

Ministry of Education and Science of Ukraine
V. N. Karazin Kharkiv National University

SOCIAL DESIGN

Methodical recommendations
for preparation for practical classes and independent work
on the discipline for students of the Second (Master's) Level of Higher Education
in specialty 073 "Management" under the Educational Program
"Management of Organizations and Administration"

Electronic resource

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S 69 **Social design** : methodical recommendations for preparation for practical classes and independent work on the discipline for students of the second (Master's) level of higher education in specialty 073 "Management" under the educational program "Management of Organizations and Administration" [Electronic resource] / compiler: T. Chelombitko. – Kharkiv : V. N. Karazin KhNU, 2025. – (PDF 51 p.)

The methodical recommendations have been developed for students of the second (Master's) level of higher education in specialty 073 "Management" under the educational program "Management of Organizations and Administration". The recommendations are structured in accordance with the curriculum of the course "Social Design". The materials include key guidelines for studying the course, plans for practical classes, and methodical recommendations for preparation, self-assessment and final knowledge assessment questions, as well as a list of references, a glossary of new words, and terms.

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INTRODUCTION

Methodical recommendations for preparation for the practical classes and independent work have been developed for students of the second (Master's) level of higher education in specialty 073 "Management" under the educational program "Management of Organizations and Administration" in the academic discipline "Social Design".

The discipline "Social Design" is an essential part of the educational foundation for students pursuing higher education, particularly those studying in social sciences and related fields. It serves as a tool for understanding the principles and practices of using project-based approaches to address social issues. Studying Social Design helps students develop a deeper understanding of the mechanisms behind social change, enhances their ability to design effective social projects, and equips them with the skills necessary to organize and implement social entrepreneurship initiatives. The discipline contributes to the formation of a socially responsible and ethically oriented professional, prepared to engage with and influence social processes in both local and global contexts.

The subject of the course "Social Design" involves the theoretical and practical aspects of using project-based approaches to address social issues. This includes understanding the potential of the project approach in solving social problems, acquiring skills in social design, and developing social projects. The course also emphasizes organizing social entrepreneurship as a means of solving societal challenges.

The purpose of the educational discipline is to study the theoretical foundations and acquire practical skills in social design, utilizing modern project approaches to address social problems through the implementation of social projects and the organization of social entrepreneurship.

The main tasks of studying the discipline:

- acquaintance with the potential of the project approach and project activity in solving social problems;
- mastering the theoretical and methodological foundations of social design;
- practicing the skills of developing social projects.
- forming next program competences: GC 1: Ability to conduct a research at the appropriate level; GC 2: Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity); GC 3: Skills of using information and communication technologies; GC 4: Ability to motivate people and move towards a common goal; GC 5: Ability to act on the basis of ethical considerations (motives); GC

6: Ability to generate new ideas (creativity); GC 7: Ability to abstract thinking, analysis and synthesis

At the department, the necessary conditions are created for the successful study of social design by students.

The course material is structured according to a modular principle and consists of five ECTS credits. The number of hours - 150 hours (lectures - 32 hours, seminars – 16 hours, independent study – 102 hours).

Planned Learning Outcomes

Knowledge:

Students will:

- Understand the system of basic concepts and categories, principles of organizing project activities, as well as the essence and principles of social responsibility and social partnership in social projects and social entrepreneurship.
- Be familiar with modern approaches, models, and technologies for project design, monitoring, evaluation, and management.
- Recognize the types and key components of social projects, as well as the competency requirements for project managers.
- Analyze best practices in implementing social projects and organizing social entrepreneurship based on both domestic and international experience.

Skills:

Students will be able to:

- Analyze current social problems and identify solutions through social projects.
- Develop social projects, write project descriptions, and complete application forms.
- Form teams, organize project execution, monitor progress, and assess the project's social impact.
- Critically evaluate, select, and apply appropriate scientific, methodological, and analytical tools for management in unpredictable conditions.
- Identify organizational problems and justify methods for solving them.
- Design effective management systems for organizations.
- Justify and manage projects, generate business ideas, and develop strategic and tactical organizational plans.
- Make, substantiate, and implement management decisions in unpredictable conditions, considering legal requirements, ethical considerations, and social responsibility.
- Organize and maintain effective communication within teams, with professionals from different fields, and in an international context.
- Demonstrate leadership skills, collaborate effectively in teams, and influence others to achieve professional goals.

STRUCTURE OF THE EDUCATIONAL DISCIPLINE

Topic	Number of hours					
	Full-time mode of study					
	total	including				
		lec	pract	Lab	ind	Self-study
1	2	3	4	5	6	7
Section I. Theoretical foundations of social design						
Topic 1. Social design and social entrepreneurship: essence, differences, lines of contact	8	2	1	-	-	7
Topic 2. Modern concepts and approaches to social design	8	2	1	-	-	7
Topic 3. Social responsibility in the context of social design and social entrepreneurship	9	2	2	-	-	8
Section II. Basics of social design						
Topic 4. Project initiation and preparation	19	5	2	-	-	12
Topic 5. Text description of the project	19	5	2	-	-	12
Topic 6. Project team	13	4	2	-	-	9
Topic 7. Project actions at different phases of the project cycle. Organizational structure for project implementation.	11	2	2	-	-	9
Section III. Implementation and evaluation of social projects						
Topic 8. Implementation of the project	8	2	1	-	-	10
Topic 9. Monitoring and evaluation of social projects	10	4	1	-	-	9
Topic 10. Measurement of social impact and results of project activity	8	2	1	-	-	10
Topic 11. Social projects and social entrepreneurship in educational institutions. Means of formation and improvement of competence in the field of social project activity.	7	2	1	-	-	9
Total	150	32	16	-	-	102

THEMATIC PLAN OF THE EDUCATIONAL DISCIPLINE

Section I. Theoretical foundations of social design

Topic 1. Social design and social entrepreneurship: essence, differences, lines of contact

Social design: concept, essence, purpose and task. Types of social design. Interrelationships between social reality, social needs, social projects and social change. The effectiveness of the social project. Social design and social entrepreneurship: common and different. Social entrepreneurship as a new social practice and an alternative to the state mechanism for solving social problems, as a means of promoting economic development and a modern economic trend. Socially oriented business: Foreign experience of social business. Development of social entrepreneurship in Ukraine.

Topic 2. Modern concepts and approaches to social design

Evolution of forms of social design and modern concepts and strategies of social design activity. Social problems as the ideological basis of social projects. Principles, functions, purpose and tasks of social design and project. The structure of the social project. Classification of social projects. The main classification criteria. Sources of funding for social projects. Subject, object, subject of social design. Target groups and beneficiaries of social projects. Algorithm of social design. Foreign and Ukrainian experience of social design and implementation of social projects. Participation of the state and non-governmental organizations in social planning.

Topic 3. Social responsibility in the context of social design and social entrepreneurship

Modern approaches to the concept of social responsibility. Social responsibility of the state, institutions of civil society, enterprises and employees in the fields of social design and social entrepreneurship. Formation of relations between state institutions, public organizations and social business structures based on social responsibility and social partnership. Cooperation between public organizations, business and educational institutions according to the principles of social responsibility. The social component of the university's mission. Assessment of social responsibility in social projects and social entrepreneurship. Methods of comprehensive assessment of social responsibility during the implementation of social projects and activities of social enterprises. Indices as a means of assessing social responsibility.

Section II. Basics of social design

Topic 4. Project initiation and preparation

The main prerequisites for the viability of the project and the attraction of potential investors/donors. Stakeholder analysis. Analysis of the problem and the consequences of not solving it. Goal setting in project activity. Definition and formulation of the goal and objectives of the project. "Tree of problems" and "tree of objectives". Determination of target groups and beneficiaries. Description of expected results.

Topic 5. Text description of the project

The concept of text description of the project. Application form. An outline of the content of the project in application form. Selection of the best options and justification of the project. Project viability assessment. Budgeting. The final text form of the project.

Topic 6. Project team

Project team: essence, basic principles of effective team formation. Stages of the life cycle of the project team, the main principles of its formation. Types of teamwork and control levers. Stages of team formation. Functions of the project team. Professional and role requirements for team members. Organization and improvement of the effectiveness of team work on the project. Team management styles and personal qualities of a project manager. Management of conflicts in the team during project implementation. Selection of the team depending on the specifics of the project.

Topic 7. Project actions at different phases of the project cycle. Organizational structure for project implementation.

Phases of the project life cycle. Project actions, approaches to their implementation and main principles. Management actions aimed at project implementation. A group of execution processes. Development of an organizational structure for project implementation. Optimal choice of organizational structure. Selection and description of the organizational structure for the implementation of the developed project.

Section III. Implementation and evaluation of social projects

Topic 8. Implementation of the project

Provision and management of labor resources of the project implementation phase. Management of communications within the team, with target groups and project beneficiaries. Methods of disseminating information about project implementation. Technologies of group communication in decision-making. Procurement management. Ensuring the quality of project implementation.

Topic 9. Monitoring and evaluation of social projects

Monitoring and evaluation of the project: common and excellent. Criteria for assessing social project activity: efficiency, economy, effectiveness. Professional competences necessary for monitoring and evaluation. Stages of assessment activities and requirements for their implementation. Collection of factual material for evaluation. Quantitative and qualitative analysis of actual material. Preparation of the project evaluation report.

Topic 10. Measurement of social impact and results of project activity

The social impact of the project, its essence, manifestations, feasibility of measurement. Tasks and approaches to measuring social impact. Ways and stages of measuring social impact. Technology for measuring the social impact of a specific project. Development of own approach, determination of accents and development of indicators depending on the type and scope of project implementation. Definition of indicators for project impact assessment. Indicators for measuring the impact of social projects in the field of education.

