

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
STATE UNIVERSITY OF ECONOMICS AND TECHNOLOGY**



ДЕРЖАВНИЙ
УНІВЕРСИТЕТ
ЕКОНОМІКИ
І ТЕХНОЛОГІЙ

PROJECT

**EDUCATIONAL AND PROFESSIONAL
PROGRAM**

**training of higher education applicants
at the second (master's) level of higher education**

«MASTER OF BUSINESS ADMINISTRATION» (MBA)

Specialty	073 Management
Field of study	07 Management and administration
Qualification	master of management

APPROVED

The Academic Council of the State University of
Economics and Technology
of the State University of Economics and Technology
(protocol №)

Head of the Academic Council of the State University
of Economics and Technology

_____ Andrii SHAIKAN

_____ 2024

Kryvyi Rih – 2024
LETTER OF
APPROVAL
educational and professional program

FIELD OF STUDY 07 Management and administration
LEVEL OF HIGHER EDUCATION second (master's) level of higher education
SPECIALTY 073 Management
QUALIFICATION master of management

RECOMMENDED

Department of Business Management, State University of Economics and Technology
№ from 2024 p.

Acting Head of the Department _____ Hanna ANDRUSHCHENKO

APPROVED

The Academic Council of the Educational and Research Institute of Economics and Business
Education of the State University of Economics and Technology
Protocol № from 2024

Head of Scientific Council _____ Oleh PODKOPAIEV

APPROVED

Scientific-Methodological council State University of Economics and Technology
Protocol № from 2024

Head Scientific-Methodological council _____ Valentyn ORLOV

APPROVED

Academic Council State University of Economics and Technology
Protocol № from 2024

Head of Academic Council _____ Andrii SHAIKAN

APPROVED AND PUT INTO EFFECT

Order of the Acting Rector of the State University of Economics and Technology

№ from 2024

PREFACE

The educational and professional program is a regulatory document that regulates the normative, competence, qualification, organizational, educational and methodological requirements for the training of higher education applicants at the second (master's) level in the field of knowledge 07 Management and Administration, specialty 073 Management, developed on the basis of the Standard of Higher Education in the specialty 073 Management of the second (master's) level of higher education №959 of 10.07.2019.

The educational and professional program is based on a competency-based approach to the training of higher education applicants at the second (master's) level in the field of knowledge 07 Management and Administration, specialty 073 Management.

The educational and professional program for masters was developed by a project team consisting of:

1. Hanna Kucherova - Doctor of Economics, Professor, Professor of the Department of Business Management, Project Team Leader.
2. Hanna Andrushchenko - Doctor of Sociology, Professor, Acting Head of the Department of Business Management, member of the project team.
3. Tetiana Petrishyna - PhD in Economics, Associate Professor, Associate Professor of the Department of Business Management, member of the project team.
4. Viktoriia Soloviova - PhD in Economics, Associate Professor, Associate Professor of the Department of Economics and Digital Business.

Reviews - feedback from stakeholders:

- 1.
- 2.
- 3.

The procedure for the development, examination, approval and amendment of the educational and professional program is regulated by the Regulations on Educational Programs of the State University of Economics and Technology, enacted by the order of the Acting Rector of the University dated 25.05.2023 No. 83.

The educational and professional program of training of higher education applicants at the second (master's) level of specialty 073 Management may not be fully or partially reproduced, replicated and distributed without the permission of the State University of Economics and Technology.

