### KYIV INTERNATIONAL UNIVERSITY

### EDUCATIONAL AND PROFESSIONAL PROGRAM

"Management"

of the first (bachelor) level of higher education in the specialty 073 Management areas of knowledge 07 Management and administration Qualification: specialist in management and administration

Approved by the Academic Council of KyIU

Head of the Academic Council of KyIU

Prof. Kh.V. Khachaturyan

(protocol № 11 of June 25, 2020)

The educational program will be implemented from September 1/2020.

President of Kally W.

Prof. Kh.V. Khachaturyan 40 Autod 06/26/2020)

**Kyiv 2020** 

### **PREFACE**

Educational and professional program — is a system of educational components at the appropriate level of higher education within the specialty, which determines the requirements for the level of education of persons who can start studying under this program, the list of academic disciplines and the logical sequence of their study, the number of ECTS credits necessary to complete this program, as well as the expected learning outcomes (competencies) which must be mastered by a bachelor's degree holder.

The educational and professional program "Management" at the first (bachelor's) level of higher education in the specialty 073 "Management" of the knowledge areas 07 "Management and administration" was developed by the project group of the Faculty of Economics of Kyiv International University, consisting of:

**Vinogradchyi Victor**, doctor of economics, associate professor, professor of the department of economics, entrepreneurship, and management, dean of the faculty of economics;

Mohylevska Olga, candidate of economic sciences, associate professor, head of the department of economics, entrepreneurship, management;

Myagkova Olga, candidate of sciences in public administration, associate professor, associate professor of the department of economics, entrepreneurship, management.

### Reviewers:

Romanova Lidiya, doctor of economics, professor, head of the department of marketing of the Interregional Academy of Personnel Management;

Berezhnyi Serhiy, director of Plant Budmash PJSC.

### 1. Profile of the educational and professional program "Management" in the specialty 073 "Management"

areas of knowledge 07 "Management and administration"

	1 - General information				
Full name of the higher	Private higher education institution "Kyiv International				
education institution and	University"				
structural unit	Faculty of Economics				
Degree of higher education	Degree of higher education – bachelor				
and title of qualification in	Academic qualification – specialist in management and				
original language	administration				
Official name of the	Educational and professional program "Management"				
educational program					
Type of diploma and volume	Bachelor's degree, single, 240 ECTS credits, duration				
of the educational program	of studies 3 years 10 months.				
Accreditation availability	Accreditation of the specialty 073 Management of the				
	areas of knowledge 07 Management and administration				
	in 2017 (in accordance with the decision of the				
	Accreditation Commission dated 04/26/2017, protocol				
	№ 125 (order of the Ministry of Education and Culture				
	of Ukraine dated 04/27/2017 № 658)				
Cycle/Level	NQF of Ukraine - level 6				
Preconditions	Competitive selection is based on the results of				
	entrance tests: for admission to the first year – on the				
	basis of complete general secondary education; for				
	admission to the second year – on the basis of a				
	previously obtained degree of higher education				
Teaching languages	Ukrainian				
<b>Duration of the educational</b>	3 years 10 months				
program					
Internet address of the	www.kymu.edu.ua				
permanent placement of the					
description of the					
educational program					
2 – Purpose of the educational program					

To provide competence-oriented training of highly qualified specialists in the field of management who are able to conduct scientific and applied research, to substantiate the theoretical and methodological principles of increasing the competitiveness of business entities in the conditions of the modern economy on the domestic and foreign markets, to carry out testing and practical implementation of the acquired knowledge in the process of further employment and training.

3 – Characteristics of the educational program									
Subject	area	(field	of	Area	of	knowledge	07	"Management	and
knowledge	·,	specia	pecialty, administration"						
specialization (if available)) Specialization				Specia	Specialty 073 "Management"				
Orientation of the Educational and					and profession	al pro	gram		
educationa	ıl prog	ram					-		

### Professional training is focused on the study of Main focus of educational management processes at the micro, meso, and macro program and specialization levels, on the management of organizations and administration (by types of economic activity). The educational program forms fundamental knowledge and professional skills, which are implemented at the primary level of management of structural units, operational systems and processes in organizations. Key words: administration, management, strategy, strategic management, planning, organization, motivation, coordination, control.

### **Program rationale**

based fundamental The program is on management and general economic education, offers a comprehensive approach to the administration of business activities of small and medium enterprises through theoretical training and practical preparation, oriented on the use of modern information technologies. Contains a set of professionally oriented disciplines in the management of material, financial, and human resources of enterprises, marketing activities, economic and mathematical modeling, basic legal and advanced language training.

Specialists in the field of management and administration must be mobile, qualified, competitive, receptive to innovations, able to create effective communications and interact in a global marketing environment.

The accent of the educational program is placed on acquiring skills and knowledge in the field of management and administration, on the formation and further development of professional competence and a competitive level of qualification, that provides for certain employment, the possibility of further education and career growth. The program allows you to comprehensively study the specifics of the management system at the micro, meso, and macro levels and to carry out professional activities in this direction.

### **Program specifics**

The specifics of the educational and professional program "Management" is its interdisciplinary nature, namely the integration of knowledge in management, marketing, foreign economic activities, personnel management, operational management. EP "Management" combines theoretical and practical training of students with the use of modern educational technologies, completion of scientific and research tasks.

**Study object:** management of organizations and their units.

**Learning goals:** training of specialists capable of solving practical problems and complex specialized tasks, characterized by complexity and uncertainty of conditions, in the field of managing organizations and their units.

Theoretical content of the subject area: paradigms, laws, regularities, principles, historical preconditions of management development; concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; functions, methods, technologies and managerial decisions in management.

Methods, techniques and technologies: general scientific and specific research methods (calculationeconomic-statistical, mathematical, expert assessment, factual, sociological, documentary, balance, etc.); methods of realization management functions (marketing research methods); methods of economic diagnostics; forecasting and planning methods; methods of designing organizational management structures; methods of motivation; control methods; methods of evaluating social, organizational economic efficiency in management, management methods (administrative, economic, socio-psychological, technological); technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.).

**Tools and equipment:** modern information and communication equipment, information systems and software products used in management.

### 4 - Graduates' suitability for employment and further education

### Suitability for employment

The content and structure of the program makes it possible to acquire knowledge and skills and carry out professional activities in the field of management and administration; hold primary positions in state and non-state organizations, commercial structures of various levels.

