MINISTRY of EDUCATION and SCIENCE of UKRAINE

Ternopil Ivan Puluj National Technical University

EDUCATIONAL PROGRAM

«Management»

of the second level of higher education

on specialty 073 «Management»

branch of knowledge 07 «Management and administration»

Qualification: Master of Science in Management

Approved by Academic Council

Head of Academic Council

_____ **/ Mykola MYTNYK /**

(Minutes № 6 of June, 20, 2023)

Educational program is launched in ___01.___ , ___09.___, 2023.

Rector _____ **/ Mykola MYTNYK /**

(Order № 4/7 of June, 21, 2023)

Ternopil 2023

The educational program project was discussed and approved on the Management and Administration Department Meeting.
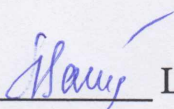
Minutes № 14 of June, 8, 2023.

Head of the department _____ Olena SOROKIVSKA

The educational program project was discussed and approved on the scientific and methodological commission meeting of Economics and Management Faculty

Minutes № 9 of June, 14, 2023.
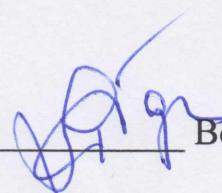
Head of the Faculty scientific and
methodological commission _____ Liubov HATS

The educational program project was discussed and approved on the Economics and Management Faculty Academic Council meeting.

Minutes № 14/1 of June, 19, 2023.

Head of the Faculty Academic Council_____Bohdan ANDRUSHKIV
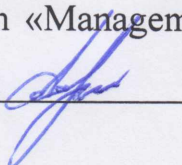
Reviews of external stakeholders:

1. Review on educational program «Management», Director of LLC "KlimatKlub Ukraina"

_____ Dmytro OLIINYK

2. Review on educational program «Management», Head's assistant of the LLC "Yevroterm Ternopil" _____ Volodymyr LYPKA

Letter of Approval

of educational program

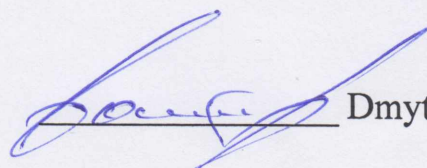|	
Higher education level	Second (Master of Science) level
Branch of knowledge	07 Management and Administration
Specialty	073 Management
Qualification	Master of Science in Management

Approved by

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

Dean of the Economics and Management
Faculty
Ph.D., доцент   Halyna TSIKH
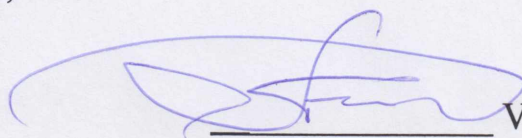
Chairman of Expert council,
Commercial Director of
LLC «Corporation Vatra»   Vasyl POTYUK

PREFACE

The Educational Program was developed by the work project group of Specialty 073 – "Management" consisting of:

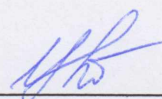| Surname, name, patronymic		Academic degree, code and scientific specialty	Academic rank (at the Department)	Position and subdivision (primary employment)
Head of the work group, head of educational program	1. Olena SOROKIVSKA	Doctor of Science (Economics), 08.00.04 – Economics and Management of Enterprises	Professor of the Management in Production Department	Head of the Management and Administration Department
Members of the work group:	2. Halyna MASHLII	PhD (Economics), 08.02.03 – organization of management, planning and regulation of the economy	Associate Prof. of the Management in Production Department	Associate Prof. of the Management and Administration Department
	3. Nataliia YURYK	PhD (Economics), 08.00.04 – Economics and Management of Enterprises	Associate Prof. of the Management in Production Department	Associate Prof. of the Management and Administration Department
	4. Vasyl POTIUK	–	–	Commercial co-owner of "OSP Corporation Vatra" LLC (Ternopil)
	5. Yurii KRIL	–	–	Student of group BMm-61