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

1 - General information	
Full name of the higher education institution and structural unit	State University of Economics and Technology Educational and Research Institute of Economics and Business Education Department of Business Management
Level of higher education and title	Level of higher education: Master's degree Educational qualification: Master of Management
Official name of the educational and professional program	Master of Business Administration (MBA)
Diploma type and program scope	Type of diploma: Master's degree, single. Scope of the educational and professional program: 90 ECTS credits. At least 31.5 ECTS credits (35% of the volume) of the educational program should be aimed at ensuring general and special (professional) competencies in the specialty defined by the Higher Education Standard
Availability of accreditation	Accreditation Commission of Ukraine Certificate of accreditation series UD № 04009947 in the field of knowledge 07 Management and Administration, specialty 073 Management. The certificate is valid until July 1, 2025.
Cycle/level	Second (master's) level of higher education, NQF of Ukraine - level 7, QF-EHEA - second cycle, EQF-LLL - level 7
Prerequisites	Bachelor's, Specialist's, Master's degree. Admission requirements are determined by the Rules of Admission to the State University of Economics and Technology
Language(s) of instruction	Ukrainian, English
Duration of the educational program	Until the next accreditation
Internet address of the description of the educational and professional program	https://www.duet.edu.ua/ua
2 - Objective of the educational and professional program	
Training of highly qualified specialists in the field of management and business administration who have and are able to apply modern methods and tools of analysis to solve management problems and modern development problems, make data-driven business decisions aimed at the effective functioning of industrial enterprises on the basis of integration of education, science, and business in a transformational environment characterized by complexity and uncertainty of conditions and dynamic challenges of the business environment.	
3 - Characteristics of the educational and professional program	
Subject area (field of study, specialty)	07 Management and administration 073 Management <i>Object of study:</i> management of organizations and their subdivisions. <i>Learning objectives:</i> training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process that involve research and/or innovation and are characterized by uncertainty in a rapidly changing environment. <i>Theoretical content of the subject area:</i>

	<ul style="list-style-type: none"> - paradigms, laws, patterns, - principles, historical background of management development; - concepts of systemic, situational, adaptive, anti-sympathetic, anti-crisis, innovative, project management, etc; - functions, methods, technologies and management decisions in management. <p>Methods, techniques and technologies:</p> <ul style="list-style-type: none"> - general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc;) - methods of realization of management functions (methods of marketing research; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures); - methods of motivation; methods of control; methods of assessing social, organizational and economic efficiency in management, etc;) - management methods (administrative, economic, social, psychological, technological); - technologies for substantiating management decisions (economic analysis, simulation modeling, decision tree, etc.). <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management.</p>
<p>Orientation of the educational and professional program</p>	<p>Educational and professional program</p>
<p>Main focus of the educational and professional program and specialization</p>	<p>In the context of Ukraine's reconstruction and recovery, the educational and professional program is aimed at forming an effective manager capable of implementing European practices. The program will teach students to analyze the operating environment of companies and develop strategies against the backdrop of mega trends in a rapidly changing world.</p> <p>Keywords: management, administration, business processes, project management, data analytics, data visualization, ERP systems</p>
<p>Features of the program</p>	<p>By combining strategy with key issues of sustainable development, people management and entrepreneurship, the educational and professional program provides students with information on making strategic business decisions based on data.</p> <p>The program has a practical focus on managing the development of industrial enterprises, which is an important component for sustainable economic growth in the region and Ukraine.</p> <p>The program provides for the provision of educational components with a strong staff with practical experience in management, development and implementation of joint international projects, and research and development work commissioned by enterprises.</p> <p>The program opens up opportunities to coordinate business process management, finance, and human resources functions to achieve business goals, use innovative management tools of modern developments in the field of information and communication technologies.</p>

	<p>The educational and professional program combines modern courses in professional, communication, information technology, taking into account the latest trends in management, business and administration. As students begin their studies, they choose courses according to their professional interests.</p> <p>Special feature: teaching in Ukrainian and English.</p>	
4 - Suitability of graduates for employment and further education		4 - Suitability of graduates for employment and further education
Suitability for employment	<p>Graduates of the program can hold positions according to the Classification of Occupations - 2024 DK 003:2010:</p> <p>1210.1 - Head (director, chief, rector, president, etc.) of enterprises, institutions and organizations</p> <p>1229 - Head of a service, secretariat, structural unit, Head of a structural unit - chief specialist, case manager (social sphere, information security)</p> <p>1238 - Head of an institution (structural unit) for intellectual property, standardization, certification and quality Project and program managers</p> <p>1231, 14 - Manager (administrator) of enterprises, institutions, organizations and their subdivisions</p> <p>2310.2 - teacher of a higher education institution</p> <p>and others defined by the National Classifier of Ukraine "Classifier of professions-2024 DK 003: 2010".</p>	
Further education	<p>Further study at the third (educational and scientific) level of higher education. Acquisition of additional qualifications in the postgraduate education system.</p>	
5 - Teaching and assessment		

