

Ministry of Education and Science of Ukraine

V.N. Karazin Kharkiv National University

Educational and Professional Program

(educational and professional /educational and scientific)

Management of organizations and administration

(program name)

The second (Master) level of higher education

(first (bachelor), second (master), third (educational and scientific))

The field of knowledge 07 Management and Administration

(code, branch name)

Specialty 073 Management

(code, branch name)

APPROVED

Scientific council of

V.N. Karazin Kharkiv National University

29.05. 2023,

protocol No. 9

Entered into force from 2023.

by order of 01.06 2023

No. 0144/1/2023

Vice-Rector for Scientific and Pedagogic Work

Oleksandr HOLOVKO

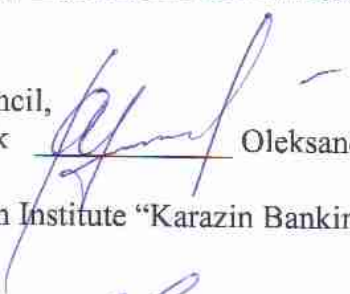


Kharkiv 2023

**LETTER OF AGREEMENT**  
**educational and professional (educational and scientific) program**  
**«Management of organizations and administration»**

The educational program was reviewed and approved by:

1. Scientific and Methodological Council of V.N. Karazin Kharkiv National University  
protocol No. 8 dated 16.05 2023.

Head of the Scientific and Methodological Council,  
Vice-rector for Scientific and Pedagogical Work  Oleksandr HOLOVKO

2. Academic Council of Education and Research Institute "Karazin Banking Institute",  
protocol No. 13 dated April 14, 2023.

Head of the Academic Council of the Institute  
PhD in Philosophy, Associate Professor  Anna CHKHEAILO

3. The Scientific and Methodological Commission of Education and Research Institute "Karazin  
Banking Institute",  
protocol No. 6 dated April 13, 2023.

Head of the Scientific and Methodical Commission of the Institute  Valeriia KOCHORBA

4. Department of Management, Business and Professional Communications:  
protocol No. 10 dated April 12, 2023.

Head of the department,  
Candidate of Economic Sciences, Associate Professor,  Nadiia MORZOVA

5. Departments providing mandatory educational components of the educational program  
5.1. Department of Banking Business and Financial Technologies:  
protocol No. 12 dated April 12, 2023.

Head of the department,  
Doctor of Economics, Prof.  Galyna AZARENKOVA

5.2. Department of Information Technologies and Mathematical Modeling:  
protocol No. 12 dated April 12, 2023.

Head of the department,  
Ph.D in Education, Associate Professor  Natalia STIAHLYK

5.3. Department of Accounting and Taxation:  
protocol No. 10 dated April 12, 2023.

Head of the department  
Candidate of Economic Sciences, Associate Professor  Roman PISKUNOV

## PREFACE

Developed by a working group consisting of:

Full Name	Position	Scientific degree, scientific title
The head of the working group is the guarantor of the educational program GRINKO Ala Pavlivna	Professor of the Department of Management, Business and Professional Communications	Doctor of Economics, Professor of the Department of Accounting and Audit
Members of the working group		
MALAFEEV Timur Romanovych	Associate Professor of the Department of Management, Business and Professional Communications	Candidate of Sciences in Public Administration, Associate Professor of the Department of Management
SHEVCHENKO Victoria Ivanivna	Associate Professor of the Department of Management, Business and Professional Communications	Candidate of Philological Sciences, Associate Professor of the Department of English

The following experts were engaged in the design of the educational program:

Representatives of students of higher education:

SOLOPIKHINA M. V., OLHOVETSKA P. – Members of the Student Self-Government of the Education and Research Institute "Karazin Banking Institute" of V. N. Karazin Kharkiv National University.

Employer representatives:

1. MOCHENKOV A.V. – General Director, Candidate of Technical Sciences, Certified Investment Specialist (SSIM, USA), LLC INVESTMENT-CONSULTING COMPANY PROCONSUL;
2. SKURATOVYCH E. K. - Chairman of the board of the trade, public catering, service and processing industry employers' organization of the Kharkiv region "TRADE ALLIANCE";
3. POPOV I. O. – Head of the Human Resources Department of JSC CB "PrivatBank".