A specialist in management and administration, capable of completing the professional work specified in the National Classifier of Ukraine DK 003:2010 "Profession Classifier" (approved by the order of Derzhspozhivstandard of Ukraine dated November 28, 2010 № 327), and can hold primary positions:

- 3415 Technical and commercial representatives,

	- 3416 Buyers,					
	- 3421 Brokers (intermediaries) for buying and selling					
	goods,					
	- 3422 Clearing (commodity exchange operations) and					
	forwarding agents,					
	- 3423 Employment and labor contract agents,					
	- 3429 Commercial service agents and trade brokers,					
	- 3431 Secretaries of administrative authorities,					
	- 3435.2 Business organizers (types of economic					
	activity),					
	- 3436.1 Assistant managers of enterprises, institution					
	and organizations,					
	- 3436.2 Assistant managers of production and other					
	main units,					
	- 3436.3 Assistant managers of small enterprises without					
	a management apparatus,					
	- 3441 Customs service inspectors,					
	- 3442 Tax service inspectors,					
	- 3443 Social welfare inspectors,					
	- 3444 License inspectors.					
Further education:	Upon successful completion of studies, a bachelor can					
	continue his education at the second (master's) level of					
	higher education.					
5	- Teaching and evaluation					
Teaching and studying	Lectures, practical classes, independent work based on					
reaching and stadying	textbooks and notes, practice, consultations with					
	teachers, preparation of scientific theses, individual					
	scientific and research tasks, solving situational					
	problems, trainings, cases, completion of projects, etc.					
İ						
	Student-centered studying, self-learning, problem-					
Evaluation	Student-centered studying, self-learning, problem- oriented studying.					
Evaluation	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations,					
Evaluation	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current					
Evaluation	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of					
Evaluation	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent					
Evaluation	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical					
Evaluation	Student-centered studying, self-learning, problem-oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is					
Evaluation	Student-centered studying, self-learning, problem-oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of					
Evaluation	Student-centered studying, self-learning, problem-oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social					
	Student-centered studying, self-learning, problem-oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.					
	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.  6 - Program competences					
	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.  6 - Program competences  Ability to solve complex specialized tasks and practical					
	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.  6 - Program competences  Ability to solve complex specialized tasks and practical problems, which are characterized by the complexity					
	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.  6 - Program competences  Ability to solve complex specialized tasks and practical problems, which are characterized by the complexity and uncertainty of conditions, in the field of					
	Student-centered studying, self-learning, problemoriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.  6 - Program competences  Ability to solve complex specialized tasks and practical problems, which are characterized by the complexity and uncertainty of conditions, in the field of management or in the learning process, which involves					
	Student-centered studying, self-learning, problem- oriented studying.  Oral and written exams, credits, oral presentations, theses, individual scientific and research tasks, current control, attestation in the form of public defense of qualification work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by complexity and uncertainty of conditions, using theories and methods of social sciences.  6 - Program competences  Ability to solve complex specialized tasks and practical problems, which are characterized by the complexity and uncertainty of conditions, in the field of					

<b>General competences (GC)</b>	
GC 01	Ability to realize own rights and responsibilities as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, the rights and freedoms of a person and a citizen in Ukraine.
GC 02	Ability to preserve and multiply moral, cultural, scientific values and multiply the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, techniques and technologies, to use different types and forms of motor activity for active recreation and leading a healthy lifestyle.
GC 03	Ability t to abstract thinking, analysis, synthesis.
GC 04	Ability to apply knowledge in practical situations.
GC 05	Knowledge and understanding of subject area and understanding of professional activities.
GC 06	Ability to communicate in the state (national) language both orally and in writing.
GC 07	Ability to communicate in a foreign language.
GC 08	Skills in using information and communication technologies.
GC 09	Ability to learn and acquire modern knowledge.
GC 10	Ability to conduct research at the appropriate level.
GC 11	Ability to adapt and act in a new situation.
GC 12	Ability to generate new ideas (creativity).
GC 13	Valuing and respecting diversity and multiculturalism.
GC 14	Ability to work in an international context.
GC 15	Ability to act on the basis of ethical considerations (motives).
Special (professional, subjec	t) competences (SC)
SC 01	Ability to identify and describe the characteristics of an organization.
SC 02	Ability to analyze the results of the organization's activities, to compare them with the factors influencing the external and internal environment.
SC 03	Ability to determine the prospects of the organization's development.
SC 04	Skills to determine the functional areas of the organization and the connections between them.
SC 05	Ability to manage the organization and its units through the realization of management functions.
SC 06	Ability to act socially responsible and consciously.
SC 07	Ability to choose and use modern management tools.

SC 08	Ability to plan the activities of the organization and manage time.
SC 09	Ability to work in a team and establish interpersonal interaction when solving professional tasks.
SC 10	Ability to evaluate the complied work, ensure their quality and motivate the organization's personnel.
SC 11	Ability to create and organize effective communications in the management process.
SC 12	Ability to analyze and structure problems of the organization, to form reasonable solutions.
SC 13	Understand the principles and norms of law and use them in professional activities.
SC 14	Understand the principles of psychology and use them in professional activities.
SC 15	Ability to form and demonstrate leadership qualities and behavioral skills.
	7 – Program learning outcomes (PLO)
PLO 01	To know own rights and responsibilities as a member of society, to be aware of the values of civil society, the rule of law, the rights and freedoms of a person and a
	citizen in Ukraine.
PLO 02	To preserve moral, cultural, scientific values and to multiply the achievements of society, to use various types and forms of motor activity to lead a healthy lifestyle.
PLO 03	To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
PLO 04	To demonstrate skills in identifying problems and substantiating managerial decisions.
PLO 05	To describe the content of the organization's functional areas.
PLO 06	To detect the skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions.
PLO 07	To detect the skills of organizational design.
PLO 08	To apply management methods to ensure the effectiveness of the organization's activities.
PLO 09	To demonstrate interaction, leadership, and teamwork skills.
PLO 10	To have the skills to substantiate effective tools for motivating the organization's personnel.
PLO 11	To demonstrate the skills of situation analysis and communication in various areas of the organization's activities.

PLO 12	To evaluate the legal, social and economic consequences of the organization's functioning.						
PLO 13	To communicate orally and in writing in national and foreign languages.						
PLO 14	To identify the causes of stress, to adapt yourself and team members to a stressful situation, to find means to neutralize it.						
PLO 15	To demonstrate the ability to act socially responsible and publicly conscious on the basis of ethical considerations (motives), respect for diversity and interculturality.						
PLO 16	To demonstrate the skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.						
PLO 17	To conduct research individually and/or in a group under the leader's direction.						
8 – Res	source support for program realization						
Staff support	Availability of responsible persons for the training of higher education students at the Faculty of Economics and the Department of Economics, Entrepreneurship, Management of Private institution of higher education "Kyiv International University"; of a working group (project group) of scientific and pedagogical workers, which is responsible for the training of higher education applicants in a specialty, consisting of three people with a scientific degree and/or an academic title; availability of a scientific degree, as well as experience in scientific-pedagogical and/or scientific work for at least 5 years for the head of the project group (guarantor of the educational program); availability of an educational activity support group, the number of members of which consists of scientific and pedagogical or scientific workers who work in an educational institution at the main place of work and are qualified according to the specialty and who do not belong (were included) to any support group of such or another institution of higher education in the current						

semester;

the share of those who have a scientific degree and/or a scientific title is at least 50%;

the share of those who have a scientific degree of doctor of sciences and/or the academic title of professor is at least 10%.