1. Master's degree Training Program in Specialty 073 "Management"

1 – General information	
Full name of higher educational establishment and a structural subdivision	Ternopil Ivan Puluj national technical university, Management and Administration Department
Higher education level	Second (Master degree) level
Awarded degree	Master of Science
Branch of knowledge	07 Management and Administration
Name of specialty	073 Management
Restrictions on study forms	no
Educational qualification	Master of Science in Management
Qualification in diploma	Higher education degree – Master of Science, Specialty – Management Educational program «Management»
Accreditation available	National Agency for Quality Assurance of Higher Education, Ukraine, certificate No. 3751 dated December 19, 2022, valid to July 1, 2028
Cycle/level	FQ-EHEA – second cycle, EQF LLL – 7th level, HPK – 7th level
Requirements	Bachelor degree, specialist degree, master's degree
Language(s) of instruction	Ukrainian, English
Educational program validity	1 year and 4 months
Permanent Internet address of educational program description	https://tntu.edu.ua/?p=uk/structure/faculties
Subject area description	**Branch of knowledge:** 07 «Management and administration». **Specialty**: 073 «Management». **Object of study:** management of organizations and their subdivisions. **Goals of study**: training of specialists able to identify and solve complicated problems and tasks characterized by uncertain conditions and requirements in the field of management or in the study process involving the research carrying out and/or innovations implementation. **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. **Methods, techniques and technologies**: - general scientific and specific research methods (calculational-analytical, economical-statistical, 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, economical, social-psychological, technological); - technologies of managerial decisions substantiation (economic analysis, simulation modeling, decision tree etc.) **Tools and equipment**: modern information-communication equipment, information systems and software products used in management.
Graduates' academic rights	Have right to continue studying on the third (educational-scientific) level of higher education - Doctor of Philosophy. Obtaining other qualifications in the after-graduation system.

2 – Number of credits ECTS necessary to obtain the proper level of higher education

Number of credits according to the program (Master of Science)	Educational Program consists of 90 credits ECTS. The considerable part of educational program credits involves general and special (professional) competencies acquiring according to the specialty specified by the higher education standards.

3 − Purpose of the educational program

The program has been developed according to the objective and strategy of the university and aimed at the formation in students a complex of knowledge, abilities and skills in management, organizing, analytics, marketing and administrating of modern enterprises, institutions and organizations enabling to solve problems of an enterprise development characterized by complex and uncertain initial conditions, and to take part in scientific research aimed at creating the advanced management methods.

4 – Educational program characteristics

Educational program orientation	Educational. Focused on obtaining a complex of knowledge, abilities and skills on staff management, development of modern enterprises, institutions and organizations involving some definite employment and possible further study on scientific programs and career growth.
Main focus of educational program	Professional education in management. The program is based on modern conceptions of management taking into account peculiarities of the processes of decision making under national business environment conditions. The program implements the increase of management level, enterprise control and modern management development; study and career growth of modern managers: entrepreneurs who are ready to take risk, initiative, able to adapt quickly. The program is directed at formation of managers with new promising thinking, able not only to use the conventional methods of management and administration but also to develop some new ones based on the latest scientific achievements. Key words: managerial decisions making, organization management, changes management.