Topic 11. Social projects and social entrepreneurship in educational institutions. Means of formation and improvement of competence in the field of social project activity.

Foreign experience of implementing social projects and organizing social enterprises in schools. Social mission and social projects at the world's leading universities. Student social entrepreneurship: best practices. Social projects and social entrepreneurship in Ukrainian educational institutions: first experience. Formation and improvement of competence in the field of social project activity by means of formal and informal education.

METHODOLOGICAL RECOMMENDATIONS FOR PREPARING FOR SEMINAR CLASSES

Seminar session № 1

Social design and social entrepreneurship: essence, differences, lines of contact

1. Social design: concept, essence, purpose and task. Types of social design.
2. Interrelationships between social reality, social needs, social projects and social change.
3. The effectiveness of the social project.
4. Social design and social entrepreneurship: common and different. Social entrepreneurship as a new social practice and an alternative to the state mechanism for solving social problems, as a means of promoting economic development and a modern economic trend.
5. Socially oriented business: Foreign experience of social business. Development of social entrepreneurship in Ukraine.

When studying *Social Design*, it is important to understand its core concept and purpose. Social design refers to the process of addressing social issues through design, aiming to create positive social changes. This can involve projects targeting public health, education, poverty alleviation, and other societal concerns. Familiarize yourself with the different types of social design, such as participatory design, sustainable design, and service design, and how each contributes to improving society.

Social Projects and Social Change. It is crucial to understand the relationships between social reality (the current conditions of society), social needs (the problems or desires of the population), social projects (organized efforts to address social needs), and social change (long-term improvements or transformations in society). Study examples of successful social projects and consider how they address real-world issues.

Social Entrepreneurship. Social entrepreneurship combines traditional business models with social objectives. It is important to compare social entrepreneurship with social design, noting both similarities and differences. Social entrepreneurship not only aims for profit but also seeks to solve societal problems and promote economic development. Focus on understanding social entrepreneurship as a practice that goes beyond state mechanisms to create social value.

Foreign Experience and Development in Ukraine. Examine examples of social business practices in different countries and how they contribute to social well-being. Review the development of social entrepreneurship in Ukraine, its current challenges, and its potential for growth. Consider how Ukraine can adapt successful foreign models and further develop its own social entrepreneurship landscape.

Discussion Questions:

1. What is social design, and how does it differ from traditional design practices? Provide examples of social design projects you know.
2. What types of social design exist, and how do they address different social issues?
3. How are social needs, social projects, and social change interconnected?
4. What makes a social project effective? Give an example of a successful social project.
5. How does social entrepreneurship differ from traditional entrepreneurship, and how can it benefit society?
6. What are the main challenges for the development of social entrepreneurship in Ukraine?
7. What are the key foreign examples of social entrepreneurship, and how can they be applied in Ukraine?
8. Discuss the role of social entrepreneurship in the economic development of a country.

Seminar session №2

Modern concepts and approaches to social design

1. Evolution of forms of social design and modern concepts and strategies of social design activity.
2. Social problems as the ideological basis of social projects. Principles, functions, purpose and tasks of social design and project.
3. The structure of the social project. Classification of social projects. The main classification criteria.
4. Sources of funding for social projects.
5. Subject, object, subject of social design. Target groups and beneficiaries of social projects.
6. Algorithm of social design.
7. Foreign and Ukrainian experience of social design and implementation of social projects. Participation of the state and non-governmental organizations in social planning.

The Evolution of Social Design. Start by studying the historical development of social design, from its origins to the present day. Look at how social design has evolved in response to societal needs and focus on the different forms that social design has taken. Modern strategies have become increasingly participatory, focusing on involving local communities in the design process and creating sustainable, inclusive solutions to social problems.

Social Problems as the Ideological Basis of Social Projects. Social problems are the foundation of any social project. The identification of these problems often sparks the creation of social design projects. Research current pressing social issues, such as poverty, education, healthcare, and environmental sustainability, and consider how these challenges shape the objectives and outcomes of social design.

Principles, Functions, Purpose, and Tasks of Social Design. Social design projects are guided by specific principles, such as social justice, sustainability, and inclusivity. Understand the functions of social design—how it solves problems, creates value, and contributes to social change. The purpose of social design is to address specific social issues, and the tasks may vary depending on the project but usually involve research, ideation, prototyping, and implementation.

The Structure of a Social Project. The structure of a social project involves several stages, including planning, design, execution, and evaluation. Study the step-by-step process of developing a social project, from defining the problem and setting objectives to monitoring and assessing the impact.

Classification of Social Projects. Social projects can be classified based on various criteria, such as their goals (e.g., educational, health, environmental), scale (local, national, international), or type of intervention (e.g., preventive, corrective, developmental). Understand the different categories of social projects and their specific characteristics.

Funding Sources for Social Projects. Social projects often rely on a range of funding sources, including government grants, non-governmental organizations (NGOs), private sector investments, and crowdfunding. Study the advantages and challenges of different funding mechanisms and how these sources can influence the design and implementation of social projects.

Target Groups and Beneficiaries. The success of a social project depends on identifying the right target group and understanding the needs of the beneficiaries. Learn how to define and engage these groups effectively. Target groups can range from vulnerable populations to entire communities, and the beneficiaries are those who directly benefit from the project's outcomes.

Algorithm of Social Design. Social design follows a structured process or algorithm that helps ensure projects are implemented successfully. Familiarize yourself with the stages of the algorithm, including research, idea generation, feasibility studies, prototyping, and evaluation. This process ensures that social projects are well-designed, practical, and impactful.

Foreign and Ukrainian Experience in Social Design. Examine case studies of successful social design projects both internationally and within Ukraine. Focus on how these projects were conceived, funded, and implemented, and analyze their impact. What can Ukraine learn from foreign experiences in social design?

State and NGO Participation in Social Planning. Social planning often involves collaboration between the government, non-governmental organizations, and other stakeholders. Understand the roles these groups play in the design, funding, and execution of social projects. Study the balance of power and responsibility between the state and NGOs, and how their partnership contributes to the success of social projects.

Discussion Questions:

1. How has the field of social design evolved over time? Provide examples of different stages of this evolution.
2. What are the most pressing social problems today, and how do they shape the design of social projects?
3. What principles guide the work of social designers? How do these principles affect the design and implementation of social projects?
4. What are the key stages in the structure of a social project? How does each stage contribute to the project's success?
5. How would you classify a social project aimed at improving access to education?
6. What are the main sources of funding for social projects? What challenges can arise when trying to secure funding?
7. Who are the target groups and beneficiaries of social projects? Why is it important to engage them in the design process?
8. What is the algorithm for creating a successful social design project?
9. What are some examples of successful social design projects in foreign countries? How can these be adapted to the Ukrainian context?
10. How do the state and NGOs collaborate in social planning? What are the advantages and challenges of this collaboration?

Seminar session № 3

Social responsibility in the context of social design and social entrepreneurship

1. Modern approaches to the concept of social responsibility.
2. Social responsibility of the state, institutions of civil society, enterprises and employees in the fields of social design and social entrepreneurship.
3. Formation of relations between state institutions, public organizations and social business structures based on social responsibility and social partnership. Cooperation between public organizations, business and educational institutions according to the principles of social responsibility. The social component of the university's mission.

4. Assessment of social responsibility in social projects and social entrepreneurship.
5. Methods of comprehensive assessment of social responsibility during the implementation of social projects and activities of social enterprises.
6. Indices as a means of assessing social responsibility.

Understanding the Concept of Social Responsibility. When studying social responsibility, it is essential to understand its modern interpretations and its importance in social design and social entrepreneurship. Social responsibility refers to the duty of organizations, individuals, and institutions to act in ways that benefit society and promote sustainable practices. Pay attention to the key approaches to social responsibility in various sectors, including the state, civil society, businesses, and employees.

Social Responsibility of the State, Civil Society, and Enterprises. Study the roles and responsibilities of different actors involved in social responsibility, including the state, enterprises, and civil society. Understand how each contributes to solving social problems and advancing social entrepreneurship. The state creates policies, businesses integrate social responsibility into their practices, and civil society advocates for social change.

Formation of Relations Based on Social Responsibility and Social Partnership. Social responsibility is often linked to social partnerships, which encourage collaboration between the state, public organizations, and businesses. Examine how these entities work together to address social issues. Consider the importance of building strong relationships based on social responsibility principles to implement effective social projects.

Cooperation Between Public Organizations, Businesses, and Educational Institutions. Investigate how cooperation between public organizations, businesses, and educational institutions can promote social responsibility. Focus on how universities, as educational institutions, contribute to social responsibility, both through their educational missions and their involvement in social projects and initiatives. Understand how this cooperation strengthens the social fabric of society.

Assessment of Social Responsibility in Social Projects and Entrepreneurship. It is important to study how social responsibility is assessed in social projects and social entrepreneurship. Look at different methods of evaluating social responsibility and its effectiveness, including indices and other assessment tools. These tools help measure the impact of social projects and ensure that they align with the goals of improving society.

Discussion Questions:

1. What are the modern approaches to social responsibility, and how do they impact social design and social entrepreneurship?
2. How do the state, civil society, and enterprises share responsibility for social problems?
3. What role do social partnerships play in addressing social issues? Provide an example.
4. How can universities contribute to social responsibility in their mission?
5. What methods can be used to assess social responsibility in social projects and social entrepreneurship?
6. How can indices be used to evaluate the effectiveness of social responsibility in these fields?
7. What challenges exist in implementing social responsibility in social projects and entrepreneurship?

