

## TRAINING COURSE "MANAGEMENT OF INTERNATIONALISATION AND GERMAN-UKRAINIAN ACADEMIC COOPERATION 2024"

### PROJECT CHARTER

Please, bear in mind that this document, as well as all reports and tasks send to us, will be part of your portfolio and will be accessible, if inquired, to the DAAD at the end of the course.

#### 1. University:

Sumy State University

#### 2. Name and position of the project manager (course participant):

Tetyana Mayboroda	Deputy Head, International Affairs Department \\ Associate professor, O.Balatskyi Department of Management
Name	Position

#### 3. General information on the project

##### 3.1 Title of the project:

Internationalisation of Curriculum: Project Management as a Pilot Program  
IoC: PMasPP

##### 3.2. Description and scope of the project (please update if relevant):

Short summary of the project (max. 10 lines):

IoC:PMasPP project has been developed in the frame of the Internationalisation of Curriculum pathway, Internationalisation Strategy implementing and constant critical reviewing of the programs at Sumy State University. It foresees overall reviewing and re-designing the curriculum of the Master's program in Project Management according to the IoC model for 2025-2026 academic year. The reviewing and development of IoC:PMasPP will include further adjustments at different levels:

At the program curriculum level: the program aim, description and characteristics, program competences and program learning outcomes (not in general part demanded by National QA Agency framework, but by identified by educational program/institution), informational and methodological part, changing some of the courses

At the the courses design/syllabuses level: the courses' learning outcomes (where necessary)

There is always the room for constant improvement and development of existing programs at the University to meet the market requirements and to give students up-to-date competences required, where we need to consider the context of institutional, community, national levels. Also National QA Agency has always a request of "what is

unique” about this or that program, which institutions has actually think of all the times. Considering the ongoing full-scale russian invasion of Ukraine and inability from one side for so many students to travel abroad and the same time having many students who continue studying in the university being displaced to other countries we need to develop the global competences in students which will cover both local and global skills and knowledge, which will help to bring up youth able to initiate, run and implement projects at all levels as well as work in intercultural teams.

### 3.3. Project relevance (please update if relevant):

Why should this project take place? This section should specify the motivation or reason for your project and its relevance. Which are the benefits of this project?

In Ukraine, IoC as a trend and an integral part of Universities’ internationalization strategies have not been taking place as of current moment, and the same time we can see and follow IoC being widely implementing in European universities. Why?

Why now?

Why at Sumy State University?

Why Master’s program in Project Management?

As never before Ukrainian universities’ faculty and lecturers have the opened doors for knowledge exchange, mobility and research with EU institutions, so we are starting to have enough number of open-minded, English language proficient and ready for changes staff and lecturers to understand the necessity of IoC for us and our students and be ready to develop and implement it;

Sumy State University was one of the pioneers of developing and implementing Internationalisation strategy in 2019 (for 2019-2025 years), IoC wasn’t the part of the goals as it is, but it’s time to review the Strategy due to the current circumstances and challenges Ukraine and SumDU are facing and bring IoC as an integral part of our activity and students teaching

Project Management is a really great example to start with as a pilot program, as this is where students need to gain global competences and be ready to work with any countries’ teams, donors, institutions, agencies as well as have high-level local expertise and knowledge.

One of the reasons – post-war recovery and rebuilding of Ukraine, integration and becoming a EU member etc will demand enough skilled and trained young professionals in this field.

Another very specific reason for PM program, which can be used as an example of “Why PM program” – back in 2021 SumDU started to develop a project with Whitefield Business School (Mauritius) for delivering Master’s program in PM in Mauritius, and its implementation will require brining global competences and materials in teaching Mauritius students. It will also help to promote the program for more international students recruitment from other countries.

Why Master's program (not Bachelor) – less courses within frame of the program = less lecturers needed to be trained and involved into IoC pilot project, but still the knowledge and philosophy of IoC will start to disseminate among SumDU faculty, and most importantly – the core stakeholders and departments will be ready to continue with other programs/lecturers after pilot program to expand the IoC across campus.

