

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

Educational and professional program
ADMINISTRATIVE MANAGEMENT
The second (master's) level of higher education
Branch of knowledge 07 Management and administration
Specialty 073 Management

APPROVED
Scientific council
Kharkiv National University
named after V.N. Karazin
«Л» мхаблра 2024,
protocol No. 10

Entered into force from _____ 2024.
by order of 19.05 2024 No. 0114-1/148
Vice-rector for scientific and pedagogical
work



Oleksandr HOLOVKO

Kharkiv 2024

LETTER OF AGREEMENT
of educational and professional program
“Management of Organizations”

The educational program was reviewed and approved by:

1. Scientific and Methodological Council of V. N. Karazin Kharkiv National University protocol No. 8 of “11” april 2024.

Chairman of the Scientific and Methodological Council,

Vice-Rector for Scientific and Pedagogical Work [Signature] (Oleksandr HOLOVKO)

1.1. Academic Council of the Faculty of Economics:

protocol No. 6 from “11” april 2024

Head of the Academic Council of the Faculty [Signature] (Vitalii DIACHEK)

1.2. Scientific and methodological commission of the Faculty of Economics:

protocol No 8 from “10” april 2024

Head of scientific and methodical commission

of the faculty_

[Signature]

(Tetiana PONOMAROVA)

1.3. Department of Economics and Management:

protocol No 9 from “9” april 2024

Head of the Department of

Economics and Management, Professor [Signature] (Hanna DOROSHENKO)

PREAMBLE

Developed by a working group consisting of:

Head of the working group	Position held	Scientific degree, scientific title
Tiesheva Larysa Vasylivna	Professor of the institution of higher education, Department of Economics and Management	Doctor of Economic Sciences, Professor of the Department of Economics and Management
Members of the working group		
Purtov Volodymyr Fedorovych	Associate professor of the institution of higher education, Department of Economics and Management	Candidate of Economic Sciences, Associate Professor of the Department of Economics and Management
Babich Svitlana Mykolayivna	Associate professor of the institution of higher education, Department of Economics and Management	Candidate of Economic Sciences, Associate Professor of the Department of Economics and Management

The project conception of the educational program involved representatives of higher education applicants and representatives of employers within the framework of the held round table.

*** <http://economanagement.kh.ua/news/index.php>

When developing the Program project, the requirements are taken into account:

- 1) Standards of higher education of Ukraine of the second (master's) level of branch of knowledge 07 "Management and administration" specialty 073 "Management", approved by order of the Ministry of Education and Science of Ukraine No. 959 dated July 10, 2019)
- 2) the Law of Ukraine "On Higher Education" (2014, with amendments);

Reviews of external stakeholders:

1. Ariefieva O. V. - Head of the Department of Air Transport Economics, NAU, Doctor of Economics, Professor
2. Tsybulska E. I. - Associate Professor of the Department of Economics and Law of the Kharkiv Humanitarian University "People's Ukrainian Academy", PhD in Economics, Associate Professor;
3. Sotskyi A. M. - Medical Director for Surgical Care at the Municipal Clinical Hospital of Emergency and Ambulance Care named after Prof. O. I. Meshchaninov of the Kharkiv City Council;
4. Chubka I. A. - Chairman of the Student Council of the Faculty of Economics of V. N. Karazin Kharkiv National University.

1. Profile of the educational program

1 - General information	
Full name of the higher education institution and structural unit	Kharkiv National University named after V.N. Karazina, Faculty of Economics
The official name of the program	ADMINISTRATIVE MANAGEMENT
Degree of higher education	Master's degree
Awardable qualification	Master of Management, Administrative Management
Type of diploma and scope of the educational program	Master's degree, single, 90 ECTS credits, period of study - 1 year and 4 months
Availability of accreditation	Certificate of accreditation, ND series, No. 2189556. Decision of the accreditation commission dated May 30, 2013, protocol No. 104 (order of the Ministry of Education, Culture, Sports and Science of Ukraine dated June 4, 2013 No. 2070-I). Validity of the certificate until July 1, 2024
Cycle/level	Master's degree - level 7 of the National Qualifications Framework and the second cycle of higher education of the Qualifications Framework of the European Higher Education Area
Prerequisites	Admission conditions are determined by the "Rules of admission to Kharkiv National University named after V.N. Karazin", approved by the Academic Council
Language(s) of instruction	Ukrainian, English
The term of validity of the educational program	until 31.12.2025
Internet address of the permanent placement of the description of the educational program	http://start.karazin.ua/programs/7/4/073/89
2-The purpose of the educational program	
<p>The purpose of the program is to develop the necessary competencies in the field of organizational, managerial, production, economic, information and analytical activities. The Administrative Management program is aimed at training highly qualified managers who want to build a successful career in public administration, in public organizations, business structures and healthcare institutions, who are able to effectively manage healthcare organizations, make strategic decisions and implement innovative approaches to improve the quality of healthcare services.</p>	
3-Characteristics of the educational program	

