

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL TECHNICAL UNIVERSITY OF UKRAINE
«IGOR SIKORSKY KYIV POLYTECHNIC INSTITUTE»**

APPROVED

by the Academic Council
of Igor Sikorsky Kyiv Polytechnic Institute
(protocol No 10 dated December 13, 2021)
Chairman of the Academic Council
Mykhailo ILCHENKO

MANAGEMENT AND BUSINESS ADMINISTRATION

EDUCATIONAL AND PROFESSIONAL PROGRAM

Second (Master's) Level of Higher Education

Specialty	073 Management
Field of Knowledge	07 Management and Administration
Qualification	Master of Management

Came into force from 2022/2022 academic year
by order of the Rector of Igor Sikorsky Kyiv
Polytechnic Institute
from February 15, 2022 No HOH/75/2022

Kyiv – 2022

PREAMBLE

DEVELOPED by the project team:

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AGREED:

by the Scientific and Methodical Commission of Igor Sikorsky Kyiv Polytechnic Institute for the Specialty 073 Management

Head of the SMC 073 Victoria DERGACHOVA

(protocol No 3 dated November 20, 2021)

by the Methodical Council of Igor Sikorsky Kyiv Polytechnic Institute

Deputy Head of the Council

Anatoly MELNICHENKO

(protocol No 2 dated December 12, 2021)

TAKEN INTO ACCOUNT:

1. The current standard of higher education in the specialty 073 Management for the second (master's) level of higher education (Order of the MON No 959 dated 10.07.2019) URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni%20standarty/2019/07/12/073-menedzhment-magistr.pdf>
2. National Framework of Qualifications. Appendix to the Resolution of the Cabinet of Ministers of Ukraine dated November 23, 2011 No. 1341 (as amended by the Resolution of the Cabinet of Ministers of Ukraine dated June 25, 2020 No. 519). URL: <https://zakon.rada.gov.ua/laws/show/1341-2011-%D0%BF#Text>
3. Discussions of proposals from employers, academic community and students of the second (master's) level of higher education at the meetings of SMC of Igor Sikorsky Kyiv Polytechnic Institute for the Specialty 073 Management (Protocols No 3 dated June 11, 2020; No 5 dated October 27, 2020; No 6 dated November, 24, 2020; No 7 dated December 22, 2020; No 8 dated January 27, 2021; No 10, dated March 17, 2021; No 12 dated May 28, 2021; No 1, dated September 28, 2021; No 2 dated October 26, 2021 and No 3 dated November 30, 2021).
4. Discussion of the results of internal self-analysis, proposals from employers, academic community and students of the second (master's) level of higher education at the meetings of the department (Protocols No 4 dated October 12, 2020; No 7 dated November 2, 2020; No 8 dated December 21, 2020; No 12 dated February 22, 2021; No 15 dated April 27, 2021; No 16 dated May 24, 2021; No 1 dated August 31, 2021; No 5 dated November 10, 2021; No 6 dated December 1, 2021).
5. Reviews, feedback from employers, stakeholders and results of public discussion.
6. Regulations on the development, approval, monitoring and revision of educational programs at Igor Sikorsky Kyiv Polytechnic Institute URL: <https://osvita.kpi.ua/node/137>

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1. PROFILE OF THE EDUCATIONAL PROGRAM