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

- 1) Standard of higher education specialty 073 Management at the second (master's) level of higher education, approved by order of the Ministry of Education and Science of Ukraine No. 959 of July 10, 2019;
- 2) Recommendations of the professional association

MOCHENKOV A.V. - General Director of LLC "PROCONSUL", Ph.D., certified investment specialist noted the impracticality of assigning the discipline "Project Management" to selective block 1, as project management is currently becoming one of the most relevant and important topics for top-management, as well as for managers of any part of the enterprise. This is due to the fact that more and more organizations are focused on creating new products, goods or services, on achieving new results in various fields of activity. (proposals received during the period of public discussion of the educational program project);

PANAETOV H.K. - Director of the Regional Entrepreneurship Support Fund. Insufficient attention is paid to the issue of personnel management (it is taught together with three disciplines under the block "Management of human resources"). Personnel management is recognized as one of

the most important spheres of an organization's life, capable of significantly increasing its effectiveness, as it can be considered in a sufficiently wide range: from economic-statistical to philosophical-psychological. The economic and social efficiency of the enterprise depends on the expertise, creativity, activity of employees, their need for professional and personal self-realization (proposals received during the period of public discussion of the educational program project);

DAUDOVA H.V. - deputy director of the department, head of the Housing and Communal Sector Financing Department, Department of Budget and Finance of the Kharkiv City Council. Since the Master's program "Management of Organizations and Administration" is a universal specialty, which contributes to a significant expansion of the range of training and employment of management specialists and allows you to have the right to work in business management, social entrepreneurship and, in general, in public administration without restrictions, it is expedient to strengthen the management competencies of future specialists (proposals received during the period of public discussion of the educational program project);

PRYTULA M. - HR director at the STB channel and Alfa-Bank, HR partner of the Wargaming company emphasized that it is expedient to increase knowledge on digital transformation of business (suggestions received during the period of public discussion of the educational program project);

FILIPPOVA S.V. - Director of the Institute of Business, Economics and Information Technologies of the State University "Odesa Polytechnic", Doctor of Economics, Professor. It is impractical to study elective subjects in the first semester, as master's students should be more knowledgeable and confident in their choice regarding their scientific and practical interests (proposals received during the period of public discussion of the educational program project).

### 3) Recommendations of a leading employer in the industry

MEDVEDEV M.M. - the deputy director of the North-Eastern regional department of PJSC "Bank Vostok" approved the new OPP "Management of Organizations and Administration" and emphasized that in the conditions of intensified competition on the labor market, the advantage of the program is wide opportunities for employment of graduates, because they will be able to successfully work at enterprises and organizations of all forms of ownership (at the national and international levels) and organizational and legal forms (commercial, non-commercial, state, municipal, social), in state and municipal management bodies; institutions of education and healthcare systems in the following positions: manager (manager) of organizations, manager of administrative work, manager of logistics, manager of marketing, personnel manager, manager of supplies, manager of public relations, manager of foreign economic activities, assistant to the head of a production unit, assistant to the head of another main unit, assistant to the head of a small enterprise without a management apparatus, assistant to the head of an enterprise (institution, organization), specialist (sphere of administration), responsible employee of a bank (branches of a bank, other financial institution project management specialist, economic specialist, financial and economic analyst, etc. (meeting of the Department of Management, Business and Professional Communications, Protocol No. 12 dated 12/21/2020).

### Additional information on EP updates, amendments and alterations in 2022.

Due to the introduction from the 2022/2023 academic year to the educational process of the training of bachelors under the new EPP "Digital Management in Business", the discipline "Digital Management" in the master's educational program shall be replaced by the discipline "Digital Transformation of Business". It is advisable to reformat the primary structure of the educational program to increase the degree of selectivity of disciplines by students (meeting of the Department of Management, Business and Professional Communications, Protocol No. 6 dated January 18, 2022).

