

MINISTRY OF HEALTH OF UKRAINE
ODESA NATIONAL MEDICAL UNIVERSITY

Department of Healthcare Management

CONFIRMED by

Acting vice-rector for scientific and pedagogical work

_____ Svitlana KOTYUZHYNKA

September 1st, 2022

WORKING PROGRAM IN THE DISCIPLINE
« PROJECT MANAGEMENT IN HEALTH CARE»

Level of higher education: third (PhD)

Field of knowledge: 22 «Health care»

Specialty: 222 «Medicine»

Educational and professional program: Medicine

The working program is compiled on the basis of the educational and professional program "Medicine" for the training of specialists of the third (PhD) level of higher education in the specialty 222 "Medicine" of the field of knowledge 22 "Health care", approved by the Academic Council of ONMedU (minutes No. 9 dated 23/06/2022).

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The working program is approved at the meeting of the department of health care management
 Minutes No. 2 dated 29/08/2022

Head of the department _____ Olena RUDINSKA

Approved by the guarantor of
 the educational and professional program _____ / _____ /

Approved by the subject-cycle methodological commission for humanities of ONMedU
 Minutes No. 1 dated 30/08/2022

Head of the subject-cycle methodological commission for humanities of ONMedU

_____ / _____ /

Revised and approved at the meeting of the department of health care management
 Minutes No. __ dated __/__/20__.

Head of the department _____ / _____ /

Revised and approved at the meeting of the department of health care management
 Minutes No. __ dated __/__/20__.

Head of the department _____ / _____ /

1. Description of the discipline:

Name of indicators	Field of knowledge, specialty, specialization, level of higher education	Characteristics of the discipline
Total number:	Field of knowledge 22 «Health care»	<i>Full-time (day) education</i> <i>Compulsory discipline</i>
Credits of ECTS: 3	Specialty 222 «Medicine»	<i>Course: I</i>
Hours: 90	Level of higher education third (PhD)	<i>Semester: I</i>
Content modules: 2		<i>Lectures (4 hours)</i>
		<i>Seminars (46 hours)</i>
		<i>Practical classes (0 hours)</i>
		<i>Laboratories (0 hours)</i>
		<i>Independent work (46 hours)</i>
		<i>including individual tasks (6 hours)</i>
		<i>Form of final control – Credit Test</i>

2. The purpose and tasks of the educational discipline, competencies, program learning outcomes

The purpose of studying the discipline is to acquire theoretical knowledge by the applicant of the educational and scientific level of the Doctor of Philosophy, the formation of professional competencies and practical skills in the field of project management, as a paradigm of systemic, process and situational approaches for the effective use of the acquired knowledge in the process of formation and implementation of a research project in the healthcare system

The tasks of the discipline are the following:

1. To study of organizational and economic relations that determine the project management procedure as an idea of scientific research in the health care system in accordance with the National Concept for the Development of the Public Health System.
2. To master the basics of the procedure for the origin, development and implementation of the project idea as a topic of research work with its subsequent defense for the degree of "Doctor of Philosophy" and "Doctor of Science" in higher educational institutions.
3. To form skills and abilities of a comprehensive study of the medical services market, the use of knowledge about the marketing planning of projects in the healthcare system.
4. To form skills and abilities for determining the cost of developing and implementing projects in healthcare, as well as a system for monitoring its effectiveness.
5. To form skills and abilities of fundraising and use of resources in project activities, strategic planning and analysis technologies, business planning methods.

The process of studying the discipline is aimed at forming elements of following competencies:

- **General competencies:**

- GC 1. Ability to improve and develop one's own intellectual and general cultural level.
 GC 2. Ability to work autonomously while respecting research ethics, academic integrity, and copyright.
 GC 3. Skills for searching, processing and analyzing information from various sources.
 GC 4. Ability to communicate and work in a professional environment and with representatives of other professions in a national and international context.
 GC 5. The ability to identify, pose and solve problems, the ability to generate new ideas.
 GC 6. Ability to evaluate and ensure the quality of work performed.
 GC 7. Ability to plan and manage time.

- **Special competencies are:**

SC1. Deep knowledge and systematic understanding of the subject area in the direction and subject of scientific research in the field of medicine, future professional activity in the field of higher medical education.

SC 2. The ability to determine the need for additional knowledge in the direction of scientific research, formulate research questions, generate scientific hypotheses in the field of medicine.

SC 3. Ability to develop and manage scientific projects in the field of medicine.

SC 4. The ability to choose methods and criteria for evaluating the studied phenomena and processes in the field of medicine in accordance with the goals and objectives of the scientific project.

