

MINISTRY of EDUCATION and SCIENCE of UKRAINE
Ternopil Ivan Puluj National Technical University

EDUCATIONAL AND PROFESSIONAL PROGRAM

«Management»

of the first (Bachelor's) degree of higher education
branch of knowledge 07 «Management and administration»
on specialty 073 «Management»
Qualification: Bachelor in Management

Approved by the Academic Council

Head of the Academic Council


_____/ **Mykola MYTNYK** /
(Minutes № 3 of 19.03.2024)



Educational program is launched on 01.09.2024.

Rector _____ / **Mykola MYTNYK** /
(Order №4/7-242 of 22.03.2024)

Letter of Approval
of the educational and professional program

Approved by

Head of Management and
Administration Department
Dr.Sc. (Economics), Prof.


Olena SOROKIVSKA

Dean of the Economics and Management
Faculty
Ph.D. (Economics), Prof.


Halyna TSIKH

Chairman of Expert council


Vasyi POTYUK

PREFACE

Developed by the project group of specialty 073 "Management" Ternopil Ivan Puluj National Technical University, consisting of:

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|-----------------|-------------------------------------------------------------------------------------------------------|
| Nataliia Kyrych | Doctor of Economic Sciences, Professor of Management and Administration Department |
| Olha Halushchak | PhD in Economics, Associate Professor of Management and Administration Department |
| Nataliia Yuryk | PhD in Economics, Associate Professor of Management and Administration Department |
| Olha Hevko | PhD in Economics, Associate Professor, Director of Educational Ltd. Consulting Complex "Profi-center" |
| Matymesh Inna | student of the BM-11 group |

REVIEWERS OF THE EDUCATIONAL PROGRAM:

1. Specialists from leading higher education institutions of Ukraine:

Tarasiuk Halyna Mykolaivna - Doctor of Economic Sciences, Prof., Dean of the Economics and Management Faculty of the Zhytomyr Polytechnic State university.

Yasinetska Iryna Anatoliivna - Doctor of Economic Sciences, Prof., Vice-Rector for Educational Work of the HEI "Podillia State University".

2. Representatives of the labor market:

Dubchak Oleksandr Yaroslavovych – Director of LLC "Element Trade"

Kmet Natalia Hryhorivna - director of the Ivano-Frankivsk branch of the "ARS KERAMIKA" LLC Trading Group

1 Profile of the Education and Professional Program in Specialty 073 “Management”

| 1 – General characteristics | |
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| Full name of higher educational institution and a structural subdivision | Ternopil I. Puluj national technical university, Management and Administration Department |
| Higher education degree and name of Qualification in the original language | бакалавр, бакалавр менеджменту |
| Official name of Educational program | Management |
| Type of diploma and scope of the educational program | Bachelor's degree diploma, single, 240 ECTS credits. Duration of study – 3 years 10 months. |
| Accreditation available | National Agency for Higher Educational Quality Assurance, Certificate of Educational Program Accreditation № 4632 of 02.06. 2023, valid to 01.07.2028 |
| Cycle/level | FQ-EHEA – first cycle, EQF LLL – 6 th level, NQF of Ukraine– 6 th level |
| Prerequisites | Complete general secondary education, EQL “Junior Specialist”, ED “Professional Junior Bachelor” |
| Language(s) of instruction | Ukrainian, English |
| Educational program validity | till July 1, 2028 |
| Permanent Internet address of educational program description | op073b.pdf (tntu.edu.ua) op073b-eng.pdf (tntu.edu.ua) |
| 2 – Purpose of the educational program | |
| The formation and development of general and professional competencies in students who will possess fundamental knowledge and practical skills in the field of management, taking into account the current labor market requirements in conditions of uncertainty and integration into the European educational space. | |
| 3 – Characteristics of educational and professional program | |
| Subject area (field of knowledge, specialty, specialization (if applicable)) | <p>Branch of knowledge 07 Management and administration Specialty 073 Management</p> <p>Object of study: management of organizations and their subdivisions.</p> <p>Goals of study: training of specialists able to solve practical problems and complex specialized tasks characterized by complex and uncertain conditions in the field of management of organizations and their subdivisions.</p> <p>Theoretical contents of the course: paradigms, laws, regularities, principles, history of management development; conceptions of system, situational, adaptive, anticipating, anti-crisis, innovative, project management etc; functions, methods, technologies and managerial decisions in management.</p> <p>Methods, techniques and technologies: general scientific and specific research methods (calculational-analytical, economical-statistical,</p> |

