

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

Educational and professional program

**“BUSINESS ADMINISTRATION”**

The second (master’s) level of higher education

Areas of knowledge 07 “Management and Administration”

Specialty 073 “Management”

Specialization (if available) \_\_\_\_\_

APPROVED

Academic Council

of V. N. Karazin Kharkiv National University

27.05. 2024, minutes No 10

Entered into force from 2024-2025 a.y.

by order of 29.05/2024 No 0114-1/128

Vice-rector for Research and Education

\_\_\_\_\_  
Oleksandr HOLOVKO



Kharkiv 2024

**LETTER OF APPROVAL**  
**of the educational-professional program**

The educational program was reviewed and approved by:

1. Scientific and Methodical Council of V. N. Karazin Kharkiv National University:

minutes No 8, 21.05 2024

Chairman of the Scientific and Methodical Council, Vice-President  
for Research and Education \_\_\_\_\_ (Oleksandr HOLOVKO)

2. Academic Council of Karazin Business School: minutes No 7, 9<sup>th</sup> of April 2024

Chairman of the Academic Council \_\_\_\_\_ (Volodymyr RODCHENKO)

3. Scientific and Methodical Commission of Karazin Business School:

minutes No 7, 9<sup>th</sup> of April 2024

Chairman of the Scientific  
and Methodical Commission

\_\_\_\_\_ (Yuliia PRUS)

4. Department of Management and Administration of Karazin Business School: :

minutes No 18, 9<sup>th</sup> of April 2024

Head of the Department

\_\_\_\_\_ (Victoria TRETYAK)

## PREFACE

Developed by a working group consisting of:

Name, surname	Name of positions (for part-time – the place of basic work, position)	Scientific degree, academic title, which department (specialty) assigned the
<i>Head of the working group</i>		
Dykan Valeria V.	Professor HEI of the Management and Administration Department	Doctor of Economics, Professor of Management and Administration Department
<i>Members of the working group</i>		
Rodchenko Volodymyr B.	Director of Education and Scientific Institute “Karazin Business School”	Doctor of Economics, Professor of Economics and Management department
Tretyak Victoria P.	Head of Department, Professor HEI of the Management and Administration Department	Doctor of Economics, Associate Professor of Economics and Management Department
Parkhomenko Olena S.	Associate Professor HEI of the Management and Administration Department	PhD in Economics, Associate Professor of Economics and Management Department
Kvitka Yuliia M.	Associate Professor of the higher institution of the Management and Administration Department	PhD in Economics
Moskalenko Karyna I.	Associate Professor HEI of the Management and Administration Department	PhD in Economics

The following are involved to the design of the educational program:

*Representatives of students of higher education:*

Lobyak Yelizaveta – 1<sup>st</sup> year student of the second (master’s) level program “Business Administration”

Moreva Margaryta – 1<sup>st</sup> year student of the second (master’s) level program “Business Administration”

*Employer representatives:*

Lutsenko T.G. – general director of “Metalist – A” LLC

The requirements of the following are taken into account during the development of the draft Program:

1. [Standard of Higher Education of Ukraine in the specialty 073 Management of the second \(master's\) level of higher education.](#) The standard was approved and put into effect by the order of the Ministry of Education and Science of Ukraine dated July 10, 2019 No. 959.
2. [The results of public discussions of the educational and professional program “Business Administration” of the second \(master’s\) level.](#) considered at the meeting of the department of management and administration, Minutes № 16 of February, 29, 2024.