### 3.4. Project goals:

What are the goals/objectives of the project? Before writing the goals, please be aware that **each goal should be:**

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress. Which are the deliverable outputs and outcomes.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved. It has to be finished by the end of the training course (please, think about changes in context, challenges, etc. when setting the end of the project).

- Master's program in Project Management curriculum/study program
- 2 trainings for University management and lecturers on IoC, 2 workshop with lecturers engaged in teaching at PM program, PM program reviewed and re-designed and a charter for IoC development as a guideline
- IoC project coordinator, head of the Educational Team, head of the Department
- IoC Master's program in Project Management
- The main result can be achieved by August 2025 for 2025-2026 academic year students admission when the IoC PM program will be re-designed and approved by QA and Scientific Council of SumDU. Still, by September 2024 we will have: management and lectures trained for IoC, the milestones listed in project charter, stakeholders awareness and support reached

### 3.5 Which are you expecting to be your deliverables (tangible results)?

- 2 trainings held for SumDU management, stakeholders and lecturers
- 2 workshops for lecturers of the program
- Developed the reviewed Project Management internationalized curriculum
- Head of the Educational Team and IoC coordinator (member of PM Educational Team) to become members of PMI (Project Management Institute)
- Marketing materials developed (1 video, 3 posts on social media)

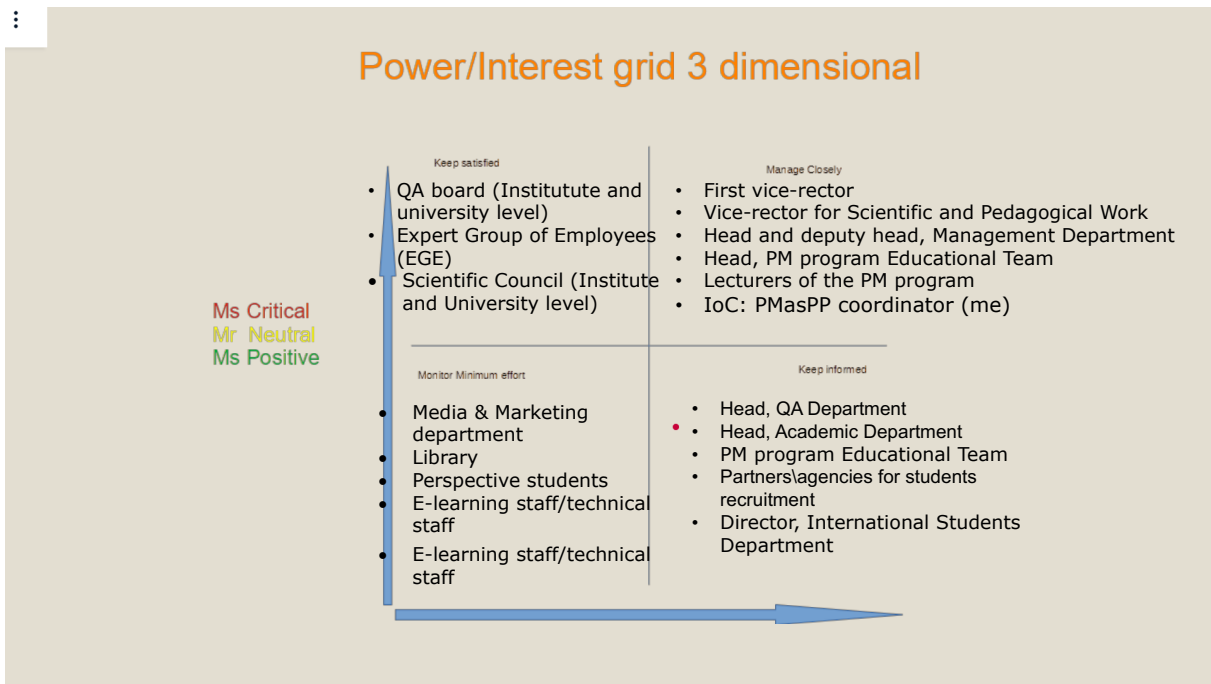
#### 4. Stakeholders

Identify stakeholders (If you have already contacted any of them regarding your project ideas Explain their relevance and role in the project?)