Seminar session № 4

Project initiation and preparation

1. The main prerequisites for the viability of the project and the attraction of potential investors/donors.
2. Stakeholder analysis.
3. Analysis of the problem and the consequences of not solving it. Goal setting in project activity. Definition and formulation of the goal and objectives of the project.
4. «Tree of problems» and «Tree of objectives».
5. Determination of target groups and beneficiaries.
6. Description of expected results.

Understanding the Concept of Project Initiation and Preparation. When studying project initiation and preparation, it is essential to understand the main prerequisites that make a project viable and attractive to potential investors or donors. Learn how to effectively assess the project's goals, outline the expected impact, and demonstrate its value to stakeholders. Focus on ensuring the project is well-structured and clear to attract both financial and strategic support.

Stakeholder Analysis. Examine the importance of stakeholder analysis in project preparation. Stakeholder analysis involves identifying all parties who have an interest in or will be affected by the project. Learn how to analyze their needs, expectations, and potential influence on the project's success. Understand the roles of investors, beneficiaries, and partners, and focus on building relationships that contribute to the project's development and implementation.

Problem Analysis and Goal Setting. Understand how analyzing the problem is fundamental in the preparation phase of a project. Examine how failure to address a problem can have long-term consequences. Pay attention to how to set clear, measurable goals for the project that align with its purpose. Learn the process of formulating specific objectives using the «*Tree of Problems*» and «*Tree of Objectives*», tools that help visualize the relationship between the issues and the desired results.

Target Groups and Beneficiaries. Learn how to identify the target groups and beneficiaries of a project. Understand that these are the individuals or communities directly impacted by the project's outcomes. Study the significance of clearly defining these groups to ensure the project's goals are aligned with their needs and expectations. This understanding is key to delivering meaningful results that resonate with the people the project intends to help.

Defining Expected Results. Focus on how to describe the expected results of the project. Study how these results should be specific, measurable, and closely related to the project's goals. By clearly defining what success looks like, you will ensure that the project can be evaluated and that its effectiveness can be measured against predefined outcomes.

Discussion Questions:

1. What are the main prerequisites that ensure the viability of a project, and how can they attract potential investors or donors?
2. How does stakeholder analysis contribute to the success of a project? What factors should be considered when identifying stakeholders?
3. Why is analyzing the problem a crucial part of project initiation, and how do tools like the «*Tree of Problems*» assist in this process?
4. How do the «*Tree of Objectives*» and goal-setting practices help in shaping a project's direction and objectives?
5. Why is it important to identify the target groups and beneficiaries early in the project planning process?
6. How can clearly defined expected results influence the project's execution and its evaluation?

Seminar session № 5

Text description of the project

1. The concept of text description of the project.
2. Application form. An outline of the content of the project in application form.
3. Selection of the best options and justification of the project.
4. Project viability assessment.
5. Budgeting.

6. The final text form of the project.

Understanding the Concept of Text Description of the Project. When studying the text description of a project, it is important to grasp its role in conveying the essential elements of the project to stakeholders, including donors, investors, and partners. Learn how to effectively describe the project's objectives, target groups, expected results, and resources in a clear, concise, and persuasive manner. The text description serves as the foundation for further project development, so focus on making sure it captures the key aspects of the project.

Application Form and Project Content Outline. Understand the structure and purpose of an application form when preparing a project description. The application form typically includes a detailed outline of the project's main components: goals, objectives, target groups, expected results, and timeline. Learn how to fill out the application form by breaking down each section and providing clear and specific information about the project's activities. Pay attention to how to present the project's value and the expected impact on the community or society.

Selection of Best Options and Justification of the Project. Study how to select the most appropriate options for implementing the project. Focus on understanding how to choose between different approaches, methods, and strategies based on their feasibility and potential impact. Learn how to justify your choices with data, research, or similar successful projects. The ability to present strong arguments for the selected project options is crucial for gaining support and ensuring the project's success.

Project Viability Assessment. It is essential to understand how to assess the viability of a project. This involves evaluating its potential for success, sustainability, and impact. Learn the key criteria for assessing viability, such as market demand, financial feasibility, and resource availability. Understand how to apply these criteria to determine whether the project is realistic and how it can be successfully implemented within the given time and budget constraints.

Budgeting for the Project. Focus on the importance of creating a detailed and realistic project budget. Study the different components of a project budget, such as costs for resources, personnel, and activities. Understand how to allocate funds properly and ensure the project remains within its financial constraints. A well-prepared budget is crucial for the project's success, so pay attention to how to plan and manage the finances effectively.

The Final Text Form of the Project. Learn how to put all the information together in the final text form of the project. The final text should be a coherent, professional, and comprehensive document that outlines all aspects of the project, from the problem being addressed to the expected outcomes. Study the structure of the final document

and how to present information clearly and persuasively. Pay attention to the language, tone, and formatting to ensure the text is appealing and easy to understand.

Discussion Questions:

1. What is the role of the text description in a project, and why is it important for conveying the project's key elements?
2. What information should be included in the application form when preparing a project description?
3. How can you select the best options for implementing a project? What factors should you consider when justifying your choices?
4. What are the key criteria for assessing the viability of a project?
5. How do you create a detailed and realistic project budget? What are the main components to consider?
6. Why is the final text form of the project important, and how should the information be presented in a clear and persuasive way?

Seminar session № 6

Project team

1. Project team: essence, basic principles of effective team formation.
2. Stages of the life cycle of the project team, the main principles of its formation. Types of teamwork and control levers. Stages of team formation. Functions of the project team.
3. Professional and role requirements for team members.
4. Organization and improvement of the effectiveness of teamwork on the project.
5. Team management styles and personal qualities of a project manager. Management of conflicts in the team during project implementation.
6. Selection of the team depending on the specifics of the project.

Understanding the Concept of the Project Team. When studying the concept of a project team, it is essential to understand the importance of team collaboration and the contribution each member makes toward the project's success. A project team consists of individuals with diverse skills and responsibilities who work together to achieve common objectives. Learn about the key characteristics of a project team, including communication, coordination, and cooperation among its members.

Basic Principles of Effective Team Formation. Study the core principles of forming an effective project team. Focus on the need for selecting team members who possess complementary skills, experiences, and attitudes. Learn how to create a collaborative environment where each member's strengths can be fully utilized. Pay

attention to the importance of defining roles clearly and establishing a shared understanding of the project's goals and objectives from the beginning.

Stages of the Life Cycle of the Project Team. Understand the stages that a project team goes through during its lifecycle, from initiation to completion. Study the typical phases of team development, such as forming, storming, norming, performing, and adjourning. Each stage presents unique challenges and opportunities for the team. Focus on learning how to manage these stages effectively to maintain team motivation and performance throughout the project.

Types of Teamwork and Control Levers. Examine different types of teamwork within a project team, such as collaborative, cooperative, and competitive teamwork. Understand how each type impacts the project and the team's dynamic. Learn about the control levers used to manage teamwork, including communication tools, decision-making processes, and performance tracking. These levers ensure the team stays on track and remains focused on achieving project goals.

Functions of the Project Team. Study the various functions that a project team performs. These include planning, executing, monitoring, and closing the project. Each member of the team contributes to these functions, and it is important to recognize how each role fits into the larger project framework. Understand the significance of having a diverse team to fulfill different project needs, and how to balance these functions to achieve project success.

Professional and Role Requirements for Team Members. Learn about the professional skills and personal qualities required for effective team members. Focus on the importance of aligning the skills of team members with the specific tasks and responsibilities of the project. Understand the role of leadership, communication, problem-solving, and technical skills in ensuring that the team functions effectively.

Team Management Styles and Personal Qualities of a Project Manager. Study different team management styles, such as authoritative, democratic, and laissez-faire, and understand how they impact the team's effectiveness. Learn about the personal qualities a project manager should possess, including communication skills, emotional intelligence, decision-making ability, and adaptability. These qualities help the project manager manage the team and address challenges effectively throughout the project lifecycle.

Conflict Management in the Project Team. Understand that conflicts are natural in any team, especially in project teams where individuals may have different perspectives. Learn strategies for managing conflicts within the team, such as mediation, negotiation, and open communication. Study how conflict resolution is essential for maintaining a positive and productive team dynamic.

Selection of the Team Based on Project Specifics. Finally, focus on how to select the appropriate team based on the project's requirements. Study how the nature of the

project - whether technical, creative, or operational - determines the skills and qualities needed from team members. Understanding these specifics will help you build a team that is best suited to address the challenges of the project and deliver successful results.

Discussion Questions:

1. What are the key principles for forming an effective project team, and how can they be applied to ensure team success?
2. What are the main stages in the lifecycle of a project team, and how can a team manager effectively manage each stage?
3. What are the different types of teamwork, and how do they influence the success of a project?
4. What are the key functions of a project team, and how do team members contribute to the overall project process?
5. What professional and role requirements should project team members possess, and how do these requirements align with the project's needs?
6. How do different team management styles impact the project team's performance, and what qualities should a project manager have?
7. What strategies can be used to manage conflicts within a project team, and why is conflict resolution important for project success?
8. How should the team be selected based on the specific requirements of a project, and what factors should be considered when assembling a team?

Seminar session № 7

Project actions at different phases of the project cycle. Organizational structure for project implementation.

1. Phases of the project life cycle. Project actions, approaches to their implementation and main principles.
2. Management actions aimed at project implementation. A group of execution processes.
3. Development of an organizational structure for project implementation. Optimal choice of organizational structure. Selection and description of the organizational structure for the implementation of the developed project.