**Reviews of external stakeholders:**

Krykhtina Yu.O. – Professor of the Department of Management, Public Administration and HR Technologies of the Ukrainian State University of Railway Transport, Doctor of Economics, Doctor of State. management, associate professor

Krasnyanchuk S.B. – director of “KMT GROUP COMPANY” LLC

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

<b>1 – General information</b>	
<b>Full name of the higher education institution and structural division</b>	V.N. Karazin Kharkiv National University ESI Karazin Business School
<b>The official name of the educational program</b>	Business Administration
<b>Degree of higher education</b>	Master
<b>Title of qualification</b>	Master of Management; Business Administration
<b>Type of diploma and scope of educational program</b>	Master's degree, single, 90 ECTS credits, term of study 1 year 4 months. At least 35% of the educational program is aimed at providing general and special (professional) competencies in the specialty "Management", defined by the standard of higher education
<b>Availability accreditation</b>	Ministry of Education and Science of Ukraine, certificate of accreditation of ND № 2189556 dated 18.09.2017, valid until 01.07.2024 Extended in accordance with the Decree of the Cabinet of Ministers of Ukraine dated March 16, 2022 No. 295 "On the peculiarities of accreditation of educational programs for which higher education students are trained under martial law"
<b>Prerequisites</b>	Having a bachelor's degree
<b>Language (s) of instruction</b>	Ukrainian, English
<b>Validity of program</b>	Till 01.07.2025
<b>Internet address permanent posting a description of the educational program</b>	<a href="http://kbs.karazin.ua/programs/education/14">http://kbs.karazin.ua/programs/education/14</a>
<b>2 – The purpose of the educational program</b>	
The aim of the program is to train professionals who are fluent in both fundamental and innovative management methods, think critically and are able to make decisions based on complex information; integrate functional knowledge and apply management skills in a changing business environment able to generate new ideas for developing new management approaches to improve the efficiency of activities. Formation of the acquirers of the system of competences for their further education at the third educational and scientific level of higher education	
<b>3 – Characteristics of the educational program</b>	
<b>Subject area (field of knowledge, specialty,</b>	Field of knowledge 07 "Management and administration" Specialty 073 "Management"

<b>specialization)</b>	
<b>Orientation of the educational program</b>	The program is educational – professional applied
<b>The main focus of the educational program and specialization</b>	Educational-professional programme “Business Administration”. The structure of the program provides for the mastery of the system of competencies, which will allow to prepare specialists who possess strategic thinking, able to identify and solve complex tasks and problems in various spheres of activity of the organization and its divisions; make effective management decisions and produce innovations in the field of management and business administration of enterprises; use the principles of creating a favorable social and psychological climate in the team and team management. Key words: management, business administration, motivation, planning.
<b>Features programs</b>	The program is designed to develop holistic, innovative and socially responsible business leaders, for highly productive organizations based on the development of knowledge, skills and values that are necessary for management in unpredictable conditions. Takes into account modern requirements for solving practical questions by using two selective blocks. Well-known practitioners are invited to teach professionally oriented disciplines, who actively combine scientific work with practical activities, which gives students the opportunity to acquire scientific and practical knowledge and skills. The program provides for the possibility of training students according to individual educational plans using a dual form of education. There is the possibility of mobility under the Erasmus+ program, all students take part in special seminars together with students participating in the Erasmus+ program.
<b>4 – Suitability of graduates for employment and further study</b>	
<b>Suitability for employment</b>	According to the classifier of professions DK 003: 2010, graduates can engage in the following types of professional activities: heads of enterprises, institutions and organizations (code according to DKP 003: 2010 - 1210.1); Production Director (code 1222.1); heads of production units in commercial (code 1227), household (code 1228) service; heads of departments in industrial, commercial, household organizations (code 1229.7); Director of Economics, heads of financial, accounting, economic, legal and administrative departments (code 1231); commercial director (code 1233); heads of logistics departments (code 1235); heads of other functional units (code 1239); managers of small enterprises without management staff in industry, construction, trade, transport, commercial and consSker services (codes 1311-1319); managers (managers) in various areas of the economy (codes 1411-1496); consultants in the field of enterprise efficiency management and production rationalization, on the organization and management of the enterprise, on economic issues (code 2419.2); researchers (projects and programs) (code 2447.1); professionals in project and program management in the field of tangible (intangible) production (code



