

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

Educational professional program

(educational professional / educational scientific)

Management

(program title)

the second (master's) level of higher education

the first (bachelor's), the second (master's), the third (educational-scientific)

Field of knowledge 07 “Management and Administration”

(code, title of field of knowledge)

Specialty 073 “Management”

(code, specialty name)

Specialization (if available) _____

(specialization title)

APPROVED

Academic Council

of V. N. Karazin Kharkiv National University

Entered into force on

by order of

Vice-President for Research and Education

_____ Oleksandr HOLOVKO

PREAMBLE

Developed by a working group consisting of:

Full Name	Job title (for part-time employees – place of main job, position)	Scientific degree, academic title for which the department (specialty) was awarded
Head of the working group - Guarantor of the educational program		
RODCHENKO Volodymyr B.	Director, Professor of the Department of Management and Administration	Doctor of Economics, Professor of the Department of Economics and Management
Members of the working group		
TRETYAK Viktoriya P.	Head of the Department, Professor of the Department of Management and Administration	Doctor of Economics, Associate Professor of the Department of Economics and Management
DYKAN Valeria V.	Professor of the Department of Management and Administration	Doctor of Economics, Professor of the Department of Management and Administration
Babichev Anatoliy V.	Associate Professor of the Department of Management and Administration	PhD in Public Administration, Associate Professor of the Department of Management and Administration
REKUN Ganna P.	Associate Professor of the Department of Management and Administration	PhD in Economics, Associate Professor of Economics and Management
DIACHEK Olga Y.	Associate Professor of the Department of Management and Administration	PhD in Economics

Representatives of higher education applicants are involved in the design of the education programme:

Representatives of higher education applicants:

Representatives of employers:

The project development takes into account:

1) Requirements [of the Standard of Higher Education of Ukraine in 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.

Reviews and feedback from external stakeholders:

1 – General information	
Full name of the higher education institution and structural department	V.N. Karazin Kharkiv National University Educational and Research Institute "Karazin Business School"
Official name of the program	Educational and professional training program «Management»
Degree of higher education	Master's degree
Title of qualification	Master of Management
Type of diploma and scope of educational program	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
Availability of accreditation	Ministry of Education and Science of Ukraine, certificate of accreditation of ND No 2189556 dated 18.09.2017, valid until 01.07.2024
Prerequisites	Availability of bachelor's / specialist's / master's degree
Language (s) of instruction	Ukrainian, English
Term of the educational program	until 01.07.2024
Internet address of the permanent post of the description of the educational program	http://kbs.karazin.ua/programs/education/2
2 – The purpose of the educational program	
The purpose of the educational program	The purpose of the program is to train qualified specialists who are fluent fundamental knowledge of management decision-making and able to apply in practice innovative management technologies in various sectors of the economy activities; capable of creative thinking in the process of generating and transforming professional information in order to initiate and implement modern management approaches in the development of innovation-oriented economy. Formation of the system of competencies for further education at the third educational and scientific level of higher education
3 – Characteristics of the educational program	
Subject area (field of knowledge, specialty, specialization)	Field of knowledge 07 "Management and Administration" Specialty 073 "Management"
Orientation of the educational program	Educational and professional program
The main focus of the educational program	The program is a professional application. The structure of the program involves mastering the knowledge of systematic analysis of the organization; modern technologies of managerial decision-making; methods of formation of strategic directions of development of the organization, maintenance of its competitiveness; methods of managing innovation processes in the organization; effective methods