### Additional information on EP updates, amendments and alterations in 2023.

At the proposal of the Vice-Rector for International Cooperation of the Baltic International Academy Inta Buka, with the aim of improving the integrated curriculum for the joint training of

master's degree students by V.N. Karazin Kharkiv National University and the Baltic International Academy (Riga, Latvia) under the Program of double-diploma master's education and strengthening of students' knowledge about the ability to conduct high-level scientific research in entrepreneurship, the subject "Methodology of scientific research in entrepreneurship" was introduced into the mandatory components of the general training cycle of the discipline (3 ECTS credits) due to the adjustment of ECTS credits, a component of the professional cycle.

In order to expand the opportunities for students to choose disciplines under the EP "Management of Organizations and Administration", the elective components have been reformatted. The form of control of optional disciplines has been established in the amount of 5 ECTS credits - exam, and in the amount of 4 ECTS credits - credit. In the 2nd semester, the student chooses 2 elective disciplines in the amount of 5 ECTS credits, and in the 3rd semester - 1 such elective discipline. Elective components of EP for the amount of 4 ECTS credits are taught in the 3rd semester. In the 3rd semester, the student chooses 2 disciplines in the amount of 4 ECTS credits. The choice of students is made from the catalog of elective disciplines, which are provided on the website of the institute and are defined as follows: EC 2.1.1 "Marketing Management", EC 2.1.2 "Brand Management", EC 2.1.3 "International and Cross-Cultural Management", EC 2.1.4 "Social economy and politics", EC 2.1.5 "Management of changes", EC 2.1.6 "Social design"; optional disciplines taught in the 3rd semester are defined in the amount of 4 ECTS credits for each component (EC 2.1.7 "Digital transformation of business", EC 2.1.8 "Business planning in social entrepreneurship", EC 2.1.9 "Making managerial decisions", EC 2.1.10 "Management and administration in the social sphere").

### **Reviews of external stakeholders:**

1. Mochenkov A.V. – General Director, Candidate of Technical Sciences, Certified Investment Specialist (SSIM, USA), LLC INVESTMENT-CONSULTING COMPANY "PROCONSUL".

2. Skuratovych E. K. – Chairman of the board of the trade, public catering, service and processing industry employers' organization of the Kharkiv region "TRADE ALLIANCE".

## Profile of the educational and professional program

<b>1 – General provisions</b>	
<b>Full name of the higher education institution and structural division</b>	V. N. Karazin Kharkiv National University Educational and Scientific Institute "Karazin Banking Institute"
<b>The official name of the program</b>	Management of organizations and administration
<b>Degree of higher education</b>	Master
<b>Educational qualification</b>	Master of Management Master of Management under the educational program "Management of Organizations and Administration"
<b>The official name of the program</b>	Management of Organizations and Administration
<b>Type of diploma and scope of the educational program</b>	Master's diploma, single/ double 90 ECTS credits, study period – 1 year 4 months
<b>Availability of accreditation</b>	Accreditation certificate: ND Series No. 2189556; Certificate validity until 01.07.2023. Decision of the Accreditation Commission of the Ministry of Education and Science of Ukraine dated 30.05.2013, protocol No. 104.
<b>Prerequisites</b>	Admission conditions are stipulated in the "Rules of admission to V.N. Karazin Kharkiv National University", approved by the Academic Council
<b>Language(s) of instruction</b>	Ukrainian, English
<b>The term of validity of the educational program</b>	10 years
<b>Internet address of the permanent placement of the educational program</b>	<a href="http://kbi.karazin.ua">http://kbi.karazin.ua</a>
<b>2 - The aim of the educational program</b>	
<b>The aim of the program</b>	Training of highly qualified management specialists with modern economic thinking, theoretical knowledge and practical skills, able to solve complex tasks and problems of development of enterprises and organizations on the basis of mastering general and professional competencies
<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>Object of study:</b> management of organizations and their divisions under uncertainty of conditions and requirements. <b>Learning goals:</b> training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements. <b>Theoretical content of the subject area:</b> - paradigms, laws, regularities; - concepts of systemic, situational, adaptive, project management