	2447.2); assistants to heads of enterprises, institutions and organizations, assistants to heads of divisions and heads of small enterprises (codes 3436.1-3436.3); teachers of universities and higher educational institutions (code 2310); researchers (code 2419.1); business administration and management advisors (code 2490), etc.
<b>Further training</b>	Education at the third educational and scientific level of education – Doctor of Philosophy. Acquisition of additional qualifications in the system of postgraduate education.
<b>5 – Teaching and assessment</b>	
<b>Teaching and learning</b>	Form of education: full-time, part-time. Teaching and learning is carried out in accordance with the student-centered approach and involves a combination of lectures, practical classes with the solution of situational problems and the use of case methods, business games, trainings that develop leadership skills and teamwork; meetings with well-known representatives of business, state and public activities in order to exchange positive business and professional experience. Teaching and learning according to the program is carried out on the basis of collegiality, responsibility, academic freedom, high academic culture and academic integrity.
<b>Evaluation</b>	Current survey, test control, presentation of individual tasks, master classes, team reports, practice reports. Final control – exams and tests, taking into account the accumulated points of the current control. Attestation - public defense of the master's qualification work
<b>6 – Program competencies</b>	
<b>Integral Competence</b>	Ability to solve complex professional and scientific problems and problems in the field of management and administration or in the learning process, involving research and / or innovation under uncertain conditions and requirements
<b>General Competencies (GC)</b>	GC1. Ability to conduct research at the appropriate level; GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity); GC3. Skills in the use of information and communication technologies; GC4. The ability to motivate people to move towards a common goal; GC5. Ability to act on the basis of ethical considerations (motives); GC6. Ability to generate new ideas (creativity); GC7. Ability to abstract thinking, analysis and synthesis;
<b>Special Competencies (SC)</b>	<i>Competencies defined by the standard of higher education of the specialty:</i> PC1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards; PC2. Ability to establish values, visions, mission, goals and criteria

	<p>by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;</p> <p>PC3. Ability for self-development, lifelong learning and effective self-management;</p> <p>PC4. Ability to effectively use and develop resources in the organization;</p> <p>PC5. Ability to create and organize effective communications in the management process;</p> <p>PC6. Ability to form leadership qualities and demonstrate them in the process of managing people;</p> <p>PC7. Ability to develop and manage projects, show initiative and entrepreneurship;</p> <p>PC8. Ability to use psychological technologies to work with staff;</p> <p>PC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>PC10. Ability to manage the organization and its development.</p> <p><i>Competencies defined by the University:</i></p> <p><b><i>Selective block “Business Administration”</i></b></p> <p>PC11. Ability to use modern tools for organizing and managing business processes;</p> <p>PC12. Ability to apply business research methods and consulting skills;</p> <p>PC13. Ability to conduct operational analysis and improve the production and economic activities of the company;</p> <p>PC14. Ability to manage industrial enterprises of various forms of ownership and spheres of activity, divisions, teams, projects, using a system of modern methods of management and administration, technologies, integrated management approaches;</p> <p>PC15. Ability to substantiate anti-crisis programs, ensure effective implementation of changes, develop projects of organizational and economic development for the formation of strategic competitive advantages in conditions of shortage of financial resources.</p> <p><b><i>Selective block “Management in Healthcare”</i></b></p> <p>PC11. Ability to analyze and structure the problems of the health care organization, make effective management decisions and ensure their implementation;</p> <p>PC12. Ability to manage financial support for the development of organizations, in particular organizations in the field of health care, which must balance the consistency of the social responsibility of the services provided and the market principles of financing the industry;</p> <p>PC13. Develop and implement human resources management policy in healthcare organizations;</p> <p>PC14. Ability to analyze information characterizing the resource provision of health care institutions and use them to make management decisions.</p>
<b>7 – Program learning outcomes (PLO)</b>	
<b>PLO</b>	<p><i>Program learning outcomes determined by the standard of higher education of the specialty:</i></p> <p>1. Critically comprehend, select and use the necessary scientific,</p>

- methodological and analytical tools for management in unpredictable conditions;
2. Identify problems in the organization and justify methods for solving them;
  3. Design effective management systems for organizations;
  4. Substantiate and manage projects, generate business ideas;
  5. Plan the activities of the organization in strategic and tactical sections;
  6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, take into account the requirements of applicable law, ethical considerations and social responsibility;
  7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context;
  8. Use specialized software and information systems to solve management problems of the organization;
  9. Be able to communicate in professional and scientific circles in the state and foreign languages;
  10. Demonstrate leadership skills and be able to work in a team, interact with people, influence their behavior to solve professional problems;
  11. Provide personal professional development and planning of own time.
  12. Be able to delegate authority and management of the organization (subdivision);
  13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (subdivision).

