

MINISTRY of EDUCATION and SCIENCE of UKRAINE

Ternopil Ivan Puluj National Technical University

EDUCATIONAL PROGRAM

«Management»

of the first level of higher education

on specialty 073 «Management»

branch of knowledge 07 «Management and administration»

Qualification: Bachelor in Management

Approved by Academic Council

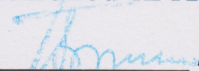
Head of Academic Council

 / P.V. Yasniy /

(Minutes № 4 of April 16, 2019)

Educational program is launched in April 26, 2019.

Rector

 / P.V. Yasniy



Ternopil 2019

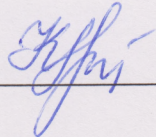
LETTER OF AGREEMENT

Educational Program

The educational program project was discussed and approved on the Management and Administration Department Meeting.

Minutes №7 of February 20, 2019.

Head of the Department

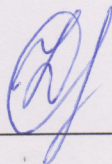


Kyrych N.

The educational program project was discussed and approved on the scientific and methodological commission meeting of Economics and Management Faculty.

Minutes № 5 of March 14, 2019.

Head of the Faculty scientific
and methodological commission

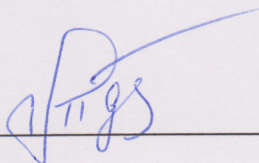


Pavlykivska O.

The educational program project was discussed and approved on the Economics and Management Faculty Academic Council meeting.

Minutes № 6 of March 19, 2019

Head of the Faculty Academic Council



Andrushkiv B.

Reviews of external stakeholders:

1. Alexander Dubchak – the director of Element-Trade LLC.
2. Ruslan Shveda – Head of Ukrgasbank Branch.
3. Viktor Boryschuk – Deputy Sales Director of OSP Corporation Vatra LLC.

1. Bachelor's Educational Program in Specialty 073 "Management"

1 – General information	
Full name of higher educational establishment and a structural subdivision	Ternopil I. Puluj national technical university, Management and Administration Department
Higher education level	First (Bachelor's) level
Awarded degree	Bachelor
Branch of knowledge	07 Management and administration
Name of specialty	073 Management
Restrictions on study forms	no
Educational qualification	Bachelor in Management
Qualification in diploma	Higher education degree – Bachelor Specialty – Management Educational program «Management»
Accreditation available	Accreditation commission of Ukraine, Certificate HД, № 2087390, valid to 01.07.2023 Protocol of Accreditation commission decision of April 26, 2013 № 103.
Cycle/level	FQ-EHEA – first cycle, EQF LLL – 6th level, HPK – 7th level
Requirements	Certificate of complete general secondary education, Junior Bachelor diploma (Junior Specialist) of the relevant specialty.
Language(s) of instruction	Ukrainian, English
Educational program validity	3 years 10 months
Permanent Internet address of educational program description	https://tntu.edu.ua/?p=uk/structure/faculties
Subject area description	<p>Branch of knowledge: 07 «Management and administration».</p> <p>Specialty: 073 «Management».</p> <p>Object of study: management of organizations and their subdivisions.</p> <p>Goals of study: training of specialists able to solve practical problems and complex specialized tasks characterized by complex and uncertain conditions in the field of management of organizations and their subdivisions.</p> <p>Theoretical contents of the course: paradigms, laws, regularities, principles, history of management development; conceptions of system, situational, adaptive, anticipating, anti-crisis, innovative, project management etc; functions, methods, technologies and managerial decisions in management.</p> <p>Methods, techniques and technologies: general scientific and specific research methods (calculational-analytical, economical-statistical, economical-mathematical, expert assessment, fact-based, sociological, documental, balance etc.); methods of management functions implementation (methods of marketing study; methods of economical diagnostics; methods of forecasting and planning; methods of design of management organizational structures; methods of motivation; methods of control; methods of assessment of social, organizational and economic efficiency in management etc.), methods of management (administrative, economical, social-psychological, technological); technologies of managerial decisions substantiation (economic analysis, simulation modeling,</p>