Scientific-pedagogical and scientific workers who carry out the educational process, have more than two years of experience in scientific-pedagogical activity and a level of scientific and professional activity, which is evidenced by the completion of at least four types and results (subparagraphs 1-18 of paragraph 30 of the License Terms).

Availability of employment agreements (contracts) with all scientific and pedagogical workers and orders for their employment.

## Material and technical support

Providing classrooms for conducting training classes and control events, equipped specialized classrooms, in English language particular, an classroom, specialized computer classroom, an informatics and information technologies classroom, a finance and financial analysis classroom, a higher mathematics economics and entrepreneurship classroom, a micro- and of macroeconomics classroom, a management and marketing classroom, educational multimedia classrooms, the classroom of a history of Ukraine and Ukrainian culture, the classroom of a life safety office with the basics of labor protection, a conference hall, a resource center, etc.

The educational process is carried out in classrooms equipped with the latest technologies, in light classrooms built according to European standards, equipped with video projectors and plasma TVs.

Providing multimedia equipment for simultaneous use in educational classrooms in at least 30% of classrooms.

Providing computer workstations, laboratories, training grounds, equipment, facilities necessary for the completion of the educational and professional program.

Availability of social and household infrastructure: a library, including a reading hall, food outlets, an assembly hall, a sports hall, a stadium and/or sports fields, a medical center.

Providing a dormitory for students of higher education who need it.

# Informational and educationaly-methodical support

Regulatory support is carried out by the Law of Ukraine "On Higher Education", higher education standards (state, branch and university), other normative acts of the Ministry of Education and Science of Ukraine and higher education institutions.

Educational activity is carried out according to the curriculum and explanatory note to it. Each academic discipline of the curriculum is provided with a working program, a set of educational and methodological

support. For practical training of students, have been developed programs of practical training and working programs of practitioners. Providing students with educational materials for each educational discipline of the curriculum is 100%. To carry out the final certification of higher education applicants available methodical materials for the final attestation. Information support is provided by educational books (textbooks, study aids, etc.) and by electronic resources. The availability of domestic and foreign professional periodicals of a relevant or related profile in the library of the educational institution, including in electronic form, consists of at least 4 items. Provided access to databases of periodical scientific publications in English of the relevant or related profile. Availability of the official website of the educational institution, which contains basic information about its activities. Availability of a page on the official website of the educational institution in English, which contains basic information about activities, rules for admission of foreigners and stateless persons, conditions of study and residence of foreigners and stateless persons, contact information. 9 – Academic mobility The opportunity for participants of the educational National credit mobility process to study, teach, intern or conduct scientific activities in another institution of higher education (scientific institution) on the territory of Ukraine, to participate in various educational or educationallyresearch programs. The opportunity for participants in the educational **International credit mobility** process to study, teach, intern or conduct scientific activity in another institution of higher education outside Ukraine; the possibility of re-enrollment of received credits on the basis of the European Credit Transfer System (ECTS), in particular by comparing the content of educational programs. Education of foreign higher Study admission is carried out in accordance with the "Rules of Admission to Kyiv International University" education students based on the results of studies at the preparatory department for foreign citizens in the humanitarian direction.

## 2. List of components of the educational and professional program and their logical sequence

2.1. List of components of the educational and professional program (according to the curriculum)

Code for EPP	Components of the educational and professional program (educational disciplines, coursework, practice, qualification work)	Quantity of credits	Final control form					
	I. Cycle of general preparation							
NEC.01	History of Ukraine	3	Exam					
NEC.02	History of Ukrainian culture	3	Credit					
NEC.03	Ukrainian as a foreign language	12	Credit/Exam					
NEC.04	Philosophy	3	Credit					
NEC.05	English (professional)	4	Credit					
NEC.06	Politology	3	Exam					
NEC.07	Basics of labor protection and life safety	3,5	Credit					
NEC.08	Higher mathematics	4,5	Exam					
In total:		36						
	II. Cycle of professional and practical preparat	ion						
NEC.09	Introduction to the speciality	3,5	Credit					
NEC.10	Political economy	3,5	Exam					
NEC.11	Microeconomics and macroeconomics	4	Exam					
NEC.12	Basics of scientific and analytical research	3,5	Credit					
NEC.13	History of economics and economic thought	3,5	Credit					
NEC.14	Theory of probabilities and mathematical statistics	3,5	Credit					
NEC.15	Regional economy	3,5	Credit					
NEC.16	Economic informatics	3,5	Credit					
NEC.17	Statistics	3,5	Credit					
NEC.18	Business economics	9	Credit/Exam					
NEC.19	National economy	3,5	Credit					
NEC.20	Economic theory	4	Exam					
NEC.21	Logistics	3,5	Exam					
NEC.22	Finances of the enterprise	5,5	Credit					
NEC.23	Accounting	3,5	Exam					
NEC.24	Personnel management	3,5	Exam					
NEC.25	Econometrics	3,5	Credit					
NEC.26	World economy	4	Credit					
NEC.27	Management and marketing	4,5	Exam					
NEC.28	Corporate culture	4	Credit					
NEC.29	Management of foreign economic activity	5	Exam					
NEC.30	Potential and development of the enterprise	3,5	Credit					
NEC.31	Operational management	5	Exam					
NEC.32	State and regional administration	5	Exam					
NEC.33	Labor and civil law	4,5	Exam					
NEC.34	Business law	3,5	Credit					
NEC.35	Reasoning of economic decisions and risk evaluation	3,5	Exam					
NEC.36	Course work	4	Protection					
NEC.37	Educational and introductory practice	5	Credit					
NEC.38	Educational practice	8	Credit					
NEC.39	Production practice	7	Credit					
NEC.40	Graduation qualifying work	5	Protection					
NEC.41	Final attestation	1						
In total:		140,5						

Code for EPP	Components of the educational and professional program (educational disciplines, coursework, practice, qualification work)	Quantity of credits	Final control form					
	III. Cycle of optional disciplines							
OEC.01	Optional course	3,5	Credit					
OEC.02	Optional course	4,5	Credit					
OEC.03	Optional course	3,5	Credit					
OEC.04	Optional course	3,5	Credit					
OEC.05	Optional course	3,5	Credit					
OEC.06	Optional course	3,5	Credit					
OEC.07	Optional course	3,5	Credit					
OEC.08	Optional course	3	Credit					
OEC.09	Optional course	3,5	Credit					
OEC.10	Optional course	3,5	Credit					
OEC.11	Optional course	3,5	Credit					
OEC.12	Optional course	5	Credit					
OEC.13	Optional course	4,5	Credit					
OEC.14	Optional course	3,5	Credit					
OEC.15	Optional course	3,5	Credit					
OEC.16	Optional course	4,5	Credit					
OEC.17	Optional course	3,5	Credit					
In total:		63,5						
Together	by plan	240						

<sup>\*</sup>The list of optional educational components is reviewed annually and is reflected in the work curricula.

2.2. The structural and logical scheme of the educational and professional program is presented in Application 1. The program has internal integrality and guarantees the avoidance of duplication of educational disciplines and their elements.