*Program learning outcomes determined by the institution of higher education:*

**Selective block “Business Administration “**

14. Skills of effective management of business processes on the basis of possession of modern tools of the organization of business activity;
15. Ability to apply business research methods and demonstrate consulting skills;
16. To substantiate management decisions for the rational organization of the management and administration system, effective financial and investment support for the functioning of industrial enterprises;
17. Apply modern information technologies to manage changes in industrial enterprises, develop effective models of organizational development, digital business strategies.

**Selective block “Management in Healthcare “**

14. Apply theories, methods and practical techniques for the organization and functioning of medical care and public health;
15. Organize the activities of the health care institution in emergency situations (in the state of emergency), develop and implement measures to maintain the readiness of all units for operational actions as assigned;
16. Demonstrate the skills of diagnosing personnel problems, formulating recommendations for their solution, and implementing



	<p>personnel management decisions;</p> <p>17. Manage financial support for the development of organizations, in particular organizations in the field of health care;</p> <p>18. Model and implement effective business processes in health care institutions in order to improve the quality and availability of medical care for the population.</p>
<b>8 – Resource support for program implementation</b>	
<b>Specific characteristics of staffing</b>	<p>Educational activities are carried out by specialists, 47% of whom have practical experience in relevant institutions, and 45,5% have a doctorate and/or the title of professor, 54,5% – doctors of philosophy and associate professors. Representatives of business, local governments and other stakeholders are actively involved in the training process.</p> <p>Scientific-pedagogical and scientific workers who provide the educational program fully meet the personnel requirements of the Licensing conditions for conducting educational activities, approved by Resolution of the Cabinet of Ministers of Ukraine dated December 30, 2015 No. 1187 (as amended by Resolution of the Cabinet of Ministers of Ukraine dated March 24, 2021 No. 365 ).</p>
<b>Specific characteristics of logistics</b>	<p>Logistical support for the implementation of the Program is carried out on the basis of</p> <ul style="list-style-type: none"> <li>- media room equipped with a PC, projector, wireless and wired microphones, projector screen, wall speakers, sound amplifier and wired camera;</li> <li>- classrooms equipped with PCs, projectors, wireless microphones, projector screens, wall speakers, sound amplifiers and wired cameras;</li> <li>- computer classes equipped with PCs, laptops with available Internet access channels;</li> <li>- all disciplines of the curricula are provided with the necessary methodological materials;</li> <li>- Wi-Fi Internet access is available in all rooms where the learning process takes place;</li> <li>- equipped safe modern educational spaces.</li> </ul>
<b>Information and educational-methodical support</b>	<p>For informational and educational-methodical support of Program:</p> <ul style="list-style-type: none"> <li>- educational-methodical complexes of all educational disciplines of EPP are developed</li> <li>- access to the electronic library of the Central National Library is provided, which includes an electronic catalog with an electronic order (over 1200000 copies); full-text databases of magazines of foreign and domestic publishers; publications on electronic media in the funds of the Central National Bank;</li> <li>- within the Central National Library there are reading rooms for visitors of the specialty 073 "Management", designed for 155 seats;</li> <li>- students have more than 20 titles of professional publications;</li> <li>- the library is equipped with domestic and foreign professional periodicals of relevant or related profile, including in electronic form;</li> <li>- provided free access to full-text databases of magazines of foreign and domestic publishers: SCOPUS, Web of Science, EBSCO, Royal Society of Chemistry, Oxford University Press, Cambridge</li> </ul>

