Federal State Autonomous Educational Institution for Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA
RUDN University

Higher School of Management

educational division (faculty/institute/academy) as higher education programme developer

COURSE SYLLABUS

Agile Project Management

course title

Recommended by the Didactic Council for the Education Field of:

38.04.02 Management

field of studies / speciality code and title

The study of the discipline is conducted as part of the professional program of higher education.

Engineering Management

higher education programme profile/specialisation title

2025

1. COURSE GOAL(s)

Possible wording

The goal of mastering the *Agile Project Management* discipline is to introduce students the essence and tools of project management, enabling to make qualified decisions on coordinating people, materials and equipment, as well as funds and time to complete a specific project within time, budget and to customer's satisfaction.

The main objectives of the course are:

- to introduce the history of development of methods and approaches to project management;
- to study the theoretical foundations of project management;
- to study the role of a project manager at different stages of the project life cycle;
- to study the organizational forms of projects and methods of their management and optimization;
- to study the project planning tools and control of its performance.

2. REQUIREMENTS FOR LEARNING OUTCOMES

The mastering of the *Agile Project Management* discipline envisages building the following competencies (parts of competencies) in students:

Table 2.1. List of competences that students acquire through the course study

Competence code	Competence descriptor	Competence formation indicators (within this course)
GC-7	Capability to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the context of digital economy and modern corporate information culture	GC-7.1. Searches the necessary sources of information and data, perceives, analyzes, consolidates and transfers information using digital tools, as well as using algorithms when working with data obtained from various sources in order to use efficiently the information received for problem solving; GC-7.2. Assesses information, its reliability, makes logical thoughts based on incoming information and data; GC-7.3. Follows and promotes the norms of a healthy lifestyle in various life situations and in professional work.
GPC-6.	Can critically evaluate the possibilities of digital technologies for solving professional tasks, work with digital data, evaluate their sources and relevance	GPC-6.1 Masters digital technologies for the successful solution of professional challenges GPC-6.2 can work with digital data, evaluate their sources and relevance GPC-6.3 Can use general or specialized application software

		packages designed to perform professional tasks
PC-1	Capability to manage the efficiency of an investment project	PC-1.1 Defines the operations and their sequence to implement the investment project. PC-1.2 Evaluates operational, estimates human resources and determines the participants in the investment project PC-1.3 Plans the implementation stages of the investment project, ensures the quality and quality control of the investment project implementation PC-1.4 Can work in specialized computer programs for the preparation and implementation of an investment project PC-1.5 Can search the necessary information for the preparation and implementation of an investment project PC-1.6 Can identify and assess the degree (level) of an investment project risks and develop measures to manage them
PC-3	Ability to manage organizations, departments, groups (teams) of employees, projects and networks	PC-3.1 Applies various organization management techniques existing in Russia and abroad PC-3.2 Applies generally accepted standards for effective interaction within the organization

3.COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The *Agile Project Management* discipline s an elective block formed by students.

Within the higher education program students also take other disciplines and/or internships that contribute to the achievement of the expected learning outcomes as results of mastering the *Agile Project Management* program.

Table 3.1. The list of the higher education programme components/disciplines that contribute to the achievement of the expected learning outcomes as the course study results

Competence code	Competence descriptor	Previous courses/modules*	Subsequent courses/modules*

GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
GC-7	Capability to use digital technologies and methods of searching, processing, analyzing, storing and presenting information (in the professional field) in the context of digital economy and modern corporate information culture	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
GPC-6.	Can critically evaluate the possibilities of digital technologies for solving professional tasks, work with digital data, evaluate their sources and relevance	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis
PC-1	Capability to manage the efficiency of an investment project	Managerial Economics	Master's Degree R&D Pre-graduation Practice Preparing for defense and defense of the degree thesis

4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES
Possible wording

The total workload of the discipline is 5 credits.
Table 4.1. Types of educational work according to the periods of mastering the higher education program for FULL-TIME students

Type of Educational Work		TOTAL, academic hours.	Semesters/training modules			
			1	2	3	4
Contact Work, academic hours.		*54*			*54*	
Lectures (**LC**)		18			18	
Laboratory Work (**LR**)						
Practical/seminar classes (**PC**)		36			36	
Autonomous Work of students, academic hours.		*108*			*108*	
Control (exam /graded credit), academic hours.		*18*			*18*	
Total Workload of the Discipline	academic hours	**180**			**180**	
	credits	**5**			**5**	