### 3. Form of attestation of higher education applicants

Attestation of graduates of the educational and professional program "Management" is carried out on the basis of the effectiveness of studying, quality of education, evaluation of the ability and the formation of abilities to solve professional and practical tasks; in the form of public protection of qualified work, which involves the independent solution of a complex specialized task or a practical problem in the field of management, which is characterized by the complexity and uncertainty of conditions, using theories and methods of social sciences and ends with the issuance of a document of the established model on awarding him with a bachelor's degree with qualification: specialist in management and administration.

The qualification work must not contain academic plagiarism, fabrication and falsification. The qualification work must be published on the official website of the institution of higher education or its unit, or in the repository of the institution of higher education.

Attestation is carried out openly and publicly.

### 4. Internal support system of higher education quality

The system of providing the quality of educational activities and the quality of higher education by institutions of higher education (internal support system of quality) involves for the implementation of the following procedures and events:

- 1) determination of the principles and procedures for providing the quality of higher education;
- 2) carrying out of monitoring and periodic review of educational programs;
- 3) annual evaluation of higher education applicants, scientific and pedagogical staff and teaching staff of the institution of higher education and regular publication of the results of such evaluations on the official website of the university, on information stands and in any other way;
- 4) providing professional development and internship of pedagogical, scientific and scientific-pedagogical workers;
- 5) providing the availability of the necessary resources for the organization of the educational process, including students's independent work, for each educational program;
- 6) providing the availability of information systems for effective management of the educational process;
- 7) providing publicity of information about educational programs, degrees of higher education and qualifications;
- 8) providing compliance with academic integrity by university employees and students of higher education, including the creation and provision of an effective system for preventing and detecting academic plagiarism;
- 9) other procedures and events.

## 5. Perspective development directions of the educational and professional program

Perspective priority directions for the realization of the educational and professional program "Management" consider the dynamics of changes in the educational services market, the needs of applicants, and the labor market. EPP involves for regular monitoring with the aim of introducing updated educational components of professional preparation that develop key competencies, intellectual and academic skills of future specialists, reflect the demands of society and the labor market. Regular monitoring gives an opportunity to detect the needs of the labor market and making changes to the EPP by introducing new optional disciplines that will be consistent with the requests of potential employers.

Guarantor of the educational and professional program doctor of economic sciences, associate professor, professor of the department of economics, entrepreneurship, management

V.I. Vinogradchyi

## Structural and logical scheme of the educational and professional program "Management"

Application 2

# Correspondence matrix determined by EP "Management" of the competences / learning outcomes to the descriptors of the National Qualifications Framework

- **Table 1.** Correspondence matrix determined by EP "Management" of the competences to the descriptors of the National Qualifications Framework
- **Table 2.** Correspondence matrix determined by EP "Management" of learning outcomes and competencies

Application 3

- **Table 1.** Correspondence matrix of program competencies to educational components of the educational and professional program
- **Table 2.** Correspondence matrix of program learning outcomes to educational components of the educational and professional program

Application 1

Structural and logical scheme of the educational and professional program

Code for	Discipline name	Quantity	Quantity	Semester	1 0
EPP	Discipline name	of hours	of ECTS	Semester	sequence
		or mours	credits		sequence
	I. Cvo	le of genera	al preparatio	n	
NEC.01	History of Ukraine	90	3	1	Accompanying educational disciplines: NEC.02, NEC.13; After educational disciplines: NEC.03,
NEC.02	History of Ukrainian culture	90	3	1	NEC.04, NEC.06.  Accompanying educational disciplines: NEC.01, NEC.13; After educational disciplines: NEC.03, NEC.04, NEC.06.
NEC.03	Ukrainian as a foreign language	360	12	1,2,3,4	Accompanying educational disciplines: NEC.01, NEC.02, NEC.04, NEC.10, NEC.11, NEC.26; After educational disciplines: NEC.06, NEC.12, NEC.15, NEC.17, NEC.18, NEC.19, NEC.21, NEC.22, NEC.23, NEC.24, NEC.27, NEC.28, NEC.29, NEC.30, NEC.31, NEC.31, NEC.32, NEC.33, NEC.34, NEC.35.
NEC.04	Philosophy	90	3	2	Before educational disciplines: NEC.01, NEC.02, NEC.09, NEC.13, NEC.20; Accompanying educational disciplines: NEC.03, NEC.10, NEC.26; After educational disciplines: NEC.06, NEC.12, NEC.19, NEC.27, NEC.28, NEC.30, NEC.32, NEC.33, NEC.34.
NEC.05	English (professional)	120	4	1	Accompanying educational disciplines: NEC.01, NEC.02, NEC.03; After educational disciplines: NEC.04,

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
					NEC.06, NEC.10, NEC.11, NEC.12, NEC.15, NEC.17, NEC.18, NEC.19, NEC.21, NEC.22, NEC.23, NEC.24, NEC.26, NEC.27, NEC.28, NEC.29, NEC.30, NEC.31, NEC.32, NEC.33, NEC.34, NEC.35.
NEC.06	Politology	90	3	3	Before educational disciplines: NEC.01, NEC.02, NEC.03, NEC.04, NEC.10, NEC.13, NEC.26; Accompanying educational disciplines: NEC.19; After educational disciplines: NEC.12, NEC.15, NEC.32, NEC.33, NEC.34.
NEC.07	Basics of labor protection and life safety	105	3,5	1	Accompanying educational disciplines: NEC.01, NEC.09; After educational disciplines: NEC.03, NEC.04, NEC.15, NEC.18, NEC.19, NEC.21, NEC.24, NEC.26, NEC.31, NEC.33.
NEC.08	Higher mathematics	135	4,5	1	Accompanying educational disciplines: NEC.09, NEC.20; After educational disciplines: NEC.03, NEC.11, NEC.12, NEC.14, NEC.16, NEC.17, NEC.18, NEC.22, NEC.23, NEC.25, NEC.31.
In total:	H Cool of our	1080	36	4:	
NEC.09	II. Cycle of pro  Introduction to the speciality	105	3,5	1	Accompanying educational disciplines: NEC.07, NEC.13, NEC.20; After educational disciplines: NEC.03,