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| | <p>economical-mathematical, expert assessment, fact-based, sociological, documental, balance etc.); methods of management functions implementation (methods of marketing study; methods of economical diagnostics; methods of forecasting and planning; methods of design of management organizational structures; methods of motivation; methods of control; methods of assessment of social, organizational and economic efficiency in management etc.), methods of management (administrative, economic, social-psychological, technological); technologies of managerial decisions substantiation (economic analysis, simulation modeling, decision tree etc.).</p> <p>Tools and equipment: justification of management decisions through the implementation of methods of economic analysis and situation modeling, using decision trees, modern information-communication equipment, information systems and software products used in management.</p> |
| Educational and professional program orientation | <p>Educational and professional, academic.</p> <p>Oriented on formation in higher education applicants the necessary knowledge of the fundamentals of management system, abilities and skills in organizing the activity of business entities so that to meet modern requirements; serious attitude towards the professional activity and the experience of its practical implementation; ability in efficient working, solving standard and specific professional tasks.</p> |
| Main focus of educational program | <p>General Education in the Specialty 073 "Management," EPP "Management."</p> <p>The program is based on modern management concepts, taking into account the specific features of decision-making processes in the domestic business environment. It aims to enhance the management and control levels of enterprises and advance modern management practices. The program focuses on the education and development of modern managers: entrepreneurs who are risk-takers, proactive, and capable of quick adaptation. It is designed to cultivate managers with a new, forward-thinking mindset, capable of not only applying existing management and administration methods but also developing new ones based on contemporary scientific advancements.</p> <p>Keywords: management, managerial decisions, management functions, management methods, organizational change.</p> |
| Program features | <p>The program offers interdisciplinary and multidisciplinary training to develop skills in the management of modern organizations and their departments. It includes the use of interactive, open, and problem-based lectures, seminars, and round tables with the participation of renowned experts and practitioners from business and management. The program also features business training sessions based on simulations, as well as the application of modern educational information and communication technologies.</p> |
| 4 – Graduates suitability for employment and further education | |
| Suitability for employment | <p>A Bachelor of Management can hold entry-level positions according to the job titles listed in the National Classifier of Professions of Ukraine "Classifier of Professions DK 003: 2010." Section 3: Professionals.</p> <p>3435 Office Administrators 3435.1 Office Administrators (Government Institutions) 3435.2 Office Administrators (Types of Economic Activities) 3436 Executive Assistants</p> |

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| | <p>3436.1 Executive Assistants of Enterprises, Institutions, and Organizations</p> <p>3436.2 Executive Assistants of Production and Other Main Units</p> <p>3436.3 Executive Assistants of Small Enterprises Without a Management Staff</p> <p>3436.9 Other Assistants</p> |
| Further study | Study on the programs of the second cycle of higher education (NQF – 7 level, FQ-EHEA – second cycle, EQF-LLL – 7 level) |
| 5 – Teaching and assessment | |
| Teaching and study | <p>Student-centered learning, problem-based learning, and e-learning in the ATutor system of TNTU, as well as self-directed learning, are key components. Teaching is conducted through various formats, including lectures, multimedia lectures, interactive lectures, practical and seminar sessions, and laboratory work. Additionally, the program includes independent work with the option of consultations with instructors, e-learning for specific educational components, individual sessions, and group project work. The approach combines lectures and practical sessions with situational problem-solving, case methods, business games, and training exercises that develop leadership skills and the ability to work in teams.</p> |
| Assessment | <p>Evaluation Levels: Ongoing assessment, module control, and final assessment.</p> <p>Forms of Evaluation: Ongoing questioning, tests, reports, individual research assignments (INRAs), practice reports, exams, and credits.</p> <p>Certification: Public defense of a qualification work.</p> <p>The assessment of students' academic achievements is conducted on a 100-point scale, with corresponding conversion to a linguistic scale and the ECTS scale. This process is regulated by the Regulations on the Evaluation of Students at Ternopil Ivan Puluj National Technical University (new edition) - Order No. 4/7-670 dated September 25, 2020.</p> |
| 6 – Program competencies | |
| Integral competence | Ability in solving complex specific tasks and practical problems characterized by complex and uncertain conditions in the field of management or in the study process involving the use of theories and methods of social and behavioristic sciences. |
| Competencies specified by the higher education standard | |
| General competencies (GC) | GC1 Be able to implement rights and duties as a member of society; comprehension of value of civil (free democratic) society and the necessity of its sustainable development, supremacy of law, human rights and freedoms in Ukraine. |
| | GC2 Be able to store and add moral, cultural, scientific values and achievements of society due to the understanding of history and laws of development of the subject area, its place in the general system of knowledge about nature and society and in the development of the society, engineering and technologies, apply different kinds and forms of physical activity for active rest and healthy lifestyle. |
| | GC3 Ability of abstract thinking, analysis and synthesis. |
| | GC4 Ability in applying theoretical knowledge in practice. |
| | GC5 Knowledge and understanding the subject area and professional activity. |
| | GC 6 Be able to speak and write in state language. |
| | GC7 Be able to speak a foreign language. |
| | GC8 Be able to apply information and communication technologies. |
| | GC9 Be able to study and become proficient. |

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| | GC10 Be able to conduct research on proper level. |
| | GC11 Be able to adapt oneself and act under new environment conditions. |
| | GC12 Be able to generate new ideas (creativity). |
| | GC13 Value and respect variety and multi-culture. |
| | GC14 Be able to work in international context. |
| | GC15 Be able to act on the basis of ethics thinking (motives). |
| Special (professional) competencies (SC) | SC1 Be able to determine and describe the characteristics of an organization. . |
| | SC2 Ability in analyzing the results of an organization activity, compare it with the factors of impact of internal and external environment. |
| | SC3 Be able to determine the prospects of an organization development. |
| | SC4 Be able to determine functional spheres of the organization, their interconnections. |
| | SC5 Be able to manage the organization and its subdivisions due to the management functions implementations. |
| | SC6 Be able to act as a socially responsible and conscious person. |
| | SC7 Be able to choose and apply the latest tools of management. |
| | SC8 Be able to plan the organization activity and to manage time. |
| | SC9 Be able to work in a team and to develop interpersonal contacts at professional problems solving. |
| | SC10 Be able to estimate the work done, provide its quality, and motivate the company staff. |
| | SC11 Ability in developing and arranging the effective communication within the process of management. |
| | SC12 Ability in analyzing and structuring the problems of an organization, make reasonable decisions. |
| | SC13 Understand the principles and norms of law and apply them in professional activity. |
| | SC14 Understand the principles of psychology and apply them in professional activity. |
| SC15 Be able to form and develop leader's features and behavioristic skills. | |
| 7 –Program learning outcomes | |
| Program learning outcomes (PLO): | PLO1 Be aware of one's rights and duties as a society member, understand the values of civil society, supremacy of law, human rights and freedoms in Ukraine. |
| | PLO2 Preserve moral, cultural, scientific values and enrich the achievements of society, use different kinds and forms of physical activity to lead healthy lifestyle. |
| | PLO3 Demonstrate the knowledge of theories, methods and functions of management, modern leadership conceptions. |
| | PLO4 Demonstrate the skills in problems detecting and managerial decisions substantiating. |
| | PLO5 Describe the contents of the functional spheres of the organization activity. |
| | PLO6 Have skills in search, collection and analysis of information, indices calculation for managerial decisions substantiating. |
| | PLO7 Have skills in organization design. |
| | PLO8 Apply management methods to provide the organization efficient activity. |
| | PLO9 Have skills in cooperation, leadership, team work. |
| | PLO10 Have skills in substantiating of efficient tools of the organization staff motivation. |