for the specialty 073 Management

1 – General information	
Full name of the institution of higher education and faculty	National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" Faculty of Management and Marketing
Degree of higher education and the title of the qualification in the original language	Degree – master Qualification – Master of Management
Level in NQF	NQF of Ukraine – Level 7 QF-EHEA – second cycle EQF-LLL – Level 7
Official name of the educational program	Management And Business Administration
Type of diploma and scope of educational program	Master's degree, single, 90 credits, educational period 1 year and 4 months
Availability of accreditation	Accreditation Certificate Series ND № 1192611 issued on September 25, 2017 by the Ministry of Education and Science of Ukraine, the Accreditation Commission of Ukraine; accreditation period 2013-2023
Prerequisites	Bachelor's degree
Teaching language	Ukrainian
Validity of the educational program	Until the next accreditation
Internet address of the permanent placement of the educational program	https://osvita.kpi.ua/op http://management.fmm.kpi.ua/
2 – The purpose of the educational program	
Training of highly qualified specialists in the field of management and business administration, who possess and are able to apply methods, techniques, technologies, tools for solving management tasks and modern development problems, making managerial decisions aimed at the effective functioning of industrial enterprises on the basis of the integration of education, science, and business under conditions of digitization, limited financial resources and dynamic challenges of the business environment.	
3 – Characteristics of the educational program	
Subject area	The object of study: management and administration of enterprises and their divisions. Learning objectives: training of specialists who possess strategic thinking, are able to identify and solve complex tasks and problems, take effective management decisions and produce innovations in the field of management and business administration of industrial enterprises.
	Theoretical content of the subject area: – patterns of scientific knowledge and methodology of scientific research in management; – modern theories of strategic management; – theoretical and methodological provisions of business management and administration; – laws and principles of development management;

	<ul style="list-style-type: none"> – concepts of personnel, project and financial management; – technologies for making managerial decisions and developing innovative and digital business strategies <p>Methods, techniques and technologies:</p> <ul style="list-style-type: none"> - general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert evaluation); - methods of realization of management functions ((methods of economic diagnostics; methods of forecasting and planning; motivation methods; methods of evaluating organizational and economic efficiency in management). - management methods (administrative, economic, socio-psychological and technological); - technologies for substantiation of management decisions (economic analysis, modeling and decision tree). <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management and business administration.</p>
Orientation of the educational program	Educational and professional
The main focus of the educational program and specialization	<p>Special education in the field of 07 Management and Administration, specialty 073 Management.</p> <p>Key words: management, business administration, manager, industrial enterprise, strategy, management, development, management decisions.</p>
Peculiarities of the program	<p>The unique features of the program are:</p> <ul style="list-style-type: none"> – a combination of classical methods, approaches to management and administration with the modern use of digital business technologies in making effective management decisions; - the formation and updating of the program takes into account the requests of scientific and academic institutions and the expectations of employers based on the integration of education, science, and business; - the program has a significant historical basis; since 1989 the department has been training highly qualified managers, which is confirmed by a significant number of graduates – successful managers, entrepreneurs, businessmen and scientists; – the practical focus of the program on managing the development of industrial enterprises is important for the sustainable economic growth of Ukraine, which is confirmed by the initiated dual education and cooperation in the training of modern managers in the field of the defense-industrial complex based on the certificate program "Management in the field of the defense-industrial complex"; – the provision of educational components is carried out by a powerful staff that has practical experience in management activities, develops and implements joint international projects, performs scientific research works ordered by enterprises, in particular, through participation in tenders on the "PROZORO" platform, provides teaching in Ukrainian and English languages using the author's training methods.

4 – Suitability of graduates for employment and further study	
Suitability for employment according to the Classification of professions DK 003: 2010	<p>1229.7 General manager Heads of other major divisions in other spheres of activity</p> <p>1231 Manager Heads of financial, accounting, economic, legal and administrative departments and other managers</p> <p>1499 Manager Managers in other types of economic activity, not assigned to other groups</p> <p>1475.4 Manager for administrative activities Managers of commercial activity and management</p> <p>1477.1 Personnel manager Managers for the selection, provision and use of personnel</p> <p>1467 Manager of auxiliary activities in the field of finance Managers in auxiliary activities in the field of finance</p> <p>1474 Manager of communication technologies Managers in the field of research and development</p> <p>1496 Manager of social and corporate responsibility Managers of social and corporate responsibility</p> <p>1462 Financial leasing manager Managers in the field of financial leasing</p> <p>1469 Manager of financial intermediation Managers in other types of financial intermediation</p>
Further studying	<p>An opportunity to study at the third (educational and scientific) level of higher education – Doctor of Philosophy.</p> <p>Acquisition of additional qualifications in the system of postgraduate education.</p>
5 – Teaching and assessment	
Teaching and learning	<p>The educational process is based on the principles of student-centered learning, academic freedom and integrity, science and innovation.</p> <p>Teaching and learning takes place in the form of lectures, practical classes using modern information and analytical systems and innovative approaches, seminar classes with the involvement of practitioners - specialists in the field of management and business administration, modular control works and performance of individual tasks (course works and calculation works, essays, reports with presentations, off-class work, consultations, workplace internship with submitting a report, writing and defending a master's thesis).</p> <p>In cases of quarantine, force majeure, etc., teaching and learning can take place remotely.</p>
Assessment	<p>The evaluation of the learning outcomes of the applicants for each educational component is carried out using the rating evaluation system (RES), which contains evaluation criteria and is determined at the first lesson and can be changed only in cases of declaration of quarantine, force majeure, etc.</p> <p>Evaluation of the results of the public defense of the master's thesis is carried out at a meeting of the examination committee and is announced on the day of the defense.</p>