Subject area (field of knowledge, specialty, specialization)	branch of knowledge 07 “Management and administration”; specialty 073 “Management”; The object of study is the management of organizations and their divisions in unpredictable conditions. <i>Training goals:</i> training of specialists capable of identifying and solving complex tasks and problems in the field of management and in the learning process, which involve conducting research and/or implementing innovations and are characterized by uncertainty in the conditions of requirements. <i>Theoretical content of the subject area:</i> - paradigms, laws, regularities,
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	<p>principles, historical prerequisites of management development;</p> <ul style="list-style-type: none"> - concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; - functions, methods, technologies and managerial decisions in management <p><i>Methods, techniques, technologies and tools:</i></p> <ul style="list-style-type: none"> - general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert assessment, factual, sociological, documentary, balance ones, etc.); - methods of implementing management functions (marketing research methods; methods of economic diagnostics; case methods, methods of forecasting and planning; methods of designing of organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational and economic efficiency in management, etc.). - 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 that allows the use of methods of distance "auditory" work; information systems and software products used in management.
Orientation of the educational program	The educational and professional master's training program provides for the acquisition of competencies in the field of administrative management of modern enterprises, profitable and non-profit organizations and institutions.
The main focus of the educational program and specialization	The focus of the program is the training of integral and socially responsible highly qualified specialists capable of professional activity in the field of administrative management. Keywords: MANAGEMENT, ADMINISTRATION, MANAGEMENT ACTIVITIES, ORGANIZATION, STRATEGY, COMMUNICATIONS, EFFICIENCY, MEDICAL MANAGEMENT, ADMINISTRATION IN HEALTHCARE INSTITUTIONS
Features of the program	It provides for the scientific, experimental and project nature of the educational process, which is implemented by combining educational components of scientific and practical nature. It allows to form an individual educational trajectory by composing the following selective educational components of mentioned educational tracks: professional, digital, softskills.
4-Suitability of graduates for employment and further education	
Suitability for employment	The Master of Management can hold primary positions according to the Classifier of Professions DK 003:2010 "Managers (Managers) of Enterprises, Institutions, Organizations and Their Subdivisions", which are characterized by special professional competencies in accordance with the generalized object of activity: manager (manager); head (head) of population social security institution; the head of the executive body of the joint-stock company;

	branch manager; chief administrator (at commercial enterprises); head (director, chief, etc.) of the department; administrator (state authorities and local government).
Further education	They have the right to continue their studies at the third (educational and scientific) level of higher education - doctor of philosophy. Acquisition of additional qualifications in the postgraduate education system.
5- Teaching and assessment	
Teaching and learning	<p>Student-centered and competency-oriented education. Teaching is carried out in the form of: problem-based lectures, practical classes using specialized software, seminar classes, solving situational tasks, using the case method, business games, author's trainings of leading management specialists that develop leadership skills and the ability to work in a team and accept management decisions.</p> <p>Participation of higher education students in scientific work, which involves conducting research on current management problems, publishing scientific articles, organizing round tables, competitions, testing results at scientific conferences and seminars. Execution of individual tasks, including control works, essays, presentations.</p> <p>Innovative electronic learning technologies are used. Independent work with the possibility of consultations with the teacher, e-learning for individual educational components, individual classes, group project work is provided.</p> <p>Students of higher education during their studies can undergo internships and participate in international projects under academic exchange programs (Erasmus Mundus, Campus France and Alliance française, Chevening, World Wide Studies, Visegrad Scholarship Program).</p> <p>Teaching is based on a student-oriented approach and self-learning. A combination of such forms of education as lectures, seminars and practical classes, independent work, e-learning systems on the Moodle platform, consultations with teachers, written exams, tests, webinars, group projects, discussions, public speeches, individual research works, passing practices, preparation of master's qualification work. If necessary, it is possible to organize distance learning based on the Moodle e-learning system, Microsoft Teams, Google Meet, Zoom, and others.</p>
Assessment	According to the educational program, normative assessment is provided (written and oral comments of teachers during the learning process, formation of self- and mutual assessment skills); final assessment; assessment of current work during the study of individual educational components (written essays, presentations, testing), protection of practice reports and qualification work.
6 – Software competencies	
Integral competence	The ability to solve complex tasks and problems in the field of management during the learning process, which involves