Program features	There is an "included semester" which is based on bilateral Agreement of cooperation signed by Ternopil I.Puluj national technical university and Lublin polytechnic (Poland), Instituto Superior de Gestao (Portugal), High school of Occupational Safety Management in Katowice (Poland). Availability of a double diploma obtaining based on bilateral Agreement of cooperation signed by Ternopil I.Puluj national technical university and Lublin polytechnic (Poland), Sopot high school (Poland). Possible study due to the students' mobility on the program «Erasmus +» in University of Valencia (Spain). Foreign students are taught in English.
5 – Graduates suitability for employment and further education	
Suitability for employment	Master of Science in Management is trained to work at enterprises of any organizational-legal form (commercial, non commercial, state) and is able to occupy the positions managers or executive officers of a wide range of management services; the structures where the graduates are the entrepreneurs who create and develop their own business; scientific-research organizations where the managerial problems are solved; institutions of higher and additional professional education on the posts of specialists in the field of operations management (logistics), sales and marketing, staff management, other positions dealing with specific managerial functions performance. Manager (President of Association, affiliate group of corporations, corporation, company director; head of department etc.); specialist in administrative work (head of subdivision, chief engineer), specialist of materials and equipment supply departments (head of sales, logistics department etc.); specialist of external economic activity department; specialist in subdivisions of production, sales, consumption of goods and services; specialist in scientific and educational institutions; manager on commercial activity issues; manager on logistics; manager on public relations; staff manager; inspector on personnel affairs; manager of exhibition enterprises; manager of exhibition technologies; advertising manager; expert in marketing development methods; trade inspector; manager of non-production subdivisions (marketing, sales, trade floors).
Further study	Graduates can continue their study on the third level of branch of knowledge 07 "Management and Administration", take part in an internship program both in national and foreign universities and companies, participate in educational programs throughout one's life (LLL).
6 – Teaching and assessment	
Teaching and study	Student-centered study, problem-oriented study, e-study in the system ATutor on TNTU, self-study, study due to the laboratory practice, research-based study. The teaching process is in the form of: lectures, multimedia lectures,

	interactive lectures, seminars and practical classes, laboratory classes. Moreover, some independent work with possible consultation of the tutor, e-learning according to some educational components, individual classes, group project work is planned.
Assessment	According to the Educational Program the formative (written and oral comments and recommendations of the teachers within the study process, creation of self-assessment skills, involving students into assessment of each other) and summative (written exams on the courses, current assessment during the study of certain educational components (essay writing, term papers (projects), public defense of qualification paper. These are the main forms of assessment which determine the level of achievements of expected results of study.
**7 – List of graduates' competencies**
Integral competence	Ability in solving complex tasks and problems characterized by complex and uncertain conditions and requirements in the field of management or in the study process involving some research and/or innovations carrying out.
General competencies (GC)	GC1. Be able to conduct research at appropriate level.
	GC2. Be able to communicate with representatives of other professional groups (experts from other branches of knowledge/types of economic activity).
	GC3. Be able to apply information and communication technologies.
	GC4. Be able to motivate people and achieve common goals.
	GC5. Be able to act on the basis of ethics thinking (motives).
	GC6. Be able to generate new ideas (creativity).
	GC7. Ability of abstract thinking, analysis and synthesis.
Special (professional, subject area) competencies (SC)	SC1. Be able to choose and apply conceptions, methods and tools of management, including those ones required for the specified objectives and international standards.
	SC2. Be able to determine values, perspectives, mission, goals and criteria aimed at to develop further directions of development, develop and implement appropriate strategies and plans.
	SC3. Ability of self-development, lifetime study and efficient self-management.
	SC4. Ability of efficient use and development of company's resources.
	SC5. Be able to create and develop efficient communications in management.
	SC6. Be able to form leadership qualities and demonstrate them in human resource management.
	SC7. Be able to develop projects, manage them, demonstrate initiative and entrepreneurial attitude.
	SC8. Ability of using psychological technologies in staff relations.

	SC9. Ability in analyzing and structuralizing the problems of an organization, make reasonable managerial decisions, provide their implementation.
	SC10. Be able to manage and develop a company.

8 – Normative content of students' training stated as Program learning outcomes

Learning outcomes, specified by the higher education standard of the specialty спеціальності (PLO):	PLO1. Be critical in treating, choosing and using the required scientific, methodical and analytical tools to manage under unpredictable conditions.
	PLO2. Identify problems in the company and substantiate methods of their solving.
	PLO3. Design company's efficient management systems.
	PLO4. Substantiate and manage projects, generate entrepreneurial ideas.
	PLO5. Plan both the strategic and tactic activity of the company.
	PLO6. Have skills in making, substantiating, providing the implementation of managerial decisions under unpredictable conditions taking into account current law requirements, ethics norms and social responsibility.
	PLO7. Create efficient team environment, communication with representatives of different professional groups and in the international context.
	PLO8. Apply specialized software and information systems to solve managerial problems.
	PLO9. Be able to speak and write state and a foreign language in professional and scientific circles.
	PLO10. Demonstrate leadership skills and abilities of team work, intercommunication, influence their behavior to solve professional problems.
	PLO11. Provide efficient professional personal development and time management.
	PLO12. Be able to delegate authority and company (subdivision) management.
	PLO13. Be able to plan and to provide information, methodical, material, financial and staff support of the company (subdivision).