	<p>of staff motivation, the principles of creating a favorable socio-psychological climate in the team and team management.</p> <p>Key words: management, managerial decisions, competitiveness of the organization, strategic management, planning, organization, motivation, coordination, control.</p>
Features of the program	<p>The program implements an increase in the level of knowledge and skills in the management of economic entities of various forms of ownership. Focused on deep special training of modern managers, entrepreneurs, enterprising and able to quickly adapt to modern business environment. Takes into account modern requirements for solving practical problems by using three sample units. Forms managers with a new promising way of thinking, able not only to apply existing management methods, but also to develop new ones based on modern achievements; professionals who are able to meet the needs of society and the business community in providing mediation and conflict management services; professionals who are able to implement modern management practices in the activities of health care institutions.</p>
4 – Suitability of graduates for employment and further study	
Suitability for employment	<p>According to the classifier of professions GC 003:2010, graduates can engage in the following types of professional activities:</p> <p>1210 – heads of enterprises, institutions and organizations; 1222–1228 – heads of production divisions by different types and spheres of economic activity; 1229 – heads of other main divisions; 1231–1234, 1238–1239 – heads of functional subdivisions; 1311–1319 – managers of small enterprises without management staff; 1411–1496 – managers (managers) of enterprises, institutions, organizations and their subdivisions; 2310 – teachers of universities and higher educational institutions; 2442.2 – specialist in resolving collective labor disputes (conflicts); 3460 – specialist in conflict resolution (household, etc.)</p>
Further training	<p>Education at the third (educational and scientific) level of education – Doctor of Philosophy. Acquisition of additional qualifications in the system of postgraduate education.</p>
5 – Teaching and assessment	
Teaching and learning	<p>Forms of study: full-time, part-time.</p> <p>Teaching methods: conducting lectures, practical and seminar classes, performing tests provided by the curriculum, internships in business entities, individual research and analytical activities of applicants for the preparation of calculation, term papers, presentations, graduation theses, scientific publications; conducting trainings, master classes by practitioners from the business environment, government and local self-government.</p> <p>Learning technologies: problem-oriented, practical, project, independent learning.</p> <p>Teaching and learning according to the program is carried out on the basis of collegiality, responsibility, academic freedom, high academic culture and academic integrity in compliance with the principles of student-centered learning.</p>
Evaluation	<p>Current survey, test control, presentation of individual tasks, master classes, team reports, practice reports.</p> <p>Final control – exams and tests, taking into account the accumulated points of current control.</p> <p>Certification – public defense of the master’s thesis.</p>
6 – Program competencies	

Integral competence	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 uncertainties of conditions and requirements
General Competences (GQ)	<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. The ability to motivate people to 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 abstract thinking, analysis and synthesis.</p>
Special (professional, subject) competencies (SC)	<p>SC1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.</p> <p>SC2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.</p> <p>SC3. Ability for self-development, lifelong learning and effective self-management.</p> <p>SC4. Ability to effectively use and develop resources in the organization.</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 technology to work 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 style="text-align: center;"><i>Special competencies defined by the University</i></p> <p style="text-align: center;">Selective block “Management”</p> <p>SC_m 11. Ability to develop a strategy for the development of the organization based on a comprehensive analysis of the internal and external environment, to justify the mechanisms for implementing the strategy and evaluate its effectiveness.</p> <p>SC_m 12. Ability to assess risks, find new market opportunities for organizational development, promising areas of activity based on integration management decisions.</p> <p>SC_m 13. Ability to develop projects of organizational development and changes in the organization in order to form competitive advantages, justify anti-crisis programs and ensure their effective implementation in a shortage of development resources.</p> <p>SC_m 14. Ability to diagnose the marketing activities of the organization, the implementation of marketing analysis and forecasting in industrial and related markets.</p> <p style="text-align: center;">Selective block “Mediation management”</p> <p>SC_{mm}11. Ability to use the principles, methods, tools, models of mediation for the effective organization and implementation of all stages of the mediation process in various fields of professional activity.</p>

	<p>GC_{mm}12. Ability to analyze and check a potential or existing conflict for mediability in order to achieve coordinated coordination of various types of resources necessary for effective interaction of the parties.</p> <p>GC_{mm}13. Ability to identify the types of mediation procedures and formulate appropriate strategies for their implementation, understand the specifics and scope of their application in order to transform the conflict into constructive interaction in various fields of professional activity.</p> <p>SC_{mm}14. Ability to apply business communication technologies, techniques of working with the interests of the parties, the implementation of the process of group dialogue, discussions.</p> <p>GC_{mm}15. Understand the socio-psychological causes of conflict, ways to resolve it, types of behavior in dispute resolution, apply emotional intelligence skills in the process of conflict resolution.</p> <p style="text-align: center;">Selective block “Healthcare Management”</p> <p>SC_{hm}11. Ability to perform the necessary calculations for the preparation of economic sections of plans, to interpret the results of marketing research and to form management decisions for implementation in the activities of medical institutions.</p> <p>SC_{hm}12. Ability to form and fill in accounting documents to study the health indicators of the population, the activities of major health care institutions.</p> <p>SC_{hm}13. Ability to develop the management system and financial system of the medical institution in accordance with the implemented state policy in the field of health care.</p>
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7 – Program learning outcomes