	<p>decision tree etc.).</p> <p>Tools and equipment: modern information-communication equipment, information systems and software products used in management.</p>
Graduates' academic rights	<p>Have right to continue the study on the second (Master's) level of higher education. Obtaining other qualifications in the system.</p>
2 – Number of credits ECTS necessary to obtain the proper level of higher education	
Number of credits according to the program (Bachelor)	<p>- based on complete general secondary education – 240 credits ECTS;</p> <p>- based on the degree «Junior Bachelor» (of educational-qualification level «Junior Specialist») the higher educational establishment is entitled to recognize and credit the credits ECTS of the previous educational program of Junior Bachelor (Junior Specialist) training, but not more than 120 credits ECTS.</p> <p>Minimum 50% of total educational program must provide general and special (professional) competencies according to the specialty specified by the higher education standards.</p>
3 – Purpose of the educational program	
<p>The program is developed according to the objective and strategy of the university and aimed at the training of specialists able to solve practical problems and specialized tasks in the field of management of organizations and their subdivisions, carry out tasks of management of business entities activity based on the competencies obtained.</p>	
4 – Educational program characteristics	
Educational program orientation	<p>Educational. Oriented on formation in higher education applicants the necessary knowledge of the fundamentals of management system, abilities and skills in organizing the activity of business entities so that to meet modern requirements; serious attitude towards the professional activity and the experience of its practical implementation; ability in efficient working, solving standard and specific professional tasks.</p>
Main focus of educational program	<p>Special education in management. The program is based on modern conceptions of management taking into account peculiarities of the processes of decision making under national business environment conditions. The program implements the increase of management level, enterprise control and modern management development; study and career growth of modern managers: entrepreneurs who are ready to take risk, initiative, able to adapt quickly. The program is directed at formation of managers with new promising thinking, able not only to use the conventional methods of management and administration but also to develop some new ones based on the latest scientific achievements.</p> <p>Key words: management, managerial decisions, functions of management, methods of management, organizational changes.</p>
Program features	<p>The program offers interdisciplinary and multi-specialty training to form skills in the field of management of modern organizations and their subdivisions.</p>
4 – Graduates suitability for employment and further education	
Suitability for employment	<p>Bachelor in Management is trained to work at enterprises of any organizational-legal form (commercial, non commercial, state, municipal) and is able to occupy the positions of the first level of management or executives of different services of management apparatus, bodies of state and municipal</p>

	administration, the structures where the graduates are the entrepreneurs who create and develop their own business. The graduates can occupy the positions: managers and chief experts of production subdivisions of the enterprises; heads of production departments; managers of main subdivisions of the organization; heads of marketing subdivisions; heads of financial, economic and administrative subdivisions ; heads of materials and equipment supply departments; managers on market study and public opinion research, managers on staff selection and use; managers of quality system.
Further study	Graduates can continue the study on the second (Master's) level of higher education
6 – Teaching and assessment	
Teaching and study	Student-centered study, problem-oriented study, e-study in the system ATutor on TNTU, self-study, study due to the laboratory practice, research-based study. The teaching process is in the form of: lectures, multimedia lectures, interactive lectures, seminars and practical classes, laboratory classes. Moreover, some independent work with possible consultation of the tutor, e-learning according to some educational components, individual classes, group project work is planned.
Assessment	According to the Educational Program the formative (written and oral comments and recommendations of the teachers within the study process, creation of self-assessment skills, involving students into assessment of each other) and summative (written exams on the courses, current assessment during the study of certain educational components (essay writing, term papers (projects), public defense of qualification paper. These are the main forms of assessment which determine the level of achievements of expected results of study.
7 – List of graduates' competencies	
Integral competence	Ability in solving complex specific tasks and practical problems characterized by complex and uncertain conditions in the field of management or in the study process involving the use of theories and methods of social and behavioristic sciences.
General competencies (GC)	GC1. Be able to implement rights and duties as a member of society; comprehension of value of civil (free democratic) society and the necessity of its sustainable development, supremacy of law, human rights and freedoms in Ukraine.
	GC2. Be able to store and add moral, cultural, scientific values and achievements of society due to the understanding of history and laws of development of the subject area, its place in the general system of knowledge about nature and society and in the development of the society, engineering and technologies, apply different kinds and forms of physical activity for active rest and healthy lifestyle.
	GC3. Ability of abstract thinking, analysis and synthesis.
	GC4. Ability in applying theoretical knowledge in practice.
	GC5. Knowledge and understanding the subject area and professional activity.
	GC6. Be able to speak and write in state language.
	GC7. Be able to speak a foreign language.
	GC8. Be able to apply information and communication technologies.