9 Forms of attestation of the second (Master's) degree of higher education

Forms of Master's attestation	The attestation is in the form of public defense of Qualification paper.
Requirements to the Qualification paper	Qualification paper involves the solving of a complex special task or a problem in the field of management required some research and/or innovations and characterized by complex and uncertain conditions using the theories and methods of economic science. Qualification paper must not contain any academic plagiarism, fabrication, falsification. Qualification paper should be released on the official site and/or in the repository of the higher education institution or its subdivision.

10 – Requirements to the internal system of higher education quality assurance

The support system of educational activity quality and higher education quality (internal system of quality assurance) was created and is still functioning in the Ternopil I.Puluj national technical university which involves the following procedures and measures:

1) determination of the principles and procedures of higher education quality assurance;

2) educational programs monitoring and updating;

3) annual assessment of higher education undergraduates, scientific-pedagogical and pedagogical staff of a higher educational institution and regular release of the assessment results on the official website of the higher educational institution, on an information board or in another way;

4) providing the career development of pedagogical, scientific and scientific-pedagogical staff;

5) necessary resources availability for educational process organizing, including students' self-study on each Educational Program;

6) information systems availability for effective management of education al process;

7) providing the publicity of information dealing with Educational Program, higher education degrees, qualifications;

8) academic honesty assurance by the staff of higher educational institutions and the students, including creation and providing the functioning of the efficient system to prevent and find any academic plagiarism;

9) other procedures and measures.

The support system of educational activity quality and higher education quality by Ternopil I.Puluj national technical university (quality internal support system) is estimated by the National agency of higher education quality assurance or accredited independent institutions of higher education quality assessment and support approved by the National agency of higher education quality assurance and international standards and recommendations on higher education quality assurance.

11 - Program implementation resources	
Staff assistance	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.
	The academic staff involved in the teaching of compulsory courses has the required qualification, the required degree in the diploma of higher education and the scientific specialty specified in the diploma of the scientific degree awarded which correspond to or related with the specialty of Master's training. The academic staff involved in the teaching process does an internship regularly and in time.
	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.

	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. 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.
Materials and equipment	Learning process according to the educational program takes place on 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 2 computer classrooms equipped with licensed operation system Microsoft and applied software Microsoft.
Information support and teaching – learning materials	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. Access to all library bases can be obtained within the university internal network. 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. 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. The teaching materials are constantly updating and adapting according to educational program goals.
**12 – Academic mobility**
International credit mobility	An "included semester" is supposed which is based on bilateral Agreement of cooperation signed by Ternopil I.Puluj

	national technical university and Lublin polytechnic (Poland) of 27.11.2013, Instituto Superior de Gestao (Portugal) of 4.10.2013, High school of Occupational Safety Management in Katowice (Poland) of 11.06.2015. Availability of a double diploma obtaining based on bilateral Agreement of cooperation signed by Ternopil Ivan Puluj national technical university and Lublin polytechnic (Poland) of 27.11.2013, Sopot high school (Poland) of 04.03.2016. Possible study due to the students' mobility on the program «Erasmus +» in University of Valencia (Spain) (Agreement of cooperation dated 19.09 2016).
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.