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| | <p>PLO11 Have skills in the analysis of the situation, communication in different spheres of the organization activity.</p> <p>PLO12 Assess legal, social and economic consequences of the organization functioning.</p> <p>PLO13 Speak and write state and a foreign language.</p> <p>PLO14 Identify the reasons of stress, adapt oneself and members of team to stress situation, find solutions for its neutralization.</p> <p>PLO15 Be able to act as a socially responsible and conscious citizen due to ethics thinking (motives), respect to variety and differences in cultures.</p> <p>PLO16 Have skills in independent work, flexible thinking, be open to new knowledge gaining, be critical and self-critical.</p> <p>PLO17 Carry out research on one's own and/or in a group under the leader's supervision.</p> |
| <p>8 – Program implementation resources</p> | |
| <p>Staff assistance</p> | <p>The main staff of the educational program lecturers includes professors and assistant professors of Management and Administration department. Besides, some disciplines are taught by professors and assistant professors of the Department of Management of Innovative Activity and Service Industry, and Economics and Finance Department according to their proficiency and experience. The lecturers involved in the teaching process within the program are active and well-known scientists who publish their papers in national and foreign scientific journals, have proper professional competence and experience in teaching, scientific research and pedagogical activity.</p> <p>The academic staff involved in the teaching of profession-oriented disciplines has scientific degrees in specialty and approved level of scientific and professional activity. All lecturers are the authors of textbooks, monographs, articles, participants of national and international scientific conferences.</p> <p>The teaching process on compulsory disciplines is provided with the teaching complexes of the disciplines consisting of textbooks, instructions to practical classes, laboratory practicums, instructions to students' self-study, course projects, development prototypes of course projects, examinations and tests of various level of difficulty.</p> <p>Practice-oriented character of the educational program provides practical experts participation which correspond to the program direction, and also involving to the professional unions and associations aims at synergetic connection strengthening of theoretical and practical training.</p> <p>Project group manager and academic staff providing the program implementation correspond to the requirements specified by License conditions of educational activity conducting of educational establishments.</p> <p>Over 70% of the scientific and pedagogical staff involved in teaching the cycle of educational components that provide the student's special competencies hold relevant academic degrees and titles. They meet a sufficient number of the sub-requirements outlined in paragraph 38 of the Licensing Conditions.</p> |
| <p>Materials and equipment</p> | <p>Learning process according to the educational program takes place in the classrooms and laboratory rooms equipped with multimedia apparatuses and proper hardware. The appropriate hardware is used in teaching-scientific work according to the educational program: computers, laptops, scanners, multimedia projectors. Classes are given in</p> |

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| | <p>2 computer classrooms equipped with licensed operation system Microsoft and applied software Microsoft.</p> <p>TNTU has created the necessary conditions to ensure accessibility for people with disabilities and other individuals with limited mobility.</p> |
| <p>Information support and teaching – learning materials</p> | <p>The students trained according to this educational program and academic staff can use library-information resources, interuniversity scientific library, some libraries or their branches of the educational-scientific structural subdivisions of the university. Besides, there are some virtual reading halls. Information resources of TNTU according to the educational program are formed on the basis of subject area and modern tendencies of scientific research in this field. All students can get access to all print editions in different languages including monographs, articles, textbooks, dictionaries etc. Moreover, they can read literature both using the traditional means of search in the library or using the Internet access to databases. Students can also use the database of scientific-technical library and institutional repository ELARTU.</p> <p>Access to all library bases can be obtained within the university internal network.</p> <p>Students also use teaching material prepared by the lecturers: textbooks, presentations on lectures, lecture notes, instructions to practical, laboratory, seminar classes, individual tasks etc. Resource material can be obtained both in print and e-form.</p> <p>The TNTU e-learning system Atutor provides with the access to materials both in English and Ukrainian on educational program disciplines, presentations, tests, video material and other e-learning components. The platform ATutor combining the materials of lectures, practical classes and instructions and tasks of the self-study with possible team work on e-courses, e-catalogue materials of the library, repository and references to external study courses was developed for a distant access to teaching – learning materials.</p> <p>The teaching materials are constantly updating and adapting according to educational program goals.</p> |
| <p>9 – Academic mobility</p> | |
| <p>National credit mobility</p> | <p>Every higher education student has the opportunity, within the framework of national academic mobility, to take individual courses at partner institutions (based on bilateral agreements between TNTU and Ukrainian higher education institutions), study for a semester with subsequent recognition of the results obtained, and receive credit for them. The ability to study in multiple specializations or at several institutions simultaneously is regulated by CMU Resolution No. 579 "On Approval of the Regulation on the Procedure for Exercising the Right to Academic Mobility" dated August 12, 2015, and the Regulation on the Procedure for Exercising the Right to Academic Mobility by participants in the educational process and staff at Ternopil Ivan Puluj National Technical University - Order No. 4/7-964 dated November 25, 2022.</p> |
| <p>International credit mobility</p> | <p>There is a provision for a "mobility semester" based on bilateral agreements between Ternopil Ivan Puluj National Technical University and Lublin University of Technology (Poland), Instituto Superior de Gestão (Portugal), and the Higher School of Occupational Safety Management in Katowice (Poland).</p> <p>There is also an opportunity to obtain a double degree based on a bilateral cooperation agreement between Ternopil Ivan Puluj National Technical University and Lublin University of Technology (Poland), Sopot University (Poland). Additionally, there is an opportunity to study</p> |