Understanding the Phases of the Project Life Cycle. When studying the phases of the project life cycle, it is crucial to understand the distinct stages that a project goes through, from initiation to completion. These stages typically include initiation, planning, execution, monitoring and controlling, and closing. Learn how each phase has its own specific objectives and tasks that contribute to the overall success of the

project. Pay attention to how each phase builds upon the previous one and sets the foundation for the next.

Project Actions and Approaches to Implementation. Focus on the different actions and approaches that are used at each phase of the project life cycle. Understand how the actions vary depending on the project's objectives, scope, and complexity. Study how various strategies and methodologies, such as agile, waterfall, or hybrid approaches, are applied during different phases to ensure the project meets its goals. Pay attention to the importance of flexibility and adaptability in project actions.

Management Actions Aimed at Project Implementation. Study the key management actions required to implement a project effectively. These include resource allocation, scheduling, risk management, and quality assurance. Learn how to manage project resources and activities in a way that keeps the project on track. Understand how to apply leadership and decision-making skills to ensure the project progresses smoothly and stays within budget and time constraints.

A Group of Execution Processes. Investigate the group of execution processes involved in project implementation. These processes focus on the core tasks needed to complete the project deliverables. Learn about processes such as task execution, team coordination, stakeholder communication, and performance monitoring. Pay attention to how these processes interact with one another and how effective execution can drive project success.

Developing an Organizational Structure for Project Implementation. Learn how to develop an organizational structure that supports the project's execution. Understand how the structure must be aligned with the project's goals, size, and complexity. Study how to determine the roles and responsibilities of individuals and teams within the project organization to ensure efficient operations. Pay attention to the importance of clear communication and decision-making authority in the organizational structure.

Optimal Choice of Organizational Structure. Study the factors that influence the optimal choice of organizational structure for project implementation. Consider how the nature of the project, available resources, timeline, and the project's complexity affect the decision. Learn about different organizational structures, such as functional, matrix, and projectized structures, and understand how to select the most appropriate one for the specific project needs.

Selection and Description of the Organizational Structure. Understand how to select and describe the organizational structure for a project. Learn how to match the chosen structure to the project's objectives, team dynamics, and stakeholder involvement. Study how to clearly define the reporting lines, responsibilities, and communication channels within the chosen structure. This helps to avoid misunderstandings and ensures a smooth flow of information and decision-making.

Discussion Questions:

1. What are the different phases of the project life cycle, and how do they contribute to the overall project management process?
2. What actions are typically taken at each phase of the project life cycle, and how do different approaches influence the project's success?
3. What are the key management actions required for successful project implementation, and how can they help achieve project goals?
4. What are the key execution processes in a project, and how do they contribute to the efficient completion of project deliverables?
5. How can you develop an organizational structure that supports effective project implementation, and what factors should be considered?
6. How do you determine the optimal organizational structure for a project, and what structures can be used depending on project needs?
7. How do you select the appropriate organizational structure for a specific project, and what are the key components that should be included in its description?
8. What challenges can arise when choosing and implementing an organizational structure, and how can they be addressed to ensure project success?

Seminar session № 8

Implementation of the project

1. Provision and management of labor resources of the project implementation phase.
2. Management of communications within the team, with target groups and project beneficiaries.
3. Methods of disseminating information about project implementation. Technologies of group communication in decision-making.
4. Procurement management. Ensuring the quality of project implementation.

Understanding the Provision and Management of Labor Resources. When studying the provision and management of labor resources during the project implementation phase, it is important to learn how to allocate and utilize human resources efficiently. Focus on how to assign roles and responsibilities to team members, ensuring they are well-equipped and motivated to carry out their tasks. Study the importance of staffing strategies, resource planning, and managing workloads effectively to ensure that project objectives are met on time and within budget.

Managing Communications within the Team and with Stakeholders. Effective communication is crucial for the success of any project. Understand how to manage communication not only within the project team but also with the target groups and beneficiaries. Learn about different communication strategies and tools that facilitate information flow and ensure all stakeholders are informed and engaged throughout the

project. Pay attention to the importance of regular updates, feedback loops, and transparent communication channels for maintaining alignment among all parties involved.

Methods of Disseminating Information about Project Implementation. Explore the various methods of disseminating information about the project's progress and outcomes. This includes written reports, meetings, newsletters, and social media updates, among others. Understand how to tailor the dissemination strategies to different audiences, ensuring that information is clear, relevant, and accessible. Pay attention to the role of transparency in building trust and maintaining stakeholder support during project execution.

Technologies of Group Communication in Decision-Making. Focus on the technologies and tools that facilitate group communication and decision-making in project management. Study the role of collaboration platforms, video conferencing, and project management software in enabling teams to make informed decisions and work together effectively. Understand how digital tools can streamline communication, increase efficiency, and support the decision-making process, especially when teams are geographically dispersed.

Procurement Management. Study the processes involved in procurement management during project implementation. Learn how to acquire the necessary resources, materials, and services needed to complete the project. Focus on understanding the procurement cycle, from identifying needs to selecting suppliers and managing contracts. Pay attention to strategies for ensuring that procurement activities are aligned with the project's goals, timeline, and budget, and consider how to manage risks related to procurement.

Ensuring the Quality of Project Implementation. Quality assurance is essential to project success. Learn how to ensure the quality of project implementation by setting standards, monitoring progress, and conducting regular evaluations. Focus on how to create a culture of continuous improvement and ensure that the project's deliverables meet or exceed expectations.

Discussion Questions:

1. What are the key strategies for managing labor resources during the project implementation phase, and how can they contribute to the project's success?
2. How can effective communication be managed within the team, with target groups, and with project beneficiaries to ensure the project runs smoothly?
3. What methods can be used to disseminate information about the project's implementation, and how can these methods be tailored to different audiences?
4. How do technologies support group communication and decision-making in project management? What tools are most effective for improving collaboration?

5. What are the key steps involved in procurement management, and how can they be effectively managed to meet project goals?

6. How can you ensure the quality of project implementation, and what tools or methodologies can be used to maintain high standards throughout the project?

7. What challenges might arise during the implementation phase of a project, and how can project managers address them to ensure successful outcomes?

8. How does the management of communications and procurement impact the overall success of a project?

Seminar session № 9

Monitoring and evaluation of social projects

1. Monitoring and evaluation of the project: common and distinctive features.
2. Criteria for assessing social project activity: efficiency, economy, effectiveness.
3. Professional competences necessary for monitoring and evaluation.
4. Stages of assessment activities and requirements for their implementation.
5. Collection of factual material for evaluation. Quantitative and qualitative analysis of actual material. Preparation of the project evaluation report.

Understanding Monitoring and Evaluation of Social Projects. When studying monitoring and evaluation, it is crucial to understand the distinction between monitoring and evaluation. Monitoring refers to the ongoing process of collecting data and tracking the progress of the project, while evaluation involves assessing the outcomes and impacts of the project after its completion. Learn how both processes work together to ensure the project's goals are achieved and how they help determine if a project is worth scaling or repeating.

Criteria for Assessing Social Project Activity: Efficiency, Economy, and Effectiveness. Study the key criteria used to assess social project activity: efficiency, economy, and effectiveness. Efficiency measures how well resources are used to achieve the project's objectives. Economy looks at how the project maximizes the use of resources within a given budget. Effectiveness focuses on the extent to which the project's goals are met. Understanding these criteria will help you assess whether a social project is delivering its intended results and if resources are being well spent.

Professional Competences for Monitoring and Evaluation. Understand the professional competences necessary for effective monitoring and evaluation. These include the ability to design evaluation frameworks, collect and analyze data, and communicate results clearly to stakeholders. Learn about the skills needed to assess both the quantitative and qualitative aspects of a project's impact, and the importance of ensuring objectivity and accuracy in evaluation processes.

Stages of Assessment Activities and Implementation Requirements. Focus on the stages of assessment activities in social projects, which typically include planning, data collection, data analysis, and reporting. Study the requirements for each stage, such as establishing clear objectives, developing tools for data collection, and ensuring proper documentation throughout the process. Pay attention to the need for regular monitoring and feedback loops to make necessary adjustments during the project's lifecycle.

Collection and Analysis of Factual Material for Evaluation. Learn about the process of collecting factual material for evaluation purposes. This includes identifying relevant data sources, choosing appropriate methods for data collection, and ensuring the data is accurate, reliable, and unbiased. Understand the importance of both quantitative data (such as performance indicators) and qualitative data (such as stakeholder feedback) in forming a comprehensive evaluation.

Preparation of the Project Evaluation Report. Study the steps involved in preparing a project evaluation report. This report synthesizes the collected data, analyzes the project's outcomes, and provides recommendations for future projects. Learn how to present findings clearly and effectively, ensuring that the evaluation report is both informative and actionable for decision-makers.

Discussion Questions:

1. What is the difference between monitoring and evaluation, and how do they complement each other in the assessment of a social project?
2. How can the criteria of efficiency, economy, and effectiveness be used to assess the success of a social project?
3. What are the key professional competences needed for effective monitoring and evaluation in social projects?
4. What are the main stages of assessment activities in a project, and what requirements must be met at each stage?
5. How should factual material be collected and analyzed to ensure an accurate evaluation of a social project?
6. What steps are involved in preparing a comprehensive project evaluation report, and why is it important for the project's future success?
7. What challenges can arise during the monitoring and evaluation process, and how can they be addressed to ensure a successful assessment?
8. How do monitoring and evaluation influence the long-term sustainability and effectiveness of social projects?