	<p>in the business environment and social entrepreneurship;</p> <ul style="list-style-type: none"> <li>- functions, methods, technologies of management of organizations and their units.</li> </ul> <p><b>Methods, techniques and technologies:</b></p> <ul style="list-style-type: none"> <li>- general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance ones, etc.);</li> <li>- methods of implementing management functions (marketing research methods; economic diagnosis methods; forecasting and planning methods;</li> <li>- methods of designing organizational management structures; methods of motivation; control methods; methods of assessing social, organizational and economic efficiency in management, etc.);</li> <li>- management methods (administrative, economic, socio-psychological, technological).</li> </ul> <p><b>Tools and equipment:</b></p> <p>modern information and communication equipment, information systems and software products used in management.</p>
<b>Orientation of the educational program</b>	<p>Educational and professional program for a master's degree</p> <p>The educational and professional program of master's training provides for the acquisition of competencies in the field of management, organization, analytics, administration of modern business enterprises and social entrepreneurship</p>
<b>The main focus of the educational program and specialization</b>	<p>The focus of the program is the training of highly qualified specialists capable of identifying and solving complex tasks and problems in the field of management and administration of modern organizations, banking institutions and social entrepreneurship.</p> <p>Keywords: MANAGEMENT, ORGANIZATION, ADMINISTRATION, MANAGEMENT, BUSINESS, DEVELOPMENT, COMMUNICATIONS, SOCIAL ENTREPRENEURSHIP</p>
<b>Programme peculiarities</b>	<p>A feature of the program is its focus on in-depth special training of modern managers, entrepreneurs, proactive and able to quickly respond to dynamic changes in the business environment for the formation of innovative, competitive business organizations and the development of social entrepreneurship, which combines entrepreneurial innovation and social orientation in order to solve certain social problems and is a new, promising direction for the development of Ukraine's economy. It embraces modern requirements for solving practical issues by studying relevant elective disciplines.</p> <p>The programme is coordinated with the master's program "Business Management and Administration" of the Baltic International Academy for the possibility of obtaining a double degree.</p>
<b>4 – Graduates' suitability for employment and further education</b>	
<b>Suitability for employment</b>	<p>Graduates of the educational program Management of Organizations and Administration can successfully work for enterprises and organizations of all forms of ownership (at the</p>

	national and international levels) and organizational and legal forms (commercial, non-commercial, state, municipal, social), in state and municipal management bodies; institutions of education and health care systems on positions: (according to the State Classifier of Professions SC 009:2010, taking into account Amendment No. 11 to the Classifier of Professions dated December 29, 2022): 1210 Managers of enterprises, institutions and organizations; 1210.1 Director (head, other manager) of an enterprise; 1222 Heads of production and other main divisions; 1222.1 Production director; head of department; 2490 Expert (by types of activity); 1229 Heads of units; 1229.7 General manager (manager); 1231 Head (director, chief, etc.) of the department; 1238 Project and program managers; 1475.4 Manager for administrative activities; 2413.2 Professional in corporate management, asset management; 2419.2 Business efficiency consultant; specialist in business efficiency; 2447 Project and program management specialist; 2447.2 Project and program management specialist in material (non-material) production; 1496 Social and corporate responsibility manager, etc.
<b>Further education</b>	A master's degree holder can continue education at the third (educational and scientific) level, as well as improve qualifications and receive additional postgraduate education.
<b>5 – Teaching and assessment</b>	
<b>Teaching and learning</b>	Student-centered, problem-oriented learning with the use of multimedia equipment, consultations with teachers, webinars, E-Learning, LMS Moodle, Zoom, Skype.
<b>Assessment</b>	Evaluation is carried out according to ECTS rating, 100point and national scales. Forms of assessment are determined for each component of the educational program: - summative assessment: credit or exam; - continuousassessment: testing, blitz survey, test, case study, defense of the results of group or individual analytical and calculation works, presentation, discussion, training, essay, colloquium, etc.
<b>6 – Program competences</b>	
<b>Integral competence</b>	The ability to solve complex tasks and problems in the field of management or in the learning process, which involves conducting research and/or implementing innovations and is characterized by the uncertainty of conditions and requirements
<b>General competences (GC)</b>	GC1 Ability to conduct research at an appropriate level; GC2 Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity); GC3 Skills in using information and communication technologies; GC4 Ability to motivate people and 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.