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| | under the Erasmus+ student mobility program at the University of Valencia (Spain). |
| Foreign students training | Foreign students are trained in Ukrainian-speaking and English-speaking groups. Teaching in English is mostly provided by the academic staff of Management and Administration department and other departments of the university. |

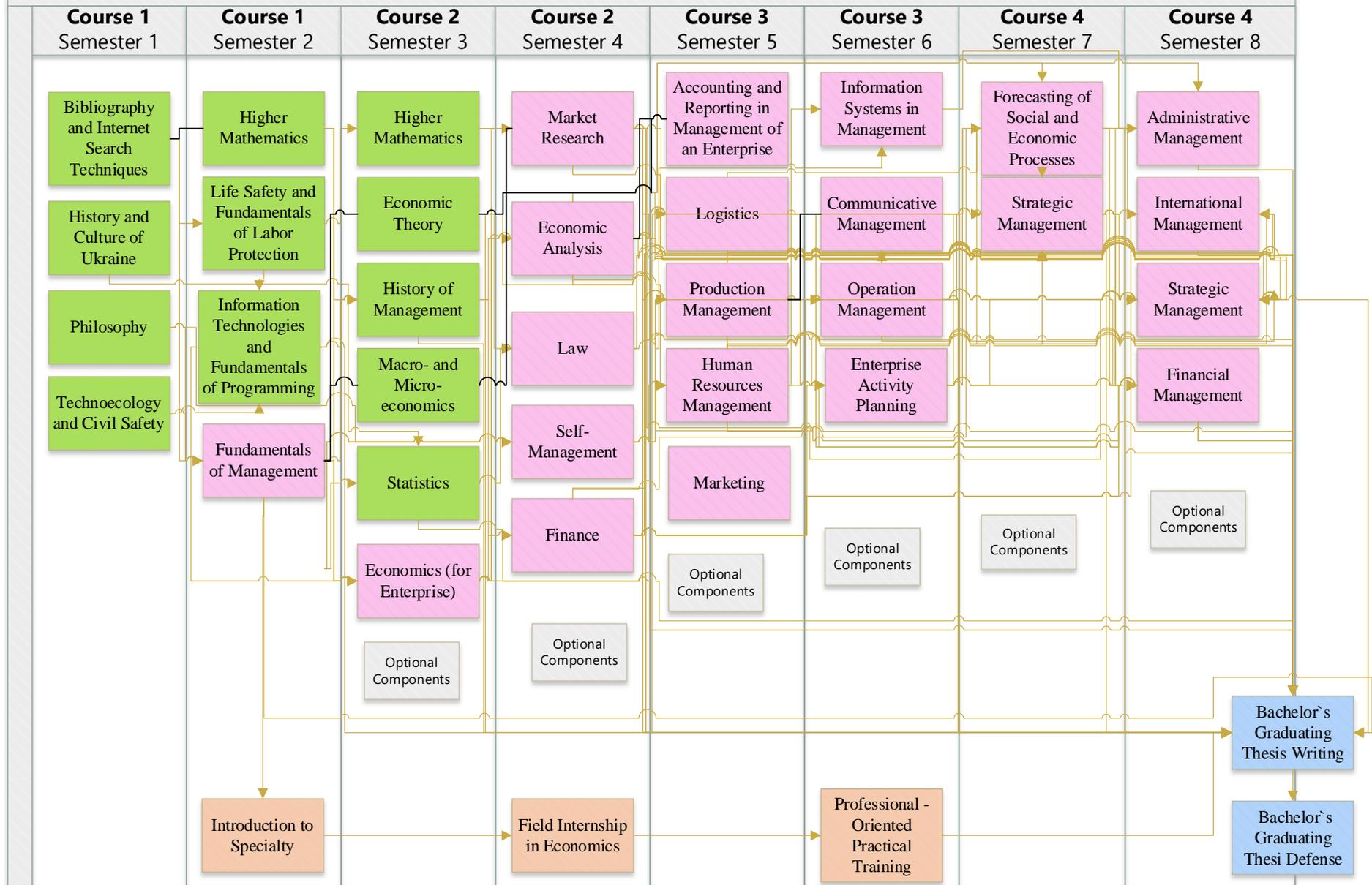
2 List of Educational-Professional Program educational components and their logical sequence