	<p>PLO1. 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 for solving them.</p> <p>PLO3. Design effective management systems for organizations.</p> <p>PLO4. Substantiate and manage projects, generate business ideas.</p> <p>PLO5. Plan the activities of the organization in strategic and tactical sections.</p> <p>PLO6. 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.</p> <p>PLO7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context.</p> <p>PLO8. Use specialized software and information systems to solve management problems of the organization.</p> <p>PLO9. Be able to communicate in professional and scientific circles in the state and foreign languages.</p> <p>PLO10. Demonstrate leadership skills and be able to work in a team, interact with people, influence their behavior to solve professional problems.</p> <p>PLO11. Provide personal professional development and planning your own time.</p> <p>PLO12. Be able to delegate authority and management of the organization (unit).</p> <p>PLO13. Be able to plan and implement information, methodical, material, financial and personnel support of the organization (unit).</p>
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	<p style="text-align: center;"><i>Program results defined by the University</i></p> <p style="text-align: center;">Selective block “Management”</p> <p>PLO_m 14. Collect the necessary data from various sources, process and analyze their results, form a strategic set of organizations and develop strategies for further development .</p> <p>PLO_m 15. Identify and classify new tasks in the field of management, describe, analyze and evaluate phenomena and processes, choose the best methods for solving them .</p> <p>PLO_m 16. Develop, implement, adapt a system of methods and tools of management in organizations of various forms of ownership and activities in conditions of environmental uncertainty and scarcity.</p> <p>PLO_m 17. Use the methods of marketing strategic analysis and interpret its results in order to improve the marketing activities of the organization in industrial and related markets .</p> <p style="text-align: center;">Selective block "Mediation management"</p> <p>PLO_{mm}14. Use methods, technologies and means of mediation based on the principles of voluntariness, confidentiality, active participation, acceptance of responsibility for the consequences of the conflict, neutrality and non-judgmentalism; ability to document the results of conflict mediation in the organization.</p> <p>PLO_{mm}15. Identify and analyze the conflict, determine the mediability of the conflict before and during the mediation procedure.</p> <p>PLO_{mm}16. Identify opportunities and methods of intervention in accordance with the specifics and scope of the mediation procedure.</p> <p>PLO_{mm}17. Use active listening techniques, facilitate discussion, tolerate cultural differences of the parties to the conflict in organizations.</p> <p>PLO_{mm}18. Analyze the behavioral styles of the parties, hear and take into account the opinions of other parties and participants, manage their emotions, understand the emotions of others, make decisions openly and with the involvement of the maximum number of stakeholders.</p> <p style="text-align: center;">Selective block “Healthcare Management”</p> <p>PLO_{hm} 14. Implement effective management decisions within medical institutions based on the necessary economic calculations and interpretation of marketing research results.</p> <p>PLO_{hm} 15. Study the indicators of public health and the activities of major health care institutions through the formation and completion of accounting and reporting documents.</p> <p>PLO_{hm} 16. Organize the management system and financial system of a medical institution in accordance with legal norms and restrictions in the field of health care.</p>
8 – Resource support of the program implementation	
Specific characteristics of staffing	<p>The implementation of the Educational and professional training program is provided by highly qualified personnel, in particular: doctors of sciences, professors, candidates of sciences and/or associate professors.</p> <p>The training process involves representatives of business, government and local self-government bodies, academic environment of other Ukrainian and foreign Universities (research institutions), and public organizations.</p>
Specific characteristics of logistics	<p>Material and technical support for the implementation of the Program is based on:</p> <ul style="list-style-type: none"> – media room equipped with a PC, projector, wireless and wired microphones, projector screen, wall speakers, sound amplifier and wired camera;

		<ul style="list-style-type: none"> – classrooms equipped with PCs, projectors, wireless microphones, projector screens, wall speakers, sound amplifiers and wired cameras; – computer classrooms equipped with PCs, laptops with available Internet access channels; – all disciplines of the curriculum are provided with the necessary methodological materials; – Wi-Fi Internet access is public in all rooms where the educational process takes place; – equipped with safe, modern educational spaces.
Specific characteristics of information educational methodological support	and	<p>For informational and educational-methodical support of the Program:</p> <ul style="list-style-type: none"> – developed educational and methodological complexes of all academic disciplines of the Program, which are posted on Moodle or Google platforms Classroom; – free access to CNL resources, which include an electronic catalog with an electronic order; full-text databases of journals of foreign and domestic publishers: SCOPUS, Web of Science, EBSCO, Oxford University Press, Cambridge University Press, Springer (journals*) CUL Online, Springer Link; database of more than 20 titles of professional publications; – within the Central National Library there are reading rooms for visitors of the specialty 073 “Management”, designed for 155 seats; – there E-Deanery is an electronic system that contains class schedules; students have their own offices where they can track their current and final performance; teachers can keep an electronic log of students' progress, create their individual work plan, see their workloads and class schedules; – there is an official website of the educational institution, which contains basic information about its activities, as well as the website of the Karazin Business School, which provides detailed information about the educational program, the department responsible for its implementation, information about the results of public discussion; - in case of transferring applicants to a mixed form of education, classes are held using Google Meet, Zoom, Cisco Webex platforms.
9 – Academic mobility		
National mobility	credit	According to the programs of academic mobility in accordance with inter-institutional agreements between V.N. Karazin Kharkiv National University and higher education institutions of Ukraine in the field of training of specialists of Program “Management” of the second (master’s) level.
International mobility	credit	<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"> University of Nice – Sophia Antipolis University of Murcia Università di FoggiaCordoba University Masaryk Universidad Católica de Murcia Instituto Politecnico de Braganca University of Vaasa Finland Coruna University Tuscia University İzmir Kâtip Çelebi Üniversitesi <p>as well as bilateral agreements with:</p> <ul style="list-style-type: none"> SILC Business School, Shanghai University Cordoba University