SC 5. Possession of modern methods of scientific research.

SC 6. The ability to conduct a correct analysis and generalization of the results of scientific research.

SC 7. The ability to interpret the possibilities and limitations of research, its role in society.

SC 8. Introduction of new knowledge (scientific data) into the educational process and healthcare practice.

SC 9. Publication of the results of scientific research in oral and written forms in accordance with national and international standards.

- **Program learning outcomes are:**

PLO 1. Apply scientific and professional knowledge; to formulate ideas, concepts for the purpose of using in the work of the educational and scientific direction.

PLO 2. Demonstrate knowledge of research methodology in general and methods of a specific area of scientific interest, incl.

PLO 3. Interpret and analyze information, correctly evaluate new and complex phenomena and problems with scientific accuracy critically, independently and creatively.

PLO 4. Identify unresolved problems in the subject area of medicine and determine ways to solve them.

PLO 5. Formulate scientific hypotheses, goals and objectives of scientific research.

PLO 6. Independently and critically analyze and synthesize scientific data.

PLO 7. Design and plan research using appropriate medical research methods.

PLO 8. Implement and improve modern research methods in the chosen area of the scientific project and educational activities.

PLO 9. Invent new ways of diagnosing, treating and preventing human diseases.

PLO 10. Use the results of scientific research in medical practice, the educational process and society.

PLO 11. Interpret the possibilities and limitations of scientific research, its role in the development of the system of scientific knowledge and society as a whole.

PLO 12. Present the results of scientific research in oral and written forms in the scientific community and society in general in accordance with national and international standards.

PLO 13. Manage the work of a team of students, colleagues, an interdisciplinary team.

PLO 14. Organize the training of participants in the educational process in the performance of scientific and educational activities and influence their social development.

PLO 15. Evaluate the effectiveness of the educational process, recommend ways to improve it.

PLO 16. Use ethical principles in working with patients, laboratory animals, observe scientific ethics.

PLO 17. Demonstrate academic virtue and act responsible for the validity of the scientific results obtained.

As a result of studying the discipline, the student has to

Know:

- theoretical and methodological foundations of project management, trends in its development in the public sector and its role in ensuring the proper level and quality of healthcare services;

- the characteristic features of projects in the field of health and understand the basics of developing socially important projects, in particular, in accordance with the strategic priorities for the development of the health system at the local and regional levels;
- the essence of innovativeness of development projects in the healthcare sector;
- systems of formation, distribution and development of educational and scientific grants at the national and international level;
- basic foundations of marketing activities and marketing planning of project activities in the healthcare system.
- conditions of participation and technology for preparing a grant application, planning and allocation of resources, control over their use and reporting on grant funds;
- formation of the project structure, project development technology and project quality management system.

Be able:

- to make management decisions on the provision and implementation of project activities of healthcare institutions;
- to own technologies for managing the healthcare system, planning, organizing and monitoring the implementation of the tasks of state, regional, sectoral (intersectoral) programs and projects for the development of the relevant territory or industry;
- to manage the resources of a medical institution from a position of efficiency, plan prices for medical services in healthcare institutions of public and private ownership in the process of formation and development of project activities;
- to determine the effectiveness of existing forms and methods of project management based on the results of the analysis of the research results at the final stages of the project based on domestic and foreign experience in the context of European integration;
- to plan and develop competitive strategies for the formation and implementation of a project in the medical services market, including marketing, based on strategic analysis technologies;
- to develop business strategies and business plans for investment and social projects in the healthcare sector.

3. The content of the educational discipline

Content module 1.

A system approach to managing project activities in healthcare institutions

Topic 1. The essence of system project management in healthcare

The essence of the concept of project management. The main characteristics of the project distinguish it from other types of work performed in organizations. Prerequisites, sources, causes and key directions of changes in the modern environment of project management. The concept of management-oriented management and healthcare management, their key features and principles of functioning. Features of the development of documents of a strategic nature (strategies, programs, concepts, projects) in the field of healthcare and medical services. System characteristics of the project. System Analysis Methodology Project Management Process Group.

Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT - analysis

Strategic planning of the project management system. Principles and procedure of SWOT - analysis. Functions, subsystems and methods of project management. Project management subsystems include: management of the scope and scope of work, time, duration, cost, quality, supply, resource allocation, risks and information. Project management methods. Project initiation. Planning the goals of the project. Development of a work breakdown structure (WBS).