6 – Program competencies	
Integral competence	The ability to solve complex tasks and problems in the field of management and business administration or in the learning process, which provides conducting research and / or implementing innovations under uncertain conditions and requirements.
General competencies (GC)	
GC 1	Ability to conduct research at the appropriate level
GC 2	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity)
GC 3	Skills in the use of information and communication technologies
GC 4	Ability to motivate people and move towards a common goal
GC 5	Ability to act on the basis of ethical considerations (motives)
GC 6	Ability to generate new ideas (creativity)
GC 7	Ability to abstract thinking, analysis and synthesis
Specific competencies (SC)	
SC 1	Ability to select and use concepts, methods, and management tools, including in accordance with defined goals and international standards;
SC 2	Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;
SC 3	Ability for self-development, lifelong learning and effective self-management
SC 4	Ability to effectively use and develop the organization's resources
SC 5	Ability to create and organize effective communications in the management process
SC 6	Ability to form leadership qualities and demonstrate them in the process of managing people;
SC 7	Ability to develop projects, manage them, show initiative and entrepreneurship
SC 8	Ability to use psychological technologies to work with staff
SC 9	Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation
SC 10	Ability to manage the organization and its development
SC 11	The ability to manage industrial enterprises of various forms of ownership and spheres of activity, as well as divisions, teams and projects, using a system of modern management and administration methods, technologies and integrated management approaches
SC 12	The ability to develop the organization's corporate strategy based on a comprehensive analysis of the internal and external environment, justify the mechanisms of strategy implementation, and evaluate its effectiveness
SC 13	The ability to find and evaluate opportunities for the development of industrial enterprises, to substantiate the mechanisms of transformation of management systems based on integration management solutions
SC 14	The ability to develop, economically substantiate and implement management solutions taking into account digital business strategies in order to effectively use resources, increase profitability and ensure the development of the enterprise
SC 15	The ability to justify 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
7 – Program learning outcomes	
PLO 1	Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions
PLO 2	Identify problems in the organization and justify methods of solving them

PLO 3	Develop the effective management systems for organizations
PLO 4	Substantiate and manage projects, generate business ideas
PLO 5	Plan the activities of the organization strategically and tactically
PLO 6	To have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility
PLO 7	Organize and carry out effective communication within the team, representatives of various professional groups and in the international context
PLO 8	Use specialized software and information systems to solve management problems of the organization
PLO 9	Be able to communicate in professional and scientific communities in the state and foreign languages
PLO 10	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems
PLO 11	Provide personal professional development and own time planning
PLO 12	Be able to delegate authority and management of the organization (unit)
PLO 13	Be able to plan and implement informational, methodological, material, financial and personnel provision of the organization (unit)
PLO 14	Form the mission, goals, values and concept of development, develop a corporate strategy taking into account the strategic potential of industrial enterprises and the dynamic challenges of the business environment
PLO 15	Substantiate management decisions for the rational organization of the management and administration system, effective financial and investment support for the functioning of industrial enterprises
PLO 16	Apply modern information technologies to manage changes in industrial enterprises, develop effective models of organizational development and digital business strategies