<p><b>Professional competences</b></p>	<p>Special (professional) competences (SC):</p> <p>SC1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC2 The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;</p> <p>SC3 Capacity for self-development, lifelong learning and effective self-management;</p> <p>SC4 Ability to effectively use and develop the organization's resources;</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 projects, manage them, show initiative and entrepreneurship;</p> <p>SC8 Ability to use psychological technologies for working with personnel;</p> <p>SC9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC10 Ability to manage the organization and its development;</p> <p>SC11 Ability to make a justified choice of motivational and emotional components of the decision-making process in the field of social project management.</p> <p><b>Special additional competencies</b></p> <p>SAC1 Ability to work both independently and in a team and team, willingness to build communications with citizens, colleagues, managers and subordinates with respect, cultural and ethical requirements of public administration and official etiquette.</p> <p>SAC2 The ability to form a personnel strategy in modern conditions, carry out recruitment, selection, evaluation of personnel, develop an effective system of motivation and payment, create favorable conditions for training and self-development of the company's personnel</p> <p>SAC3 The ability to carry out a critical analysis and assessment of the impact of the environment (internal and external) on the functioning and the potential for innovative development of the organization and transformation of its business model based on the use of marketing diagnostic methods, synthesis of investment-innovation and logistics activities, their prospects in the modern conditions of the digital economy</p> <p>SAC4 Ability to develop a system of measures to ensure a positive image of the organization</p> <p>SAC5 The ability to make managerial decisions regarding the effective management of social projects in the field of regional development, using European approaches and domestic experience</p>
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<b>7 – Program learning outcomes</b>	
<b>Program learning outcomes</b>	<ol style="list-style-type: none"> <li>1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</li> <li>2. Identify problems in the organization and justify methods of solvion thereof;</li> <li>3. Design effective management systems of organizations;</li> <li>4. Justify and manage projects, generate business ideas;</li> <li>5. Plan the activities of the organization in strategic and tactical sections;</li> <li>6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</li> <li>7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</li> <li>8. Apply specialized software and information systems to solve organizational management problems;</li> <li>9. Be able to communicate in professional and scientific circles in national and foreign languages;</li> <li>10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;</li> <li>11. Ensure personal professional development and planning of own time;</li> <li>12. Be able to delegate authority and management of the organization (subdivision)</li> <li>13. Be able to plan and implement informational, methodical, material, financial and personnel support.</li> </ol>
<b>8 – Resource support for program implementation</b>	
<b>Specific characteristics of personnel support</b>	<p>The specialty support group consists of scientific and pedagogical workers with scientific degrees and/or scientific titles who work for the University at their main place of work, have more than two years of scientific and pedagogical work experience, the level of scientific and professional activity, which is evidenced by the performance of at least four types and results (self-analysis), as well as highly qualified specialists. The share of those with a scientific degree and/or academic title is at least 60 percent.</p> <p>In order to improve their professional level, all scientific and pedagogical workers undergo an internship once every five years.</p>
<b>Specific characteristics of material and technical support</b>	<p>Material and technical support meets the license conditions, i.e. modern information and communication equipment, information systems and software products are used.</p>
<b>Specific characteristics of information and educational and methodological support</b>	<p>Textbooks, study guides, reference and other educational literature on the specialty "Management" in the libraries of the institute and the University (including in electronic form). Domestic and foreign professional periodicals in libraries on the specialty "Management". Access to databases of periodical scientific publications in English (Web of science, Scopus). Educational and methodological support in the Moodle system.</p> <p>Information resources on the Internet, on the official website of</p>