Confirmation of project goals. Goal change control. Public trait and importance of project structuring. The main tasks of project structuring. Basic approaches to project structuring. Project structuring errors are possible. Combination of project structures. The organizational structure of the project and the cost structure of the project.

Topic 3. Development of a project in the healthcare system, taking into account the SMART criteria and the project cycle.

The concept of the project life cycle and the content of its main phases. Classification of projects depending on the life cycle. Identification of projects according to such characteristics as scale, complexity, implementation period, quality requirements, resource limitation requirements, level of participants, nature of the target task, the main reason for the project. Project initialization: development of the project concept, formation of the project idea, preliminary study of the goals and objectives of the project, pre-project studies of the possibilities of project implementation, final design studies. The structure of the project analysis: technical analysis, commercial analysis, monetary analysis, environmental analysis, organizational analysis, social analysis, economic analysis.

Topic 4. Marketing strategy for research and planning processes for the development and implementation of projects in healthcare.

Organization of work at the stage of project development. General sequence of project analysis. The concept of "project planning" and the purpose of planning. Components of a project planning system. Basic and auxiliary planning processes. Methodological approaches to project planning (principles of project planning). The content of conceptual, strategic and tactical planning. Marketing planning of the life cycle of the project as a procedure for managerial choice. Participants and the cordon of the project. Project life cycle. Project management schemes. The essence of network and scheduling. The concept and expediency of developing a network schedule Methods of calendar respect. Network diagrams: the main goal and tasks of development. Basic principles of construction and differences between lancet graphs and precedence graphs. Types of logical connections in network diagrams. Construction of conditional diagrams. PERT system. Methodology for calculating network schedule parameters: early and late start and finish dates, determination of the critical path, critical and non-critical activities, time margin for non-critical activities.

Topic 5. Management of risks, contingencies and project processes in the healthcare system.

Identification of project risks. Project risk assessment. Development of a response to the unpredictable situation of project activities in the health system. Monitoring and control of risks. Evaluation of the effectiveness of projects. Principles for evaluating the effectiveness of projects. Key project performance indicators (net present value, internal rate of return, payback period, profitability index), their advantages and disadvantages. Determination of the risk leveling strategy for the project.

Content module 2.

Organization of project management in scientific and practical research

Topic 6. Formation of the organizational structure of project activities.

Organizational structure of project management. Features of human resource planning. Project environment. Characteristics of the external and internal environment of the project. The concept and main characteristics of the project team, approaches to its formation. Factors of formation and development of the project team. Basic approaches to team building. Project organization planning. Influence of the structure of the organization on the effectiveness of the project. Appointment of project personnel. Planning the interaction of the project team

Distribution of information flows in the project team. Accounting for the performance of duties and tasks in the team. Administrative completion of the project. The main parameters according to which the decomposition of the project can be carried out: product components, process or functional elements of the organization's activities; project life cycle stages; divisions of the organizational structure; geographic location Methodological bases for project structuring. Rules and main stages of structuring.

Topic 7. Methodology for the development of the project team and conflict management.

The composition of the project participants. Factors affecting the composition of participants. Leadership and leadership in a team. Staff motivation. The concept and main provisions of modern theories of motivation. Development of the project team. Modern approaches to generating ideas. Brainstorming as a procedure for collective creativity. Brainstorming definition, steps, benefits. Rules for conducting and conditions for using different approaches to generating ideas. Conflictology in project management. Functional approach to conflicts. Convergent approach to conflicts. An evolutionary approach to conflict. Analysis of the professional competencies of team members for the development of software projects and effective team building. Scientific project conflict management. Planning, management, analysis, response and monitoring of conflicts in the project.

Topic 8. Financing of projects, fundraising and formation of business relations with sponsors of scientific projects in the healthcare system.

Essence, principles and main concepts of fundraising. Fundraising activities and forms of its support. Funds and grants Definition of a fund. Experience and prospects for the development of fundraising. Planning of fundraising activities. Business (commercial) relations with sponsors during the fundraising period. Donors and how to interact with them. Donor classification. Types and principles of business relations. Fundraising budget and results. Fundraiser's main methods of work. Definition of the function of fundraising and its basic concepts. Principles, tasks, methods of activity. Donors and how to interact with them. Rules for success and reasons for failure.

Topic 9. The cost of a project idea-medical service and the methodology for calculating the cost of medical services.

Project costs, their classification. Project estimates and budget. Organization of material and technical preparation of the project. The purpose of project cost planning. The composition and methodological bases for planning the expenses of the period (administrative, marketing and other operating expenses). The concept of the cost of design work, its composition by economic elements and costing items. Method of step-by-step distribution of costs (step down). Guidelines for the calculations reflected in the calculation of the cost of the planning object. Project resource planning. Estimating the value of transactions. Development of the project budget. Analysis of project resources. Project budget control.