5. COURSE CONTENTS

Table 5.1. Course contents and academic activities types

Course module title	Course module contents (topics)	Academic activities types
Module 1. Introduction to Project Management	The project concept. The project management concept. The main stages of the project management history. The difference between operational and project activities. Criteria for the project success. Project limitations. The main reasons for project failures.	LC, S
Module 2. Fundamental Project Management Standards	Standards in project management. PMI Institute of Project Management. PMI standards. Project program. Project portfolio. Organizational environment of projects. Project interested parties. Project sponsor. Project manager. Project customer. The art and technologies of management in project management. Project management in various organizational structures. Functional structure. Project structure. Weak matrix. Balanced matrix. Strong matrix. Mixed matrix. The project life cycle. The project life cycle. Project phases. Process groups and project management knowledge areas.	LC, S
Module 3. The Main Stages of the Project Management.	Project initiation. Development of the project statute. Project objectives. Identification of interested parties. Interested parties analysis. Project planning. Project management plan. Basic plan. Action plan of the project. The "incoming wave" method. Product content and project content. Product acceptance criteria. Results, exceptions and limitations of the project	LC, S

Module 4.**Project****Execution**	Project management and work management. Project team development tools. The main causes of conflicts in the project. Ways to resolve conflicts in the project. Project execution reporting	LC, S	
Module 5.**Project****Monitoring****and Control**	Project content control. Deviations analysis. Project schedule control. Failure of the project deadlines. The method of mastered volume. Basic planned indicators. Basic measurable indicators. The main indicators. Forecasting methods in the project	LC, S	

6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Table 6.1. Classroom equipment and technology support requirements

Classroom Type	**Equipment of the Classroom**	**Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline** (if necessary)
Lecture	A lecture hall for lecture-type classes, equipped with a set of specialised furniture; board (screen) and technical means of multimedia presentations.	no
Lab work	A classroom for laboratory work, individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and machinery.	no
Seminar	A classroom for conducting seminars, group and individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and technical means for multimedia presentations.	no
Computer Lab	A classroom for conducting classes, group and individual consultations, current and mid-term assessment, equipped with personal computers (in the amount of ____pcs), a board (screen) and technical means of multimedia presentations.	no
Self-studies	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialised furniture and computers with access to the electronic information and educational environment.	419

* The premises for students' self-studies are subject to **MANDATORY** mention

Electronic educational materials used in the teaching process, multimedia presentations, a bank of test tasks, etc. are provided on the Web-local portal.

The following equipment is used for conducting classes:
− classroom whiteboard – 1 pc.;

- multimedia projector – 1 pc.;
- screen – 1 pc.;
- personal computers (laptops, tablets) for practical training.

Description of the classrooms where classes are held

No	Actual address of classrooms and facilities	List of main equipment
1.	Miklukho-Maklay st., 6, room 419	multimedia projector, screen, classroom whiteboard

7. RESOURCES RECOMMENDED FOR COURSE STUDY

a) Main Readings:

1. *Zub, A. T.* Upravlenie proektami [Project management]: textbook and workshop for universities / A. T. Zub. — Moscow : Yurayt Publishing House, 2023. — 422 p. — (Higher education). — ISBN 978-5-534-00725-1. — Text : electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/511087
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide), Ed. 6th,2017. Rukovodstvo k svodu znanii po upravleniu proektami. [Guide to the knowledge on project management]. - M.: Olymp-Business, 2019. – 792 p.
3. Cohn, M. Scrum. Flexible software development. – Moscow: Williams, 2016. - p.576

b) Additional Readings:

4. Pavlov A.N. Effektivnoe upravlenie proektami na osnove standarta PMI [Effective project management based on the PMI] PMBOK 6 th Edition standard - Moscow: Laboratory of Knowledge, 2019. – 270 p.
5. Mazur I.I., Shapiro V.D., Olderogge N.G., Upravlenie proektami [Project management], Omega-L, 2014.
6. Stellman E., Green D. Learning Agile. Values, principles, methodologies. – M.: Mann, Ivanov and Ferber, 2018 – p. 448.
7. Lapygin Yu . H. Otsenka effektivnosti proektnogo upravleniya [Evaluation of the effectiveness of project management]// Economic analysis: theory and practice. - 2011. - N 15. - p. 50-53.

8. ASSESSMENT TOOLKIT AND GRADING SYSTEM* FOR EVALUATION OF STUDENTS' COMPETENCES LEVEL UPON COURSE COMPLETION

The assessment materials and the grading system* to evaluate the graduate's level of competences (part of competences) formation as the results of the **Agile Project Management** discipline are specified in the Appendix to course syllabus.

* - The assessment materials and the grading system are formed on the basis of the requirements of the relevant local regulation of RUDN University.

95-100	Excellent A
86-94	Excellent B
69-85	Good C
61-68	Satisfactory D
51-60	Satisfactory E

| 31-50 | Conditionally unsatisfactory FX |
| 0-30 | Unsatisfactory F |

DEVELOPERS:

Associate Professor of the Applied Economics Department		N.A. Diesperova
Position, educational department	Signature	Name, surname

HEAD OF EDUCATIONAL DEPARTMENT:

Deputy Head of the Applied Economics Department		A.A. Ostrovskaya
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