	Conducting research and/or innovation for uncertainty of conditions and requirements.
General competences (ZK)	<p>- competencies defined by the standard of higher education:</p> <p>ZK1. The ability to conduct research at the appropriate level;</p> <p>ZK2. 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>ZK3. Skills in using information and communication technologies;</p> <p>ZK4. Ability to motivate people and move towards a common goal;</p> <p>ZK5. Ability to act on the basis of ethical considerations (motives);</p> <p>ZK6. Ability to generate new ideas (creativity);</p> <p>ZK7. Ability to abstract thinking, analysis and synthesis.</p>
Professional competences (FC)	<p>- competencies defined by the standard of higher education:</p> <p>FC1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>FC2. 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>FC3. Ability to self-development, lifelong learning and effective self-management;</p> <p>FC4. Ability to effectively use and develop the organization's resources;</p> <p>FC5. Ability to create and organize effective communications in the management process;</p> <p>FC6. The ability to form leadership qualities and demonstrate them in the process of managing people;</p> <p>FC7. Ability to develop projects, manage them, show initiative and entrepreneurship;</p> <p>FC8. Ability to use psychological technologies for working with personnel</p> <p>FC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>FC10. Ability to manage the organization and its development</p> <p>- competencies determined by the institution of higher education:</p> <p>FC11. Ability to ensure the implementation of the principles of state policy in the field of providing administrative services.</p> <p>FC12. The ability to apply the norms of administrative law to regulate relations of a managerial nature arising in the sphere of public administration.</p> <p>- competencies defined by the higher education institution for specialization:</p> <p>FC13. Ability to manage organizations in the field of health care;</p>
7-Program learning outcomes	

<p>Program learning outcomes (PRN)</p>	<p>- program learning outcomes determined by the standard of higher education:</p> <p>PRN1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;</p> <p>PRN2. Identify problems in the organization and justify methods of solving them;</p> <p>PRN3. Design effective management systems for organizations</p> <p>PRN4. Justify and manage projects, generate entrepreneurial ideas;</p> <p>PRN5. Plan the organization's activities in strategic and tactical terms;</p> <p>PRN6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PRN7. Organize and carry out effective communications within the team, with representatives of different professional groups and in the international context;</p> <p>PRN8. Apply specialized software and information systems to solve organizational management problems;</p> <p>PRN9. To be able to communicate in professional and scientific circles in the state and foreign languages;</p> <p>PRN10. Demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior to solve professional problems;</p> <p>PRN11. Have the skills to ensure personal professional development and time management.</p> <p>PRN12. Be able to delegate authority and management of the organization (unit).</p> <p>PRN13. To be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).</p> <p>-Program learning outcomes defined by the higher education institution:</p> <p>PRN14. To apply the rules of administrative law to regulate management relations arising in the field of public administration;</p> <p>PRN15. Demonstrate the ability to act socially responsible and socially conscious in solving management problems;</p> <p>-program learning outcomes determined by the higher education institution for the specialization:</p> <p>PRN16. To be able to plan and implement information, methodological, material, financial and personnel support of the organization in the field of health care.</p>
<p>8-Resource support for the implementation of the program</p>	
<p>Specific characteristics of personnel support</p>	<p>Scientific and pedagogical staff with scientific degrees and/or scientific titles, as well as highly qualified specialists, are involved in the implementation of the program.</p> <p>Lecturers who teach within the framework of work programs are active and recognized scientists who publish works in domestic and foreign publications, have appropriate professional competence and experience in the field of teaching, scientific research and pedagogical activities. The teaching staff has a qualification, major according to the diploma of higher education and scientific specialty according to the diploma of</p>