	GC9. Be able to study and become proficient.
	GC10. Be able to conduct research on proper level.
	GC11. Be able to adapt oneself and act under new environment conditions.
	GC12. Be able to generate new ideas (creativity).
	GC13. Value and respect variety and multi-culture.
	GC14. Be able to work in international context.
	GC15. Be able to act on the basis of ethics thinking (motives).
Extra general (professional, subject area) competencies, proposed by stakeholders (employers)	GC16. Be able form information space and use information technologies in the company's activity.
	GC17. Be able to communicate with representatives of other professional groups (experts from other branches of knowledge/types of economic activity) both orally and in the written form in Ukrainian and a foreign language.
	GC18. Ability to create favorable social-psychological business atmosphere in the company, set effective cooperation in the team, create favorable conditions for the company staff study and personal development.
	GC19. Ability of effective communication with the environment, keep to the business communication ethics, positive attitude to various cultures.
	GC20 Ability to provide economical, ecological, civil safety of organization functioning, job safety and proper quality of produced goods.
	GC21. Be socially responsible, occupy active life and social position, develop leader's features of character.
	GC22. Ability in continuous studying and personal development, independent work, using the system approach in developing and making decisions.
Special (professional, subject area) competencies (SC)	SC1. Be able to determine and describe the characteristics of an organization. .
	SC2. Ability in analyzing the results of an organization activity, compare it with the factors of impact of internal and external environment.
	SC3. Be able to determine the prospects of an organization development.
	SC4. Be able to determine functional spheres of the organization, their interconnections.
	SC5. Be able to manage the organization and its subdivisions due to the management functions implementations.
	SC6. Be able to act as a socially responsible and conscious person.
	SC7. Be able to choose and apply the latest tools of management.
	SC8. Be able to plan the organization activity and to manage time.
	SC9. Be able to work in a team and to develop interpersonal contacts at professional problems solving.
	SC10. Be able to estimate the work done, provide its quality, and motivate the company staff.
	SC11. Ability in developing and arranging the effective communication within the process of management.
	SC12. Ability in analyzing and structurizing the problems of

	<p>an organization, make reasonable decisions.</p> <p>SC13. Understand the principles and norms of law and apply them in professional activity.</p> <p>SC14. Understand the principles of psychology and apply them in professional activity.</p> <p>SC15. Be able to form and develop leader's features and behavioristic skills.</p>	
<p>Extra special (professional, subject area) competencies, proposed by stakeholders (employers)</p>	<p>SC16. Ability in planning and organizing the company (subdivision) activity according to specified strategic objectives.</p> <p>SC17. Be able to understand the economic principles of the company functioning, determine the needs and directions of the company resources efficient use.</p> <p>SC18. Ability in analyzing and estimating the results of activity, economic potential, the company development dynamics.</p> <p>SC19. Ability in analyzing and estimating social-economic processes, public phenomena consideration under certain historical conditions.</p> <p>SC20. Ability in substantiating managerial decisions, be able to guarantee their legacy and to provide efficient control of their implementation.</p> <p>SC21. Ability in processing the initial external and internal information and form the company development strategy on its basis.</p>	
	<p>8 – Normative content of students' training stated as Program learning outcomes</p>	
	<p>Learning outcomes, specified by the higher education standard of the specialty спеціальності (PLO):</p>	<p>PLO1. Be aware of one's rights and duties as a society member, understand the values of civil society, supremacy of law, human rights and freedoms in Ukraine.</p> <p>PLO2. Preserve moral, cultural, scientific values and enrich the achievements of society, use different kinds and forms of physical activity to lead healthy lifestyle.</p> <p>PLO3. Demonstrate the knowledge of theories, methods and functions of management, modern leadership conceptions.</p> <p>PLO4. Demonstrate the skills in problems detecting and managerial decisions substantiating.</p> <p>PLO5. Describe the contents of the functional spheres of the organization activity.</p> <p>PLO6. Have skills in search, collection and analysis of information, indices calculation for managerial decisions substantiating.</p> <p>PLO7. Have skills in organization design.</p> <p>PLO8. Apply management methods to provide the organization efficient activity.</p> <p>PLO9. Have skills in cooperation, leadership, team work.</p> <p>PLO10. Have skills in substantiating of efficient tools of the organization staff motivation.</p> <p>PLO11. Have skills in the analysis of the situation, communication in different spheres of the organization activity.</p> <p>PLO12. Assess legal, social and economic consequences of the organization functioning.</p> <p>PLO13. Speak and write state and a foreign language.</p> <p>PLO14. Identify the reasons of stress, adapt oneself and members of team to stress situation, find solutions for its</p>