Teaching and learning	<p>The educational process is based on student-centered learning, academic freedom and integrity, scholarship, innovation and creativity.</p> <p>Teaching and learning has a 3-level structure and consists of a four-week learning cycle. One educational component consists of several modules and includes two/four evenings (Saturday and Sunday) and two full days (Saturday and Sunday) with a total of 28 (36) hours. Each educational component includes preliminary and homework assignments</p>
Assessment	<p>The knowledge assessment system includes current and final control. Current control is carried out through evaluation:</p> <ul style="list-style-type: none"> - achievements of the applicant in contact classes, - the results of the performance and defense of independent work tasks, - results of individual tasks. <p>Final control is the final assessment of the learning outcomes of higher education students in the form of an exam or test. The monitoring of the progress of higher education students is carried out using a 100-point grading system with mandatory conversion of grades to the national scale and the ECTS scale. Certification of higher education students is carried out in the form of a public defense of a master's thesis (project).</p>

6 - Program competencies	
Integral competence (IC)	Ability to solve complex tasks and problems in the field of management or in the learning process that involve research and/or innovation under uncertain conditions and requirements.
General competencies (GC)	<p>GC1. Ability to conduct research at the appropriate level.</p> <p>GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).</p> <p>GC3. Skills in the use of information and communication technologies.</p> <p>GC4. Ability to motivate people and move towards a common goal.</p> <p>GC5. Ability to act on the basis of ethical considerations (motives).</p> <p>GC6. Ability to generate new ideas (creativity).</p> <p>GC7. Ability to think abstractly, analyze and synthesize.</p>

<p>Special (professional, subject) competencies (SC)</p>	<p>SC1. Ability to choose and use management concepts, methods and tools, including in accordance with the defined goals and international standards.</p> <p>SC2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.</p> <p>SC3. Ability to self-development, lifelong learning and effective self-management.</p> <p>SC4. Ability to effectively use and develop the organization's resources.</p> <p>SC5. Ability to create and organize effective communications in the management process.</p> <p>SC6. Ability to form leadership qualities and demonstrate them in the process of managing people.</p> <p>SC7. Ability to develop and manage projects, show initiative and entrepreneurship.</p> <p>SC8. Ability to use psychological technologies for working with staff.</p> <p>SC9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.</p> <p>SC10. Ability to manage the organization and its development.</p>
<p>7 - Program learning outcomes</p>	
<p>Program learning outcomes (PLOs)</p>	<p>PLO1. To critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions</p> <p>PLO2. Identify problems in the organization and justify methods of solving them</p> <p>PLO3. Design effective management systems for organizations</p> <p>PLO4. Justify and manage projects, generate entrepreneurial ideas</p> <p>PLO5. Plan the organization's activities in strategic and tactical terms</p> <p>PLO6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility</p>

	<p>PLO7. Organize and carry out effective communications within the team, with representatives of different professional groups and in the international context</p> <p>PLO8. Apply specialized software and information systems to solve organizational management problems</p> <p>PLO9. To be able to communicate in professional and scientific circles in the state and foreign languages</p> <p>PLO10. Demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior to solve professional problems</p> <p>PLO11. Ensure personal professional development and time management</p> <p>PLO12. To be able to delegate authority and management of the organization (unit)</p> <p>PLO 13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit)</p>
8 - Resource support for the program implementation	
Staffing support	<p>The staffing of this educational and professional program assumes that 100% of the academic disciplines will be taught by persons with a PhD / Doctor of Science degree, whose scientific works correspond to the disciplines taught; they have the necessary teaching experience. Practitioners with management experience will be involved in the teaching process. According to the Law of Ukraine "On Higher Education", in order to improve their professional level, academic staff undergo internships at least once every five years and participate in professional trainings.</p>
Material and technical support	<p>The peculiarities of the material and technical support of the educational and professional program are the availability of the necessary educational and social facilities in accordance with the license requirements.</p>
Information and educational support	<p>Information support of the educational process provides for the possibility of applicants to use the module of active learning in an object-oriented environment (Moodle) and the availability of appropriate licensed, public computer programs for practical and creative classes.</p> <p>Educational and methodological support provides for the availability of educational materials in all disciplines of the curriculum, methodological recommendations for the qualification work.</p>
9 - Academic mobility	
National credit mobility	<p>National credit mobility can be carried out in accordance with the requirements of current legislation within the framework of relevant agreements and memorandums of cooperation, as well as in accordance with the Regulations on the procedure for exercising the right to academic mobility of participants in the educational process</p>