	<p>obtaining a scientific degree, which correspond to or are related to the specialty 073 "Management". The scientific and pedagogical staff, which carries out the educational process, periodically and in a timely manner undergo internships.</p> <p>The practical-oriented nature of the educational program involves the participation of practitioners corresponding to the direction of the practical program, as well as the involvement of directors-managers of companies of various forms of ownership. The synergistic connection of theoretical and practical training strengthens the ability of higher education students to gain experience and practical training in their specialty.</p> <p>In order to improve their professional level, all scientific and pedagogical staff undergo an internship once every five years.</p>
<p>Specific characteristics of material and technical software</p>	<p>Availability of material and technical support:</p> <ol style="list-style-type: none"> 1. Premises for training classes and control measures - in accordance with licensing requirements. 2. Multimedia equipment for simultaneous use in classrooms - not less than 30% of the need. 3. Library, including a reading room. 4. Food outlets (student restaurant), assembly hall, sports hall. 5. Dormitory - 100% of the minimum requirement. 6. Computer workstations.
<p>Specific characteristics of both informational and educational methods software</p>	<p>- the official website of Kharkiv National University named after V.N. Karazin: https://karazin.ua/, website of the Faculty of Economics: https://econom.univer.kharkov.ua/, website of the Department of Economics and Management: http://econommanagement.kh.ua/news/index.php ;</p> <ul style="list-style-type: none"> - wireless Internet access points; - unlimited access to the Internet; - scientific library, reading rooms; - schedules of the educational process; - educational and methodical materials and distance courses: https://moodle.karazin.ua/ ; - practice programs; - methodical instructions for the performance of qualification works; - access to PS-Journal of success for students and schedule: https://online.karazin.ua:1443/ - access to the Moodle electronic learning environment system: https://moodle.karazin.ua/, which provides access to materials in Ukrainian and English from the disciplines of the educational program, presentations, test tasks, video materials and other components of e-learning. <p>Students of higher education studying under this educational program and scientific and pedagogical staff can use the library and information resource, the scientific library of the university, get access to all printed publications in different languages, including monographs, textbooks, dictionaries, etc., review literature using traditional library search facilities or use access to the Internet and other databases.</p> <p>The Central Scientific Library http://www-library.univer.kharkov.ua/ukr/ provides access to many well-known electronic databases:</p> <ul style="list-style-type: none"> -scientometric databases Scopus, Web of Science; - eLibraryUSA databases;

	<p>- educational resources: Academic Search Premier databases from EBSCO, Research4Life, Coursera;</p> <p>- international databases using the Elsevier electronic resource center.</p> <p>The library supports open access to knowledge through the repository (electronic archive) of the university, which is constantly replenished with publications by professors, teachers, scientists, graduate students and students.</p> <p>The educational process is provided with methodological complexes of disciplines consisting of a course of lectures, methodological developments for practical and seminar classes, methodological instructions for independent work of students, methodological materials for course design, development of course projects, examination and test tasks of various complexity (for self-testing, for examinations) etc.</p> <p>Students of higher education also use methodical material prepared by teachers: textbooks, presentations after lectures, lecture notes, methodical instructions for practical, seminar classes, individual tasks, etc. Methodical material can be provided both in printed form and in electronic form. Methodical materials are periodically updated and adapted in accordance with the goals of the educational program.</p>
9-Academic mobility	
National credit mobility	Individual academic mobility is implemented within the framework of inter-university agreements on the establishment of scientific and educational relations to meet the needs of the development of education and science.
International credit mobility	On the basis of bilateral agreements between Kharkiv National University named after V.N. Karazin and educational institutions of partner countries.
Training of foreign applicants of higher education	The training of foreign students of higher education is carried out in accordance with the Law of Ukraine "On Higher Education".