	<p>University Press, SpringerNature (journals*) CUL Online, Springer Link;</p> <ul style="list-style-type: none"> <li>- the E-dean's office is active - it is an electronic system that contains the schedule of classes; applicants have their own offices in which they can track their current and final academic performance; teachers can keep an electronic journal of students' success, create their individual work plan, see their workload and class schedule;</li> <li>- there is an official website of the educational institution, which contains basic information about its activities, as well as an electronic resource of the educational institution, which contains teaching materials on academic disciplines of the curricula, including in the distance learning system;</li> <li>- there is a website of the Karazin School of Business, which provides detailed information about the educational program (curricula, work programs of academic disciplines), the department responsible for its implementation;</li> <li>- during the mixed form of education, educational classes according to the educational program are planned in the Google calendar using the platforms Google Meet, Zoom, etc.;</li> <li>- in the event of the occurrence / prolongation of force majeure (including martial law, the introduction of strict quarantine restrictions in the conditions of a pandemic, with a ban on visiting higher education institutions), applicants are granted access to a personal office, from which they can access the schedule of classes, the results of the current and semester control; classes are held using Google Meet, Zoom, Cisco Webex, etc. platforms.</li> </ul>
<b>9 – Academic mobility</b>	
<b>National credit mobility</b>	<p>According to academic mobility programs within the framework of programs and/or agreements between Kharkiv National University named after V.N. Karazin and institutions of higher education of Ukraine according to the profile of the training of specialists of the EPP "Business Administration" of the second (master's) level.</p>
<b>International credit mobility</b>	<p>Agreements on international cooperation within the Erasmus + 107 program have been concluded with European higher education institutions, namely:</p> <ul style="list-style-type: none"> <li>Université de Nice -Sophia Antipolis</li> <li>Universidad de Murcia</li> <li>Università di Foggia</li> <li>Cordoba University</li> <li>Masaryk University</li> <li>Universidad Católica de Murcia</li> <li>Instituto Politecnico de Braganca</li> <li>University of Vaasa, Finland</li> <li>Coruna University</li> <li>Tuscia University</li> <li>İzmir Kâtip Çelebi Üniversitesi</li> <li>University of Economy in Bydgoszcz and others.</li> </ul> <p>As well as bilateral agreements with:</p> <ul style="list-style-type: none"> <li>SILC Business School, Shanghai University</li> <li>Cordoba University</li> <li>Kirklareli University, Turkey</li> </ul>

	Istanbul University, Turkey Virginia International University, USA University of Vaasa, Finland Universidad de Sevilla Business School - ILIA STATE UNIVERSITY Univerzita Palackého v Olomouci SolBridge International School of Business Netherlands Business Academy Masaryk University Izmir University and others.
<b>Training of foreign applicants for higher education</b>	For foreign students the subjects are taught in Ukrainian and English.

## 2. List of components of educational-professional program

### 2.1. List of the Program components

Code n / a	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form of final control
<b>COMPULSORY EDUCATIONAL COMPONENTS ( EC)</b>			
<b>General training cycle</b>			
EC 1.	Foreign Language by Profession/Ukrainian as a Foreign Language*	4	Credit
EC 2.	Methodology and Organization of Scientific Research	4	Exam
<b>Professional training cycle</b>			
EC 3.	Management of Organizations	5	Exam
EC 4.	Financial Management	5	Exam
EC 5.	Enterprise's Competitiveness	5	Exam
EC 6.	Leadership	5	Credit
EC 7.	Strategic management	5	Exam
EC 8.	Change management	5	Credit
EC 9.	Project management	4	Exam
EC 10.	Internship	6	Credit
EC 11.	Diplom seminar	3	Credit
EC 12.	Master's Thesis	8	
<b>Total for compulsory components:</b>			<b>59</b>
<b>ELECTIVE EDUCATIONAL COMPONENTS (selective component - SC)</b>			
<b>General training cycle</b>			
SC 1	Selective educational component 1	3	Credit
<b>Professional training cycle</b>			
<i>Selective block "Business Administration"</i>			
SC 2	Selective educational component 2	4	Credit
SC 3	Selective educational component 3	4	Credit
SC 4	Selective educational component 4	4	Credit
SC 5	Selective educational component 5	4	Credit
SC 6	Selective educational component 6	4	Credit
SC 7	Selective educational component 7	4	Credit
SC 8	Selective educational component 8	4	Credit