	<p>Of the State University of Economics and Technology, approved by the Order of the Rector dated 25.02.2021 No. 29 (as amended on 28.07.2022 No. 109).</p> <p>Available partner universities for the realization of the right of national mobility by students:</p> <ul style="list-style-type: none"> - State Higher Educational Institution "Vadym Hetman Kyiv National University" (Memorandum of Cooperation No. 1 of 25.02.2021) https://kneu.edu.ua/
<p>International credit mobility</p>	<p>International credit mobility may be carried out in accordance with the current legislation of Ukraine and concluded agreements.</p> <p>The right of the applicant of the educational and professional program to academic mobility is confirmed by the Regulations on the procedure for the implementation of the "right to academic mobility of participants in the educational process at the State University of Economics and Technology approved by the Order of the Rector dated 25.02.2021 № 29 (as amended on 28.07.2022 № 109), in particular</p> <ul style="list-style-type: none"> - study, internship in another higher education institution (research institution) in Ukraine or abroad; - to recognize the results of individual academic mobility, subject to prior agreement on the mandatory conditions and procedure for transferring credits (educational components, other academic achievements); - to conclude an agreement on training (pedagogical practice) between the host higher education institution (research institution) and the State University of Economics and Technology; - to obtain an academic transcript for the purpose of enrollment in a mobility program, including international mobility. <p>Partner universities are available for students to exercise their right to international credit mobility:</p> <ul style="list-style-type: none"> - Jan Długosz University of Humanities and Natural Sciences in Czestochowa (Poland) (cooperation agreement of 11.11.2021) http://bip.uid.edu.pl - Rēzekne Academy of Technology, Latvia (cooperation agreement of 01.02.2021) https://rta.lv/
<p>Training of foreign applicants for higher education</p>	<p>Training of foreign students is not provided.</p>

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

Code n/a	Components of the educational program (academic components, course projects (works), internships, qualification work)	Number of credits	Form of final control
1. Mandatory components of the EP			
EK 1	Business process management	6	Exam
EK 2	Management of yourself, teams and organizations	6	Exam
EK 3	Project management	6	Exam
EK 4	Data analytics for managers	6	Exam
EK 5	Support for business processes of ERP systems	6	Exam
Practical training			
EK 6	Practice	18	-
Certification			
EK 7	Qualification work (master's project)	12	Defence
The total amount of mandatory components:		60	
2. Selective components of the EP The applicant chooses two educational components from the Base of elective components approved by the Academic Council of the University			
SK 1	At the choice of the applicant	6	Test
SK 2	At the choice of the applicant	6	Test
SK 3	At the choice of the applicant	6	Test
SK 4	At the choice of the applicant	6	Test
SK 5	At the choice of the applicant	6	Test
SK 6	At the choice of the applicant	6	Test
SK 7	At the choice of the applicant	6	Test
SK 8	From other EPP	6	Test
Total amount of selective components:		30	
TOTAL AMOUNT OF THE EDUCATIONAL PROGRAM		90	

2.2. Structural and logical framework of the educational and professional program

The educational and professional program is built with consideration of the main elements of training a management specialist, namely, communication, entrepreneurial and analytical components. These elements are present in both the general and professional training cycles and are built on the principle of logical development and interconnection between disciplines.

Communication training involves the ability to communicate with representatives of different professional groups and in an international context; to interact with people and influence their behavior. Entrepreneurial training involves justifying the choice of the most attractive areas of activity in various types of entrepreneurship; the analytical component of specialist training involves the ability to analyze data, business processes, identify their essential features and main characteristics, and conduct innovative activities at the enterprise.

The structural and logical diagram of the educational and professional program "MASTER OF BUSINESS ADMINISTRATION" at the second (master's) level of higher education is shown in Fig. 1.

3. 3. Form of certification of higher education applicants

The certification of graduates of the educational and professional program "MASTER OF BUSINESS ADMINISTRATION" at the second (master's) level is carried out in the form of a public defense of a qualification work (master's project).

Certification is carried out by the Examination Commission for the Certification of Higher Education Applicants, which may include representatives of employers and their associations. Attestation is carried out openly and publicly.

The procedure of public defense (demonstration) involves the publication of research results within the qualification work at a meeting of the Examination Commission. It is mandatory to have a demonstration material with the use of multimedia and printed handouts.

The qualification work must demonstrate the ability to solve complex tasks and management problems in the activities of institutions and organizations, to determine the mechanisms of influence and interdependencies between the economic and managerial features that are analyzed and involve research and is characterized by uncertainty of conditions and requirements for the level of professionalism, adaptability and innovative approach to solving problems. This includes the ability to adapt to new conditions, efficiently use available resources, introduce new technologies and techniques into management practice, and demonstrate an innovative approach to solving complex managerial, economic and social problems.