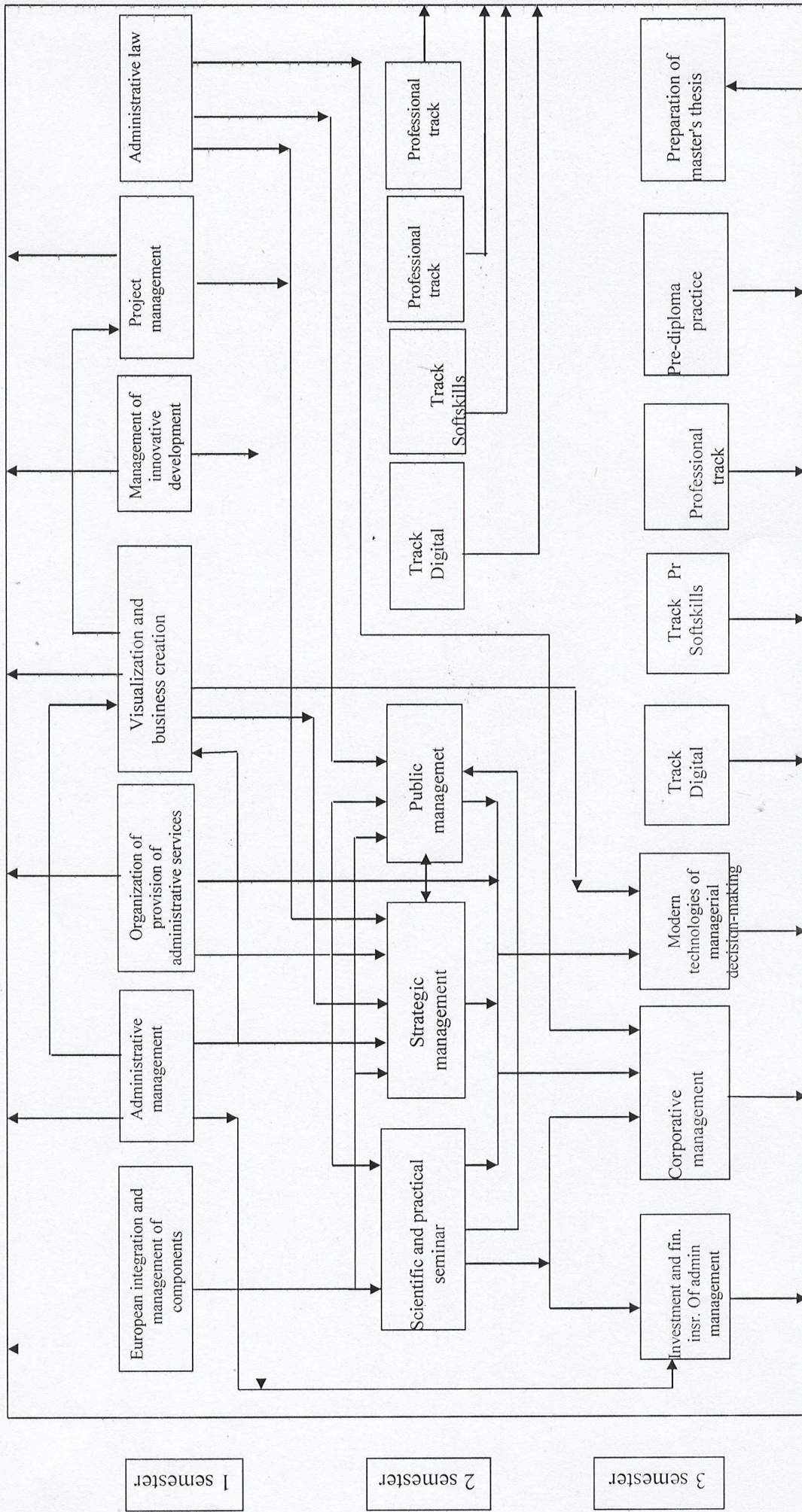
2. List of components of the educational and professional program and their logical sequence