	neutralization.
	<p>PLO15. Be able to act as a socially responsible and conscious citizen due to ethics thinking (motives), respect to variety and differences in cultures.</p>
	<p>PLO16. Have skills in independent work, flexible thinking, be open to new knowledge gaining, be critical and self-critical.</p>
	<p>PLO17. Carry out research on one's own and/or in a group under the leader's supervision.</p>
10. Forms of attestation of the first (Bachelor's) degree of higher education	
Forms of Bachelor's attestation	<p>Final attestation is on the basis of assessment of the study results and the level of developed competencies and learning outcomes specified in sections 7-8 of the Educational Program. The attestation is in the form of public defense of Qualification paper. The attestation is performed by the examination commission. The attestation is open and public.</p>
Requirements to the Qualification paper	<p>Qualification paper involves the solving of a complex special task or practical problem in the field of management characterized by complex and uncertain conditions using the theories and methods of economic science.</p> <p>Qualification paper must not contain any academic plagiarism, fabrication, falsification. Qualification paper should be released on the official site and/or in the repository of the higher education institution or its subdivision.</p>
10 – Requirements to the internal system of higher education quality assurance	
<p>The main document is the Statement «Quality control system of Ternopil Ivan Puluj National Technical University. Quality policy» which involves the following procedures and measures:</p> <ol style="list-style-type: none"> 1) determination of the principles and procedures of higher education quality assurance; 2) educational programs monitoring and updating; 3) annual assessment of higher education undergraduates, scientific-pedagogical and pedagogical staff of a higher educational institution and regular release of the assessment results on the official website of the higher educational institution, on an information board or in another way; 4) providing the career development of pedagogical, scientific and scientific-pedagogical staff; 5) necessary resources availability for educational process organizing, including students' self-study on each Educational Program; 6) information systems availability for effective management of educational process; 7) providing the publicity of information dealing with Educational Program, higher education degrees, qualifications; 8) academic honesty assurance by the staff of higher educational institutions and the students, including creation and providing the functioning of the efficient system to prevent and find any academic plagiarism; 9) other procedures and measures. <p>The support system of educational activity quality and higher education quality by Ternopil Ivan Puluj National Technical University (quality internal support system) is estimated by the National agency of higher education quality assurance or accredited independent institutions of higher education quality assessment and support approved by the National agency of higher education quality assurance and international standards and recommendations on higher education quality assurance.</p>	
11 – Program implementation resources	
Staff assistance	<p>The main staff of the educational program lecturers includes professors and assistant professors of Management and Administration department. Besides, some disciplines are taught by professors and assistant professors of the Department of Management of Innovative Activity and Service Industry, and Economics and Finance Department according to their</p>

	<p>proficiency and experience. The lecturers involved in the teaching process within the program are active and well-known scientists who publish their papers in national and foreign scientific journals, have proper professional competence and experience in teaching, scientific research and pedagogical activity.</p> <p>The academic staff involved in the teaching of profession-oriented disciplines has scientific degrees in specialty and approved level of scientific and professional activity. All lecturers are the authors of textbooks, monographs, articles, participants of national and international scientific conferences.</p> <p>The teaching process on compulsory disciplines is provided with the teaching complexes of the disciplines consisting of textbooks, instructions to practical classes, laboratory practicums, instructions to students' self-study, course projects, development prototypes of course projects, examinations and tests of various level of difficulty.</p> <p>Practice-oriented character of the educational program provides practical experts participation which correspond to the program direction, and also involving to the professional unions and associations aims at synergetic connection strengthening of theoretical and practical training.</p> <p>Project group manager and academic staff providing the program implementation correspond to the requirements specified by License conditions of educational activity conducting of educational establishments.</p>
<p>Materials and equipment</p>	<p>Learning process according to the educational program takes place on classrooms and laboratory rooms equipped with multimedia apparatuses and proper hardware. The appropriate hardware is used in teaching-scientific work according to the educational program: computers, laptops, scanners, multimedia projectors. Classes are given in 2 computer classrooms equipped with licensed operation system Microsoft and applied software Microsoft.</p>
<p>Information support and teaching – learning materials</p>	<p>The students trained according to this educational program and academic staff can use library-information resources, interuniversity scientific library, some libraries or their branches of the educational-scientific structural subdivisions of the university. Besides, there are some virtual reading halls. Information resources of TNTU according to the educational program are formed on the basis of subject area and modern tendencies of scientific research in this field. All students can get access to all print editions in different languages including monographs, articles, textbooks, dictionaries etc. Moreover, they can read literature both using the traditional means of search in the library or using the Internet access to databases. Students can also use the database of scientific-technical library and institutional repository ELARTU.</p> <p>Access to all library bases can be obtained within the university internal network.</p> <p>Students also use teaching material prepared by the lecturers: textbooks, presentations on lectures, lecture notes, instructions</p>