	<p>the University and access of applicants to educational resources through the internal network of the Institute.</p> <p>The institutional depository, which promotes the popularization of the Institute's scientific achievements, increasing its rating due to the increase in the level of citations of scientific works of the NPP.</p> <p>The current system of distance learning ensures independent and individual work of applicants of specialty 073 "Management".</p> <p>Educational and methodological support includes the following mandatory components: the curriculum, according to which higher education applicants are trained; educational and methodological support of educational disciplines (contains a working curriculum and exam tickets, if the exam is provided for in the curriculum)); programs for all types of practical training; methodical materials for the final attestation of applicants; control tasks for assessing the level of students' knowledge during the accreditation of the educational program.</p>
<b>9 – Academic mobility</b>	
<b>National credit mobility</b>	Individual academic mobility is implemented within the limits of university agreements on the establishment of scientific and educational relations to meet the needs of the development of education and science.
<b>International credit mobility</b>	On the basis of a bilateral agreement between V.N. Karazin Kharkiv National University(V.N. Karazin National University, Kharkiv, Ukraine) and the Baltic International Academy (BMA, Riga, Latvia) on the joint preparation of a master's degree in the Double-Diploma Master's Education Program under the program "Entrepreneurial Activity Management and Administration" // "Management of Organizations and Administration » from February 15, 2022
<b>Education of foreign students of higher education</b>	The training of foreign students of higher education is carried out in accordance with the "Law on Higher Education".

**2. The list of components of the educational program and their logical sequence**  
**2.1. The list of EP components**

Components of EP

Code n/d*	Components of the educational program (academic discipline, course projects (works), practices, qualification work)	Number of ECTS credits	Summative assessment type
1	2	3	4
<b>1. Compulsory components of EP</b>			
CC1	The Global Problems of Modern Time	3	credit
CC 2	Banking Studio «Corporate Management»:	5	credit
	<i>Business Communication and Social Responsibility;</i>	2	credit
	<i>Foreign Language in Corporations</i>	3	
CC 3	Corporate Ethics and Culture	4	credit
CC 4	Methodology of Scientific Studies of Entrepreneurial Activity	3	credit
CC 5	Project Management	6	exam
CC 6	Management of Organizations	5	exam
CC 7	Financial Management	6	exam
CC 8	Personnel Management	5	exam
CC 9	Administrative Management	5	exam
CC 10	Strategic Management	5	exam
	Pre-diploma practice	10	credit (report)
	Qualifying master's thesis	10	exam(master's thesis)
<b>Total volume of the mandatory part</b>		67	
<b>Selective components of EP * **</b>			
<i>2.1. Professional training cycle (Five disciplines are chosen according to the catalogue of professional selective disciplines of the institute with a total of 23 ECTS credits)</i>			
SC 2.1.1- SC 2.1.6	Selective discipline 1	5	exam
SC 2.1.1- SC 2.1.6	Selective discipline 2	5	exam
SC 2.1.1- SC 2.1.6	Selective discipline 3	5	exam
SC 2.1.7- SC2.1.10	Selective discipline 4	4	credit
SC 2.1.7- SC2.1.10	Selective discipline 5	4	credit
<b>Total volume of the elective part</b>		23	
<b>TOTAL VOLUME OF EDUCATIONAL PROGRAMME</b>		90	

\* the applicant chooses the selective components of the EP in accordance with the Regulation on the organization of the educational process in V.N. Karazin Kharkiv National University dated 04/10/2020 via the link <https://karazin.ua/fd/1122128/>

\*\* the choice is made from the catalog of elective subjects by the link <http://kbi.karazin.ua/vibirkovi-komponenti-profesijno%dl%97-pidgotovki-opp-menedzhment-organizacij-ta-administruvannya-2023-r/>

\*\*\* in the 2nd semester, the applicant chooses 2 selective disciplines in the amount of 5 credits, and in the 3rd semester, 1 selective discipline in the amount of 5 credits and 2 selective disciplines in the amount of 4 credits

### 3. Structural and logical scheme of EP

The structural and logical scheme of the OP is in Fig. 1. 1.

### 4. Attestation form of higher education applicants

The attestation of the graduates of the educational program "Management of Organizations and Administration" specialty 073 Management is carried out in the form of a public defense of the qualification master's work and ends with the issuance of a document of the established standard on awarding Master's degree with the qualification: Master of management.