1. 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** 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	**Skills** **Sk 1** 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. **Sk 2** Conducting research and / or innovation activities.	**Communication** **C 1** 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	Autonomy and responsibility **AR 1** 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 AR 3 Ability to further study, which is largely autonomous and independent.
General competencies				
GC 1	**Kn 2**	**Sk 1, Sk 2**	**C 1, C 2**	**AR 3**
GC 2			**C 1, C 2**	
GC 3		**Sk 1, Sk 2**	**C 1**	**AR 1**
GC 4		**Sk 1**	**C 1**	**AR 1, AR 2**
GC 5			**C 1**	**AR 2**
GC 6		**Sk 1**		**AR 3**
GC 7	**Kn 1, Kn 2**	**Sk 1**		
Special (professional) competencies				
SC 1	**Kn 2**	**Sk 1**		

Classification of competencies (due to the study) according to NFQ	Knowledge **Kn 1** 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	Skills **Sk 1** 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. **Sk 2** Conducting research and / or innovation activities.	Communication **C 1** 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	Autonomy and responsibility **AR 1** 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 **AR 3** Ability to further study, which is largely autonomous and independent.
SC 2			**C 2**	
SC 3			**C 2**	
SC 4		**Sk 1**		
SC 5	**Kn 2**		**C 2**	
SC 6				
SC 7	**Kn 1**	**Sk 1**		
SC 8		**Sk 1**		
Additionally for the educational program				
SC 9	**Kn 2**	**Sk 1**	**C 1**	**AR 1, AR 3**
SC 10	**Kn 1**	**Sk 1, Sk 2**	**C 1**	**AR 1**

2. List of Educational Program educational components and their logical sequence

2.1. List of Educational Program components

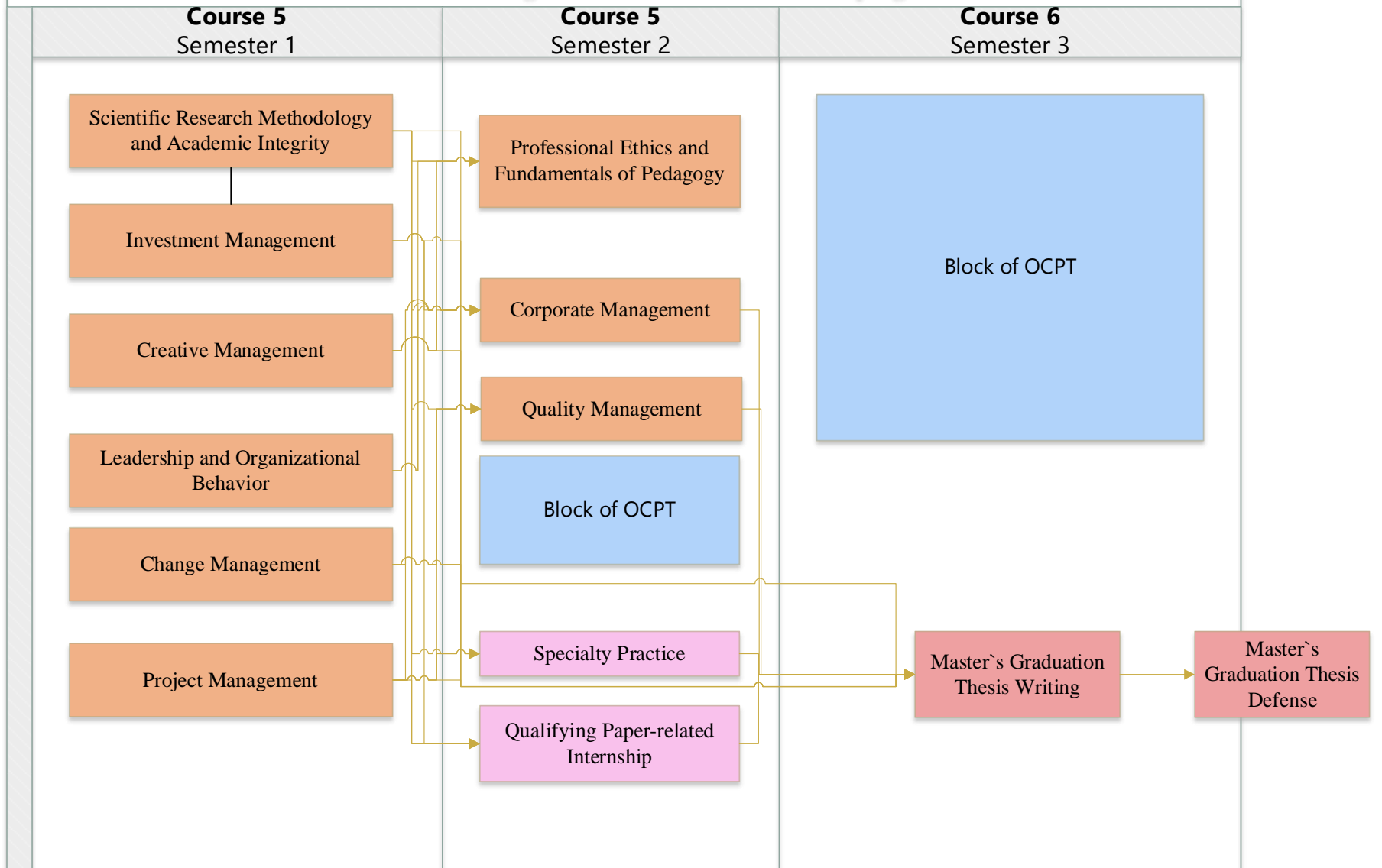| Educational component code	Components of the educational program (academic courses, courseworks, practices, qualification work)	Number of credits	Form of final control
Compulsory components of professional training (CCPT)			
Cycle of professional training			
CCPT 1.	Professional Ethics and Fundamentals of Pedagogy	4,0	Credit
CCPT 2.	Investment Management	4,0	Exam
CCPT 3.	Corporate Management	5,5	Exam, course work
CCPT 4.	Creative Management	4,0	Exam
CCPT 5.	Leadership and Organizational Behavior	4,0	Exam
CCPT 6.	Scientific Research Methodology and Academic Integrity	4,0	Credit