8 – Resource support for program implementation

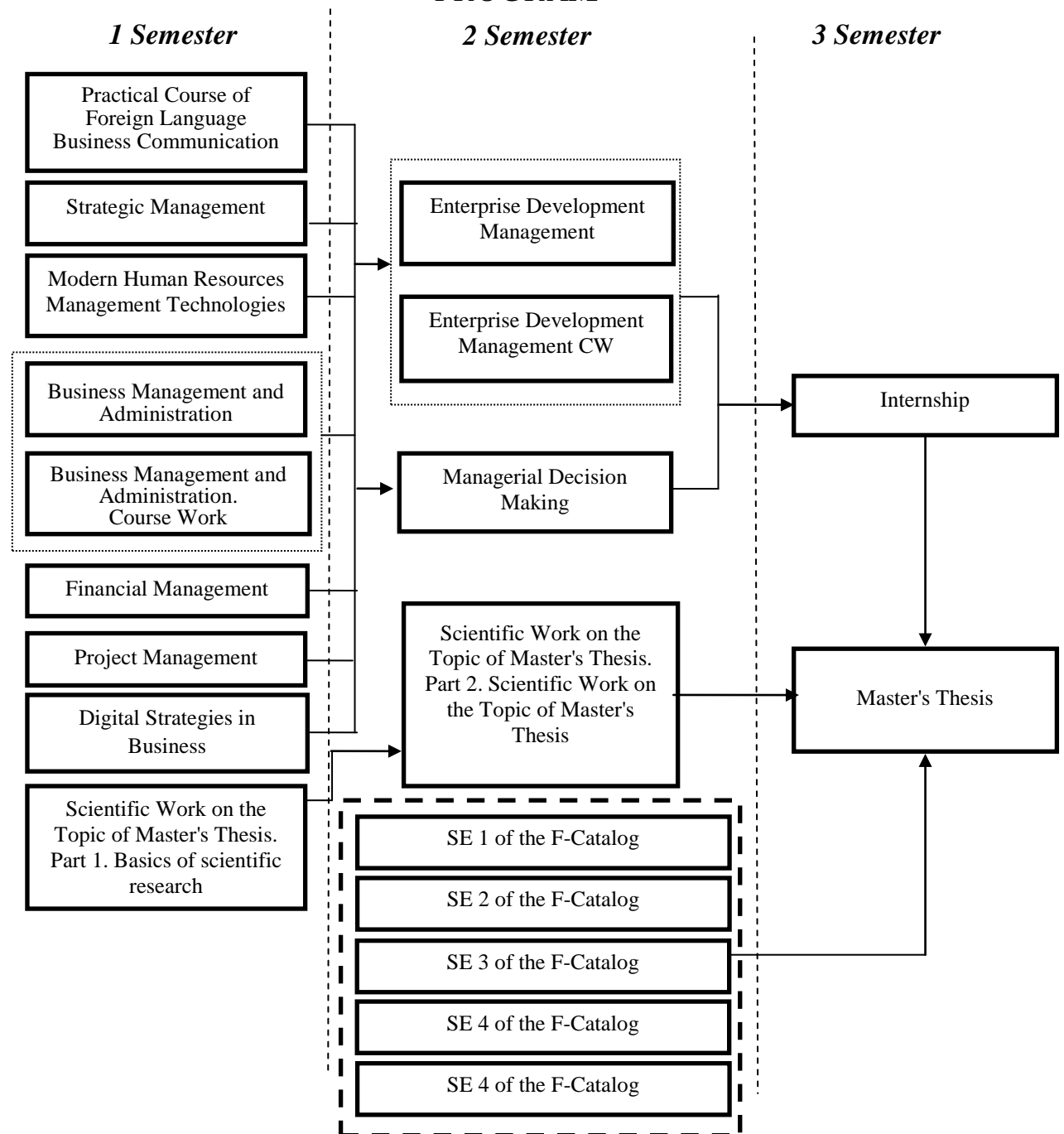
Staffing	Scientific and pedagogical workers meet the personnel requirements for ensuring educational activities at the appropriate level of HE (Appendix 2 to the Licensing Conditions), approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1187 dated 12.30.2015, as amended by the Resolution of the Cabinet of Ministers of Ukraine No. 347 dated 05.10.2018, No. 180 dated 03.03.2020, and No. 365 dated 03.04.2021.
Material and technical support	It meets the technological requirements for the material and technical support of educational activities for the corresponding level of HE (Appendix 4 to the License Terms), approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1187 dated 12.30.2015, as amended by the Resolution of the Cabinet of Ministers of Ukraine No. 347 dated 05.10.2018, No. 180 dated 03.03.2020 and No. 365 dated 03.04.2021. The University has a developed social infrastructure, which includes educational buildings, modern multimedia laboratories equipped with computers with licensed software connected to the internal network, a library, a center for physical education and sports, a medical center, student campus, a health center, a student mountain and sports camp, student sanatorium, recreation centers, culture and arts center and Department of social and psychological work. The educational environment is safe for the life and health of students of the educational program.