. The master's qualification work is aimed at conducting research work by the applicant, conducting independent search theoretical and experimental research, systematizing, consolidating and expanding the acquired knowledge. The work is performed using experimental or empirical data and must contain results with elements of scientific or applied novelty. In the qualification work, the mandatory tasks are: conducting a theoretical study on the subject field of the problem selected for research, building an experimental research plan, determining the dependent and independent variables, justifying the feasibility of a diagnostic examination program, processing the data obtained, drawing up an interpretive analysis and building an effective impact program in accordance with the defined results, goals and objectives of the study.

The qualification work must be checked for plagiarism.

Details of the requirements for qualification work are regulated by the internal documents of the higher education institution.

The certification is completed by issuing a state-approved document on awarding the educational degree of Master of Management with the qualification: Master of Management.

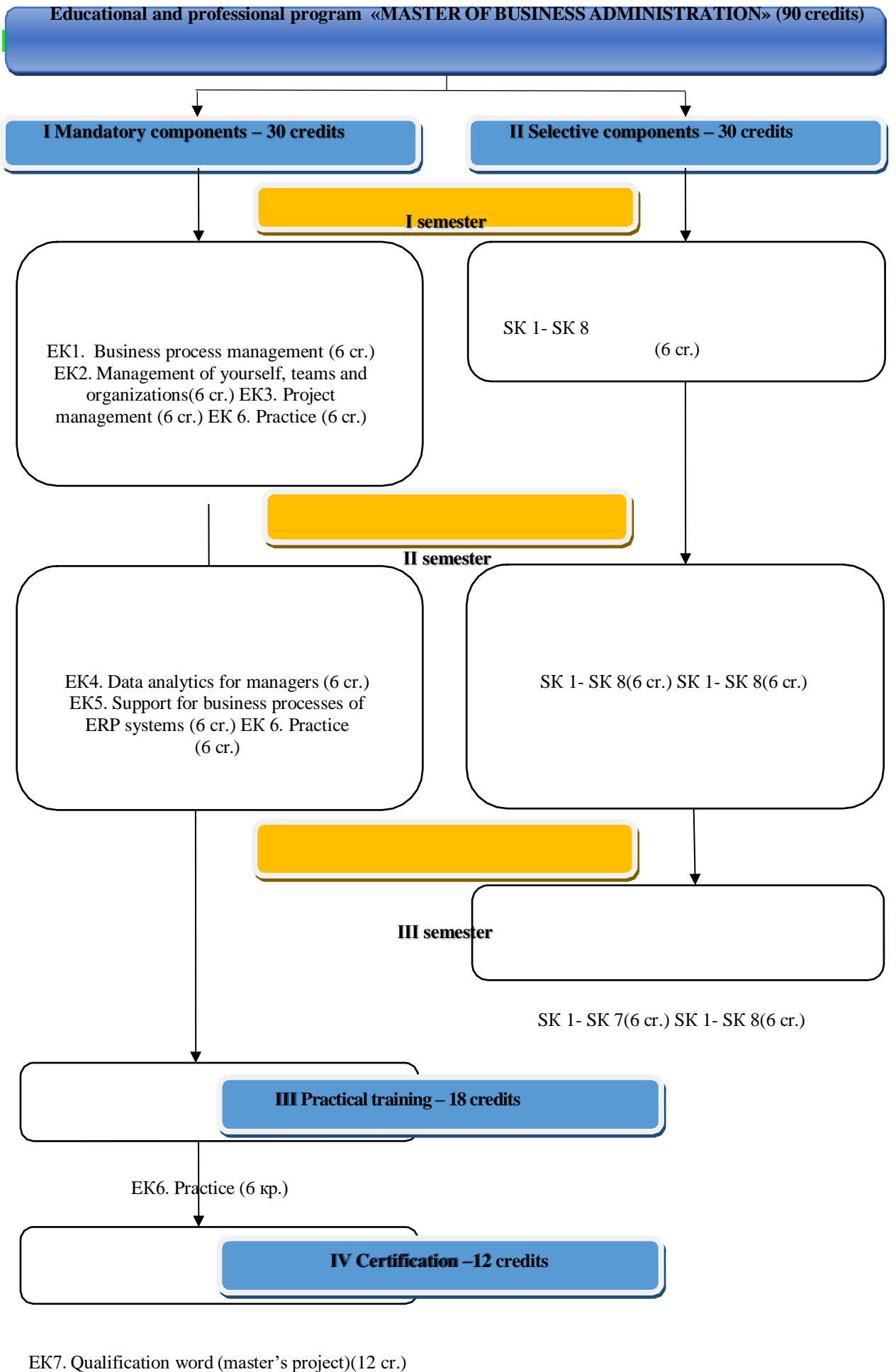


Fig. 1 Structural and logical framework of the educational and professional program «MASTER OF BUSINESS ADMINISTRATION» (MBA)

4. Matrix of correspondence of program competencies to the relevant components of the educational and professional program

№ of components	GK1	GK2	GK3	GK4	GK5	GK6	GK7	SK1	SK2	SK3	SK4	SK5	SK6	SK7	SK8	SK9	SK10
EK 1	+	+	+	+		+		+			+	+		+		+	+
EK 2		+	+		+	+			+	+		+	+			+	+
EK 3	+		+	+	+			+				+					
EK 4	+		+	+		+		+	+			+		+	+	+	
EK 5	+	+	+	+		+		+	+		+	+		+	+	+	+
EK 6	+	+	+		+	+			+	+		+		+		+	
EK 7	+		+	+	+	+	+		+	+	+			+	+	+	+

5. Matrix of providing program learning outcomes (PLOs) with relevant components of the educational and professional program

№ of component	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	PLO 13
EK 1	+	+	+	+	+	+	+	+				+	+
EK 2	+	+	+			+	+	+	+	+	+	+	+
EK 3	+		+	+		+	+	+	+				
EK 4	+	+	+	+	+	+		+					+
EK 5	+	+	+	+	+	+	+	+					+
EK 6	+	+	+	+	+	+	+	+	+		+		
EK 7	+	+	+	+	+	+	+	+	+		+		+

6. Explanatory note