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
			creatis		NEC.04, NEC.10, NEC.11, NEC.15, NEC.17, NEC.18, NEC.19, NEC.21, NEC.24, NEC.26, NEC.27, NEC.28, NEC.34, NEC.37.
NEC.10	Political economy	105	3,5	2	Before educational disciplines: NEC.01, NEC.09, NEC.13, NEC.20; Accompanying educational disciplines: NEC.03, NEC.04, NEC.11, NEC.26; After educational disciplines: NEC.06, NEC.12, NEC.15, NEC.19, NEC.32, NEC.33, NEC.34, NEC.37.
NEC.11	Microeconomics and macroeconomics	120	4	2	Before educational disciplines: NEC.08, NEC.09, NEC.13, NEC.20; Accompanying educational disciplines: NEC.03, NEC.04, NEC.10, NEC.14, NEC.16, NEC.26; After educational disciplines: NEC.12, NEC.15, NEC.17, NEC.18, NEC.19, NEC.18, NEC.19, NEC.21, NEC.22, NEC.23, NEC.24, NEC.25, NEC.27, NEC.28, NEC.27, NEC.28, NEC.29, NEC.30, NEC.31, NEC.32, NEC.33, NEC.34, NEC.35, NEC.36, NEC.37, NEC.38, NEC.37, NEC.38, NEC.39, NEC.40.
NEC.12	Basics of scientific and analytical research	105	3,5	5	Before educational disciplines: NEC.03, NEC.04, NEC.10, NEC.11, NEC.13, NEC.14, NEC.15, NEC.17, NEC.18, NEC.19, NEC.20,

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
			credits		NEC.22, NEC.26; Accompanying educational disciplines: NEC.21, NEC.24, NEC.27; After educational disciplines: NEC.28, NEC.29, NEC.30, NEC.31, NEC.32, NEC.35, NEC.36, NEC.38, NEC.39, NEC.40.
NEC.13	History of economics and economic thought	105	3,5	1	Accompanying educational disciplines: NEC.07, NEC.09, NEC.20; After educational disciplines: NEC.03, NEC.04, NEC.06, NEC.10, NEC.11, NEC.12, NEC.15, NEC.18, NEC.19, NEC.24, NEC.26, NEC.28, NEC.32, NEC.36, NEC.37.
NEC.14	Theory of probabilities and mathematical statistics	105	3,5	2	Before educational disciplines: NEC.08, NEC.09, NEC.20; Accompanying educational disciplines: NEC.03, NEC.04, NEC.11, NEC.16, NEC.26; After educational disciplines: NEC.12, NEC.15, NEC.17, NEC.18, NEC.17, NEC.18, NEC.19, NEC.21, NEC.22, NEC.25, NEC.27, NEC.30, NEC.31, NEC.35, NEC.36, NEC.38, NEC.39.
NEC.15	Regional economy	105	3,5	4	Before educational disciplines: NEC.03, NEC.06, NEC.07, NEC.09, NEC.10, NEC.11, NEC.16, NEC.17, NEC.19, NEC.20, NEC.26; Accompanying educational disciplines:

Code for EPP	Discipline name	<b>Quantity</b> of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
			creates		NEC.18, NEC.22; After educational disciplines: NEC.12, NEC.21, NEC.24, NEC.27, NEC.30, NEC.32, NEC.33, NEC.34, NEC.35, NEC.36, NEC.39, NEC.40.
NEC.16	Economic informatics	105	3,5	2	Before educational disciplines: NEC.03, NEC.08, NEC.09, NEC.20; Accompanying educational disciplines: NEC.10, NEC.11, NEC.14, NEC.26, After educational disciplines: NEC.12, NEC.15, NEC.17, NEC.18, NEC.17, NEC.18, NEC.19, NEC.21, NEC.22, NEC.23, NEC.25, NEC.27, NEC.31, NEC.33, NEC.34, NEC.35.
NEC.17	Statistics	105	3,5	3	Before educational disciplines: NEC.03, NEC.08, NEC.09, NEC.10, NEC.11, NEC.14, NEC.16, NEC.20, NEC.26; Accompanying educational disciplines: NEC.18, NEC.19, NEC.23, NEC.25; After educational disciplines: NEC.15, NEC.15, NEC.18, NEC.15, NEC.18, NEC.21, NEC.21, NEC.22, NEC.27, NEC.29, NEC.27, NEC.29, NEC.30, NEC.31, NEC.32, NEC.35, NEC.36, NEC.37, NEC.38, NEC.39.
NEC.18	Business economics	270	9	3,4	Before educational disciplines: NEC.03, NEC.04, NEC.07, NEC.08, NEC.09, NEC.10, NEC.11, NEC.13, NEC.14,

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS	Semester	Structural and logical sequence
			credits		NEC 16 NEC 20
					NEC.16, NEC.20,
					NEC.26;
					Accompanying
					educational disciplines: NEC.15, NEC.17,
					NEC.13, NEC.17, NEC.19, NEC.22,
					NEC.19, NEC.22, NEC.23, NEC.25,
					NEC.37;
					After educational
					disciplines: NEC.12,
					NEC.21, NEC.24,
					NEC.27, NEC.28,
					NEC.29, NEC.30,
					NEC.31, NEC.33,
					NEC.34, NEC.35,
					NEC.36, NEC.38,
		105	2.5	2	NEC.39, NEC.40.
		105	3,5	3	Before educational
					disciplines: NEC.03, NEC.04, NEC.09,
					NEC.04, NEC.09, NEC.10, NEC.11,
					NEC.10, NEC.11, NEC.13, NEC.16,
					NEC.20, NEC.26;
					Accompanying
					educational disciplines:
					NEC.17, NEC.18,
NEC.19	National economy				NEC.23, NEC.25;
NEC.19	ivational economy				After educational
					disciplines: NEC.12,
					NEC.15, NEC.18,
					NEC.21, NEC.22,
					NEC.27, NEC.29, NEC.30, NEC.32,
					NEC.30, NEC.32, NEC.33, NEC.34,
					NEC.35, NEC.36,
					NEC.38, NEC.39,
					NEC.40.
		120	4	1	Accompanying
					educational disciplines:
					NEC.07, NEC.08,
					NEC.09, NEC.13;
					After educational
					disciplines: NEC.03, NEC.04, NEC.06,
NEC.20	Economic theory				NEC.10, NEC.11,
					NEC.10, NEC.11, NEC.12, NEC.15,
					NEC.16, NEC.17,
					NEC.18, NEC.19,
					NEC.21, NEC.22,
					NEC.24, NEC.26,
					NEC.27, NEC.30,

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
					NEC.32, NEC.33, NEC.34, NEC.35, NEC.36, NEC.37, NEC.40.
NEC.21	Logistics	105	3,5	5	Before educational disciplines: NEC.03, NEC.09, NEC.11, NEC.14, NEC.15, NEC.17, NEC.18, NEC.19, NEC.20, NEC.26; Accompanying educational disciplines: NEC.12, NEC.27, NEC.33; After educational disciplines: NEC.31, NEC.32, NEC.34, NEC.35, NEC.36, NEC.38, NEC.39, NEC.40.
NEC.22	Finances of the enterprise	165	5,5	4	Before educational disciplines: NEC.03, NEC.08, NEC.09, NEC.11, NEC.16, NEC.17, NEC.18, NEC.19, NEC.20, NEC.23, NEC.25; Accompanying educational disciplines: NEC.15, NEC.18; After educational disciplines: NEC.12, NEC.24, NEC.27, NEC.30, NEC.31, NEC.33, NEC.35, NEC.36, NEC.39, NEC.40.
NEC.23	Accounting	105	3,5	3	Before educational disciplines: NEC.03, NEC.09, NEC.11, NEC.16, NEC.20, NEC.26; Accompanying educational disciplines: NEC.17, NEC.18, NEC.19; After educational disciplines: NEC.18, NEC.22, NEC.24, NEC.27, NEC.29,