	<p>Kirklareli University, Turkey Istanbul University, Turkey Virginia International University, USA University of Vaasa, Finland University of Seville Business School – ILIA STATE UNIVERSITY Palackého University in Olomouc SolBridge International School of Business Netherlands Business Academy Masaryk University Izmir University</p>
<p>Training of foreign applicants for higher education</p>	<p>For foreign students, the subjects are taught in Ukrainian and English.</p>

2. List of components of educational-professional / scientific program and their logical sequence

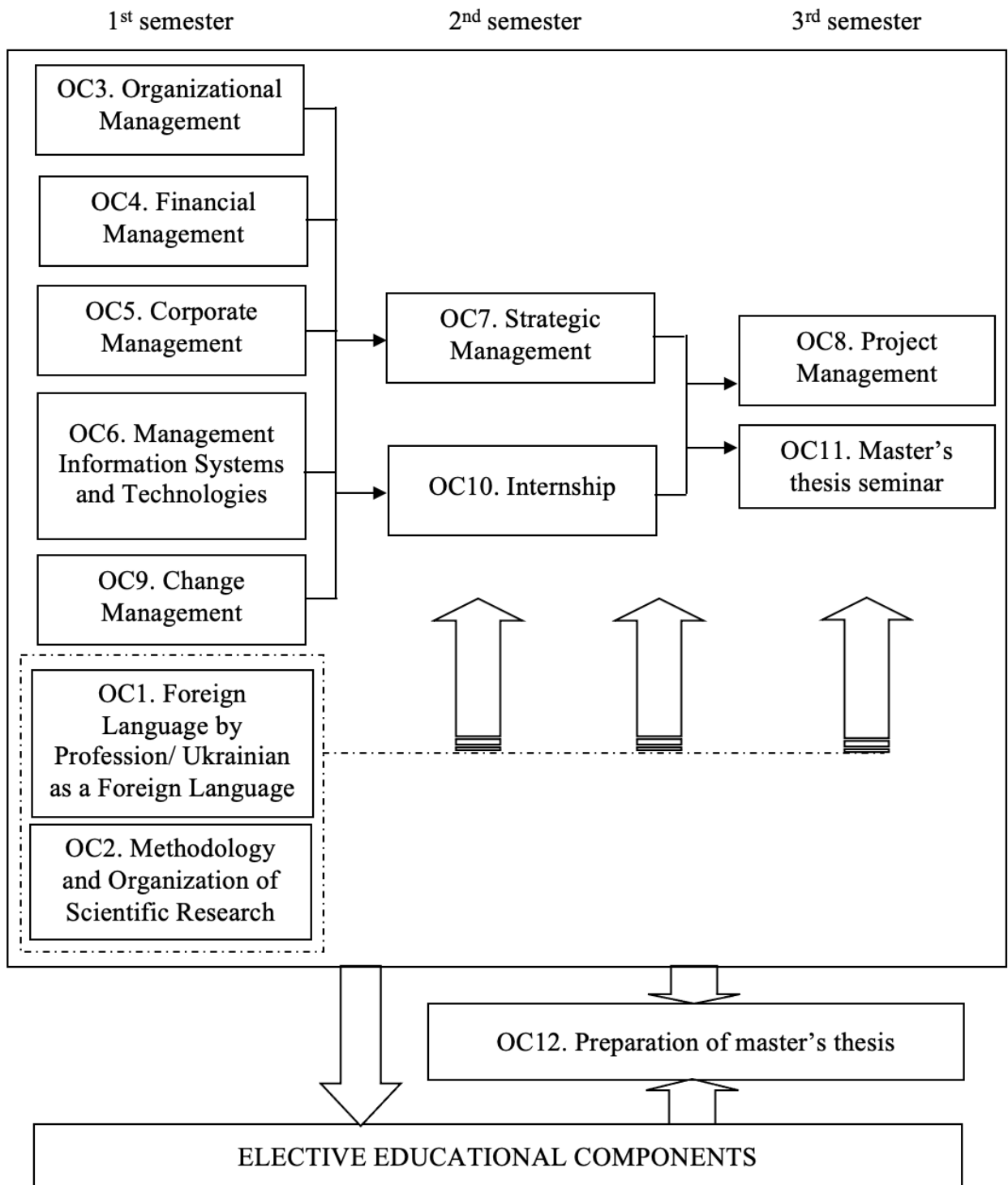
2.1. List of the Program components

Code n	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credit	Form of final control
COMPULSORY EDUCATIONAL COMPONENTS (obligatory components – OC)			
General training cycle			
OC 1.	Foreign Language by Profession/ Ukrainian as a Foreign Language*	4	credit
OC 2.	Methodology and Organization of Scientific Research	3	exam
Professional training cycle			
OC 3.	Organizational Management	5	exam
OC 4.	Financial Management	5	exam
OC 5.	Corporate Management	5	exam
OC 6.	Management Information Systems and Technologies	4	credit
OC 7.	Change Management	4	exam
OC 8.	Strategic Management	5	exam
OC 9.	Project Management	4	exam
OK10	Internship	6	credit
OK11	Master's thesis seminar	3	credit
OK12	Preparation of master's thesis	8	
Total for compulsory subjects		56	
ELECTIVE EDUCATIONAL COMPONENTS (variable component – VC)**			
General training cycle			
VC1	Selective educational component 1	3	credit
Professional training cycle			
Selective block “Management”			
VC2	Selective educational component 2	4	credit
VC3	Selective educational component 3	4	credit
VC4	Selective educational component 4	4	credit
VC5	Selective educational component 5	4	credit
VC6	Selective educational component 6	5	credit
VC7	Selective educational component 7	5	credit
VC8	Selective educational component 8	5	credit
Selective block “Mediation Management”			
VCm2	Selective educational component 2	4	credit
VCm3	Selective educational component 3	4	credit
VCm4	Selective educational component 4	4	credit
VCm5	Selective educational component 5	4	credit
VCm6	Selective educational component 6	5	credit
VCm7	Selective educational component 7	5	credit
VCm8	Selective educational component 8	5	credit
Selection block “Healthcare Management”			
VChm2	Selective educational component 2	4	credit