2.1 List of Educational-Professional Program components

| Educational component code | Components of the educational program (academic courses, courseworks, practices, qualification work) | Number of credits | Form of final control |
|------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------|-----------------------|
| 1 | 2 | 3 | 4 |
| <u>Compulsory components (CC)</u> | | | |
| 1 Cycle of general training | | | |
| CC 1.1 | Higher Mathematics | 5,0 | Exam |
| CC 1.2 | Economic Theory | 4,0 | Exam |
| CC 1.3 | Foreign Language for Specific Purposes | 6,0 | Credit, exam |
| CC 1.4 | Information Technologies and Fundamentals of Programming | 4,0 | Credit |
| CC 1.5 | History and Culture of Ukraine | 4,0 | Exam |
| CC 1.6 | History of Management | 4,0 | Credit |
| CC 1.7 | Macro- and Microeconomics | 4,0 | Exam |
| CC 1.8 | Psychology and Sociology | 4,0 | Credit |
| CC 1.9 | Statistics | 4,0 | Exam |
| CC 1.10 | Technoecology and Civil Safety | 4,0 | Credit |
| CC 1.11 | Ukrainian (for Specific Purposes) | 4,0 | Credit |
| CC 1.12 | Physical Education | 4,0 | Credit |
| CC 1.13 | Philosophy | 4,0 | Exam |
| | Total for the cycle of general training | 55,0 | |
| 2 Cycle of professional training | | | |
| CC 2.1 | Administrative Management | 4,0 | Credit |
| CC 2.2 | Life Safety and Fundamentals of Labor Protection | 4,0 | Exam |
| CC 2.3 | Accounting and Reporting in Management of An Enterprise | 4,0 | Exam |
| CC 2.4 | Market Research | 4,5 | Exam |
| CC 2.5 | Economics (for Enterprise) | 4,0 | Exam |
| CC 2.6 | Economic Analysis | 4,5 | Exam |
| CC 2.7 | Information Systems in Management | 4,0 | Credit |
| CC 2.8 | Communicative Management | 5,0 | Credit |
| CC 2.9 | Logistics | 4,0 | Exam |
| CC 2.10 | Marketing | 4,0 | Exam |
| CC 2.11 | International Management | 4,0 | Credit |
| CC 2.12 | Operation Management | 5,0 | Exam |
| CC 2.13 | Production Management | 4,5 | Exam |
| CC 2.14 | Fundamentals of Management | 8,0 | Exam |
| CC 2.15 | Enterprise Activity Planning | 5,0 | Exam |
| CC 2.16 | Law | 8,0 | Credit |
| CC 2.17 | Forecasting of Social and Economic Processes | 4,0 | Exam |
| CC 2.18 | Self-Management | 5,0 | Exam |
| CC 2.19 | Strategic Management | 5,0 | Exam |
| CC 2.20 | Human Resources Management | 4,5 | Exam |
| CC 2.21 | Finance | 4,5 | Exam |
| CC 2.22 | Financial Management | 4,0 | Exam |
| CC 2.23 | Introduction to Profession | 3 | |
| CC 2.24 | Organizational -Economic | 3 | |

| Educational component code | Components of the educational program (academic courses, courseworks, practices, qualification work) | Number of credits | Form of final control |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------|------------------------------|
| 1 | 2 | 3 | 4 |
| CC 2.25 | Profession-Oriented Practical Training | 3 | |
| CC 2.26 | Qualification work writing | 9 | |
| | Total for the cycle | 121,5 | |
| | Total for compulsory components | 176,5 | |
| | Total for the optional components | 63,5 | |
| | Total for educational and professional program | 240,0 | |
| <p>Higher education applicants choose educational optional components from the suggested list in the TNTU e-learning system ATutor (tab – «OPTIONAL DISCIPLINES»).</p> <p>http://dl.tntu.edu.ua/login.php. All students registered in the TNTU e-learning system Atutor have free access to the list of optional disciplines.</p> | | | |

Structural and logical scheme of the educational program



Compulsory components:
■ Cycle of general training;
■ Cycle of professional training;
■ Practical training;
 Optional components;
■ Attestation.

3. Form of attestation of higher education students.

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| Forms of attestation of higher education students | <p>The final certification is conducted based on an assessment of the learning outcomes and the level of competency formation, as well as the program-specific learning outcomes outlined in sections 6-7 of the educational program. Certification is carried out in the form of a public defense of the bachelor's thesis, conducted by an examination commission, and concludes with the issuance of an official document awarding the educational degree of Bachelor with the qualification of Bachelor of Management. The certification process is open and public.</p> |
| Requirements for the Qualification work | <p>The thesis should involve solving a complex specialized task or practical problem in the field of management, characterized by complexity and uncertainty, using theories and methods of economic science.</p> <p>The thesis must be free of academic plagiarism, falsification, and cheating. It must also be published in the institutional repository of TNTU ELARTU: http://elartu.tntu.edu.ua/.</p> |