Information, educational and methodical support	<p>It meets the technological requirements for the information, educational and methodical support of educational activities for the corresponding level of HE (Appendix 5 to the License Terms), approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1187 dated 12.30.2015, as amended by the Resolution of the Cabinet of Ministers of Ukraine No. 347 dated 05.10.2018, No. 180 dated 03.03.2020 and No. 365 dated 03.04.2021.</p> <p>The University library provides the opportunity to use the library fund of books, electronic resources, including the Electronic archive of scientific and educational materials "ELAKPI", prepaid databases (Scopus, Web of Science, Springer Nature, Business Source Premier (EBSCO Publishing), ScienceDirect) and other databases (RePEc (Research Papers in Economics), UNdata (Social Science Research Network, etc.), software product for plagiarism checking "Unichek" and free access to the Internet. Applicants have access to educational and methodological materials located on the internal networks of the University: the Distance learning platform "Sikorsky", the Educational process support system "Electronic Campus", the website of the Department of enterprise management as well as in the personal cabinets of teaching staff.</p> <p>In the educational process of OP, the analytical online system "YouControl", HRM platform "PeopleForce", software "M.E.Doc" and "SAP ERP" are used.</p>
9 – Academic mobility	
National credit mobility	According to the current legislation of Ukraine, applicants of higher education can take advantage of academic exchange programs with domestic higher education institutions, in particular, in accordance with the agreement with the State University "Odesa Polytechnic".
International credit mobility	<p>Applicants of the educational program have the access to proposals offered by the Academic mobility department of the University, in particular:</p> <ul style="list-style-type: none"> - on the basis of bilateral agreements (memorandums) on cooperation with partner universities: <ul style="list-style-type: none"> 1) Erasmus+KA1 on a competitive basis at the University of Jena (Germany), Poznań University of Technology (Poland), Dumlupinar University (Turkey), Istanbul City University (Turkey), University of Groningen (Netherlands), University of Granada (Spain) and Silesian University of Technology (Poland); 2) MEVLANA EXCHANGE PROGRAM at Selcuk University (Turkey), Ankara University (Turkey), Middle East Technical University (Turkey); - within the framework of cooperation agreements, there is an opportunity to participate in international events with the Częstochowa Polytechnic University (Poland) and Varna University of Technology (Republic of Bulgaria).
Teaching of foreign applicants for higher education	Within the framework of the educational program for foreign applicants, training is conducted in Ukrainian in general groups and in English in separate groups.