VChm3	Selective educational component 3	4	credit
VChm4	Selective educational component 4	4	credit
VChm5	Selective educational component 5	4	credit
VChm6	Selective educational component 6	5	credit
VChm7	Selective educational component 7	5	credit
VChm8	Selective educational component 8	5	credit
The total amount of sample components:		34	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAM		90	

* For foreign students and people without citizenship

**Selective educational components of the vocational training cycle are selected by applicants from the [Catalog of selective educational components for applicants of the second \(master's\) level under the educational and professional program “Management” \(introduction 2022\)](#)

2.2. Structural and logical scheme of the Program



3. Form of attestation of applicants for higher education

Attestation of graduates of the educational program “Management” specialty 073 “Management” is carried out in the form of public defense of qualification 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.

In qualification work there should not be no academic plagiarism, fabricated references, careless citations, etc. Qualification work is checked for borrowings from texts present in University databases, databases of other higher education institutions, education and the Internet using the anti-plagiarism system.

The qualification thesis must be published on the official website of the higher education institution or its department, or in the repository of the higher education institution.

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

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12
IC	+	+	+	+	+	+	+	+	+	+	+	+
GC1	+	+					+	+	+		+	+
GC2	+				+					+		
GC3			+		+	+			+	+		
GC4			+		+		+	+				
GC5			+									
GC6		+	+		+		+		+	+	+	+
GC7		+	+	+				+	+	+	+	+
SC1	+		+	+	+		+				+	+
SC2			+		+		+	+	+		+	+
SC3			+							+		+
SC4			+	+		+	+	+	+	+		
SC5			+			+	+					
SC6			+				+			+		
SC7									+	+	+	
SC8			+				+					
SC9			+	+	+	+	+	+		+		+
SC10			+				+	+				

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

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12
PLO1	+	+		+	+		+	+	+		+	
PLO2			+	+			+	+		+		+
PLO3			+			+					+	+
PLO4		+							+	+	+	+
PLO5			+	+	+			+	+	+	+	+
PLO6			+	+	+		+			+		
PLO7	+		+		+		+					
PLO8						+			+			+
PLO9	+	+					+			+		+
PLO10			+		+		+	+		+		+
PLO11			+				+			+		+
PLO12			+		+		+					
PLO13		+	+	+	+	+	+		+	+		+