Topic 10. Project quality management. Controlling. Reporting Certification.

Quality assurance in project management. Types and methods of property control. Project quality management system (taking into account ISO-9000 standards). Comprehensive product quality assurance system. The modern concept of TQM quality management. The essence of project quality management and methods for ensuring project properties. Method of system quality management. Unified scheme for the development and implementation of the TQM system. Project quality assurance costs. information costs. The process of structuring a property function. Current quality management. Statistical methods of property control. Control cards. Monitoring the effectiveness of project implementation. Essence, purpose and types of project control. Project implementation control methods. Forecasting the final costs and project

completion date. Project reporting. Manage and control project changes. Monitoring the implementation of calendar plans and budgets of departments. Control of time and cost of work. Relative characteristics of work performance. Reporting in the control system: tasks, principles of construction, presentation form. Measurement and analysis of project performance characteristics. The main options for action in case of project deviations from the plan (finding alternative solutions, reviewing the cost, timing, scope of work, terminating the project). Product certification as a result of the project idea. Essence, purpose and types of certification. Methods and stages of certification. The concept of norms and standards. International Organization for Standardization. ISO standards system. Ukrainian system of norms. Product certification. Foreign certification system. Work on the preparation and certification. Certification procedure. Objects of certification activity. Technical inspection at the place of work.

Topic 11. Organization of the presentation and defense of the project. Final lesson.

Creating a project portfolio for presentation: A description of the problem the project aims to solve. Determination of the purpose, task, subject and object of the postgraduate project. Determining the boundaries of the external and internal environment of the project. Determining the scientific and practical novelty of the project within the framework of the selected study. Expected results/changes during the formation and implementation of the project. Experience in implementing similar projects. Positioning the project as an individual scientific activity. Publication of research results. Protection of an individual project.

4. The structure of the educational discipline

Themes	Number of hours					
	Total	Including				
		lectures	seminars	practical classes	laboratories	Independent work
Content module 1.						
A system approach to managing project activities in healthcare institutions						
Topic 1. The essence of system project management in healthcare	10	2	4	0	0	4
Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT – analysis	8	0	4	0	0	4
Topic 3. Development of a project in the healthcare system, taking into account the SMART criteria and the project cycle	6	0	2	0	0	4
Topic 4. Marketing strategy for research and planning processes for the development and implementation of projects in healthcare	8	0	4	0	0	4

Topic 5. Management of risks, contingencies and project processes in the healthcare system.	8	0	4	4	0	4
<i>Total by content module 1</i>	40	2	18	0	0	20
Content module 2.						
Organization of project management in scientific and practical research						
Topic 6. Formation of the organizational structure of project activities	8	0	4	0	0	4
Topic 7. Methodology for the development of the project team and conflict management	6	0	4	0	0	2
Topic 8. Financing of projects, fundraising and formation of business relations with sponsors of scientific projects in the healthcare system	8	2	2	0	0	4
Topic 9. The cost of a project idea- medical service and the methodology for calculating the cost of medical services	8	0	4	0	0	4
Topic 10. Project quality management. Controlling. Reporting Certification	8	0	4	0	0	4
Topic 11. Organization of the presentation and defense of the project. Final lesson.	6	0	4	0	0	2
<i>Total by content module 2</i>	6	0	0	0	0	6
<i>Individual task</i>	50	2	22	0	0	26
Total hours	90	4	40	0	0	46

5. Topics of lectures / seminars / practical classes / laboratories

5.1. Topics of lectures

No.	Topic	Hours
Content module 1.		
A system approach to managing project activities in healthcare institutions		
1.	Lecture 1. Topic 1. The essence of system project management in healthcare Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT – analysis.	2
Content module 2.		
Organization of project management in scientific and practical research		
2.	Lecture 2. Topic 8. Financing of projects, fundraising and formation of business relations with sponsors of scientific projects in the healthcare system.	2
	Total	4

5.2. Topics of seminars

No.	Topic	Hours
Content module 1.		
A system approach to managing project activities in healthcare institutions		
1.	Seminar 1. Topic 1. The essence of system project management in healthcare Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
2.	Seminar 2. Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT - analysis Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
3.	Seminar 3. Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT - analysis Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
4.	Seminar 4. Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT - analysis Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
5.	Seminar 5. Topic 3. Development of a project in the healthcare system, taking into account the SMART criteria and the project cycle Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2