Seminar session № 10

Measurement of social impact and results of project activity

1. The social impact of the project, its essence, manifestations, feasibility of measurement.
2. Tasks and approaches to measuring social impact. Ways and stages of measuring social impact. Technology for measuring the social impact of a specific project.
3. Development of own approach, determination of accents and development of indicators depending on the type and scope of project implementation. Definition of indicators for project impact assessment.
4. Indicators for measuring the impact of social projects in the field of education.

Understanding the Social Impact of the Project. When studying the social impact of a project, it is essential to understand its core concept - social impact refers to the significant, lasting effects a project has on the target community or the whole society. Learn how social impact can manifest in various forms, such as changes in public health, education, economic well-being, or environmental sustainability. Pay attention to the importance of measuring these impacts to assess the effectiveness and value of a social project.

Tasks and Approaches to Measuring Social Impact. Examine the tasks involved in measuring social impact, which include identifying the desired outcomes, defining the scope of impact, and selecting appropriate measurement tools. Focus on the different approaches to measuring social impact, including qualitative and quantitative methods, and learn how they can be used together to provide a comprehensive understanding of a project's effectiveness. Consider how the approach may differ depending on the type of project.

Ways and Stages of Measuring Social Impact. Understand the various ways of measuring social impact, which typically involve collecting data before, during, and after project implementation. Study the stages of measuring social impact, including defining objectives, choosing appropriate indicators, collecting baseline data, conducting ongoing monitoring, and evaluating results. Pay attention to how each stage contributes to assessing the project's success and impact on society.

Technology for Measuring Social Impact. Learn about the technologies used to measure social impact. This includes software and tools that help collect, analyze, and visualize data, such as impact dashboards, surveys, and data analytics platforms. Understand the advantages of using technology to streamline the measurement process and ensure that data is accurate, reliable, and accessible to all stakeholders involved.

Developing Your Own Approach to Measuring Social Impact. Focus on how to develop your own approach to measuring social impact based on the type and scope of

the project. Learn how to determine the key areas to measure, select relevant indicators, and align them with the project's goals and objectives. Understand the importance of adapting measurement strategies to the specific context of the project to ensure that they are meaningful and effective.

Defining Indicators for Project Impact Assessment. Study the process of defining indicators for project impact assessment. Indicators should be specific, measurable, and relevant to the goals of the project. Learn how to develop a mix of qualitative and quantitative indicators that accurately reflect the project's social outcomes. Understand the role of indicators in providing data for evaluation and supporting decision-making throughout the project lifecycle.

Indicators for Measuring the Impact of Social Projects in Education. Examine the specific indicators used to measure the impact of social projects in the field of education. Focus on how education-based projects might use indicators such as academic performance, graduation rates, skill development, and access to educational resources. Understand how these indicators can help track progress and assess the long-term impact of education-focused social initiatives.

Discussion Questions:

1. What is social impact, and why is it important to measure the outcomes of social projects?
2. What are the key tasks involved in measuring social impact, and what approaches can be used to achieve these tasks?
3. How do the stages of measuring social impact contribute to assessing a project's effectiveness?
4. What technologies are commonly used to measure social impact, and how do they improve the measurement process?
5. How can you develop a personalized approach to measuring social impact based on the specific goals and scope of a project?
6. What role do indicators play in measuring the impact of a project, and how can they be defined to reflect a project's goals?
7. How can social projects in education use indicators to measure their impact, and what types of indicators are most effective in this field?
8. What challenges might arise when measuring the social impact of a project, and how can they be addressed to ensure accurate assessment?
9. How can the measurement of social impact influence future project planning and decision-making?

Seminar session № 11

Social projects and social entrepreneurship in educational institutions. Means of formation and improvement of competence in the field of social project activity.

1. Foreign experience of implementing social projects and organizing social enterprises in schools.
2. Social mission and social projects at the world's leading universities. Student social entrepreneurship: best practices.
3. Social projects and social entrepreneurship in Ukrainian educational institutions: first experience.
4. Formation and improvement of competence in the field of social project activity by means of formal and informal education.

Social Projects and Social Entrepreneurship in Educational Institutions. When studying this topic, it is important to understand how educational institutions can engage in social project activities and social entrepreneurship. Educational institutions, such as universities and schools, can play a significant role in creating social change by implementing projects that address community needs and by fostering social entrepreneurship. Learn how these institutions can integrate social projects into their mission and contribute to societal development through both student and faculty involvement.

Foreign Experience of Implementing Social Projects and Organizing Social Enterprises in Schools. Examine the experiences of foreign educational institutions in organizing and implementing social projects and social enterprises. Focus on how universities and schools in various countries have integrated social initiatives into their curricula and extracurricular activities. Study successful models, such as university-based incubators, social entrepreneurship programs, and community outreach initiatives that have made a significant impact on local communities.

Social Mission and Social Projects at Leading Universities. Investigate how leading universities around the world align their social mission with the implementation of social projects. Understand how these institutions prioritize social responsibility and incorporate it into their education, research, and community involvement. Study examples of social projects led by top universities that aim to address global challenges, such as poverty, inequality, and environmental sustainability, and explore how these projects are structured and executed.

Student Social Entrepreneurship: Best Practices. Focus on the role of students in social entrepreneurship. Learn about student-led social enterprises, their innovative approaches, and how they contribute to both social change and the students' personal development. Study best practices from around the world, such as student-run social

enterprises, volunteer networks, and social innovation competitions, and understand how these initiatives help students build entrepreneurial skills while addressing pressing social issues.

Social Projects and Social Entrepreneurship in Ukrainian Educational Institutions: First Experience. Examine the emerging field of social entrepreneurship and social project implementation in Ukrainian educational institutions. Understand the challenges and successes of early social project initiatives in Ukrainian universities and schools. Learn how students and faculty are becoming involved in addressing social issues through educational projects, and enterprises, and explore how these efforts are shaping the future of social entrepreneurship in Ukraine.

Formation and Improvement of Competence in the Field of Social Project Activity. Pay attention to how educational institutions contribute to the development of competencies related to social project activity. Study both formal and informal methods of education, such as courses, workshops, volunteer programs, and partnerships with NGOs and businesses, that help students build the necessary skills to design, implement, and evaluate social projects. Focus on how these experiences contribute to the students' personal and professional growth while preparing them for leadership roles in social entrepreneurship.

Discussion Questions:

1. How can educational institutions contribute to social change through social projects and social entrepreneurship?
2. What are some successful examples of social projects and social enterprises in foreign educational institutions?
3. How do leading universities integrate their social mission with social project activities?
4. What is the role of students in social entrepreneurship, and how do student-led initiatives contribute to social change?
5. What is the current state of social projects and social entrepreneurship in Ukrainian educational institutions, and what challenges do they face?
6. How can Ukrainian educational institutions improve their support for social project activities and social entrepreneurship?
7. What competencies are necessary for students to successfully engage in social project activities, and how can these be developed through formal and informal education?
8. How do student social entrepreneurship programs help students build valuable entrepreneurial skills while addressing social issues?
9. How can the experiences of foreign universities in social entrepreneurship be applied to the development of social project initiatives in Ukraine?

STUDENT INDEPENDENT WORK

The purpose of independent student work is to develop the ability to work with sources, academic literature, and information resources related to social design; effectively use library collections; analyze material, compare different theoretical approaches, and draw conclusions; as well as summarize and systematize information.

Types of Independent Work:

- Reviewing lecture materials;
- Preparing for seminar sessions;
- Studying course topics assigned for independent learning using the recommended literature from the course syllabus;
- Attending consultations (according to the department's consultation schedule);
- Preparing for examinations based on control questions.

The primary form of independent work involves studying specific topics in social design that are outlined by the department but not covered in classroom sessions.

After studying the assigned topics, students are required to complete a control task (testing or project development).

It is recommended to start exploring any topic by studying the relevant section in fundamental textbooks on social design. This will help establish the role of a given social phenomenon or project within a broader context, analyze its causes and effects, and develop a general understanding. Once the foundational knowledge is acquired, students should compare how the topic is presented in other sources.

Only after forming a comprehensive picture should students proceed to examine primary sources recommended in the literature list, including academic publications, scientific articles, and monographs.

Finally, it is advisable to refer to practical case studies and expert opinions, which will allow for a broader perspective on the issue, highlight strong and weak aspects of different approaches, and refine arguments.

Upon completing the literature review, students should reflect on the diversity of perspectives, identify the most well-founded and logically structured approach, and use it as a basis for their further academic and practical work.

To facilitate the understanding of specialized terminology and concepts, a glossary is provided in the methodological recommendations (Annex A).

Tasks for self-study

№	Types and content of self-study
1	<p>Topic 1. Social design and social entrepreneurship: essence, differences, lines of contact.</p> <ol style="list-style-type: none"> 1. Foreign experience of social business. 2. Development of social entrepreneurship in Ukraine. 3. Real examples of social projects in different countries.
2	<p>Topic 2. Modern concepts and approaches to social design.</p> <ol style="list-style-type: none"> 1. Foreign and Ukrainian experience of social design and implementation of social projects. 2. Participation of the state and non-governmental organizations in social planning. 3. Experience about governmental support of social projects in different countries.
3	<p>Topic 3. Social responsibility in the context of social design and social entrepreneurship</p> <ol style="list-style-type: none"> 1. Assessment of social responsibility in social projects and social entrepreneurship. 2. Methods of comprehensive assessment of social responsibility during the implementation of social projects and in the activities of social enterprises. Indices as a means of assessing social responsibility. 3. The social component of the mission of leading world and Ukrainian universities. 4. Cooperation between public organizations, business and educational institutions according to the principles of social responsibility.
4	<p>Topic 4. Project initiation and preparation</p> <ol style="list-style-type: none"> 1. Justification of the social project idea and identification of potential investors/donors. 2. Identification and analysis of stakeholders and beneficiaries of the social project. 3. Defining and formulating the goal and objectives of the social project.
5	<p>Topic 5. Text description of the project</p> <ol style="list-style-type: none"> 1. Analysis of application forms. 2. Work with application forms. Text description of the project according to the requirements of a specific application form.
6	<p>Topic 6. Project team</p> <ol style="list-style-type: none"> 1. Description of the team for the implementation of a specific project. 2. Description of team management style.