	<p>to practical, laboratory, seminar classes, individual tasks etc. Resource material can be obtained both in print and e-form.</p> <p>The TNTU e-learning system Atutor provides with the access to materials both in English and Ukrainian on educational program disciplines, presentations, tests, video material and other e-learning components. The platform ATutor combining the materials of lectures, practical classes and instructions and tasks of the self-study with possible team work on e-courses, e-catalogue materials of the library, repository and references to external study courses was developed for a distant access to teaching – learning materials.</p> <p>The teaching materials are constantly updating and adapting according to educational program goals.</p>
12 – Academic mobility	
International credit mobility	<p>An “included semester” is supposed which is based on bilateral Agreement of cooperation signed by Ternopil I.Puluj national technical university and Lublin polytechnic (Poland) of 27.11.2013, Instituto Superior de Gestao (Portugal) of 4.10.2013, High school of Occupational Safety Management in Katowice (Poland) of 11.06.2015.</p> <p>Availability of a double diploma obtaining based on bilateral Agreement of cooperation signed by Ternopil I.Puluj national technical university and Lublin polytechnic (Poland) of 27.11.2013, Sopot high school (Poland) of 04.03.2016.</p> <p>Possible study due to the students’ mobility on the program «Erasmus +» in University of Valencia (Spain) (Agreement of cooperation dated 19.09 2016).</p>
Foreign students training	<p>Foreign students are trained in Ukrainian-speaking and English-speaking groups. Teaching in English is mostly provided by the academic staff of Management and Administration department and other departments of the university.</p>

2. List of Educational Program educational components and their logical sequence.

List of Educational Program components

Educational component code	Components of the educational program (academic courses, courseworks, practices, qualification work)	Number of credits	Form of final control
1	2	3	4
<u>Compulsory components (CC)</u>			
1. Cycle of general training			
CC 1.	Higher Mathematics	6,5	Credit
CC 2.	Economic Theory	4,0	Exam
CC 3.	Language of Instruction (English)	6,0	Credit, exam
CC 4.	Informatics	4,5	Credit
CC 5.	History and Culture of Ukraine	5,0	Credit, exam
CC 6.	History of Management	4,0	Exam
CC 7.	Macro- and Microeconomics	4,0	Exam