6.	Seminar 6. Topic 4. Marketing strategy for research and planning processes for the development and implementation of projects in healthcare Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
7.	Seminar 7. Topic 4. Marketing strategy for research and planning processes for the development and implementation of projects in healthcare Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
8.	Seminar 8. Topic 5. Management of risks, contingencies and project processes in the healthcare system Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
9.	Seminar 9. Topic 5. Management of risks, contingencies and project processes in the healthcare system Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
Content module 2. Organization of project management in scientific and practical research		
10.	Seminar 10. Topic 6. Formation of the organizational structure of project activities Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
11.	Seminar 11. Topic 6. Formation of the organizational structure of project activities Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
12.	Seminar 12. Topic 7. Methodology for the development of the project team and conflict management. Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
13.	Seminar 13. Topic 7. Methodology for the development of the project team and conflict management. Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
14.	Seminar 14. Topic 8. Financing of projects, fundraising and formation of business relations with sponsors of scientific projects in the healthcare system Individual survey on the topic.	2

	Solution of situational problems on the topic. Tests on the topic.	
15.	Seminar 15. Topic 9. The cost of a project idea-medical service and the methodology for calculating the cost of medical services Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
16.	Seminar 16. Topic 9. The cost of a project idea-medical service and the methodology for calculating the cost of medical services Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
17.	Seminar 17. Topic 10. Project quality management. Controlling. Reporting Certification. Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
18.	Seminar 18. Topic 10. Project quality management. Controlling. Reporting Certification. Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
19.	Seminar 19. Topic 11. Organization of the presentation and defense of the project. Final lesson. Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
20.	Seminar 20. Topic 11. Organization of the presentation and defense of the project. Final lesson. Individual survey on the topic. Solution of situational problems on the topic. Tests on the topic.	2
	Total	40

5.3. Topics of practical classes

Practical classes are not provided.

5.4. Topics of laboratories

Laboratories are not provided.

6. Independent work of the student

No.	Topic	Hours
Content module 1.		
A system approach to managing project activities in healthcare institutions		
1.	Topic 1. The essence of system project management in healthcare	4
2.	Topic 2. Formation and filling of the project structure using the criteria of WBS and SWOT – analysis	4
3.	Topic 3. Development of a project in the healthcare system, taking into account the SMART criteria and the project cycle	4
4.	Topic 4. Marketing strategy for research and planning processes for the development and implementation of projects in healthcare	4
5.	Topic 5. Management of risks, contingencies and project processes in the healthcare system.	4
Content module 2.		
Organization of project management in scientific and practical research		
6.	Topic 6. Formation of the organizational structure of project activities	4
7.	Topic 7. Methodology for the development of the project team and conflict management	4
8.	Topic 8. Financing of projects, fundraising and formation of business relations with sponsors of scientific projects in the healthcare system	4
9.	Topic 9. The cost of a project idea-medical service and the methodology for calculating the cost of medical services	4
10.	Topic 10. Project quality management. Controlling. Reporting Certification	4
11.	Topic 11. Organization of the presentation and defense of the project. Final lesson.	2
	Total	46

6. Individual research task

Individual research task (IRT) is an out-of-class work of an applicant of an educational, educational-research or design nature, which is used in the process of studying the program material of the training course and ends with a test.

Purpose of IRT. Independent study of a part of the program material, systematization, deepening, generalization, consolidation and practical application of the applicant's knowledge in the course and development of independent work skills.

Contents of IRT. IRT is a completed theoretical or practical work within the framework of the curriculum of the course, which is carried out on the basis of knowledge, skills and abilities obtained in the course of lectures and seminars, covering several topics or the content of the training course as a whole.

IRT volumes range from 10-15 A4 pages. The work is done on one side of the sheet according to the standard format. The top and bottom edge of the sheet is formatted with margins of 20 mm, left 25 mm, right 15, font 14 is recommended, spacing is 1.5. All sheets must be numbered. Each question in the text should have a title in exact accordance with the title in the content plan. Mandatory short presentation in the practical session with demonstration materials in Microsoft PowerPoint or Microsoft Word for 5 minutes.

Preparation of reports and short messages on discussion questions on the list of topics.

8. Teaching methods

Lectures.

Seminars classes:

- verbal methods: conversation, explanation, discussion, discussion of the acute issues;
- visual methods: illustration (including multimedia presentations);
- practical methods: testing, solving situational tasks (including calculation ones).

Independent work:

- independent work with recommended basic and additional literature, with electronic information resources, preparation for seminars classes;
- independent performance of an individual task, preparation of a presentation to defend an individual task.