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
			credits		NEC.30, NEC.31, NEC.33, NEC.35, NEC.36, NEC.39, NEC.40.
NEC.24	Personnel management	105	3,5	5	Before educational disciplines: NEC.03, NEC.04, NEC.07, NEC.09, NEC.11, NEC.15, NEC.17, NEC.18, NEC.19, NEC.20, NEC.22, NEC.23, NEC.26; Accompanying educational disciplines: NEC.12, NEC.27, NEC.33; After educational disciplines: NEC.30, NEC.31, NEC.35, NEC.36, NEC.38, NEC.39, NEC.40.
NEC.25	Econometrics	105	3,5	3	Before educational disciplines: NEC.03, NEC.08, NEC.11, NEC.14, NEC.16, NEC.20; Accompanying educational disciplines: NEC.17, NEC.19; After educational disciplines: NEC.18, NEC.21, NEC.22, NEC.31.
NEC.26	World economy	120	4	2	Before educational disciplines: NEC.09, NEC.13, NEC.20; Accompanying educational disciplines: NEC.03, NEC.04, NEC.10, NEC.11, NEC.16; After educational disciplines: NEC.06, NEC.12, NEC.15, NEC.17, NEC.19, NEC.27, NEC.29, NEC.34, NEC.36, NEC.37, NEC.38, NEC.39, NEC.40.
NEC.27	Management and marketing	135	4,5	5	Before educational

Code for EPP	Discipline name	<b>Quantity</b> of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
			credits		disciplines: NEC.03,
					NEC.04, NEC.07, NEC.09, NEC.10,
					NEC.11, NEC.14,
					NEC.15, NEC.17,
					NEC.18, NEC.19,
					NEC.20, NEC.26;
					Accompanying
					educational disciplines:
					NEC.12, NEC.21,
					NEC.24, NEC.33; After educational
					disciplines: NEC.28,
					NEC.29, NEC.30,
					NEC.31, NEC.32,
					NEC.34, NEC.35,
					NEC.36, NEC.38,
		100	4	7	NEC.39, NEC.40.
		120	4	7	Before educational
					disciplines: NEC.03, NEC.04, NEC.11,
					NEC.12, NEC.13,
					NEC.18, NEC.19,
					NEC.24, NEC.26,
NEC.28	Corporate culture				NEC.27, NEC.33;
					Accompanying
					educational disciplines:
					NEC.30, NEC.39; After educational
					disciplines: NEC.31,
					NEC.32, NEC.40.
		150	5	7	Before educational
					disciplines: NEC.03,
					NEC.04, NEC.09,
					NEC.11, NEC.12,
					NEC.15, NEC.16, NEC.17, NEC.18,
					NEC.17, NEC.18, NEC.19, NEC.20,
NEC 20	Management of foreign				NEC.21, NEC.26,
NEC.29	economic activity				NEC.27, NEC.34,
	j				NEC.35, NEC.38;
					Accompanying
					educational disciplines:
					NEC.30, NEC.39; After educational
					disciplines: NEC.32,
					NEC.40.
		105	3,5	7	Before educational
NEC.30	Potential and development				disciplines: NEC.03,
	of the enterprise				NEC.11 NEC.12
					NEC.11, NEC.12,

Code for EPP	Discipline name	<b>Quantity</b> of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
					NEC.15, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.22, NEC.24, NEC.26, NEC.27, NEC.34, NEC.35; Accompanying educational disciplines: NEC.28, NEC.29, NEC.39; After educational disciplines: NEC.31, NEC.32, NEC.40.
NEC.31	Operational management	150	5	8	Before educational disciplines: NEC.03, NEC.04, NEC.07, NEC.11, NEC.12, NEC.14, NEC.15, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.22, NEC.24, NEC.26, NEC.27, NEC.30, NEC.33, NEC.35, NEC.39; Accompanying educational disciplines: NEC.32, NEC.40.
NEC.32	State and regional administration	150	5	8	Before educational disciplines: NEC.01, NEC.03, NEC.06, NEC.10, NEC.11, NEC.12, NEC.15, NEC.16, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.24, NEC.26, NEC.27, NEC.28, NEC.29, NEC.30, NEC.33, NEC.34, NEC.35, NEC.39; Accompanying educational disciplines: NEC.31, NEC.40.
NEC.33	Labor and civil law	135	4,5	5	Before educational disciplines: NEC.01, NEC.03, NEC.07, NEC.10, NEC.11, NEC.15, NEC.18, NEC.19, NEC.20, NEC.26;

Code for EPP	Discipline name	<b>Quantity</b> of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
					Accompanying educational disciplines: NEC.24, NEC.27; After educational disciplines: NEC.30, NEC.31, NEC.32, NEC.34, NEC.35.
NEC.34	Business law	105	3,5	6	Before educational disciplines: NEC.01, NEC.03, NEC.07, NEC.10, NEC.11, NEC.15, NEC.18, NEC.19, NEC.20, NEC.24, NEC.26, NEC.27; Accompanying educational disciplines: NEC.35; After educational disciplines: NEC.29, NEC.30, NEC.32.
NEC.35	Reasoning of economic decisions and risk evaluation	105	3,5	6	Before educational disciplines: NEC.03, NEC.07, NEC.11, NEC.15, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.24, NEC.26, NEC.27, NEC.33; Accompanying educational disciplines: NEC.34, NEC.36; After educational disciplines: NEC.28, NEC.29, NEC.30, NEC.29, NEC.30, NEC.31, NEC.32, NEC.39, NEC.40.
NEC.36	Course work	120	4	6	Before educational disciplines: NEC.04, NEC.07, NEC.10, NEC.11, NEC.12, NEC.13, NEC.15, NEC.16, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.22, NEC.23, NEC.24, NEC.26, NEC.27, NEC.33, NEC.37; Accompanying educational disciplines:

Code for EPP	Discipline name	<b>Quantity</b> of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
					NEC.34, NEC.35, NEC.38; After educational disciplines: NEC.39, NEC.40.
NEC.37	Educational and introductory practice	150	5	4	Before educational disciplines: NEC.03, NEC.04, NEC.07, NEC.09, NEC.10, NEC.11, NEC.13, NEC.16, NEC.17, NEC.20, NEC.26; Accompanying educational disciplines: NEC.15, NEC.18; After educational disciplines: NEC.12, NEC.21, NEC.21, NEC.27, NEC.33, NEC.34, NEC.38, NEC.39.
NEC.38	Educational practice	240	8	6	Before educational disciplines: NEC.04, NEC.07, NEC.11, NEC.12, NEC.15, NEC.16, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.22, NEC.23, NEC.24, NEC.26, NEC.27, NEC.33, NEC.37; Accompanying educational disciplines: NEC.34, NEC.35, NEC.36; After educational disciplines: NEC.36, NEC.29, NEC.30, NEC.29, NEC.30, NEC.31, NEC.39.
NEC.39	Production practice	210	7	7	Before educational disciplines: NEC.03, NEC.07, NEC.11, NEC.15, NEC.16, NEC.17, NEC.18, NEC.19, NEC.20, NEC.21, NEC.22, NEC.23, NEC.24, NEC.26, NEC.27, NEC.33, NEC.34, NEC.35, NEC.37, NEC.38;