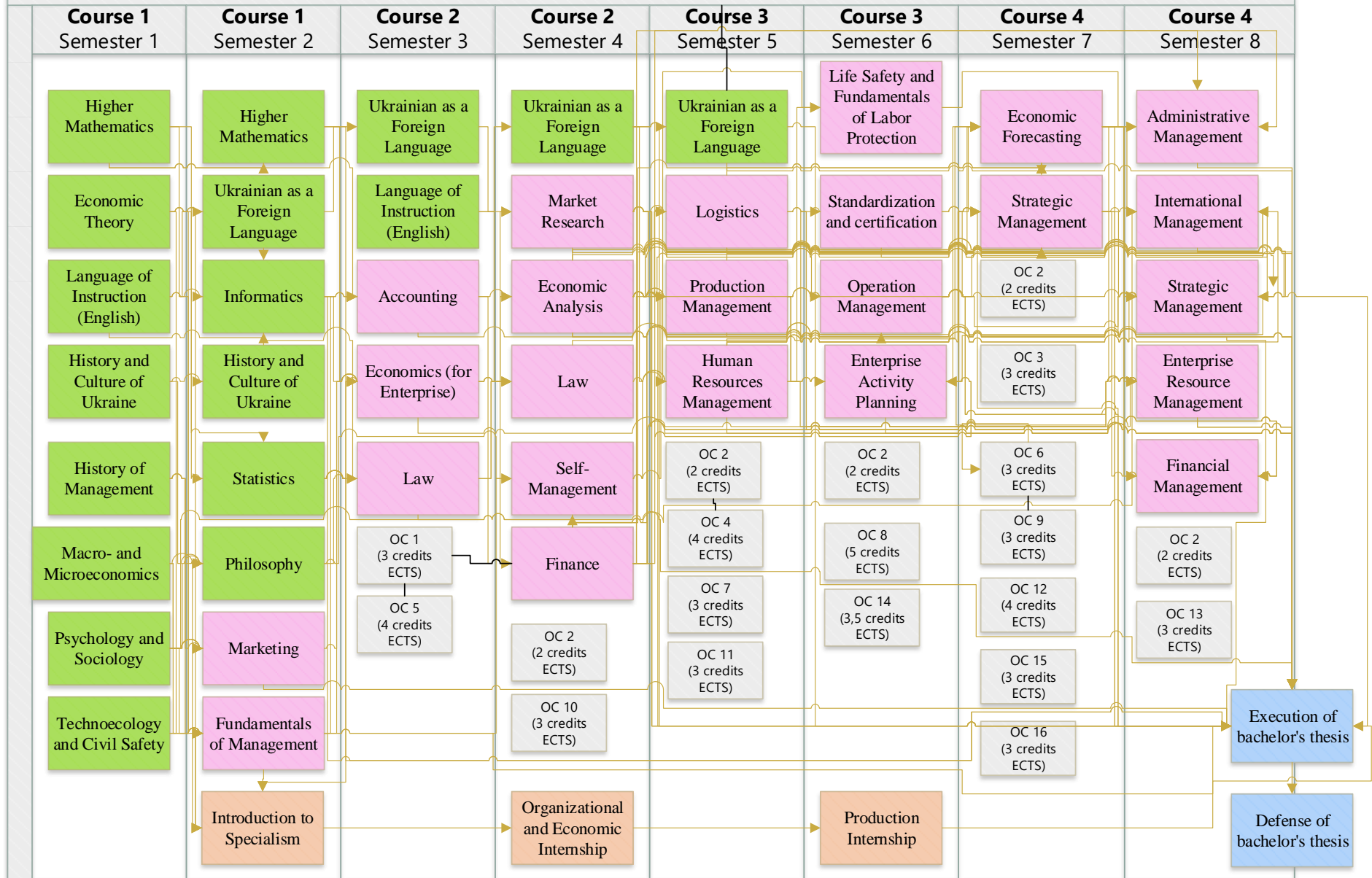
Educational component code	Components of the educational program (academic courses, courseworks, practices, qualification work)	Number of credits	Form of final control
1	2	3	4
CC 8.	Psychology and Sociology	4,0	Credit
CC 9.	Statistics	4,0	Exam
CC 10.	Technoecology and Civil Safety	4,0	Credit
CC 11.	Ukrainian as a Foreign Language	5,0	Credit, exam
CC 12.	Philosophy	4,0	Exam
	Total for the cycle of general training	55,0	
2. Cycle of professional training			
CC 13.	Administrative Management	4,0	Credit
CC 14.	Life Safety and Fundamentals of Labor Protection	4,0	Exam
CC 15.	Accounting	4,0	Exam
CC 16.	Market Research	4,5	Exam
CC 17.	Economics (for Enterprise)	4,0	Exam
CC 18.	Economic Forecasting	4,0	Exam
CC 19.	Economic Analysis	4,5	Exam
CC 20.	Information Systems in Management	5,5	Exam
CC 21.	Logistics	4,0	Exam
CC 22.	Marketing	4,5	Exam
CC 23.	International Management	4,0	Credit
CC 24.	Operation Management	5,0	Exam
CC 25.	Production Management	4,5	Exam
CC 26.	Fundamentals of Management	8,5	Exam
CC 27.	Enterprise Activity Planning	5,0	Exam
CC 28.	Law	10,0	Credit
CC 29.	Self-Management	4,5	Exam
CC 30.	Strategic Management	5,0	Exam
CC 31.	Human Resources Management	4,5	Exam
CC 32.	Enterprise Resource Management	4,0	Exam
CC 33.	Finance	4,5	Exam
CC 34.	Financial Management	4,0	Exam
	Total for the cycle of professional training	106, 5	
Practical training			
	Introduction to Specialism	3	
	Organizational and Economic Internship	3	
	Production Internship	3	
	Total for the practical training	9	
	Total for the cycle of professional and practical training	115, 5	
	Total for compulsory components	170, 5	
Optional components of EP			
Higher education applicants choose educational optional components from the suggested list in the TNTU e-learning system ATutor (tab – «OPTIONAL DISCIPLINES»).			
http://dl.tntu.edu.ua/login.php. All students registered in the TNTU e-learning system Atutor have free access to the list of optional disciplines.			
	Total for the cycle of general training	13,0	
	Total for the cycle of professional training	47,5	
	Total for the optional components of EP	60,5	
Attestation			
A1.	Execution of bachelor's thesis	7,5	

Educational component code	Components of the educational program (academic courses, courseworks, practices, qualification work)	Number of credits	Form of final control
1	2	3	4
	A2.	Defense of bachelor's thesis	1,5
Total for the attestation		9,0	
Total for the Bachelor's Training Program		240,0	