9. Forms of control and evaluation methods (including criteria for evaluating learning outcomes)

Ongoing control:

- oral control: individual survey on the theme;
- written control: assessment of the solution of situational tasks (including calculation), assessment of the performance of an individual task;
- test control: assessment of performance of tests on the theme.

Final control: Credit Test.

Assessment of the ongoing learning activity at the seminars class:

1. Assessment of the theoretical knowledge on the theme:
 - methods: individual survey on the theme, participation of the students in the discussion of problem situations;
 - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.
2. Assessment of the theoretical knowledge on the theme:
 - methods: assessment of performance of tests on the theme;
 - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.
3. Assessment of practical skills on the theme:
 - methods: assessment of the solution of situational tasks (including calculation) on the theme;
 - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.

Assessment of the individual task:

1. Assessment of the quality of the performance of the individual task:
 - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.
2. Assessment of the presentation and defense of an individual task, participation in the assessment of the business plan of the competitors and its critical analysis:
 - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.

The score for one seminar class is the arithmetic average of all components and can only have an integer value (5, 4, 3, 2), which is rounded statistically.

Criteria of ongoing assessment at the seminar class

Score	Assessment criterion
Excellent «5»	<p>The student participates actively in the seminar class. He/she demonstrates profound knowledge and provides full and detailed answers. He/she participates actively in discussing problem situations. He/she uses additional educational and methodological and scientific literature. The student knows how to form his attitude to a certain issue and conveys his/her attitude to the issue, gives appropriate examples. He/she knows how to find the most adequate forms of conflict resolution.</p> <p>The tests are completed in full, all 100% of the answers are correct, the answers to the open questions are complete and justified.</p> <p>The student freely solves situational tasks (including calculations), confidently demonstrates practical skills on the theme of seminar class and correctly interprets the data obtained. He/she expresses his own creative opinion on the theme, demonstrates creative thinking.</p>
Good «4»	<p>The student participates in the seminar class. He/she have mastered the material of the seminar class and shows the necessary knowledge, but answers the questions with some mistakes. He/she participates in discussing problem situations. He/she uses the basic educational and methodological and scientific literature. The student expresses his own opinion on the theme of seminar class.</p> <p>The tests are completed in full, not less than 70% of the answers are correct, the answers to the open questions are generally correct, but there are some mistakes in definitions.</p> <p>The student correctly solves situational tasks (including calculations), but admits minor inaccuracies and demonstrates more standardized practical skills on the theme of seminar class with correct interpretation of the received data. He/she expresses his own opinion on the theme, demonstrates creative thinking.</p>
Satisfactory «3»	<p>The student sometimes participates in the seminar class. He/she partially intervenes and asks questions, answers the questions with mistakes. He/she passively works in practical exercises. He/she demonstrates fragmentary knowledge of the conceptual apparatus and literary sources.</p> <p>The tests are completed in full, not less than 50% of the answers are correct, the answers to the open questions are illogical, with obvious significant errors in definitions.</p> <p>The student does not have sufficient knowledge of the material to solve situational problems (including calculations). He/she uncertainly demonstrates practical skills on the theme of seminar class and interprets the data with significant errors, does not express his/her opinion on the topic of the situational problem.</p>
Unsatisfactory «2»	<p>The student does not participate in the seminar class, just observes the learning process. He/she never speaks out or asks a question. He/she is disinterested in the study of the material. The student gives incorrect answers to questions, demonstrates poor knowledge of the conceptual apparatus and literary sources.</p> <p>The test has not been completed.</p> <p>The situation task has not been completed.</p>

Criteria of assessment of the individual task

Score	Assessment criterion
Excellent «5»	Individual task and presentation have been made independently and are original. Their design meets the requirements. The business plan of the public (private) medical clinic is fully developed according to the proposed structure. The analysis is thorough and independent. The student is free to present the material. The content of the presentation is not overloaded with textual slides. The student formulates solid independent judgments supported by factual evidence and calculations. The data on the slides is presented mainly schematically using independently developed schemes, drawings, graphs, contains references to sources that are respectively designed and relevant. The student actively participates in the assessment of the business plan of competitors and is able to critically analyze it.
Good «4»	Individual task and presentation have been made independently. Their design meets the requirements. The business plan of the public (private) medical clinic is fully developed according to the proposed structure, but with some deviations. The analysis is carried out independently, but contains minor inaccuracies; the applicant explains the material well, formulates independent conclusions. The data in the presentation is presented primarily using self-developed schemes, drawings, graphs, contains references to sources that are appropriately designed and relevant. The student participates in the assessment of the business plan of competitors, but is not fully able to critically analyze it.
Satisfactory «3»	Individual task and presentation have been made independently. Their design meets the requirements with minor violations. The business plan of the public (private) medical clinic is partially developed according to the proposed structure. The analysis is only theoretical, descriptive and containing inaccuracies. The student explains the material unsure, formulates only general conclusions (or cannot formulate them at all). The data in the presentation is provided with reference to sources, but they are designed with errors. The student takes a passive part in assessment of the business plan of competitors, is not able to critically analyze it.
Unsatisfactory «2»	Individual task has not been completed. Individual tasks and presentations, which are not performed independently or borrowed from the Internet, shall not be taken into consideration.