	3. Management of conflicts in the team during project implementation.
7	<p>Topic 7. Project actions at different phases of the project cycle. Organizational structure for project implementation.</p> <ol style="list-style-type: none"> 1. Description of the phases of the life cycle of a specific project. 2. Description of the organizational structure for the implementation of a specific project 3. Choice of organizational structure and justification
8	<p>Topic 8. Implementation of the project</p> <ol style="list-style-type: none"> 1. Description of the style and means of managing communications in the team. 2. Description of the style and means of communication management with target groups and beneficiaries of the project. 3. Risk management during the implementation of social project 4. Ensuring the quality of project implementation.
9	<p>Topic 9. Monitoring and evaluation of social projects</p> <ol style="list-style-type: none"> 1. Drawing up a monitoring and evaluation plan for a specific social project. 2. Preparation of the project evaluation report. 3. Defining the criteria of project assessment
10	<p>Topic 10. Measurement of social impact and results of project activity</p> <ol style="list-style-type: none"> 1. Development of own approach, determination of accents and development of indicators depending on the type and scope of project implementation 2. Drawing up a plan for measuring the social impact of a specific project. 3. Definition of indicators.
11	<p>Topic 11. Social projects and social entrepreneurship in educational institutions. Means of formation and improvement of competence in the field of social project activity.</p> <ol style="list-style-type: none"> 1. Student social entrepreneurship: best practices. 2. Social projects and social entrepreneurship in Ukrainian educational institutions: first experience. 3. Formation and improvement of competence in the field of social project activity by means of formal and informal education. 4. Research and presentation of the best student social projects and practices of social entrepreneurship.

EXAMINATION MATERIALS

The semester exam is conducted in a combined format according to the exam session schedule. The test questions cover the entire material of the course.

The exam ticket includes different questions, reflecting all the elements of social design and theoretical aspects of the course material.

Examples of exam ticket questions:

Exam ticket № 1

1. Answer the question:

What is the main essence and goal of social design?

2. Write the SMART table of a social project. You may use the idea of the individual paper about your social project.

S	Specific	What do I want to accomplish? Why do I want to accomplish this? What are the requirements?	
M	Measurable	How will I measure the progress? How will I know that the goal is accomplished?	
A	Achievable	How the goal can be accomplished? What are the logical steps I should take?	
R	Relevant	Is this a worthwhile goal? Is this the right time? Do I have the necessary resources? Is this goal in line with my long- term objectives?	
T	Time-bound	How long will it take to accomplish this goal? When is the completion of this goal due? When am I going to work on this goal?	

3. Run the test. Read the statement and decide whether it is True or False.

- Types of social design can be combined and complement each other within the framework of integrated approaches for solving medical and government challenges.

☐ True

☐ False

- Social problems serve as the basis of social projects for improving life and social development.

☐ True

☐ False

4. Give a complex answer about the issue given. Describe the theoretical basis and your personal attitude to the importance of this issue, how important it is, have you ever used this approach in your business tasks or daily work.

The "Tree of Problems". Definition, meaning of each part in Tree of problems.

Questions for the final knowledge assessment

1. Social design: concept, essence, purpose and task. Types of social design.
2. Interrelationships between social reality, social needs, social projects and social change.
3. The effectiveness of the social project.
4. Social design and social entrepreneurship: common and different. Social entrepreneurship as a new social practice and an alternative to the state mechanism for solving social problems, as a means of promoting economic development and a modern economic trend.
5. Socially oriented business: Foreign experience of social business. Development of social entrepreneurship in Ukraine.
6. Evolution of forms of social design and modern concepts and strategies of social design activity.
7. Social problems as the ideological basis of social projects. Principles, functions, purpose and tasks of social design and project.
8. The structure of the social project. Classification of social projects. The main classification criteria.
9. Sources of funding for social projects.
10. Subject, object, subject of social design. Target groups and beneficiaries of social projects.
11. Algorithm of social design.
12. Foreign and Ukrainian experience of social design and implementation of social projects. Participation of the state and non-governmental organizations in social planning.
13. Modern approaches to the concept of social responsibility.
14. Social responsibility of the state, institutions of civil society, enterprises and employees in the fields of social design and social entrepreneurship.
15. Formation of relations between state institutions, public organizations and social business structures based on social responsibility and social partnership. Cooperation between public organizations, business and educational institutions according to the principles of social responsibility. The social component of the university's mission.

16. Assessment of social responsibility in social projects and social entrepreneurship.
17. Methods of comprehensive assessment of social responsibility during the implementation of social projects and activities of social enterprises.
18. Indices as a means of assessing social responsibility.
19. The main prerequisites for the viability of the project and the attraction of potential investors/donors.
20. Stakeholder analysis.
21. Analysis of the problem and the consequences of not solving it. Goal setting in project activity. Definition and formulation of the goal and objectives of the project.
22. «Tree of problems» and «tree of objectives».
23. Determination of target groups and beneficiaries.
24. Description of expected results.
25. The concept of text description of the project.
26. Application form. An outline of the content of the project in application form.
27. Selection of the best options and justification of the project.
28. Project viability assessment.
29. Budgeting.
30. The final text form of the project.
31. Project team: essence, basic principles of effective team formation.
32. Stages of the life cycle of the project team, the main principles of its formation. Types of teamwork and control levers. Stages of team formation. Functions of the project team.
33. Professional and role requirements for team members.
34. Organization and improvement of the effectiveness of teamwork on the project.
35. Team management styles and personal qualities of a project manager. Management of conflicts in the team during project implementation.
36. Selection of the team depending on the specifics of the project.
37. Phases of the project life cycle. Project actions, approaches to their implementation and main principles.
38. Management actions aimed at project implementation. A group of execution processes.
39. Development of an organizational structure for project implementation. Optimal choice of organizational structure. Selection and description of the organizational structure for the implementation of the developed project.
40. Provision and management of labor resources of the project implementation phase.

41. Management of communications within the team, with target groups and project beneficiaries.
42. Methods of disseminating information about project implementation. Technologies of group communication in decision-making.
43. Procurement management. Ensuring the quality of project implementation.
44. Monitoring and evaluation of the project: common and distinctive features.
45. Criteria for assessing social project activity: efficiency, economy, effectiveness.
46. Professional competences necessary for monitoring and evaluation.
47. Stages of assessment activities and requirements for their implementation.
48. Collection of factual material for evaluation. Quantitative and qualitative analysis of actual material. Preparation of the project evaluation report.
49. The social impact of the project, its essence, manifestations, feasibility of measurement.
50. Tasks and approaches to measuring social impact. Ways and stages of measuring social impact. Technology for measuring the social impact of a specific project.
51. Development of own approach, determination of accents and development of indicators depending on the type and scope of project implementation. Definition of indicators for project impact assessment.
52. Indicators for measuring the impact of social projects in the field of education.
53. Foreign experience of implementing social projects and organizing social enterprises in schools.
54. Social mission and social projects at the world's leading universities. Student social entrepreneurship: best practices.
55. Social projects and social entrepreneurship in Ukrainian educational institutions: first experience.
56. Formation and improvement of competence in the field of social project activity by means of formal and informal education.

EVALUATION SYSTEM AND CRITERIA

Grading scheme

Current control, independent work, individual tasks												Examination	Total	
Section 1			Section 2				Section 3				Control paper			Total
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11				
3	3	3	5	5	5	5	4	4	4	4	15	60	40	100

Criteria for evaluating educational achievements

The control of theoretical knowledge and formation of practical skills is an integral part of the educational process. The assessment of students' knowledge of the discipline takes into account all types of classes provided by the curriculum. Testing of students' knowledge and skills is carried out with the help of current, intermediate and final control. During the study of the discipline, the following knowledge assessment methods are used:

- current control is carried out at seminar classes in the form of an oral survey of students;
- intermediate control is carried out upon completion of the study of each section of the curriculum in the form of an oral survey and tasks on the topics of the section;
- the final control is conducted in the form of a written exam.

The results of the semester control are derived from the sum of the points scored by the student during the semester (taking into account current and intermediate control), which makes it possible to assess the student's knowledge of the entire course of the discipline. The maximum number of points is 60.

The results of the exam are evaluated "excellent", "good", "satisfactory", "unsatisfactorily". The maximum number of points is 40.

A grade equivalent to "excellent" is given if the student demonstrates comprehensive systematic and in-depth knowledge, firmly masters all the program material in full, answers all the questions on the exam card comprehensively and consistently demonstrates a high level of knowledge and skills.

A grade equivalent to "good" is assigned if the student firmly knows the program material, sufficiently formed practical skills, demonstrates the ability to apply the acquired knowledge for planning and development of social projects, however, reveals insignificant gaps in the presentation of material, substantiation and argumentation of own conclusions.