Educational component code	Components of the educational program (academic courses, courseworks, practices, qualification work)	Number of credits	Form of final control
CCPT 7.	Change Management	4,0	Credit
CCPT 8.	Project Management	4,0	Exam, course work
CCPT 9.	Quality Management	5,5	Exam
	Total for the cycle of professional training	**40,0**	
Practical training			
CCPT 10.	Specialty Practice	9,0	Differentiated credit
CCPT 11.	Qualifying Paper-related Internship	7,5	Differentiated credit
	Total for the practical training	**16,5**	
	Total for the cycle of professional and practical training	**44,5**	
	Total for compulsory components	**56,5**	
Optional components of EP			
Higher education applicants choose educational optional components from the suggested list in the TNTU e-learning system ATutor (tab – «OPTIONAL DISCIPLINES»). 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.			
Cycle of professional training			
	Total for the cycle of professional training	**24,5**	
Total for optional components of EP		**24,5**	
Attestation			
A 1.	Master's Graduation Thesis Writing	7,5	
A 2.	Master's Graduation Thesis Defense	1,5	
	Всього за атестацію	**9**	
Total for the Master's Training Program		**90,0**	

The group of professional training elective disciplines, recommended by the Management and Administration Department

Educational component code	Name of the optional component of professional training (OCPP)		
OCPT 1.	Anti-crisis Management	Anti-crisis Technologies and Design in Regional Management	Motivational Management
OCPT 2.	Business Analytics	Competitiveness of the Enterprise	Analysis and Modeling of Economic Risks
OCPT 3.	Image Making	Speechwriting and Public Rhetoric	Reputation Management
OCPT 4.	Theory and Practice Management Issues	Business Culture	Financial Support of Management Activities
OCPT 5.	Strategic Analysis	Business Process Management	Benchmarking Management
OCPT 6.	Management Consulting	Technique of Administrative Activity	Brand Management

2.2. Structural and logical scheme of the educational program

Course 5 Semester 1	Course 5 Semester 2	Course 6 Semester 3

Course 5 — Semester 1:
- Scientific Research Methodology and Academic Integrity
- Investment Management
- Creative Management
- Leadership and Organizational Behavior
- Change Management
- Project Management

Course 5 — Semester 2:
- Professional Ethics and Fundamentals of Pedagogy
- Corporate Management
- Quality Management
- Block of OCPT
- Specialty Practice
- Qualifying Paper-related Internship

Course 6 — Semester 3:
- Block of OCPT
- Master`s Graduation Thesis Writing
- Master`s Graduation Thesis Defense

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

3. Forms of attestation of the second (Master's) degree of higher education

The attestation of graduates of the educational program "Management", specialty 073 "Management" is in the form of public defense of Master's Qualification paper. The student is awarded with the Master's degree and the qualification: Master of Science in Management, specialty 073 "Management". A document of standard form is awarded to the student.