Credit Test is considered, if the student has completed all the tasks of the working program of the educational discipline. He/she took actively participated in the seminars exercises, and completed an individual task. The student has an average current rating of at least 3.0 and has no academic debt.

9. Distribution of points, obtained by the student

The average grade in the discipline is converted to the national grade and converted to points on a multi-point scale (200-point scale).

Conversion of traditional assessment into 200-point is carried out by the information and technical department of ONMedU by the special program by the formula:

Average score (current academic performance) x 40.

Conversion table of traditional to multi-point

National score for the discipline	The sum of scores for the discipline
Excellent («5»)	185 – 200
Good («4»)	151 – 184
Satisfactory («3»)	120 – 150
Unsatisfactory («2»)	Less than 120

According to the ECTS rating scale, students' achievements in educational discipline, who study on the same course of one specialty, according to their scores, are assessed by means of rank, namely:

Conversion of the traditional evaluation and and ECTS scores

Score on the ECTS scale	Statistical indicator
A	The best 10% students
B	Next 25% students
C	Next 30% students
D	Next 25% students
E	Next 10% students

10. Methodological support

- Working program in the discipline
- Syllabus
- Methodological recommendations for the seminars classes in the discipline
- Methodological recommendations for the individual work of students
- Multimedia presentations
- Situational tasks (including calculation)
- Tests on the theme

Educational and methodical literature:

1. Andrienko O. Project management in business associations of small and medium-sized enterprises: manual Kyiv: 2017. 77 p.
2. Blaga N.V. Project management: manual Lviv: Lviv State University of Internal Affairs, 2021. 152 p.
<http://dspace.lvduvs.edu.ua/bitstream/1234567890/3870/1/%D0%B1%D0%BB%D0%B0%D0%B3%D0%B0%20%D1%83%D0%BF%D1%80%D0%B0%D0%B2%D0%BB%D1%96%D0%BD%D0%BD%D1%8F%20%D0%BF%D1%80%D0%BE%D1%94%D0%BA%D1%82%D0%B0%D0%BC%D0%B8.pdf>
3. Biryukov V.S. "Quality management systems and audit in healthcare institutions (theory and practice of industrialization of medical activities)". 2016. Kiev: Education of Ukraine. 334 p. ISBN 978-617-7241-74-3.
4. Burimenko Yu. I., Galan L. V., Lebedeva I. Yu. et al. Project management: textbook. allowance. / ed. Yu. I. Burimenko. Odessa: ONAZ im. O. S. Popova, 2017. 208 p.
5. Lekhan V.M. Management of changes in the healthcare system of Ukraine: history and lessons of pilot regions: textbook / V. M. Lekhan, L. V. Kryachkova, V. V. Volchek. - Dnepropetrovsk, 2016. - 53 p.

11. Questions for the final control

1. Expand the concept of a project, the main characteristics and classification features of projects.

2. List the steps in the project implementation as a problem solving cycle.
3. Describe the project management model.
4. Describe the life cycle of the project.
5. Expand the content of the project development.
6. List and briefly describe the types of project analysis.
7. Expand the tools for evaluating the effectiveness of projects.
8. Describe the structure of the feasibility study.
9. Expand the development of organizational structures for the implementation of the project.
10. Describe the project planning process.
11. Describe the process of managing the scope and duration of the project.
12. Explain the method of analysis and evaluation of PERT programs
13. Describe the process of project cost management.
14. Describe the resources of the project.
15. Give the classification features of the project costs.
16. Expand the process of project budgeting, project budgeting.
17. Expand the process of human resource management.
18. Describe the goals, prerequisites, components and tools of organizational culture.
19. Give the structure of the system for the formation and management of the project team
20. Expand the influence of motivation factors during the life cycle of the project
21. Describe sources of conflict during project implementation
22. List and briefly describe the main models of conflict management in projects.
23. Expand the process of managing communications during the implementation of the project.
24. Describe the main platforms for project communications management according to Japanese standards.
25. Expand the essence of the project management information system (PMIS).
26. Describe the specialized software systems used in project management.
27. Describe the model of planning and project control.
28. Describe the main tools for controlling the schedule.
29. Describe the project risks according to different classification criteria.
30. Describe the risk management processes of the project.
31. Expand the content of the identification of project risks.
32. Describe the most common methods for qualitative and quantitative analysis of project risks.
33. Describe the strategy for responding to project risks.
34. Expand the concept of project quality management.
35. Describe the tools and ways to ensure the quality of the project.