A grade equivalent to "satisfactory" is assigned if the student masters the main material, but does not know details, gives inaccurate answers, has gaps in knowledge, does not demonstrate the ability to apply theoretical knowledge for strategic management.

A grade equivalent to "unsatisfactory" is issued if the student does not know a significant part of the program material, makes significant mistakes, does not demonstrate developed practical skills.

The final grade is derived from the sum of the points scored by the student for the work during the semester and the results of the final control (exam), which makes it possible to assess the student's knowledge of the entire course of the discipline. The maximum number of points is 100.

Rating Scale

The sum of points for all types of educational activities during the semester	Assessment	
	four-level assessment	two-level assessment
90 – 100	excellent	passed
70-89	good	
50-69	satisfactory	
1-49	unsatisfactory	failed

LIST OF RECOMMENDED LITERATURE

Basic

1. Aaker, D. A. Building Strong Brands, Free Press, 2021
2. Allen, C., & Chan, S. Branding in the Digital Age: Emerging Trends and Challenges, Wiley, 2022
3. Brown, T. Change by Design: How Design Thinking Creates New Alternatives for Business and Society (Revised Edition), HarperBusiness, 2020
4. Grewal, D., & Levy, M. Marketing, McGraw-Hill Education, 2022
5. Jackson, A. Brand Management: The Art and Science of Building Brands, Sage Publications, 2021
6. Kapferer, J.-N. The New Strategic Brand Management: Advanced Insights and Strategic Thinking (6th ed.), Kogan Page, 2020
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Links to Information Resources on the Internet, Video Lectures, Other Methodical Support

1. What is Brand Management? URL: <https://www.marketingweek.com/what-is-brand-management/>
2. The Ultimate Guide to Branding URL: <https://www.forbes.com/sites/forbesbusinesscouncil/2021/03/05/the-ultimate-guide-to-branding/>
3. Brand Management Resources URL: <https://www.brandingmag.com>
4. The Importance of Digital Branding URL: <https://www.digitalmarketinginstitute.com/blog/the-importance-of-digital-branding>
5. Branding and Consumer Behavior URL: https://www.academia.edu/31810687/Branding_and_Consumer_Behavior
6. Branding and the Customer Journey URL: <https://www.hbr.org/2020/07/branding-and-the-customer-journey>
7. Investopedia: Brand Management URL: <https://www.investopedia.com/terms/b/brand-management.asp>
8. Digital Marketing Institute URL: <https://www.digitalmarketinginstitute.com>
9. The World Bank Group URL: <https://www.worldbank.org>
10. The World Economic Forum URL: <https://www.weforum.org>

GLOSSARY

Accessibility in Social Design – the process of ensuring that social design solutions are usable and available to all individuals, regardless of their abilities, socio-economic status, or geographic location. Accessibility in social design aims to eliminate barriers that may prevent certain groups from fully benefiting from the project.

Agile Methodology in Social Design – an iterative, flexible approach to project management in social design that emphasizes collaboration, adaptability, and continuous improvement. Agile methodology allows design teams to respond quickly to changing needs and feedback throughout the project's lifecycle.

Algorithm of Social Design – a step-by-step method used in social design to structure and organize a project. The algorithm guides the design team through the stages of defining objectives, identifying target groups, crafting solutions, and assessing outcomes, ensuring the project effectively addresses societal needs and fosters positive change.

Beneficiaries – individuals or groups who directly benefit from the outcomes of a social project. These beneficiaries are often at the center of social design efforts, with their needs and challenges shaping the project's goals and solutions, which ultimately aim to improve their quality of life.

Budgeting – the process of estimating and allocating financial resources for different stages of a project. Proper budgeting in social design ensures that resources are used efficiently and effectively, contributing to the project's long-term sustainability and success.

Classifications of Social Projects – categorization of social projects based on characteristics such as scope (local vs. global), impact (short-term vs. long-term), and target groups (vulnerable populations vs. general community). Classifications help guide project strategy, resource allocation, and prioritization.

Co-Design – the collaborative process of involving stakeholders, especially beneficiaries, in the design process. Co-design ensures that the solutions developed are directly aligned with the needs, desires, and expertise of the communities they aim to serve.

Collaborative Partnerships – relationships formed between different stakeholders (e.g., NGOs, governments, community organizations, businesses) to jointly address social issues. These partnerships bring together diverse expertise and resources to enhance the impact and effectiveness of social projects.

Community-Based Solutions – approaches to social design that prioritize the involvement of local communities in identifying problems and creating solutions.

These solutions are grounded in the specific cultural, social, and economic context of the community, ensuring they are more relevant and sustainable.

Criteria for Assessing Social Project Activity – key performance indicators used to measure the success of a social project. These criteria typically assess the project's effectiveness, efficiency, economy, and sustainability, providing insight into whether the project has achieved its intended outcomes.

Cultural Sensitivity in Social Design – the awareness and incorporation of cultural differences and values when creating social solutions. Ensuring cultural sensitivity in design helps avoid misinterpretations and increases the likelihood that a project will be accepted and embraced by diverse populations.

Development of an Organizational Structure for Project Implementation – the process of designing the framework through which a social project will be executed. This includes defining roles, responsibilities, and communication channels within the project team, ensuring everyone is aligned and working toward common goals.

Digital Tools in Social Design – technologies, platforms, and software used to support and streamline social design processes. These tools may include project management software, communication platforms, and data analytics tools, all of which aid in the efficient execution, monitoring, and evaluation of social projects.

Design Thinking – a problem-solving approach that focuses on understanding the needs and perspectives of users, ideating innovative solutions, prototyping, and testing. In social design, design thinking emphasizes empathy, collaboration, and iterative learning to address complex social problems.

Evaluation of Social Projects – the systematic process of assessing the outcomes and impact of a social project. Evaluation typically involves both quantitative and qualitative analysis to determine the project's effectiveness, areas for improvement, and lessons learned.

Empowerment – the process of increasing the capacity of individuals or communities to make decisions and take action on issues that affect their lives. Empowerment in social design focuses on giving marginalized groups the tools and opportunities to influence change.

Ethical Design – the practice of ensuring that social design projects adhere to ethical principles, such as fairness, respect for human rights, and the well-being of all stakeholders. Ethical design in social projects ensures that the outcomes do not harm or marginalize any group while promoting social justice.

Foreign Experience in Social Design – case studies, best practices, and methodologies from international social design projects. Studying foreign experiences can help identify successful approaches, innovative solutions, and common challenges that may inform domestic project planning and execution.

Goal Setting in Project Activity – the process of defining clear and measurable objectives for a social project. Effective goal setting provides direction, helps prioritize activities, and ensures that all stakeholders are aligned around common outcomes.

Grassroots Approach – a method of social design that originates within communities rather than being imposed from external entities. A grassroots approach involves engaging local people in identifying problems and solutions, empowering them to take ownership of their social change initiatives.

Impact Assessment Framework – a set of guidelines or tools used to systematically evaluate the short-term and long-term effects of a social project. The framework helps measure the direct and indirect impacts of interventions on beneficiaries and broader communities.

Impact Measurement – a method of assessing the tangible and intangible outcomes of a social project. Impact measurement considers both short-term and long-term effects on individuals, communities, and society, evaluating whether the project has led to real, meaningful change.

Indicators for Measuring Social Project Impact – specific metrics used to evaluate the success of a social project. These may include changes in health, education, economic status, or social well-being of target populations, as well as environmental or social shifts influenced by the project's interventions.

Inclusive Design – designing solutions that are accessible and beneficial to all, including people with disabilities, elderly individuals, and those from marginalized communities. Inclusive design ensures that no one is left behind in the creation of social change.

Inclusive Participation – the active engagement of all relevant stakeholders, including marginalized or vulnerable groups, in the decision-making process of a social project. Inclusive participation ensures that the voices and needs of all community members are considered and integrated into project design and implementation.

Interested Parties – stakeholders who are indirectly affected by or have an interest in the outcomes of a social project. While they may not be direct beneficiaries, interested parties include organizations, government bodies, policymakers, and others whose actions or decisions can influence the success of the project.

Interrelationships Between Social Reality, Social Needs, Social Projects, and Social Change – the interconnected dynamics that define social design. Social needs arise from real-world problems faced by individuals or communities, and social projects aim to address these needs. Successful projects often lead to broader social change, improving societal conditions for all.

Monitoring and Evaluation of the Project – an ongoing process of tracking the progress of a project while it is being implemented (monitoring) and assessing its

overall success and impact after completion (evaluation). This helps ensure that the project is on track and delivers meaningful results.

Participatory Design – an approach where all stakeholders, including the community and beneficiaries, actively contribute to the design and implementation of a project. Participatory design aims to ensure that solutions are relevant, sustainable, and meet the real needs of the target audience.

Project Viability Assessment – the process of evaluating whether a social project is feasible, sustainable, and likely to achieve its goals. This assessment considers financial, technical, and social factors, as well as potential risks and obstacles, to determine the project's likelihood of success.

Public-Private Collaboration – partnerships between government entities and private sector organizations to address social challenges. These collaborations can leverage both public resources and private sector innovation to scale and sustain social design solutions.

Social Design – a field of design that focuses on creating solutions to address complex social issues and improve the well-being of communities. Social design emphasizes collaboration, inclusivity, and sustainable change, aiming to create lasting positive impact.

Social Design and Social Entrepreneurship – social design and social entrepreneurship share a common goal of solving social problems, but differ in their approaches. While social design often emphasizes collaborative, community-driven solutions, social entrepreneurship tends to focus on market-based, business-driven models to create social change.