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- IoC: PMasPP coordinator (me)
- Rector
- First vice rector (in charge of academic affairs)
- Vice rector for scientific and pedagogical work (in charge of admission, international affairs & E-learning\IT)
- Head, QA Department
- Head, Academic Department
- Head, Management Department (graduation department for PM Master's program)
- Deputy Head of the Management Department for Methodological Work
- Head, PM program Educational Team (Guarantor of the program)
- PM program Educational Team
- Lecturers of the PM program
- Expert Group of Employees (EGE)
- Director, International Students Department
- Quality Assurance Board of the Institute of Business, Economics and Management
- Scientific Council of the Institute of Business, Economics and Management
- Quality Assurance Board of the University
- Scientific Council of the University
- Media & Marketing department
- Library
- Perspective students
- E-learning staff/technical staff
- Partners\agencies in international students admission

March 2024 – first briefing meeting with first vice-rector, vice-rector, Head of PM program Educational team, Head of Management department, Director of the Department for International Education

April 2024 – working group first team meeting for initiation the project with: Head of PM program Educational team, Head of Management department, Deputy Head of the Management Department for Methodological Work, PM program Education Team



## 5. Resources: Budget and Cost/Benefit

Please specify the resources that you need for the project to take place, if possible in quantitative and qualitative terms. Please be realistic.

Specify the resources in terms of numbers (money, persons...)

	Available	Not available
Financial resources	1700 Euro approx.	
Human resources	4 SumDU senior management staff 4 members of project team 9 lecturers 6 interdepartmental supportive staff (like library, academic department, Quality Assurance board members etc)	
IT resources	2 IT people support staff	
Marketing resources	2 specialists of SumDU Media department to develop posters/social media content + project team	
Others		

## 6. Challenges/ Risks

Identify and enlist the challenges or risks that you face in the process and possible solutions/alternatives to each challenge.

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Possible Risks	Likelihood	Mitigation
Military/combat active actions on Sumy city area which leads to buildings ruining and people being displaced / missile attacks and strikes	50%	Working online with teams and delivering the program online + e-learning platform
Delay from lecturers in reviewing the syllabuses of he courses	60 %	Constant project communication and supervision
Lack of motivation from management/lecturers due to non-understanding the necessity of IoC project implementation	20 %	Proper design of the trainings/workshops, sharing bright examples of IoC implementations in Göttingen University and others and motivation through “lead by example” principle

## 7. Major activities: Time planning

Please fill in your time planning in 7.1 and 7.2 as much as is possible at this early stage. The more you think about your major activities, the more focused your project will become.

**7.1 Milestones:** Each milestone represents the end of a specifically determined time section with defined tasks. A milestone is an event of particular significance with planned project results and a planned date. They can only be passed once and are important points for evaluation and further planning.

1. Senior management approval for IoC:PMasPP
2. Project team & lecturers acquainted and trained to work on IoC of the PM profile and courses within the program
3. Developed IoC reviewed PM profile
4. Marketing materials for social media about IoC:PMasPP

## 7.2 Further Activities (breakdown to achieve milestones)

<b>Milestone 1: 1. Kick-off meeting with senior management staff for training and approval for IoC:PMasPP</b>			
1.1. IoC: PMasPP initiation meeting, gathered and	<ul style="list-style-type: none"> <li>• First vice rector (in charge of academic affairs)</li> </ul>	March 2024, 2nd week	SumDU senior management team approves initiation and implementing IoC:PMasPP