2.2. Structure-logic scheme of EP

Semester	Educational activity
I	CC 1 (2 credits), CC 2 (4 credits), CC 3 (2 credits), CC 5 (3 credits), CC 6 (4 credits), CC 7 (4 credits), CC 8 (4 credits), CC 10 (4 credits)
II	CC 1 (4,5 credits), CC 3 (2 credits), CC 4 (4,5 credits), CC 5 (2 credits), CC 9 (4 credits), CC 12(4 credits), CC 22 (4,5 credits), CC 26 (8,5 credits)
III	CC 3 (2 credits), CC 11 (2 credits), CC 15 (4 credits), CC 17 (4 credits), CC 28 (4 credits), OC 1 (3 credits), OC 5 (4 credits)
IV	CC 11 (1 credit), CC 16 (4,5 credits), CC 19 (4,5 credits), CC 28 (6 credits), CC 29 (4,5 credits), CC 33 (4,5 credits), OC 2 (2 credits), OC 10 (3 credits)
V	CC 11 (2 credits), CC 21 (4 credits), CC 25 (4,5 credits), CC 31 (4,5 credits), OC 2 (2 credits), OC 4 (4 credits), OC 7 (3 credits), OC 11 (3 credits)
VI	CC 14 (4 credits), CC 20 (5,5 credits), CC 24 (5,0 credits), CC 27 (5 credits), OC 2 (2 credits), OC 8 (5 credits), OC 14 (3,5 credits)
VII	CC 18 (4 credits), CC 30 (2 credits), OC 2 (2 credits), OC 3 (3 credits), OC 6 (3 credits), OC 9 (3 credits), OC 12 (4 credits), OC 15 (3 credits), OC 16 (3 credits)
VIII	CC 13 (4 credits), CC 23(4 credits), CC 30 (3 credits), CC 32 (4 credits), CC 34 (4 credits), OC 2 (2 credits), OC 13 (3 credits)

Structural and logical scheme of the educational program



Compulsory components: ■ Cycle of general training; ■ Cycle of professional training; ■ Practical training; ■ Optional components; ■ Attestation.

3. Forms of attestation of the first (Bachelor's) degree of higher education

The attestation of graduates of the educational program “Management”, specialty 073 “Management”, branch of knowledge 07 “Management and Administration” is in the form of public defense of Bachelor's Qualification paper.

Qualification paper involves the solving of a complex special task or a practical problem in the field of management characterized by complex and uncertain conditions and using theories and methods of economic science.

Qualification paper must not contain any academic plagiarism, fabrication, cheating. Qualification paper should be released on the official site and/or in the repository of the TNTU, ELARTU: <http://elartu.tntu.edu.ua/>.

4. Matrix of accordance of competencies specified by the standard to the NFQ descriptors

Classification of competencies (due to the study) according to NFQ	Knowledge Kn 1	Skills Sk 1	Communication C 1	Autonomy and responsibility AR 1
	Conceptual scientific and practical knowledge obtained in the study process and professional activity including of some knowledge of modern achievements. Kn 2 Critical thinking of theories, principles, methods and concepts in professional activity and/or study	Solving complex unpredictable tasks and practical problems in specialized fields of professional activity and/or study involving information (data) collection and interpretation, choosing methods and tools, using some innovative, approaches.	Explain information, ideas, problems, solutions, own experience and reasons in the field of professional activity to specialists and non-specialists. C 2 Ability of efficient formation of communication strategy	Management of complex actions or projects, responsibility for making decisions under unpredictable conditions AR 2 Responsibility for professional development of persons and groups, ability of further education, with considerable degree of autonomy
General competencies				
GC1			C 1, C 2	AR 1
GC 2	Kn 1, Kn 2		C 1	
GC 3	Kn 1, Kn 2	Sc 1		
GC 4		Sc 1		
GC 5		Sc 1		
GC 6			C 1, C 2	
GC 7			C 1, C 2	
GC 8	Kn 1	Sc 1	C 1	AR 1, AR 2
GC 9		Sc 1	C 1	AR 1, AR 2
GC 10	Kn 1, Kn 2	Sc 1		
GC 11		Sc 1	C 2	
GC 12		Sc 1	C 2	
GC 13			C 1, C 2	AR 1
GC 14			C 1, C 2	AR 1
GC 15			C 1, C 2	AR 1
GC 16	Kn 1	Sc 1	C 1, C 2	
GC 17			C 1, C 2	
GC 18		Sc 1	C 2	
GC 19		Sc 1	C 2	
GC 20		Sc 1		AR 1
GC 21			C 1	AR 2
GC 22	Kn 2		C 1	AR 2
Special (professional) competencies				
SC 1	Kn 2	Sc 1		
SC 2			C 2	
SC 3			C 2	
SC 4		Sc 1		
SC 5	Kn 2		C 2	
SC 6				AR 1
SC 7	Kn 1	Sc 1		
SC 8		Sc 1		
SC 9			C 2	
SC 10			C 1	AR 1
SC 11				AR 1