2. LIST OF COMPONENTS OF THE EDUCATIONAL PROGRAM

<i>Code</i>	<i>Components of the educational program (academic disciplines, practices, qualification work)</i>	<i>Number of credits</i>	<i>Form of final control</i>
1. Mandatory components			
1.1. General training cycle			
GE 1	Practical Course of Foreign Language Business Communication	3	credit
GE 2	Strategic Management	4	exam
GE 3	Modern Human Resources Management Technologies	4	credit
1.2. Professional training cycle			
PE 1	Business Management and Administration	4,5	exam
PE 2	Business Management and Administration. Course Work	1	credit
PE 3	Financial Management	4,5	exam
PE 4	Project Management	4,5	credit
PE 5	Digital Strategies in Business	4	credit
PE 6	Enterprise Development Management	4	exam
PE 7	Course Work on Enterprise Development Management	1	credit
PE 8	Managerial Decision Making	1	credit
PE 9	Scientific Work on the Topic of Master's Thesis. Part 1. Basics of scientific research	2	credit
PE 10	Scientific Work on the Topic of Master's Thesis. Part 2. Scientific Work on the topic of Master's Thesis	2	credit
PE 11	Workplace Internship	14	credit
PE 12	Master's Thesis	12	defense
2. Selective components			
SE 1	Educational component 1 of the F-Catalog	4,5	credit
SE 2	Educational component 2 of the F-Catalog	4,5	credit
SE 3	Educational component 3 of the F-Catalog	4,5	credit
SE 4	Educational component 4 of the F-Catalog	4,5	credit
SE 5	Educational component 5 of the F-Catalog	4,5	credit
Total volume of mandatory components :		67,5	
Total volume of selective components :		22,5	
Total volume of educational components that ensure the acquisition of competencies specified by the SHE		67,5	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAM		90	

3. STRUCTURAL AND LOGICAL SCHEME OF THE EDUCATIONAL PROGRAM



4. CERTIFICATION FORM OF APPLICANTS OF HIGHER EDUCATION

Certification of applicants under the educational program «Management and business administration» is carried out in the form of public defense of qualification work.

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

Qualification work should not contain academic plagiarism, falsification and fabrication. (The Regulations on the examination commission and attestation of applicants for higher education at Igor Sikorsky Kyiv Polytechnic Institute). The qualification work must be presented on the website of the Electronic Archive of Scientific and Educational Materials of Igor Sikorsky Kyiv Polytechnic Institute.

5. MATRIXES OF COMPATIBILITY OF PROGRAM COMPETENCIES TO THE COMPONENTS OF THE EDUCATIONAL PROGRAM

	GE1	GE 2	GE 3	PE 1	PE 2	PE 3	PE 4	PE 5	PE 6	PE 7	PE 8	PE 9	PE 10	PE 11	PE 12
GC 1										+		+		+	+
GC 2	+			+										+	
GC 3		+						+				+	+	+	+
GC 4			+	+			+								
GC 5			+						+			+			+
GC 6		+					+	+		+		+			+
GC 7					+	+					+	+	+	+	+
SC 1				+	+								+	+	+
SC 2		+							+	+					+
SC 3	+		+									+			
SC 4					+	+									+
SC 5	+		+	+				+	+						
SC 6			+	+											
SC 7					+		+			+					+
SC 8			+	+					+				+		
SC 9		+			+	+		+		+	+		+	+	+
SC 10		+			+				+		+		+		+
SC 11				+	+		+				+				+
SC 12		+					+								+
SC 13									+	+	+		+		+
SC 14						+		+			+				+
SC 15						+	+								+

6. MATRIXES OF PROVISION OF PROGRAM LEARNING OUTCOMES BY COMPONENTS OF THE EDUCATIONAL PROGRAM

	GE1	GE 2	GE 3	PE 1	PE 2	PE 3	PE 4	PE 5	PE 6	PE 7	PE 8	PE 9	PE 10	PE 11	PE 12
PLO 1					+	+	+				+	+	+	+	+
PLO 2		+		+	+	+	+		+	+	+		+	+	+
PLO 3				+	+				+	+					+
PLO 4					+		+	+		+			+		+
PLO 5		+			+						+				+
PLO 6		+				+				+	+	+	+		+
PLO 7	+		+	+					+					+	
PLO 8		+					+	+				+	+	+	+
PLO 9	+											+		+	
PLO 10	+		+	+				+							
PLO 11	+		+	+								+	+		+
PLO 12			+	+					+						
PLO 13		+	+	+		+	+	+	+	+					+
PLO 14		+							+	+					+
PLO 15					+	+					+				+
PLO 16								+							+