

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, логістики та інновацій
Протокол № 2 від 31.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи
Каріна НЕМАШКАЛО



УПРАВЛІННЯ ІННОВАЦІЙНИМИ ПРОЕКТАМИ
робоча програма навчальної дисципліни (РПНД)

Галузь знань **07 "Управління та адміністрування"**
Спеціальність **073 "Менеджмент"**
Освітній рівень **перший (бакалаврський)**
Освітня програма **"Логістика"**

Статус дисципліни
Мова викладання, навчання та оцінювання

**вибіркова
англійська**

Розробник:
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**Харків
2023**

INTRODUCTION

The successful development of enterprises in the conditions of post-war economic recovery at the national and regional levels is determined by their ability to develop and implement various types of innovations. In this regard, effective management of innovative projects plays a key role in ensuring innovative development of enterprises and the economy as a whole, as these projects are aimed at developing intellectual capital, generating ideas, conducting scientific and technical research, and accumulating and utilizing state-of-the-art information resources. Thus, effective management of innovative projects enables strengthening the competitive positions of the enterprise in external and internal markets, its long-term financial stability, and adaptation capabilities in the face of rapid changes in the socio-economic environment.

The purpose of the course is to form a system of competencies in managing innovative projects aimed at creating and implementing new types of products, technologies, etc.

The tasks of the course are:

- mastering the theoretical and methodological toolkit for developing innovative projects;
- mastering the technology of managerial decision-making regarding the effective management of the implementation of innovative projects.

The object of study of the course is the process of managing innovative projects in enterprises.

The subject of the educational course is the theoretical and methodological toolkit for managing innovative projects.

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

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
1	2
LO4	SC12
LO6	SC3
LO8	SC 2
LO9	SC 8
LO11	SC 11

LO16	SC12
LO17	SC9
LO18	SC18

where SC2. Ability to analyze organizational performance results, compare them with external and internal environmental influencing factors.

SC3. Ability to determine the organization's development prospects.

SC8. Ability to plan organizational activities and manage time.

SC 9. Ability to work in a team and establish interpersonal interaction when solving professional tasks.

SC11. Ability to create and organize effective communications in the management process.

SC12. Ability to analyze and structure organizational problems, formulate well-founded decisions.

SC18. Ability to develop a logistics service system, a logistics service strategy. Ability to organize customer logistics service and manage orders in the logistics service system. Ability to form a logistics service system and a service quality system.

LO4. Demonstrate skills in problem identification and justification of management decisions.

LO6. Demonstrate skills in searching, collecting, and analyzing information, calculating indicators to justify management decisions.

LO8. Apply management methods to ensure organizational efficiency.

LO9. Demonstrate skills in interaction, leadership, teamwork.

LO11. Demonstrate skills in analyzing situations and communicating in various areas of organizational activity.

LO16. Demonstrate skills in independent work, flexible thinking, openness to new knowledge, being critical and self-critical.

LO17. Conduct research individually and/or in a group under the leadership of a leader.

LO18. Use logistics principles and methods in the overall enterprise management system to reduce costs and optimize logistics flows and processes within the organization.

COURSE CONTENT

Content module 1: Innovative projects as objects of management activity.

Topic 1: Theoretical aspects of managing innovation activity in enterprises.

1.1. Conceptual framework of innovation management. Innovations. Innovation activity. Innovative product. Innovation process. Innovation lag. What is not innovation.

1.2. Classification of innovations. Product innovations. Process innovations. Innovations depending on scale and degree of novelty. Innovations depending on depth of changes introduced. Consideration of enterprise activity area in developing innovation classification.

1.3. Features of managing innovation process. Concept of innovation process. Key stages of innovation process. Factors accelerating/inhibiting innovation process.

1.4. Justification of technology for managing innovation processes and its implementation features. Structuring problems in managing innovation processes. Innovation implementation technologies. Diffusion of innovations. Principles of managing innovation processes.

Topic 2: Innovative projects and their management features.

2.1. Innovative project and its characteristics. Essence of "innovative project" concept. Characteristics and features of innovative projects. International standard pm2. Main distinctive features of innovative projects. General scheme of managing innovative project.

2.2. Classification of innovative projects. Classification by duration of innovative project, by degree of novelty of final product, by economic activity sphere (types), by investor involvement, by level of complexity and complexity, by managerial location.

2.3. Managing life cycle of innovative project. Participants in innovative project and their functions. Concept of project life cycle. Stages of innovative project life cycle. Life cycle of innovative product.

2.4. Specifics and characteristics of managing innovative project process. Formal representation of project and its specification. Due diligence management. Organization of managing innovative project process. Setting up phases of project implementation. Preparation of general management decisions. Success criteria in managing innovation projects.

Topic 3: International and national standards for managing innovative projects.

3.1. Features of standardization of innovative projects. Concepts of "standard" and "normative". Standardization organizations. Problems of standardization process.