3 Matrix of accordance of competencies specified by the standard to the NFQ descriptors

| Classification of competencies (due to the study) according to NFQ | Knowledge Kn 1 | Skills Sk 1 | Communication C 1 | Autonomy and responsibility AR 1 |
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| | Conceptual scientific and practical knowledge obtained in the study process and professional activity including of some knowledge of modern achievements. Kn 2 Critical thinking of theories, principles, methods and concepts in professional activity and/or study | Solving complex unpredictable tasks and practical problems in specialized fields of professional activity and/or study involving information (data) collection and interpretation, choosing methods and tools, using some innovative, approaches. | Explain information, ideas, problems, solutions, own experience and reasons in the field of professional activity to specialists and non-specialists. C 2 Ability of efficient formation of communication strategy | Management of complex actions or projects, responsibility for making decisions under unpredictable conditions AR 2 Responsibility for professional development of persons and groups, ability of further education, with considerable degree of autonomy |
| General competencies | | | | |
| GC1 | | | C 1, C 2 | AR 1 |
| GC 2 | Kn 1, Kn 2 | | C 1 | |
| GC 3 | Kn 1, Kn 2 | Sc 1 | | |
| GC 4 | | Sc 1 | | |
| GC 5 | | Sc 1 | | |
| GC 6 | | | C 1, C 2 | |
| GC 7 | | | C 1, C 2 | |
| GC 8 | Kn 1 | Sc 1 | C 1 | AR 1, AR 2 |
| GC 9 | | Sc 1 | C 1 | AR 1, AR 2 |
| GC 10 | Kn 1, Kn 2 | Sc 1 | | |
| GC 11 | | Sc 1 | C 2 | |
| GC 12 | | Sc 1 | C 2 | |
| GC 13 | | | C 1, C 2 | AR 1 |
| GC 14 | | | C 1, C 2 | AR 1 |
| GC 15 | | | C 1, C 2 | AR 1 |
| Special (professional) competencies | | | | |
| SC 1 | Kn 2 | Sc 1 | | |
| SC 2 | | | C 2 | |
| SC 3 | | | C 2 | |
| SC 4 | | Sc 1 | | |
| SC 5 | Kn 2 | | C 2 | |
| SC 6 | | | | AR 1 |
| SC 7 | Kn 1 | Sc 1 | | |
| SC 8 | | Sc 1 | | |
| SC 9 | | | C 2 | |
| SC 10 | | | C 1 | AR 1 |
| SC 11 | | | | AR 1 |
| SC 12 | Kn 1 | | | |
| SC 13 | | Sc 1 | | AR 1 |
| SC 14 | Kn 1 | | C 1 | |
| SC 15 | | | C 1 | AR 2 |

4 Matrix of accordance of learning outcomes to competencies

| Program learning outcomes | Integral competence | General competencies | | | | | | | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| PLO1 Be aware of one's rights and duties as a society member, understand the values of civil society, supremacy of law, human rights and freedoms in Ukraine. | + | + | | | | | | | | | | | | | | |
| PLO2 Preserve moral, cultural, scientific values and enrich the achievements of society, use different kinds and forms of physical activity to lead healthy lifestyle. | + | | + | | | | | | | | | | | | | |
| PLO3 Demonstrate the knowledge of theories, methods and functions of management, modern leadership conceptions. | + | | | | + | + | | | | + | + | | | | | |
| PLO4 Demonstrate the skills in problems detecting and managerial decisions substantiating. | + | | | | + | | | | | | + | | + | | | |
| PLO5 Describe the contents of the functional spheres of the organization activity. | + | | | | | | | | | | | | | | | |
| PLO6 Have skills in search, collection and analysis of information, indices calculation for managerial decisions substantiating. | + | | | | | | | | + | | | | | | | |
| PLO7 Have skills in organization design. | + | | | | | | | | | | | | | | | |
| PLO8. Apply management methods to provide the organization efficient activity. | + | | | | | | | | | | | | | + | | |
| PLO9 Have skills in cooperation, leadership, team work. | + | | | | | | | | | | | | | | | |
| PLO10 Have skills in substantiating of efficient tools of the organization staff motivation. | + | | | | | | | | | | | + | | | | |

| Program learning outcomes | Integral competence | Special competencies | | | | | | | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| PLO2 Preserve moral, cultural, scientific values and enrich the achievements of society, use different kinds and forms of physical activity to lead healthy lifestyle. | + | | | | | | | | | | | | | | | |
| PLO3 Demonstrate the knowledge of theories, methods and functions of management, modern leadership conceptions. | + | | | + | + | + | | | | | | | + | | | |
| PLO4 Demonstrate the skills in problems detecting and managerial decisions substantiating. | + | + | | | | | | | | | + | | + | | | |
| PLO5 Describe the contents of the functional spheres of the organization activity. | + | + | | + | | | | | | | | + | | | | |
| PLO6 Have skills in search, collection and analysis of information, indices calculation for managerial decisions substantiating. | + | | + | | | | | | | | + | | + | | | |
| PLO7 Have skills in organization design. | + | + | + | + | + | | | | | | | | | | | |
| PLO8 Apply management methods to provide the organization efficient activity. | + | + | + | | | + | + | + | | | | + | | | | |
| PLO9 Have skills in cooperation, leadership, team work. | + | | | | | + | | | + | | | | | + | | + |
| PLO10 Have skills in substantiating of efficient tools of the organization staff motivation. | + | | | | + | | | + | | | | | | | | |
| PLO11 Have skills in the analysis of the situation, communication in different spheres of the organization activity. | + | | | | | | | | | | | + | | | | |
| PLO12 Assess legal, social and economic consequences of the organization functioning. | + | | | | | | | + | + | | | | | | + | + |
| PLO13 Speak and write state and a foreign language. | + | | | | | | | | | | | + | | | | |

| Program learning outcomes | Integral competence | Special competencies | | | | | | | | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | | |
| PLO14 Identify the reasons of stress, adapt oneself and members of team to stress situation, find solutions for its neutralization. | + | | | | | | | | | | | | | | | + | | + |
| PLO15 Be able to act as a socially responsible and conscious citizen due to ethics thinking (motives), respect to variety and differences in cultures. | + | | | | | | + | | | | | | | | | | + | + |
| PLO16 Have skills in independent work, flexible thinking, be open to new knowledge gaining, be critical and self-critical. | + | | | | | | | | | | | | | | | | | |
| PLO17 Carry out research on one's own and/or in a group under the leader's supervision. | + | | | | | | | | | | + | | | | | | | |