12. Recommended literature

Basic:

1. Andrienko O. Project management in business associations of small and medium-sized enterprises: manual Kyiv: 2017. 77 p.
2. Blaga N.V. Project management: manual Lviv: Lviv State University of Internal Affairs, 2021. 152 p.
<http://dspace.lvduvs.edu.ua/bitstream/1234567890/3870/1/%D0%B1%D0%BB%D0%B0%D0%B3%D0%B0%20%D1%83%D0%BF%D1%80%D0%B0%D0%B2%D0%BB%D1%96%D0%BD%D0%BD%D1%8F%20%D0%BF%D1%80%D0%BE%D1%94%D0%BA%D1%82%D0%B0%D0%BC%D0%B8.pdf>
3. Biryukov V.S. "Quality management systems and audit in healthcare institutions (theory and practice of industrialization of medical activities)". 2016. Kiev: Education of Ukraine. 334 p. ISBN 978-617-7241-74-3.
4. Burimenko Yu. I., Galan L. V., Lebedeva I. Yu. et al. Project management: textbook.

- allowance. / ed. Yu. I. Burimenko. Odessa: ONAZ im. O. S. Popova, 2017. 208 p.
5. Lekhan V.M. Management of changes in the healthcare system of Ukraine: history and lessons of pilot regions: textbook / V. M. Lekhan, L. V. Kryachkova, V. V. Volchek. - Dnepropetrovsk, 2016. - 53 p.
 6. Methodology for calculating the cost of medical services. Decree of the Cabinet of Ministers of Ukraine dated December 27, 2017 No. 1075
 7. Management and marketing in health care: electronic teaching aid / V.I. Borsch, O.V. Rudinskaya, N.L. Kusik. Odessa: ONMedU, 2022. (Russian and English)
 8. Mikityuk P. P. Project Management: Textbook. settlement [for stud. higher textbook zakl.]. Ternopil, 2014. 270 p.
http://dspace.wunu.edu.ua/retrieve/19680/03_%D0%9D%D0%B0%D0%B2%D1%87%D0%B0%D0%BB%D1%8C%D0%BD%D0%B8%D0%B9%20%D0%BF%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA.pdf
 9. Petrovich I.M., Novakovsky I.I. Project management: textbook Lviv: Lviv Polytechnic Publishing House, 2018. 396 p.
 10. Project and Risk Management: Textbook. Nizhyn: Publisher ChP Lysenko M.M., 2019. 196 p.

Additional:

1. Bushuev, S.D. Project Management: Fundamentals of professional knowledge and a system for assessing the competence of project managers: National Competence.
2. Kogon K. Project Management / Corey Kogon, Suzette Blakemore, James Wood//, 2018. 240 p. Internet resource: <https://www.yakaboo.ua/upravlenie-proektami-1639980.html>
3. Management and administrative management: textbook / O.A. Martynyuk, N.I. Serebryanikov. - Odessa: Publishing house "Helvetika", 2017. - 540 p.
4. Martynyuk O.A. Kurdybanskaya N.F. Implementation of a quality management system in medical institutions. Black Sea economic studies. 2016. - No. 6. pp. 75-79.
5. Guidance to the code is known to the project management (PMBOK Guide) / team of authors Project Management Institute, PMI. Sixth edition. Project Management Institute, 2017. 800 p.

13. Electronic information resources

1. World Health Organization. URL: www.who.int/ru/index.html.
2. European Regional Office of the World Health Organization. URL: www.euro.who.int.
3. Modern healthcare. URL: <https://www.modernhealthcare.com/vital-signs-healthcare-blog>
4. Health Strategy. European Commission: official web-site. URL: <https://ec.europa.eu/health/policies/background/review/strategy>
5. American college of healthcare executives. URL: <https://www.ache.org/>
6. The New England Journal of Medicine. URL: <https://www.nejm.org/about-nejm/products-and-services>