3.2. Content of project management standards. A guide to the project management body of knowledge. ISO standards. Comparison of structure of

international project management standards. Ipma international competence baseline. PRINCE2. CMMI. GAPPS. Total cost management framework.

3.3. Qualification standards for managers and specialists in managing innovative projects. PMI PMCDF - Project Management Competence Development Framework. CAPM certification. Program Management Professional. PMI Risk Management Professional. International Project Management Association.

Topic 4: Planning of innovative projects.

4.1. Planning process of innovative project. Essence of planning. Stages of planning.

4.2. Specifics of planning innovative projects. Structuring work scope by project. Defining project goal. Defining results of project implementation.

4.3. Models of planning innovative projects. Network planning and its methods: critical path, planning and review technique, graphical evaluation and review technique, risk-adjusted planning and review.

4.4. Organization of calendar planning of innovative projects. Concept of calendar plan. Parameters of calendar plan. Functional calendar plans of project work. Types of calendar charts. Gantt chart. Monitoring of innovative project execution.

Content module 2: management of development and implementation of innovative projects.

Topic 5: management of organizational structure of innovative project.

5.1. Organizational structure of innovative project. Concept of organizational structure. Methods of forming organizational structure of innovative project.

5.2. Stages of developing organizational structure of innovative project. Basic stages of forming organizational structure of innovative project.

5.3. Project management methodology and its features. Essence, advantages, and disadvantages of project management.

5.3. Project management methodology and its features. Essence, advantages, and disadvantages of project management.

Topic 6: decision-making process regarding feasibility of implementing an innovative project.

6.1. Organization of expertise of innovative project. Essence of project expertise. Tasks, methods, and general procedure of conducting expertise of innovative projects. Structure of expert conclusion.

6.2. Sources and forms of financing innovative projects. Own financial resources. Raised financial resources. Loan financial resources. Classification of financing forms for innovative projects.

6.3. Management of internal sources of financing innovative projects.

Investment and reinvestment. Utilization of depreciation allowances for financing innovations. Management of company cash flows.

Topic 7: evaluation of effectiveness of managing innovative projects.

7.1. Effect and effectiveness of innovative project. Concept of effect and effectiveness. Types of effects of innovative projects.

7.2. Principles and methods of evaluating effectiveness of innovative project. Basic principles of evaluation. Static and dynamic methods. Indicators for evaluating effectiveness of innovative projects.

7.3. Integrated assessment of innovative project. Criteria for investment attractiveness. Methods of constructing integrated indicators for evaluating effectiveness of innovative projects.

Topic 8: organization of teamwork within innovative project.

8.1. Organization of interaction among participants of innovative project. Team formation and organization of interaction among project participants. Success factors of teamwork.

8.2. Stages of team formation for project. Stages of project team formation and tools for its development.

Topic 9: risk management of innovative project.

9.1. Concepts of risk and uncertainty in innovation activity. Project risks. Types of risks arising at different stages of project life cycle. Uncertainty in innovation activity.

9.2. Project risk management. Typical problems - drivers of project risks. Stages of project risk management. Monitoring and control of risks of innovative project.

9.3. Methods of evaluating risks of innovative project. Qualitative analysis methods. Quantitative analysis methods. Challenges of risk forecasting. Methods of minimizing project risks.

The list of laboratory studies in the course is given in table 2.

Table 2

The list laboratory studies

Name of the topic and/or task	Content
Topic 1. Task 1.	Peculiarities of the innovative project as an object of management. Increasing the attractiveness of the innovative project for investors.

Topic 2. Task 2.	Management of the life cycle of an innovation project.
Topic 3. Task 3.	Standardization of innovation projects.
Topic 4. Task 4.	Development of the goal tree of an innovation project.
Topic 5. Task 5.	Justification of the organizational structure of an innovation project.
Topic 6. Task 6.	Justification of the scope of resources within an innovation project.
Topic 7. Task 7.	Indicators of effectiveness of an innovation project.
Topic 8. Task 8.	Formation of the team of an innovation project. Allocation of duties and responsibilities.
Topic 9. Task 9.	Risks of an innovation project.

The list of independent work for the academic discipline is provided in table 3.

Table 3.

The list of independent work

Topic name	Content
Topic 1 – 9	Study of lecture material and regulatory framework of Ukraine
Topic 1 – 9	Preparation for laboratory classes
Topic 1 – 7, 9	Performance of individual educational and research tasks
Topic 8	Essay writing
Topic 1 – 9	Preparation for the exam

The number of hours of lectures, laboratory studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching an course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal lectures (topics 1 - 7), problem lectures (topics 8, 9).

Illustrative examples (demonstration (topic 1-9)).

Laboratory studies (topic 1 – 9), essay (topic 8), case method (topic 9)).