Classification of competencies (due to the study) according to NFQ	Knowledge Kn 1 Conceptual scientific and practical knowledge obtained in the study process and professional activity including of some knowledge of modern achievements. Kn 2 Critical thinking of theories, principles, methods and concepts in professional activity and/or study	Skills Sk 1 Solving complex unpredictable tasks and practical problems in specialized fields of professional activity and/or study involving information (data) collection and interpretation, choosing methods and tools, using some innovative, approaches.	Communication C 1 Explain information, ideas, problems, solutions, own experience and reasons in the field of professional activity to specialists and non-specialists. C 2 Ability of efficient formation of communication strategy	Autonomy and responsibility AR 1 Management of complex actions or projects, responsibility for making decisions under unpredictable conditions AR 2 Responsibility for professional development of persons and groups, ability of further education, with considerable degree of autonomy
SC 12	Kn 1			
SC 13		Sc 1		AR 1
SC 14	Kn 1		C 1	
SC 15			C 1	AR 2
SC 16		Sc 1		AR 1
SC 17	Kn 1			
SC 18	Kn 2			
SC 19			C 1	
SC 20				AR 1, AR 2
SC 21			C 1	

	CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9	CC 10	CC 11	CC 12	CC 13	CC 14	CC 15	CC 16	CC 17	CC 18	CC 19	CC 20	CC 21	CC 22	CC 23	CC 24	CC 25	CC 26	CC 27	CC 28	CC 29	CC 30	CC 31	CC 32	CC 33	CC 34		
GC14																+						+	+													
GC15																						+														
GC16				+					+						+	+	+	+	+		+		+							+					+	
GC17			+								+																									
GC18								+					+																	+		+				
GC19																							+			+			+	+						
GC20										+				+							+						+									+
GC21																														+		+				
GC22																														+	+	+	+			
SC1																					+			+	+	+			+		+	+				
SC2									+	+				+			+		+				+	+			+		+	+	+	+	+	+	+	+
SC3									+						+	+		+	+		+					+			+							
SC4																	+				+			+		+	+				+					
SC5																								+		+	+			+						+
SC6								+		+				+							+								+							
SC7																							+	+		+						+				+

	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9	CC10	CC11	CC12	CC13	CC14	CC15	CC16	CC17	CC18	CC19	CC20	CC21	CC22	CC23	CC24	CC25	CC26	CC27	CC28	CC29	CC30	CC31	CC32	CC33	CC34
SC8																											+		+	+	+			
SC9																													+		+	+		
SC10																									+				+		+			
SC11																															+			
SC12								+	+											+					+	+	+			+		+		+
SC13																												+						
SC14								+																										
SC15																													+		+			
SC16															+	+	+								+		+			+				+
SC17							+		+										+					+	+	+	+				+	+	+	+
SC18	+	+					+		+				+	+	+		+	+	+		+					+			+		+	+	+	+
SC19		+			+	+			+			+							+		+													
SC20																+				+							+	+		+				+
SC21															+	+	+		+			+				+	+							+

7. List of normative documents which the Educational Program is based on

1. Standard of higher education. First (Bachelor's) level of higher education. Degree of «Bachelor». Branch of knowledge: 07 «Management and Administration», specialty: 073 «Management». Approved and launched by the order of the Ministry of education and science of 29.10.2018, No1165.
2. Law of Ukraine «About the higher education» // Database «Legislation of Ukraine»/ SC of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/1556-18>.
3. Law of Ukraine «On education» // Database «Legislation of Ukraine»/ SC of Ukraine. URL:<http://zakon5.rada.gov.ua/laws/show/2145-19>.
4. National Classifier of Ukraine: Classifier of professions SC 003:2010// Database «Legislation of Ukraine»/ SC of Ukraine.
5. National framework of qualifications // Database «Legislation of Ukraine»// SC of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/1341-2011-п>.
6. Resolution of the Cabinet of Ministers of Ukraine «Про затвердження переліку галузей знань і спеціальностей, за якими здійснюється підготовка здобувачів вищої освіти» (dated 30.11.2017) // Database «Legislation of Ukraine»/SC of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/266-2015-п>.
7. Standards and recommendations on quality assurance in European space of higher education (ESG) //URL: http://ihed.org.ua/images/pdf/standards-andguidelines_for_qa_in_the_ehea_2015.pdf.