The mandatory components of the explanatory note are the compliance matrix (Table 1)

Table 1

Matrix of compliance of the competencies / learning outcomes defined by the Standard with the NQF descriptors (level 7, master's)

Classification of competencies (learning outcomes) according to the NQF	Knowledge Kn1 Conceptual scientific and practical knowledge Kn2 Critical understanding of theories, principles, methods and concepts in the field of professional activity and / or education	Skills/abilities Sk 1 Advanced cognitive and practical skills, mastery and innovation at the level necessary to solve complex specialized tasks and practical problems in the field of professional activity or study	Communication K1 Communicating information, ideas, problems, solutions, own experience and arguments to specialists and non-specialists K2 Collect, interpret and apply data K3 Communicate on professional issues, including in a foreign language, orally and in writing	Responsibility and autonomy AU1 Manage complex technical or professional activities or projects AU2 Ability to take responsibility for making decisions in unpredictable work and/or learning contexts AU3 Forming judgments that take into account social, scientific and ethical aspects AU4 Organize and lead the professional development of individuals and groups AU5 Ability to continue learning with a significant degree of autonomy
General competencies				
GC1	Kn1		K2	
GC2			K3	
GC3		Sk1		AU1
GC4		Sk1		AU4
GC5	Kn2			AU3
GC6		Sk1	K1	AU2
GC7				AU1
Special (professional) competencies				
SC1	Kn2	Sk1		AU1
SC2		Sk1		AU1, AU2
SC3				AU5
SC4	Kn1	Sk1	K1	AU1, AU2
SC5			K1, K3	
SC6	Kn1		K1	AU4
SC7	Kn1	Sk1	K1	AU1, AU2
SC8	Kn1			AU4
SC9	Kn2	Sk1	K1, K2	AU1, AU2
SC10		Sk1	K1	AU1, AU2, AU4

Head of the project team
(guarantor of educational program) _____

Hanna KUCHEROVA - Doctor of Economics, Professor, Professor of the Department of Business Management

Members of the project team _____

Hanna ANDRUSHCHENKO - Doctor of Sociology, Professor, Acting Head of the Department of Business Management

Tetiana PETRISHYNA - PhD in Economics, Associate Professor of the Department of Business Management

Viktoriiia SOLOVIOVA - PhD in Economics, Associate Professor, Associate Professor of the Department of Economics and Digital Business