Code for EPP	Discipline name	Quantity of hours	Quantity of ECTS credits	Semester	Structural and logical sequence
					Accompanying educational disciplines: NEC.28, NEC.29, NEC.30; After educational disciplines: NEC.31, NEC.32.
NEC.40	Graduation qualifying work	150	5	8	Before educational disciplines: NEC.03, NEC.04, NEC.07, NEC.11, NEC.12, NEC.15, NEC.16, NEC.15, NEC.18, NEC.19, NEC.20, NEC.21, NEC.22, NEC.23, NEC.24, NEC.26, NEC.27, NEC.28, NEC.29, NEC.30, NEC.33, NEC.34, NEC.35; Accompanying educational disciplines: NEC.31, NEC.32.
NEC.41	Final attestation	30	1		,
In total:		4215	140,5		
OFG 01			nal disciplin		0 1 1
OEC.01 OEC.02	Optional course	105 135	3,5	5 7	Optional course
OEC.02	Optional course Optional course	105	4,5 3,5	2	Optional course Optional course
OEC.03	Optional course	105	3,5	4	Optional course
OEC.05	Optional course	105	3,5	3	Optional course
OEC.06	Optional course	105	3,5	5	Optional course
OEC.07	Optional course	105	3,5	3	Optional course
OEC.08	Optional course	90	3	6	Optional course
OEC.09	Optional course	105	3,5	5	Optional course
OEC.10	Optional course	105	3,5	7	Optional course
OEC.11	Optional course	105	3,5 5	7	Optional course
OEC.12	Optional course	150		8	Optional course
OEC.13 OEC.14	Optional course Optional course	135 105	4,5 3,5	8	Optional course Optional course
OEC.14	Optional course	105	3,5	6	Optional course
OEC.15			4,5	6	Optional course
OEC.17	1		3,5	4	Optional course
In total:		105 <b>1905</b>	63,5		•
Together	by plan	7200	240		

## Correspondence matrix determined by EP "Management" of the competences / learning outcomes to the descriptors of the National Qualifications Framework

Table 1
Correspondence matrix determined by EP "Management" of the competences to the descriptors of the National
Oualifications Framework

Classification of Knowledges Skills Communication Autonomy and responsibility													
Classification of	Knowledges	Skills	Communication	Autonomy and responsibility									
competences	Kn1 Conceptual knowledge acquired	<b>Sk1</b> Solving complex, unpredictable	C1 Conveying to specialists	AR1 Management of complex actions									
	in the process of study and	tasks and problems in specialized	and non-specialists	or projects, responsibility for decision-									
	professional activity, including certain	areas of professional activity and/or	information, ideas, problems,	making in unpredictable conditions									
	knowledge of modern achievements	studying, which involves the	solutions and own experience	AR2 Responsibility for the professional									
	<b>Kn2</b> Critical understanding of basic	collection and interpretation of	in the field of professional	development of individuals and/or									
	theories, principles, methods and	information (data), the selection of	activity	groups of individuals; the ability to									
	concepts in education and professional	methods and tools, the use of	C2 Ability to form effectively	further study with a high level of									
	activity	innovative approaches	a communication strategy	autonomy									
		General competences											
GC1			C1, C2	AR1									
GC2	KN1, KN2		<b>C</b> 1										
GC3	KN1, KN2	SK1											
GC4		SK1											
GC5		SK1											
GC6			C1, C2										
GC7			C1, C2										
GC8	KN1	SK1	<b>C</b> 1	AR2									
GC9		SK1	<b>C</b> 1	AR1, AR2									
GC10	KN1, KN2	SK1											
GC11		SK1	C2										
GC12		SK1	C2										
GC13			C1, C2	AR1									
GC14			C1, C2	AR1									
GC15			C1, C2	AR1									
		Special (professional) comp	etences										
SC1	KN2	SK1											
SC2			C2										
SC3			C2										

SC4		SK1		
SC5	KN2		C2	
SC6				
SC7	KN1	SK1		
SC8		SK1		
SC9				
SC10			C1	AR1
SC11				AR1
SC12	KN1			
SC13		SK1		AR1
SC14	KN1		C1	
SC15			C1	AR2

Table 2

Correspondence matrix determined by EP "Management" of learning outcomes and competencies

	General competences										• A A A A	8	Jut						_			noto	nace	0								
		47					U	rene	rai	COII	ipet	ence	22						-	2	pec	ıaı (	(bro	1622	1011	ai) (	UIII	pete	nce	5	-	
Pı	rogram learning outcomes	Integral competence	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	To find out own rights and responsibilities as a member of society, to be aware of the values of civil society, the rule of law, the rights and freedoms of a person and a citizen in Ukraine.	+	+																													
2	To preserve moral, cultural, scientific values and to multiply the achievements of society, to use various types and forms of motor activity to lead a healthy lifestyle.	+		+																												
3	To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.	+				+	+				+	+								+	+	+							+			
4	To demonstrate skills in identifying problems and substantiating managerial decisions.	+				+							+	+				+									+		+			
5	To describe the content of the organization's functional areas.	+																+		+								+				

6	To detect the skills of	+						+							+							+		+			
	searching, collecting and														-							-		-			
	analyzing information,																										
	calculating indicators to																										
	substantiate management																										
	decisions.																										
7	To detect the skills of	+												+	+	+	+										
	organizational design.																										
8	To apply management	+									+			+	+			+	+	+			+				
	methods to ensure the																										
	effectiveness of the																										
	organization's activities.																										
9	To demonstrate interaction,	+																+			+				+		+
	leadership, and teamwork																										
1.0	skills.																										
10	To demonstrate the skills to	+								+							+			+							
	substantiate effective tools																										
	for motivating the																										
1.1	organization's personnel.																										
11	To demonstrate the skills of	+		+				+															+				
	situation analysis and																										
	communication in various																										
	areas of the organization's																										
10	activities.																										
12	To evaluate the legal, social	+											+						+	+						+	+
	and economic consequences																										
	of the organization's																										
13	functioning.  To communicate orally and	+	+			+	+					+											+				
13	in writing in national and	-				-						7															
	foreign languages.																										
14	To identify the causes of	+	$\vdash$										+												+		+
1 1	stress, to adapt yourself and	'											'												'		'
	team members to a stressful																										
	situation, to find means to																										
	neutralize it.																										
	nounante it.						l	l											l	l							

15	To demonstrate the ability to	+								+				+					+	+
	act socially responsible and																			
	publicly conscious on the																			
	basis of ethical																			
	considerations (motives),																			
	respect for diversity and																			
	interculturality.																			
16	To demonstrate the skills of	+					+		+											
	independent work, flexible																			
	thinking, openness to new																			
	knowledge, to be critical and																			
	self-critical.																			
17	To conduct research	+	-	+				+		+						+				
	individually and/or in a group																			
	under the leader's direction.																			