Attestation is carried out in the form of:	Attestation is carried out in the form of public defense of qualification work
Requirements for qualifying work	<p>The qualification work should involve the creative application of acquired knowledge, skills and abilities to solve a complex task or problem in the field of management, which requires research and/or innovation and is characterized by the complexity and uncertainty of conditions, with the application of theories and methods of economic science. The qualification work on management is intended to establish compliance of the student's learning results (competencies) with the requirements of higher education standards.</p> <p>The qualification work should not contain academic plagiarism, falsification, fabrication. The qualifying master's thesis is checked for plagiarism in accordance with the Regulation on measures to prevent academic plagiarism and is posted on the official website of V.N. Karazin Kharkiv National University or its subdivision.</p> <p>Attestation is carried out by the examination (attestation) commission, which may include representatives of employers and/or their associations in accordance with the Regulation on the Organization of the Educational Process at Kharkiv National University named after V. N. Karazin</p> <p>Attestation is carried out in the form of public defense.</p> <p>The qualifying thesis must meet the requirements of the internal documents of the Kharkiv National University named after V. N. Karazin, which regulate the requirements for the preparation of qualifying master's theses.</p>

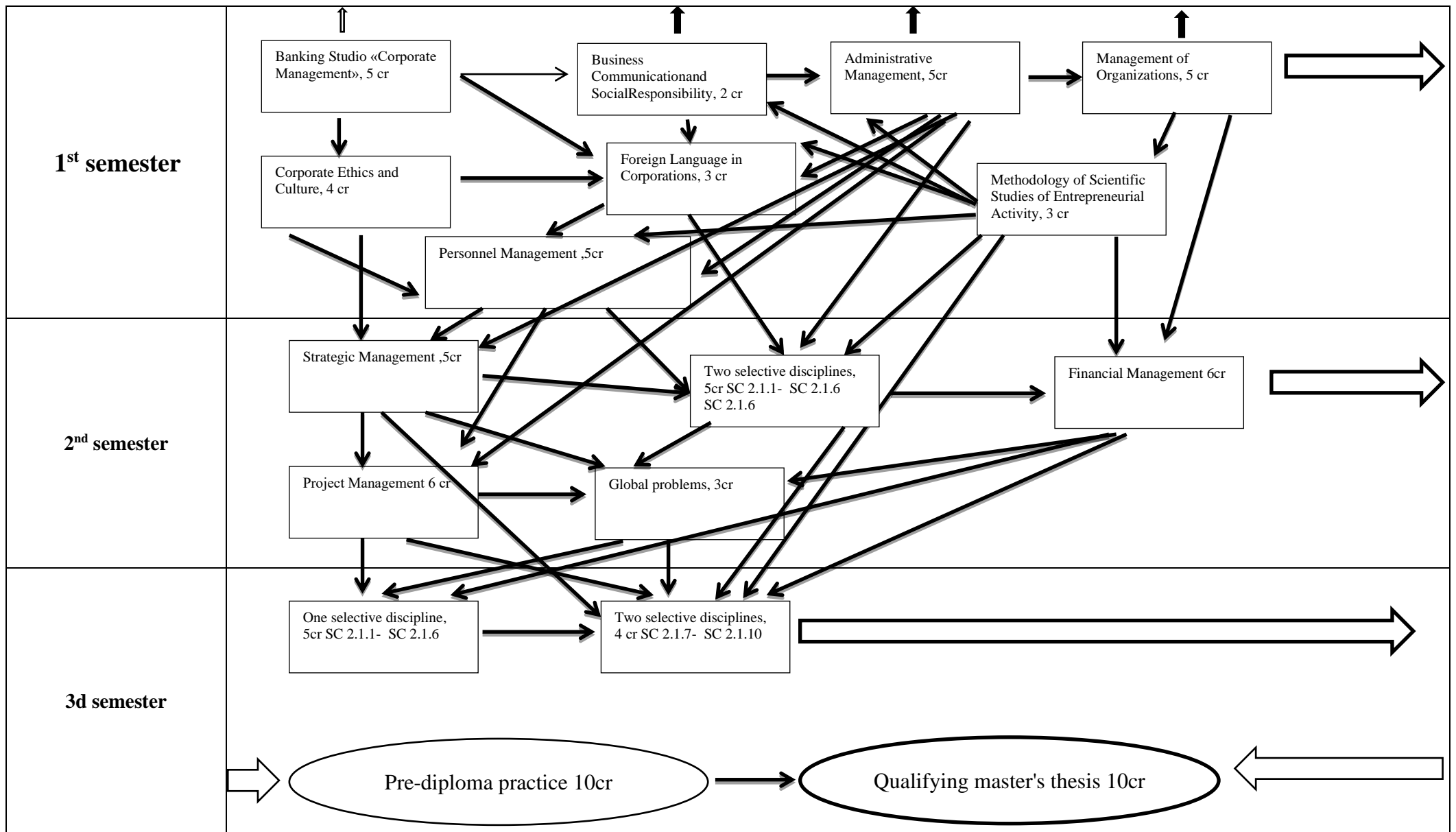


Fig.1. 1. Structural and logical scheme of EP

**5. Matrix of the correspondence of program competences  
to the components of the educational program**

	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9	CC10	SC2.1.1	SC2.1.2	SC2.1.3	SC2.1.4	SC2.1.5	SC2.1.6	SC2.1.7	SC2.1.8	SC2.1.9	SC2.1.10