5 Matrix of accordance of program competencies to educational program components

| | CC 1.1 | CC 1.2 | CC 1.3 | CC 1.4 | CC 1.5 | CC 1.6 | CC 1.7 | CC 1.8 | CC 1.9 | CC 1.10 | CC 1.11 | CC 2.1 | CC 2.2 | CC 2.3 | CC 2.4 | CC 2.5 | CC 2.6 | CC 2.7 | CC 2.8 | CC 2.9 | CC 2.10 | CC 2.11 | CC 2.12 | CC 2.13 | CC 2.14 | CC 2.15 | CC 2.16 | CC 2.17 | CC 2.18 | CC 2.19 | CC 2.20 | CC 2.21 | CC 2.22 | CC 2.23 | CC 2.24 | A1 | A2 | |
|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----|----|---|
| INTC | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | + | |
| GC1 | | | | | | + | | | | + | + | | | | | | | | | | | | | | | | + | | | | | | + | + | + | + | + | |
| GC2 | | | | | | + | | | | + | + | | | | | | | | | | | | | | | | | | | | | | + | + | + | + | + | |
| GC3 | | | + | + | + | | + | + | + | | + | | + | + | | | | | + | + | + | | | + | + | | + | + | + | | | + | + | + | + | + | + | |
| GC4 | + | | + | + | | | | | + | | | + | | + | + | + | + | + | + | + | + | + | | | | + | + | | + | + | + | + | + | + | + | + | + | |
| GC5 | | | | | | | | | | | | + | | | | | | | + | | + | + | | | + | | | + | + | | | + | + | + | + | + | + | |
| GC6 | | | | | | | | | | | | | | | | | | | | | | + | | | | | | | | | + | + | + | + | + | + | + | |
| GC7 | | | | | | | | | | | | | | | | | | | | | | + | | | | | | | | | + | + | + | + | + | + | + | |
| GC8 | | + | + | + | | | | + | + | | | | + | + | + | | + | + | | + | | | | | | + | | + | | | + | + | + | + | + | + | + | |
| GC9 | | + | + | + | + | + | + | + | + | | + | + | | | | + | | + | + | | + | + | | + | + | + | | + | + | + | + | + | + | + | + | + | + | |
| GC10 | | | + | | | | | | + | | + | + | + | | + | | | | + | | + | + | | + | | | | | | + | | + | + | + | + | + | + | |
| GC11 | | | + | | | + | + | + | + | | + | + | + | + | + | | | | | | + | + | | + | | + | + | + | + | | + | + | + | + | + | + | + | + |
| GC12 | | | | | | | | | | | + | + | + | + | | | | | | + | + | + | | | | | | | | | + | + | + | + | + | + | + | + |
| GC13 | | | | | + | | | | | | + | | | | | | | | + | | + | | | | | | | + | | | | + | + | + | + | + | + | |
| GC14 | | | + | | | | | | | | + | | + | | | | | | + | | + | | | | | | | | | | | | | | + | + | + | |
| GC15 | + | | | | | | | | | + | + | | | | | | | | | | | | | | + | | + | | | | + | | + | + | + | + | + | |

| | CC1.1 | CC1.2 | CC1.3 | CC1.4 | CC1.5 | CC1.6 | CC1.7 | CC1.8 | CC1.9 | CC1.10 | CC1.11 | CC2.1 | CC2.2 | CC2.3 | CC2.4 | CC2.5 | CC2.6 | CC2.7 | CC2.8 | CC2.9 | CC2.10 | CC2.11 | CC2.12 | CC2.13 | CC2.14 | CC2.15 | CC2.16 | CC2.17 | CC2.18 | CC2.19 | CC2.20 | CC2.21 | CC2.22 | CC2.23 | CC2.24 | A1 | A2 |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|----|
| SC1 | | | | + | | + | | | | | | + | | + | + | + | + | | + | | + | | + | + | + | + | | | | | | | + | + | + | + | |
| SC2 | | | | + | | + | + | | + | | | + | + | + | + | + | | | + | + | | + | + | + | | | + | | | | + | | + | + | + | + | |
| SC3 | | | | | | + | | | | | | + | | + | + | + | | | + | | + | | | | + | | | | | + | | | + | + | + | + | |
| SC4 | | | | | | | | | | | | + | | | | | | + | + | + | + | + | + | | | | | | | | | + | + | + | + | + | |
| SC5 | | | | + | | | | | | | | + | | | | | | | + | | + | + | | + | | | | | | | + | | + | + | + | + | |
| SC6 | | | | | + | | | | | + | + | | | | | | | | + | | + | + | | | | + | | | | + | | + | + | + | + | + | |
| SC7 | | | | | | | | | | | | + | | | | | | | + | | + | + | | + | | | | | + | | + | | + | + | + | + | |
| SC8 | | | | | | | | | | | | | | | | | | | | | | | | | | | + | + | | | | | + | + | + | + | |
| SC9 | | | + | | | | | | | | + | | | + | | | | + | + | | + | | | | + | | | + | | | | + | + | + | + | + | |
| SC10 | + | | + | | | | | | + | | | + | + | + | + | | | | | | + | + | | | | | | | + | + | | | + | + | + | + | |
| SC11 | | | | | | | | + | | | + | | + | + | + | | | + | + | + | + | | | | | | | | + | | | | + | + | + | + | |
| SC12 | | | + | | | | + | | + | | + | + | + | + | + | + | + | | + | + | | + | | | | + | | + | | + | + | | | + | + | + | + |
| SC13 | + | | | | | | | | | | | | | | | | | | | | | | | | | + | | | | | | + | + | + | + | + | |
| SC14 | | | | | | | | | | | | | | | | | | | | | + | | | | | | | | | | | + | + | + | + | + | |
| SC15 | + | | | + | | | | | | | + | | | | | | | | | + | + | | | + | | | | + | + | | | | + | + | + | + | + |