Social Innovation – the development of new solutions, strategies, or models that address social problems in more effective or sustainable ways. Social innovation often involves thinking outside traditional frameworks and exploring novel approaches to solving complex social issues.

Social Needs – the fundamental requirements of individuals and communities that must be addressed to improve quality of life. These needs often include access to healthcare, education, employment, and housing, as well as social inclusion and security.

Social Problems – challenges or issues that negatively impact communities or individuals, such as poverty, inequality, and environmental degradation. Social design seeks to address the root causes of these problems, aiming for systemic solutions that promote long-term positive change.

Social Project – a structured initiative or intervention aimed at solving specific social problems or addressing social needs. Social projects can range from small community-based efforts to large-scale global initiatives, and they often involve collaboration between multiple stakeholders.

Social Responsibility – the ethical obligation of organizations, governments, and individuals to contribute positively to society. Social responsibility includes acting in ways that consider the well-being of others and the environment, and making decisions that foster positive social, economic, and environmental outcomes.

Stakeholder Analysis – the process of identifying and understanding the different individuals or groups that have a stake in a social project. Stakeholder analysis helps ensure that all relevant voices are considered, and their interests are addressed in the planning and execution of the project.

Sustainability in Social Design – the focus on creating solutions that are not only effective in the short-term but can also be maintained and scaled over time. Sustainability in social design considers environmental, economic, and social factors to ensure long-term positive impact.

Systemic Change – an approach in social design that aims to transform the underlying structures, policies, and systems that create social problems. Systemic change focuses on addressing the root causes of social issues to create lasting and widespread improvements.

Target Groups – the specific segments of the population that a social project is designed to help. Target groups are typically identified based on shared characteristics such as vulnerability, need, or socio-economic status.

The «Tree of Objectives» – a planning tool used to define and structure the desired outcomes of a social project. It helps ensure that the objectives align with the root causes of the problems identified in the "Tree of Problems" and that interventions target the most crucial areas.

The «Tree of Problems» – a visual framework used to analyze the root causes of social issues. The tree metaphor helps identify how specific problems arise from broader, systemic issues, guiding social designers to address the underlying causes rather than just symptoms.

Theory of Change – a framework used to map out the pathways through which a social project will achieve its desired impact. The theory of change outlines the activities, outcomes, and long-term goals, providing a logical flow from interventions to ultimate societal change.

User-Centered Design – an approach to social design that places the user (typically the beneficiary) at the center of the design process. By understanding the needs, desires, and limitations of users, this approach ensures that the solutions created are practical, effective, and meaningful to the target audience.

**TEMPLATE
OF APPLICATION FORM FOR SOCIAL PROJECT
(for control paper)**

Project title	
Introduction (20-100 words)	
Duration of the project	mm.yyyy – mm.yyyy.
Applicant (<i>choose the right option by clicking</i>)	<input type="checkbox"/> Team <input type="checkbox"/> Organization
Name of the organization (the main manager in project)	
Activity areas <i>Briefly provide the information about organization's activities</i>	
Do you fall into one of the following categories?	<p>Selected from the list</p> <input type="checkbox"/> I don't belong to any of the categories <input type="checkbox"/> rural youth <input type="checkbox"/> NEET youth (not in Education, Employment or Training) <input type="checkbox"/> low-income, large or single-parent families, as well as mothers with many children <input type="checkbox"/> pupils of children's villages and graduates of orphanages up to twenty-nine years <input type="checkbox"/> people with disabilities and/or additional needs <input type="checkbox"/> parents and other legal representatives living with people with disabilities and/or additional needs <input type="checkbox"/> pensioners and unemployed of pre-retirement age

I. SOCIAL IMPACT

1. Social issue.

Describe what kind of social problem your project would solve. It is necessary to provide supporting information, relevant links to sources.

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2. Solution.

How are you going to solve abovementioned issue?

Describe, what are you aiming for and going to and what are you going to do to achieve it?

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3. Geography of the project.

Specify in which regions, oblasts, cities, towns, and villages your project will be implemented.

--

4. Beneficiaries.

Whose problem your project will solve? Who will benefit from it? How many people?

--

5. Motivational question.

Why do you decide to start this project?

Describe what motivates you to solve this problem?

Maybe you have already taken actions in this direction, if so, please describe it.

--

II. PROJECT EFFECTIVNESS

6. Time schedule.

Activity/Action/Work is what needs to be carried out/organized/done in order to implement the project.

№	Name of activity/activity/work	Deadline

7. Project indicators.

How are you going to measure the achievement of the result? Indicate 4 qualitative and/or quantitative indicators. For example, quantitative indicators include the number of people, publications, and others; quality indicators - what changes will happen with the beneficiaries of your project. For example, proportion of trained children whose vocabulary is age-appropriate (%)

Name of the indicator (quantitative and qualitative)	Unit (pcs., people, %, etc.)	Final goal (specific numerical indicator)

III. RESOURCES

8. Budget.

What expenses will you incur at the expense of the Fund's grant?

E.g., printing services, purchase of sewing machines.

If you plan to contribute your own funds or sources of co-funding from the third party, please specify

№	Expenses	Number of units	Price	Source (Fund Grant/Own Funds/Cofunding)
	TOTAL			

9. Who is in your team?

Describe the role of your team members in the project and the organizational structure of your project. Will there be some working groups or committees, chief members or leaders of these groups? For example: working group responsible for communication with beneficiaries and its leader ...; financial committee and the person who is the main accountant in this project; etc.)

Full name of the project team member	Specific project role/responsibility	Details (age, education, profession, skills)

10. Fill in the table about organizational structure of the project

Name of leading positions (director, coordinator, project manager), working groups or committees	Members (names of people who are in your project)	Responsibilities

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IV. Expected Outcomes

(describe the anticipated results, impact, or benefits of the project).

--

V. Risk Assessment

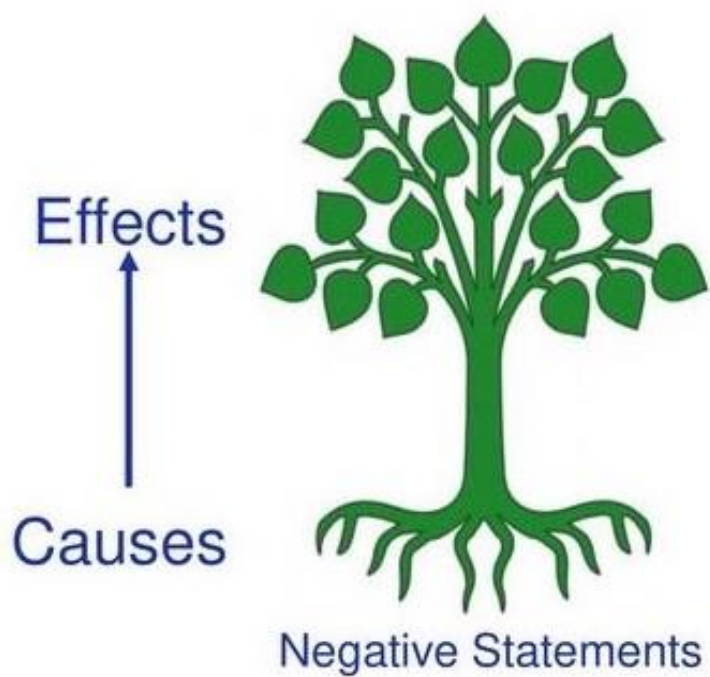
Describe the risk	The ways to overcome the risk, your actions in case of happening risk events

Date of application

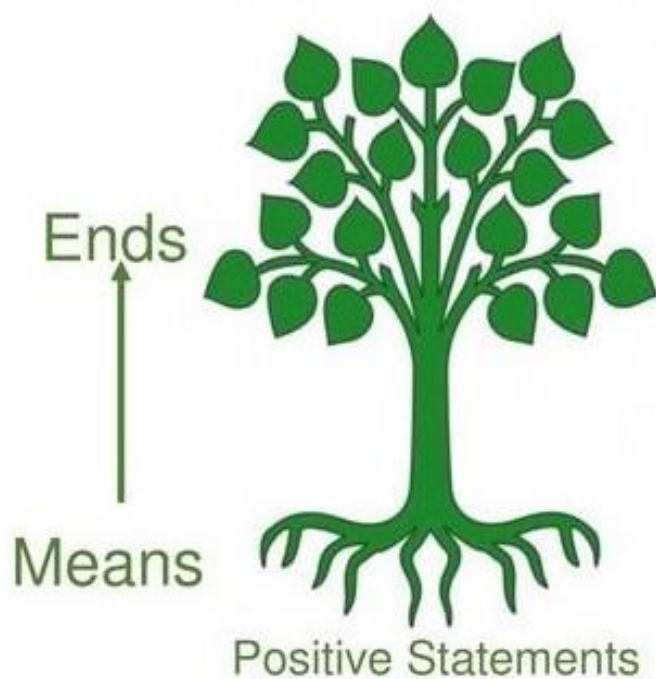
Signature of applicant

ILLUSTRATIVE MATERIALS

Problem Tree



Objective Tree



Електронне навчальне видання комбінованого використання
Можна використовувати в локальному та мережному режимі

Челомбітько Тетяна Валеріївна

СОЦІАЛЬНЕ ПРОЕКТУВАННЯ

Методичні рекомендації
з підготовки до практичних занять та виконання самостійної роботи
з дисципліни для здобувачів другого (магістерського) рівня вищої освіти
спеціальності 073 «Менеджмент» за освітньою програмою
«Менеджмент організацій та адміністрування»

(Англ. мовою)

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