IC	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
GC1	+	+		+	+	+	+		+	+	+	+		+	+	+	+	+	+	+
GC2	+	+	+		+	+		+	+		+	+	+	+		+	+	+	+	+
GC3		+	+	+	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+
GC4		+	+			+	+	+	+	+	+	+	+	+	+	+			+	
GC5		+	+			+		+	+			+	+	+						+
GC6		+		+	+	+	+	+	+	+	+	+			+		+	+	+	+
GC	+	+		+	+	+	+			+	+	+		+	+		+	+	+	+
SC 1	+	+		+	+	+	+		+	+	+	+	+		+	+	+	+	+	+
SC 2	+	+		+	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+
SC 3	+	+	+	+	+	+		+	+		+	+	+	+	+	+	+	+	+	
SC 4	+				+	+	+			+	+	+		+	+	+	+	+	+	
SC 5		+	+			+		+	+				+	+	+		+		+	+
SC 6		+	+			+		+	+				+					+	+	
SC 7				+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
SC 8		+	+			+		+	+			+	+				+		+	
SC 9	+			+	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+
SC 10	+	+			+	+	+	+	+	+	+	+		+	+	+	+	+	+	+
SC 11	+		+		+	+		+	+		+	+	+	+	+	+	+	+		+
SAC1		+	+		+	+		+	+			+	+	+			+		+	+
SAC2		+	+			+		+	+			+	+		+		+		+	
SAC3	+			+	+	+	+		+	+	+	+		+	+	+	+	+	+	+
SAC4	+	+	+	+		+		+	+			+	+	+		+	+	+	+	+
SAC5	+			+	+	+	+		+		+	+	+	+	+	+		+	+	+

**6. The matrix of provision of program learning outcomes (PLO)  
with relevant components of the educational program**

	CC 1	CC 2	CCGSC1 1	CC 4	CC5	CC 6	CC7	CC8	CC9	CC10	SC2.1.1	SC2.1.2	SC2.1.3	SC	SC2.1.5	SC2.1.6	SC 2.1.7	SC 2.1.8	SC 2.1.9	SC2.1.10
PLO 1	+			+	+	+	+		+	+	+	+			+	+	+	+	+	+
PLO 2	+	+	+	+		+		+	+	+	+			+	+	+	+	+	+	+
PLO 3		+		+	+	+		+	+	+	+	+			+	+	+	+	+	+
PLO 4				+	+	+	+	+	+	+					+	+	+		+	+
PLO 5				+		+	+	+		+	+				+	+	+	+	+	+
PLO 6	+	+	+	+		+				+	+	+	+	+	+	+	+	+	+	+
PLO 7		+	+		+	+		+	+	+	+	+	+	+	+	+	+	+	+	+
PLO 8				+	+	+	+		+	+	+				+	+	+	+	+	+
PLO 9		+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+
PLO10		+	+		+	+		+	+	+	+		+		+	+	+		+	+
PLO11		+	+		+	+		+	+		+	+	+	+	+	+	+	+	+	+
PLO12		+	+			+		+	+			+	+			+	+		+	+
PLO13	+			+	+	+	+	+	+	+	+	+	+		+	+	+	+	+	+

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