FORMS AND METHODS OF ASSESSMENT

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

Current control is carried out during lectures, laboratory and classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and assessment of the student.

The final control includes current control and an exam.

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

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

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

Current control: Individual educational and research tasks (25 points), written control work (10 points), colloquium (20 points), essay (5 points).

Semester control: Grading including Exam (40 points)

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

An example of an exam card and assessment criteria.

Example of an examination ticket

Simon Kuznets Kharkiv National University of Economics

Bachelor's level of higher education

Specialty «Management»

Study programme «Logistics».

Course "Management of innovative projects"

EXAMINATION TICKET № 1

Task 1 (test). (20 points)

1.	Classification of innovations by degree of novelty involves their categorization into: A. basic, incremental, and pseudo-innovations. B. technological, product, organizational-management, economic, social, legal. C. singular, diffusive. D. substitutive, canceling, reversible, pioneering, retrofeed.
2.	The period between the emergence of an innovation and its implementation is called:

	<p>A. payback period of innovation.</p> <p>B. lifecycle of innovation.</p> <p>C. innovation lag.</p> <p>D. commercialization period of innovation.</p>
3.	<p>Diffusion of innovations is...</p> <p>A. initiation of innovation.</p> <p>B. results of innovation implementation.</p> <p>C. spreading of innovations.</p> <p>D. investment in individual projects.</p>
4.	<p>Objects of innovation activity include:</p> <p>A. innovative programs and projects, new knowledge, and intellectual products.</p> <p>B. traditional functional scientific-technical departments.</p> <p>C. temporary scientific-production teams.</p> <p>D. venture funds.</p>
5.	<p>Defining the project's goal does not entail:</p> <p>A. defining the activity's results over a certain period.</p> <p>B. quantitative assessment of the project.</p> <p>C. demonstrating that the results must be achieved.</p> <p>D. specifying conditions under which project results can be achieved.</p>
6.	<p>Project management is:</p> <p>A. the art of coordinating human and material resources throughout the project lifecycle.</p> <p>B. a set of measures aimed at implementing the project to generate profit.</p> <p>C. the process of managing the project team, project resources using special methods and techniques to successfully achieve the set goal.</p> <p>D. all of the above are correct.</p>
7.	<p>The main principles of planning innovative projects are:</p> <p>A. purposefulness, comprehensiveness, scientific validity, balance, systematicity, flexibility, optimal adaptability, continuity, stability, multifunctionality.</p> <p>B. optimal coordination and integral activity of all project participants and performers.</p> <p>C. realism, immediacy, consistency.</p> <p>D. conceptual, strategic, coordination.</p>
8.	<p>The method of simple control of actual project performance is called:</p> <p>A. 0-100.</p> <p>B. 10/100.</p> <p>C. 50/50.</p> <p>D. 0-50.</p>
9.	<p>When solving problem tasks related to reorienting the goals of an organization or changing the ways of achieving them, the most effective form of project implementation is:</p> <p>A. matrix management.</p> <p>B. functional management.</p> <p>C. project management.</p> <p>D. divisional management.</p>

10.	Which indicators of innovation project effectiveness do not consider the time factor: A. profit rate. B. payback period. C. profitability index. D. internal rate of return.
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Task 2. (diagnostic). (10 points)

The initial investment in the project is UAH 11,000. Cash flows are as follows:

Year	1	2	3	4	5
Cash flow, thousands of \$	3000	4000	2000	4000	5000

The discount rate is equal to 12%. Calculate the profitability index of this investment.

Task 3. (diagnostic). (10 points)

Calculate the IRR value for a project planned over 3 years. Initial investments amount to 10 million UAH, while cash flows for each year are - 3 million UAH, 4 million UAH, and 7 million UAH.

Year	Cash flow (million UAH)
0	-1
1	3
2	4
3	7

Protocol No. ___ dated "___" _____ 20 ___ was approved at the meeting of the Department of Management, Logistics and Innovation.

Examiner d.e.s., prof. Nadiia BIELIKOVA
Head of department d.e.s., prof. Olena IASTREMSKA

Evaluation criteria

The final scores for the exam consist of the sum of points earned for completing all tasks, rounded to the nearest whole number according to mathematical rules.

Task 1 (test). (20 points)

For each correct test - 2 points.

Task 2. (diagnostic). (10 points)

0 - the task is not completed.

1-5 - the task is completed, correct formulas and problem-solving approaches are provided, but there are some mistakes or recommendations are not provided.

6-10 - the task is fully completed, correct formulas, problem-solving approaches, and recommendations are provided.

Task 3. (diagnostic). (10 points)

0 - the task is not completed.

1-5 - the task is completed, correct formulas, problem-solving approaches are provided, but there are certain mistakes or recommendations are not provided.

6-10 - the task is fully completed, correct formulas, problem-solving approaches, and recommendations are provided.

RECOMMENDED LITERATURE

Main

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