2.1 List of OP components

Code n/a	Components of the educational program (study subjects, course projects (works), practices, qualification work)	Number of credits	Final control form
1. Mandatory OP components			
OK1	Scientific and practical seminar	6	test
OK2	European integration and management of components of national wealth	4	test
OK3	Administrative management	5	exam
OK4	Project management	4	exam
OK5	Organization of provision of administrative services	4	test
OK6	Visualization and business creation	5	exam
OK7	Administrative Law	4	test
OK8	Management of innovative development of modern economic systems	4	exam
OK9	Public management	4	exam
OK10	Strategic management	4	exam
OK11	Investment and financial instruments of administrative management	3	exam
OK12	Corporative management	3	exam
OK13	Modern technologies of managerial decision-making	3	exam
OK14	Pre-diploma practice	5	test
OK15	Preparation of master's thesis	7	defence
The total volume of mandatory OP components:		65	
2. Optional OP components			
VK 1	Digital track 1 Optional discipline	4	test
VK2	Track Softskills 1 Optional discipline	4	test
VK 3.	Professional track1 Optional discipline	4	test
VK 4	Professional track 2 Optional discipline	4	test
VK 5	Digital track 2 Optional discipline	3	test
VK 6	Track Softskills 2 Optional discipline	3	test
VK 7	Professional track 3 Optional discipline	3	test
The total volume of optional OP components		25	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAM		90	

* https://drive.google.com/drive/folders/1pcX-V5_I7_RWgo4JazoJ6XOduvkrquGv?usp=sharing

3. Structural and logical scheme of OP



4. Form of attestation of applicants of higher education

Certification of applicants of the higher educational and professional program “Administrative Management” specialty 073 “Management” is carried out in the form of a public defense of the qualification work and ends with the issuance of a document of the established model on awarding him a master's degree with the qualification: master of management, administrative management.

Forms of attestation of applicants of higher education	Attestation is carried out in the form of public defense of qualification work.
Requirements to qualification work	<p>Qualification work should involve solving a complex problem or problems in the field of management that need to be implemented research and/or innovation and is characterized by complexity and uncertainty of conditions, with the application of theories and methods of economic science.</p> <p>The qualifying work must not contain academic plagiarism, falsification, fabrication.</p> <p>The qualification work must be published on the official website of Higher education institution or its division, or in the depository of the institution of Higher education.</p>

5. Matrices of correspondence of program competencies of components of the educational program

	OK 1	OK 2	OK 3	OK 4	OK 5	OK 6	OK 7	OK 8	OK 9	OK 10	OK 11	OK 12	OK 13	OK 14	OK 15
IK	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
ZK 1	+			+										+	+
ZK 2		+	+									+		+	
ZK 3	+			+		+				+		+	+	+	+
ZK 4			+			+					+	+	+		
ZK 5		+			+		+							+	+
ZK 6		+	+	+		+		+		+			+	+	+
ZK 7	+														+
FC 1	+	+	+	+				+		+				+	+
FC 2	+	+		+		+		+	+	+		+	+		+
FC 3	+													+	+
FC 4			+	+				+		+	+				
FC 5					+				+	+		+	+		+
FC 6			+										+		
FC 7				+		+					+			+	+
FC 8													+		
FC 9	+		+			+		+	+	+	+		+	+	+
FC 10			+									+	+		+
FC 11					+		+				+				+
FC 12			+		+		+								
FC 13											+				+

6. The matrix of providing program learning outcomes to the relevant components of the educational program

	OK 1	OK 2	OK 3	OK 4	OK 5	OK 6	OK 7	OK 8	OK 9	OK 10	OK 11	OK 12	OK 13	OK 14	OK 15
PRN1	+		+	+						+			+	+	+
PRN2	+		+						+		+	+	+	+	+
PRN3				+											+
PRN4				+		+					+			+	+
PRN5		+	+					+		+		+	+		+
PRN6		+	+				+	+	+	+			+	+	+
PRN7		+												+	
PRN8				+		+				+			+		+
PRN9					+					+				+	+
PRN10													+		
PRN11	+						+						+	+	+
PRN12			+						+			+	+	+	
PRN13		+	+	+		+					+			+	+
PRN14	+	+	+		+		+		+					+	+
PRN15			+		+		+								+
PRN16											+				+

Гарант освітньої програми – проф. Тешева Лариса Василівна

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