<p>initiated by Mol - 2024 participant &amp; project coordinator</p>	<ul style="list-style-type: none"> <li>• Vice rector (in charge of admission, international affairs &amp; E-learning\IT)</li> <li>• QA department head</li> <li>• Head of the Management Department (graduation department for PM Master's program)</li> <li>• Guarantor of PM program</li> <li>• Director, International Students Department</li> <li>• "IoC: PMasPP" project coordinator</li> </ul>		
<p><b>Milestone 2: Project team &amp; lecturers acquainted and trained to work on IoC of the PM profile and courses within the program</b></p>			
<p>2.1 Management Department PM IoC project team meeting</p>	<ul style="list-style-type: none"> <li>• IoC: PMasPP coordinator</li> <li>• Head of the Management Department (graduation department for Master's program in PM)</li> <li>• Deputy Head of the Management Department for methodological work</li> <li>• Head of Educational team of PM program</li> </ul>	<p>March 2024, 4<sup>th</sup> week</p>	<ul style="list-style-type: none"> <li>• Developing the charter, timeline and stakeholder map for IoC:PMasPP development and implementation</li> </ul>
<p>2.2 Kick-off meeting with project team and lecturers followed by a workshop: "Why IoC. Introduction of the project "IoC: PMasPP"</p>	<ul style="list-style-type: none"> <li>• Head of the Educational Team of PM program</li> <li>• Members of Educational Team of PM program</li> <li>• Head of the Management Department</li> <li>• Deputy Head of the Management Department for methodological work</li> <li>• Coordinator of the project "IoC: PMasPP"</li> <li>• 9 lecturers of the PM program</li> </ul>	<p>May 2024, 2nd week</p>	<ul style="list-style-type: none"> <li>• Training and workshop on IoC</li> <li>• Lecturers and project team mentored for reviewing the program and courses/disciplines</li> <li>• Survey conducted and results to be interpreted</li> <li>• Reviewed and actualized list of members of PM Educational Team (coordinator of the project to include in Educational Team, students members reviewed and changed)</li> </ul>
<p>2.3 Follow-up meeting and 2<sup>nd</sup> workshop with project team and lecturers</p>	<ul style="list-style-type: none"> <li>• Head and members of Educational Team</li> <li>• Deputy Head of the Management Department for Methodological Work</li> <li>• Coordinator of the project "IoC: PMasPP"</li> <li>• Lecturers of the PM program</li> </ul>	<p>June 2024 <b>Rescheduled for 3<sup>rd</sup> week of July</b></p>	<ul style="list-style-type: none"> <li>• List of courses/disciplines where LOs/study materials should be reviewed and upgraded according to IoC</li> <li>• Draft for IoC PM program profile changes</li> </ul>

<p>2.4 Two lecturers of the PM program (occupying also the the administrative positions of Education Team head &amp; loC:PMasPP project coordinator) joining PMI</p>	<ul style="list-style-type: none"> <li>• Head of Educational Team (also a lecturer at PM program)</li> <li>• Coordinator of the project “loC: PMasPP” (also the Educational Team member and lecturer at PM program)</li> </ul>	<p>3<sup>rd</sup> week of July</p> <p>Actually took place on 3<sup>rd</sup> week of August</p>	<ul style="list-style-type: none"> <li>• Through membership in Project Management Institute two team members (lecturers of PM program) get wider access to a variety of international recourses and tools to be used at loC of the program and their courses as well to be shared with the peers</li> </ul>
<p><b>Milestone 3: Developed loC reviewed PM profile</b></p>			
<p>3.1 Project team meeting for the PM profile reviews</p>	<ul style="list-style-type: none"> <li>• Head and members of Educational Team</li> <li>• Deputy Head of the Management Department for Methodological Work</li> <li>• Coordinator of the project “loC: PMasPP”</li> </ul>	<p>1<sup>st</sup> week of August</p>	<ul style="list-style-type: none"> <li>• Review and upgrade of the PM profile. Got revised and fixed: <ul style="list-style-type: none"> <li>- Aim of PM program</li> <li>- Main focus</li> <li>- Main peculiarities</li> <li>- Additional special (professional, subject) competences – <b>SC 11 &amp; SC 12</b></li> <li>- Additional program learning outcome (<b>PLO 14</b>)</li> </ul> </li> <li>• Creation of new table of Program learning outcomes + General competences + Special competences for lecturers to fill according to their courses reviewed upgrade and relevance</li> </ul>
<p>3.2 Follow-up meeting for loC upgraded syllabuses and program profile review</p>	<ul style="list-style-type: none"> <li>• Head &amp; members of Educational Team of PM Master’s program</li> <li>• Lecturers of the PM program</li> <li>• Deputy Head of the Management Department for Methodological Work</li> <li>• Coordinator of the project “loC: PMasPP”</li> </ul>	<p>3<sup>rd</sup> week of August</p>	<ul style="list-style-type: none"> <li>• Team discussion of updates and challenges if any</li> </ul>
<p>3.1 Project team meeting</p>	<ul style="list-style-type: none"> <li>• Head &amp; members of Educational Team of PM Master’s program</li> <li>• Deputy Head of the Management Department for Methodological Work</li> <li>• Coordinator of the project “loC: PMasPP”</li> </ul>	<p>1<sup>st</sup> week of September</p>	<ul style="list-style-type: none"> <li>• Further steps on upgrading the profile: <ul style="list-style-type: none"> <li>- Structural- logical PM scheme</li> <li>- Matrix of correspondence of program competences to the components of the study program</li> </ul> </li> </ul>