The attestation is in the form of public defense of Master's Qualification paper.

Qualification paper involves the solving of a complex special task or a practical problem in the field of modern management characterized by complex and uncertain conditions and requires using theories and methods of managerial technologies.

Qualification paper must not contain any academic plagiarism, fabrication, cheating. Qualification paper should be released on the official site and/or in the repository of the TNTU, ELARTU: http://elartu.tntu.edu.ua/.

Table 3.1

Matrix of accordance of learning outcomes and competencies specified by the standard

Program learning outcomes	General competencies							Special (professional) competencies									
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10
PLO1. Be critical in treating, choosing and using the required scientific, methodical and analytical tools to manage under unpredictable conditions.	+							+								+	
PLO2. Identify problems in the company and substantiate methods of their solving.			+						+								
PLO3. Design company's efficient management systems.	+											+					
PLO4. Substantiate and manage projects, generate entrepreneurial ideas.				+										+			
PLO5. Plan both the strategic and tactic activity of the company.									+								
PLO6. Have skills in making, substantiating, providing the implementation of managerial decisions under unpredictable conditions taking into account current law requirements, ethics norms and social responsibility.						+		+								+	
PLO7. Create efficient team environment, communication with representatives of different professional groups and in the international context.		+			+							+					
PLO8. Apply specialized software and information systems to solve managerial problems.			+									+					
PLO9. Be able to speak and write state and a foreign language in professional and scientific circles.					+												
PLO10. Demonstrate leadership skills and abilities of team work, intercommunication, influence their behavior to solve professional problems.													+		+		
PLO11. Provide efficient professional personal development and time management.											+						
PLO12. Be able to delegate authority and company (subdivision) management.		+		+								+		+	+		+
PLO13. Be able to plan and to provide information, methodical, material, financial and staff support of the company (subdivision).			+	+		+			+						+	+	

Table 3.2

Matrix of accordance of program competencies to the educational program components

General and special (professional, subject) competencies	CCPT 1. Professional Ethics and Fundamentals of Pedagogy	CCPT 6. Scientific Research Methodology and Academic Integrity	CCPT 2. Investment Management	CCPT 3. Corporate Management	CCPT 4. Creative Management	CCPT 5. Leadership and Organizational Behavior	CCPT 7. Change Management	CCPT 8. Project Management	CCPT 9. Quality Management	CCPT 10. Specialty Pratice	CCPT 11. Qualifying Paper-related Internship	A 1. Master`s Graduation Thesis Writing	A 2. Master`s Graduation Thesis Defense
GC1. Be able to conduct research at appropriate level.		+	+	+					+	+	+	+	
GC2. Be able to communicate with representatives of other professional groups (experts from other branches of knowledge/types of economic activity).	+	+				+	+			+	+		
GC3. Be able to apply information and communication technologies.		+	+	+	+					+	+	+	
GC4. Be able to motivate people and achieve common goals.	+				+	+		+					
GC5. Be able to act on the basis of ethics thinking (motives).	+	+				+						+	
GC6. Be able to generate new ideas (creativity).	+		+	+	+		+		+			+	
GC7. Ability of abstract thinking, analysis and synthesis.		+			+	+						+	
SC1. Be able to choose and apply conceptions, methods and tools of management, including those ones required for the specified objectives and international standards.	+	+	+	+					+			+	
SC2. Be able to determine values, perspectives, mission, goals and criteria aimed at to develop further directions of development, develop and implement appropriate strategies and plans.			+	+				+			+		
SC3. Ability of self-development, lifetime study and efficient self-management.	+				+							+	+
SC4. Ability of efficient use and development of company's resources.			+	+	+			+	+				