Code n / a	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form of final control
<i>Selective block " Management in Healthcare "</i>			
SChc 2	Selective educational component 2	4	Credit
SChc 3	Selective educational component 3	4	Credit
SChc 4	Selective educational component 4	4	Credit
SChc 5	Selective educational component 5	4	Credit
SChc 6	Selective educational component 6	4	Credit
SChc 7	Selective educational component 7	4	Credit
SChc	Selective educational component 8	4	Credit
<b>Total for elective components:</b>		<b>31</b>	
<b>TOTAL VOLUME OF THE EDUCATIONAL PROGRAM</b>		<b>90</b>	

\*Selective educational components of the professional training cycle are chosen by applicants from [Catalog of elective educational components for second \(master\) level applicants educational professional program "Business Administration" \(Admission 2024\)](#)

## 1.2. Structural and logical scheme of the Program

1 semester	2nd semester	3rd semester
Foreign Language by Profession / Ukrainian as a Foreign Language (EC 1)		
Methodology and Organization of Scientific Research (EC 2)		
Management of organizations (EC 3)	Leadership (EC 6)	Project Management (EC 9)
Financial management (EC 4)	Strategic management (EC 7)	Diploma seminar (EC 11)
Enterprise's Competitiveness (EC 5)		
	Internship (EC 10)	Master's Thesis (EC 12)
	<b>Elective educational components</b>	

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

Attestation of graduates of the educational program "Business Administration" specialty 073 "Management" is carried out in the form of public defense (demonstration) of qualifying work and ends with the issuance of a standard document on awarding a master's degree with a master's degree.

Qualification work should involve solving a complex problem or problem in the field of management, a task or problem in the field of management that requires research and / or innovation and is characterized by complexity and uncertainty of conditions, using theories and methods of economics.

Qualifying work is checked for borrowings from other documents, texts present in University databases, databases of other higher education institutions and the Internet using anti-plagiarism Internet system on the prevention and detection of plagiarism, falsification and fabrication.

Qualification work must be published on the official website of the higher education institution or its subdivision, or in the repository of the higher education institution.

#### 4. Matrix of correspondence of program competencies to the components of the educational program

	EC 1	EC 2	EC 3	EC 4	EC 5	EC 6	EC 7	EC 8	EC 9	EC 10	EC 11	EC 12
IC		+	+	+	+		+	+	+	+		+
GC1		+			+		+	+	+			+
GC2	+					+				+	+	
GC3			+	+		+			+	+	+	
GC4			+	+			+	+				
GC5			+			+					+	
GC6		+		+	+				+	+		+
GC7		+	+	+			+		+	+		+
SC1			+	+								+
SC2			+		+		+	+	+			+
SC3			+			+				+		+
SC4			+	+	+		+	+	+	+		
SC5	+		+			+		+		+		
SC6			+			+		+		+		
SC7									+	+		
SC8			+			+		+				
SC9			+	+	+		+	+		+		+
SC10			+				+	+				

#### 5. Matrix of providing program learning outcomes (PLO) with the relevant components of the educational program

	EC 1	EC 2	EC 3	EC 4	EC 5	EC 6	EC 7	EC 8	EC 9	EC 10	EC 11	EC 12
PLO1		+			+		+	+	+			
PLO2			+	+	+		+	+		+		+
PLO3			+				+		+			+
PLO4		+	+				+		+			+
PLO5			+	+	+		+		+	+		+
PLO6			+	+		+			+	+		+
PLO7	+		+			+		+			+	
PLO8				+		+			+			+
PLO9	+	+							+	+	+	+
PLO10			+			+	+	+				+
PLO11			+			+		+		+		+
PLO12			+			+		+		+		
PLO13		+	+	+	+	+		+	+	+		+