			<ul style="list-style-type: none"> <li>- Matrix for ensuring programme learning outcomes with the relevant components of the educational program</li> <li>• Making changes and Educational team for project Management</li> </ul>
3.2 Finalising the PM reviewed IoC PM profile	<ul style="list-style-type: none"> <li>• Head &amp; members of Educational Team of PM Master’s program</li> <li>• Lecturers of the PM program</li> <li>• Deputy Head of the Management Department for Methodological Work</li> <li>• Coordinator of the project “IoC: PMasPP”</li> </ul>	4 <sup>th</sup> week of September	<ul style="list-style-type: none"> <li>• Lecturers present the reviewed syllabuses of their courses with IoC components</li> <li>• Project team drafts the reviewed IoC PM program profile for releasing and discussion with Expert Group of Employees (EGE) and further approval by Quality Assurance Boards &amp; Scientific Councils of the Institute of Business, Economics and Management and of the University</li> </ul>
<b>Milestone 4: Marketing materials for social media about IoC:PMasPP</b>			
3.5 Media & marketing team products	<ul style="list-style-type: none"> <li>• “IoC: PMasPP” project coordinator</li> <li>• Head &amp; members of Educational Team of PM program</li> <li>• Media &amp; Marketing department</li> <li>• Director of International Education Department</li> <li>• Director, Department for International Education</li> <li>• Partners/institutions for local and international students admission</li> </ul>	July - October	<ul style="list-style-type: none"> <li>• 3 social media posts about the IoC:PMasPP</li> <li>• 2 posters for promotion campaign</li> <li>• 1 video</li> <li>• Creation of a separate webpage for the project at the Management Department webpage</li> </ul>

## 8. Evaluation and Monitoring

- The evaluation criteria will include:
  - milestones timely achievement,
  - team and lecturers’ satisfaction during the project implementation and effective workshops and meetings conduction which result in timely reviewed and developed syllabuses under IoC, further excepted and approved by Quality Assurance Board and Academic Department
  - the Project Management Master’s program profile approved by Expert Group of Employees (EGE) and further approval by Quality Assurance

Boards & Scientific Councils of the Institute of Business, Economics and Management and of the University

- survey of stakeholders on the IoC awareness before the project and on satisfaction of the tasks performed
- the number of students interested and enrolled for studying on the Project Management Program
- The unexpected outcomes of the project which were revealed during the evaluation:
  - network expansion and links established with IoC professionals,
  - article publishing in peer reviewed journals on the results of IoC PM program

## 9. Outlook and Sustainability

- IoC PM will be offered in Ukrainian and English language of studies;
- Promotional materials and social media content to support project visibility
- On the example of IoC:PMasPP to develop internal guideline to be used as manual to continue IoC for other study programs at SumDU
- SumDU trained management staff and lecturers during “IoC:PMasPP” project to be involved in new staff engagement and training in IoC