What is finance?
2. What is money?
3. What is the numerically measurable possibility of adverse situations and related losses?
4. In connection with what risk may arise in project activities?
5. What types of risks are there?
6. What is the name of the universal equivalent, which serves as a price measure and can be exchanged for the goods or services offered?
7. What types of project financing exist?
8. For which projects is self-financing usually used?
9. What type of project financing arises from accumulated profits, reserve fund, equity?

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

1. What is the difference between finance and money?
2. What is meant by financial management?
3. Why is it necessary to manage finances in projects?
4. What is the certification of project products?
5. What is the name of the document that displays the register of planned expenses and income with distribution by articles for the appropriate time period?
6. What is the name of the document that displays the plan of upcoming project expenses?
7. At what stages of the project is it necessary to manage the cost of the project?
8. Why is cost reporting necessary?
9. What does procurement management include?
10. What is the name of the termination of work on a project without achieving its goal?
11. What is the certification of the project?

4. METHODOLOGICAL MATERIALS DEFINING THE PROCEDURES FOR ASSESSING KNOWLEDGE, SKILLS AND ABILITIES AND WORK EXPERIENCE CHARACTERIZING THE STAGES OF COMPETENCE FORMATION

4.1. 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 of 25 questions:

The mark "**excellent**" is 25-22 correct answers.

The mark "**good**" is 21-18 correct answers.

The mark "**satisfactory**" is 17-13 correct answers.

The mark "**unsatisfactory**" is less than 13 correct answers.

4.2. Criteria of knowledge during the test

The mark "**accepted**" must correspond to the parameters of any of the positive ratings ("excellent", "good", "satisfactory").

The mark "**not accepted**" rating should correspond to the parameters of the "unsatisfactory" rating.

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

The mark "good" – all types of educational work provided for in the curriculum have been completed. The student demonstrates the compliance of knowledge, skills, and abilities with the indicators given in the tables, operates with acquired knowledge, skills, and applies them in standard situations. At the same time, minor errors, inaccuracies, difficulties in analytical operations, transfer of knowledge and skills to new, non-standard situations may be made.

Mark "satisfactory" – one or more types of educational work provided for in the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, skills, and abilities with the indicators given in the tables, significant errors are made, a partial lack of knowledge,

skills, and skills is manifested in a number of indicators, the student experiences significant difficulties in operating with knowledge and skills when transferring them to new situations. –

The mark «unsatisfactory» – the types of educational work provided for in the curriculum have not been completed. demonstrates incomplete compliance of knowledge, skills, and abilities given in the tables of indicators, significant errors are made, a lack of knowledge, skills, and skills is manifested for a large number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations

4.3. Criteria for evaluating students' knowledge in the protection of the project

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

Mark "good" – the student admits some errors in the protection process, cannot answer some of the questions posed.

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

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

5. ACCESSIBILITY AND QUALITY OF EDUCATION FOR DISABLED PEOPLE

If necessary, persons with disabilities and persons with disabilities are given additional, time to prepare an answer for the test.

When conducting the procedure for evaluating the learning outcomes of disabled people and persons with disabilities, their own technical means can be used.

The procedure for evaluating the learning outcomes 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 in 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 people with disorders of the musculoskeletal system:	– in printed form, the device; – in the form of an electronic document.

When conducting the procedure for evaluating the learning outcomes 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 the 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 assignment of assessment tools (in printed form, in printed form in enlarged font, in the form of an electronic document, assignments 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 the disabled, the procedure for evaluating the results of training in the 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 distant learning technologies.