6 Matrix of accordance of program learning outcomes to educational program components

| | CC 1.1 | CC 1.2 | CC 1.3 | CC 1.4 | CC 1.5 | CC 1.6 | CC 1.7 | CC 1.8 | CC 1.9 | CC 1.10 | CC 1.11 | CC 2.1 | CC 2.2 | CC 2.3 | CC 2.4 | CC 2.5 | CC 2.6 | CC 2.7 | CC 2.8 | CC 2.9 | CC 2.10 | CC 2.11 | CC 2.12 | CC 2.13 | CC 2.14 | CC 2.15 | CC 2.16 | CC 2.17 | CC 2.18 | CC 2.19 | CC 2.20 | CC 2.21 | CC 2.22 | CC 2.23 | CC 2.24 | A1 | A2 | |
|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----|----|---|
| PLO1 | | | | | + | + | | | | + | + | | | | | | | | | | | | | | | + | | | | | | | + | + | + | + | + | |
| PLO2 | | | | | + | + | | | | + | + | | | | | | | | | | | | | | | | | | | | | | + | + | + | + | + | |
| PLO3 | | + | | + | | | | | | | + | + | | | | + | | + | + | + | + | + | | + | | | | | + | + | + | + | + | + | + | + | + | |
| PLO4 | + | | + | | | | | | + | | + | + | + | + | + | + | + | | | + | + | + | | + | | + | + | | + | + | + | + | + | + | + | + | + | |
| PLO5 | | | | | | + | | | | | | + | | + | + | | | + | + | | | | + | + | + | | + | | | | | | | + | + | + | + | |
| PLO6 | | + | + | + | | | + | + | + | | | | + | + | + | + | + | + | | + | | | | | | | + | | + | | | + | | + | + | + | + | |
| PLO7 | | | | | | | | | | | | | | | | | | | | | | | + | + | + | | | | | | | | + | + | + | + | + | |
| PLO8 | | | | | | + | | | | | | + | | | | | | + | + | | + | + | + | + | | | | | | | | | + | + | + | + | + | |
| PLO9 | + | | | | + | | | | | | | | | | | | | | | + | | | | + | | + | + | | | | | + | + | + | + | + | + | |
| PLO10 | | | | | | | | | | | | + | | | | | | | | | | | | + | | | | + | | | | + | + | + | + | + | + | |
| PLO11 | | | | + | + | | + | + | + | | + | | + | + | | | | + | | + | | | | | | + | | + | | | | + | + | + | + | + | + | |
| PLO12 | | | | | | | | | | + | + | | | | | | | | | | | + | | | | + | | | | | + | + | + | + | + | + | + | |
| PLO13 | | | | | + | | | | | | | | | | | | | | | | | + | | | | | | | | | + | + | + | + | + | + | + | |
| PLO14 | + | | | | | | | | | | + | | | | | | | | | | | | | | | | + | | | | | + | + | + | + | + | + | |
| PLO15 | | | | + | + | | | | | | + | | | | | | | | | | | + | | | | | | + | | | | + | + | + | + | + | + | |
| PLO16 | | + | + | + | + | + | + | + | + | | + | + | | | | | | | | | | + | | | + | + | + | + | + | | | + | + | + | + | + | + | + |
| PLO17 | | | + | | + | | | | + | | + | | + | | | | | + | + | | | | | | + | | + | | + | | | | | + | + | + | + | + |

7 List of normative documents that the Educational Program is based on

1 Standard of higher education. First (Bachelor's) level of higher education. Degree of «Bachelor». Branch of knowledge: 07 «Management and Administration», specialty: 073 «Management». Approved and launched by the order of the Ministry of education and science of 29.10.2018, No1165.

2 Law of Ukraine «About the higher education» // Database «Legislation of Ukraine»/ SC of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/1556-18>.

3 Law of Ukraine «On education» // Database «Legislation of Ukraine»/ SC of Ukraine. URL:<http://zakon5.rada.gov.ua/laws/show/2145-19>.

4 National Classifier of Ukraine: Classifier of professions SC 003:2010// Database «Legislation of Ukraine»/ SC of Ukraine. URL:<http://zakon.rada.gov.ua/rada/show/va327609-10>.

5 National framework of qualifications // Database «Legislation of Ukraine»// SC of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/1341-2011-п>.

6 Resolution of the Cabinet of Ministers of Ukraine «Про затвердження переліку галузей знань і спеціальностей, за якими здійснюється підготовка здобувачів вищої освіти» (dated 30.11.2017) // Database «Legislation of Ukraine»/SC of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/266-2015-п>.

7 Standards and recommendations on quality assurance in European space of higher education (ESG) //URL: http://ihed.org.ua/images/pdf/standards-and-guidelines_for_qa_in_the_ehea_2015.pdf.

8 Methodological Recommendations for the Development of Higher Education Standards. Order of the Ministry of Education and Science of Ukraine dated June 1, 2017, No. 600 (as amended by the order of the Ministry of Education and Science of Ukraine dated December 21, 2017, No. 1648). //URL:<https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>.