## Application 3 **Table 1**

Correspondence matrix of program competencies to educational components of the educational and professional program

NECO	Corr	mat	IIA U	'i pi	ugra	till C	omp	Cttl	ICICS	10 1	cuuc	auo	mai v	COIII	pon		OI ti		uuca	LIUII	uı u	nu p	71 010	<b>70010</b>	1141	<u> </u>	<u>,1 a11</u>				
NEC.02		GC.01	GC.02	GC.03	GC.04	GC.05	90.05	GC.07	GC.08	GC.09	GC.10	GC.11	GC.12	GC.13	GC.14	GC.15	SC.01	SC.02	SC.03	SC.04	SC.05	SC.06	SC.07	SC.08	SC.09	SC.10	SC.11	SC.12	SC.13	SC.14	SC.15
NEC.03	NEC.01	+	+	+		+	+	+	+					+		+						+					+		+	+	
NEC.06	NEC.02	+	+	+		+	+	+	+					+		+						+					+		+	+	
NEC.05	NEC.03	+	+	+		+	+	+	+					+		+						+					+		+	+	
NEC.06 + + + + + + + + + + + + + + + + + + +	NEC.04	+	+	+		+	+	+	+	+			+	+		+			+			+					+		+	+	
NEC.08   + + + + + + + + + + + + + + + + + + +	NEC.05	+	+	+		+	+	+	+					+		+						+					+		+	+	
NEC.08	NEC.06	+	+	+		+	+	+	+	+			+	+	+	+			+			+					+		+	+	
NEC.10 + + + + + + + + + + + + + + + + + + +	NEC.07	+	+	+	+	+	+	+	+			+						+		+		+			+	+		+	+		
NEC.10 + + + + + + + + + + + + + + + + + + +	NEC.08			+	+	+	+	+	+		+							+		+			+					+			
NEC.11 + + + + + + + + + + + + + + + + + +	NEC.09	+	+	+		+	+	+	+	+				+		+	+			+		+							+	+	+
NEC.12	NEC.10	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+					+	+	+		
NEC.13	NEC.11	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.14	NEC.12	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.15 + + + + + + + + + + + + + + + + + + +	NEC.13	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+					+	+	+		
NEC.16	NEC.14			+	+	+	+	+	+		+							+		+			+					+			
NEC.17		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.18 + + + + + + + + + + + + + + + + + + +	NEC.16			+	+	+	+	+	+		+							+		+			+					+			
NEC.19				+	+	+	+	+	+		+							+		+			+					+			
NEC.20	NEC.18	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.21 + + + + + + + + + + + + + + + + + + +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+					+	+	+		
NEC.22 + + + + + + + + + + + + + + + + + +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+					+	+	+		
NEC.23		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+			+		+		+	+	+		
NEC.24 + + + + + + + + + + + + + + + + + + +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.25				+	+	+	+	+		+							+	+	+	+			+					+	+		
NEC.26 + + + + + + + + + + + + + + + + + + +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.27 + + + + + + + + + + + + + + + + + + +				+	+	+	+	+	+		+							+		+			+					+			
NEC.28 + + + + + + + + + + + + + + + + + + +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+					+	+	+		
NEC.29 + + + + + + + + + + + + + + + + + + +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.30 + + + + + + + + + + + + + + + + + + +		+	+			+	+	+	+	+			+	+	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+	
NEC.31 + + + + + + + + + + + + + + + + + + +			+		+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.32   +   +   +   +   +   +   +   +   +		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
	NEC.32	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+

	GC.01	GC.02	GC.03	GC.04	GC.05	GC.06	GC.07	GC.08	GC.09	GC.10	GC.11	GC.12	GC.13	GC.14	GC.15	SC.01	SC.02	SC.03	SC.04	SC.05	SC.06	SC.07	SC.08	SC.09	SC.10	SC.11	SC.12	SC.13	SC.14	SC.15
NEC.33	+	+			+	+	+						+	+	+		+		+							+	+	+	+	
NEC.34	+	+			+	+	+						+	+	+		+		+							+	+	+	+	
NEC.35	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.36	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.37	+	+	+		+	+	+	+	+							+		+	+					+				+		+
NEC.38	+	+	+		+	+	+	+	+		+		+		+	+		+	+		+	+		+		+	+	+	+	+
NEC.39	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.40	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.41	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+

Table 2
Correspondence matrix of program learning outcomes to educational components of the educational and professional program

	•	1	•		•	1		progra	• 111	•	1	•	•			1	
	PLO.01	PLO.02	PLO.03	PLO.04	PLO.05	PLO.06	PLO.07	PLO.08	PLO.09	PLO.10	PLO.11	PLO.12	PLO.13	PLO.14	PLO.15	PLO.16	PLO.17
NEC.01	+	+										+	+		+		
NEC.02	+	+										+	+		+		
NEC.03	+	+										+	+		+		
NEC.04	+	+										+	+		+	+	
NEC.05	+	+										+	+		+		
NEC.06	+	+										+	+		+	+	
NEC.07	+	+	+	+		+				+	+	+	+				
NEC.08	+	+	+			+		+			+		+				
NEC.09	+	+	+						+			+	+		+	+	
NEC.10	+	+	+		+	+			+		+	+	+		+	+	
NEC.11	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.12	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.13	+	+	+		+	+			+		+	+	+		+	+	
NEC.14	+	+	+			+		+			+		+				
NEC.15	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.16	+	+	+			+		+			+		+				
NEC.17	+	+	+			+		+			+	+	+				
NEC.18	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.19	+	+	+		+	+			+		+	+	+		+	+	
NEC.20	+	+	+		+	+			+		+	+	+		+	+	
NEC.21	+	+	+	+	+	+		+	+		+	+	+	+	+	+	
NEC.22	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.23	+		+		+	+		+		+	+	+	+				
NEC.24	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.25	+	+	+			+		+			+	+	+				
NEC.26	+	+	+		+	+			+		+	+	+		+	+	
NEC.27	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.28	+	+	+		+	+		+	+	+	+	+	+	+	+	+	+

	PLO.01	PLO.02	PLO.03	PLO.04	PLO.05	PLO.06	PLO.07	PLO.08	PLO.09	PLO.10	PLO.11	PLO.12	PLO.13	PLO.14	PLO.15	PLO.16	PLO.17
NEC.29	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.30	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.31	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.32	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.33	+	+		+							+	+	+		+		
NEC.34	+	+		+							+	+	+		+		
NEC.35	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.36	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.37	+	+	+		+	+						+	+			+	
NEC.38	+	+	+		+	+		+	+			+	+		+	+	+
NEC.39	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.40	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
NEC.41	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+