General and special (professional, subject) competencies	Educational program components												
	CCPT 1. Professional Ethics and Fundamentals of Pedagogy	CCPT 6. Scientific Research Methodology and Academic Integrity	CCPT 2. Investment Management	CCPT 3. Corporate Management	CCPT 4. Creative Management	CCPT 5. Leadership and Organizational Behavior	CCPT 7. Change Management	CCPT 8. Project Management	CCPT 9. Quality Management	CCPT 10. Specialty Pratice	CCPT 11. Qualifying Paper-related Internship	A 1. Master's Graduation Thesis Writing	A 2. Master's Graduation Thesis Defense
SC5. Be able to create and develop efficient communications in management.	+	+	+	+		+		+					
SC6. Be able to form leadership qualities and demonstrate them in human resource management.	+	+			+	+							
SC7. Be able to develop projects, manage them, demonstrate initiative and entrepreneurial attitude.			+		+			+					
SC8. Ability of using psychological technologies in staff relations.	+					+							
SC9. Ability in analyzing and structuralizing the problems of an organization, make reasonable managerial decisions, provide their implementation.	+		+	+			+	+	+	+	+	+	
SC10. Be able to manage and develop a company.			+	+		+	+				+	+	

Table 3.3

Matrix for providing learning outcomes with relevant components of the educational program

Program learning outcomes	Educational program components												
	CCPT 1. Professional Ethics and Fundamentals of Pedagogy	CCPT 6. Scientific Research Methodology and Academic Integrity	CCPT 2. Investment Management	CCPT 3. Corporate Management	CCPT 4. Creative Management	CCPT 5. Leadership and Organizational Behavior	CCPT 7. Change Management	CCPT 8. Project Management	CCPT 9. Quality Management	CCPT 10. Specialty Pratice	CCPT 11. Qualifying Paper-related Internship	A 1. Master`s Graduation Thesis Writing	A 2. Master`s Graduation Thesis Defense
PLO1. Be critical in treating, choosing and using the required scientific, methodical and analytical tools to manage under unpredictable conditions.		+	+				+		+				
PLO2. Identify problems in the company and substantiate methods of their solving.				+	+					+	+	+	+
PLO3. Design company's efficient management systems.			+	+						+			
PLO4. Substantiate and manage projects, generate entrepreneurial ideas.					+			+			+	+	+
PLO5. Plan both the strategic and tactic activity of the company.								+				+	
PLO6. Have skills in making, substantiating, providing the implementation of managerial decisions under unpredictable conditions taking into account current law requirements, ethics norms and social responsibility.	+				+		+		+			+	
PLO7. Create efficient team environment, communication with representatives of different professional groups and in the international context.	+	+			+	+				+	+		
PLO8. Apply specialized software and information systems to solve managerial problems.		+	+									+	
PLO9. Be able to speak and write state and a foreign language in professional and scientific circles.			+	+		+		+		+	+		
PLO10. Demonstrate leadership skills and abilities of team work, intercommunication, influence their behavior to solve professional problems.	+	+			+	+				+	+		
PLO11. Provide efficient professional personal development and time management.	+									+	+	+	
PLO12. Be able to delegate authority and company (subdivision) management.	+					+	+	+					
PLO13. Be able to plan and to provide information, methodical, material, financial and staff support of the company (subdivision).			+			+			+				

List of normative documents which the Educational Program is based on:

1. Standard of higher education of Ukraine of branch of knowledge: 07 «Management and Administration», specialty: 073 «Management» of the second (Master of Science) level, educational level: Master of Science. Approved and launched by the order of the Ministry of education and science of 10.07.2019, № 959.

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-andguidelines_for_qa_in_the_ehea_2015.pdf.

8. Методичні рекомендації щодо розроблення стандартів вищої освіти. Наказ Міністерства освіти і науки України від «01» червня 2017 № 600 (у редакції наказу Міністерства освіти і науки України від «21» грудня 2017 № 1648) //URL:https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf.