

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 Business Communications

(program name)

second (Master's) level of higher education

(first (Bachelor's), second (Master's), third (Educational and Scientific))

Field of knowledge D Business, Administration and Law

(code, field of knowledge name)

Specialty D3 Management

(code, specialty name)

APPROVED

Scientific Council of V.N. Karazin Kharkiv
National University

«17» 03 2025,

protocol No. 8

Entered into force from

by order of 18.03.2025 No. 0.994-1/142

Vice-Rector for Research and Academic Affairs

Oleksandr HOLOVKO



Kharkiv 2025

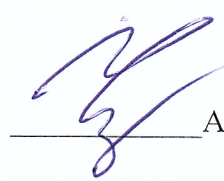
LETTER OF AGREEMENT
of the educational and professional program
«Management of Organizations and Business Communications»

The educational program was reviewed and approved by:

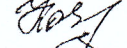
1. Scientific and Methodological Council of V.N. Karazin Kharkiv National University
protocol No. 7 dated 14.03 2025.

Chairman of the Scientific and Methodological Council
Vice-Rector for Research and Academic Affairs  Oleksandr HOLOVKO

2. Academic Council of the Education and Research Institute “Karazin Banking Institute”,
Protocol No7 _____ dated 14 of March 2025.

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

3. Scientific and Methodological Commission of Education and Research Institute “Karazin
Banking Institute”
Protocol No 8 dated 14 of March 2025.

Head of Scientific and Methodical Commission of the Institute  Valeriia KOCHORBA

4. Department of Management, Business and Professional Communications:
Protocol No22 dated 14 of March 2025.

Head of the Department,
Candidate of Economic Sciences, Associate Professor,  Nadiia MOROZOVA

5. Departments providing mandatory educational components of the educational program
5.1. Department of Banking Business and Financial Technologies:
Protocol No9 dated 14 of March 2025.

Head of the Department,
Doctor of Economics, Professor  Galyna AZARENKOVA

5.2. Department of Information Technologies and Mathematical Modeling:
Protocol No11 dated 14 of March 2025.

Head of the Department,
Candidate of Pedagogical Sciences, Associate Professor  Natalia STIAHLYK

5.3. Department of Accounting and Taxation:
Protocol No11 dated 14 of March 2025.

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 programme Alla GRINKO	Professor of the Department of Management, Business and Professional Communications	Doctor of Economics, Professor of the Department of Accounting and Auditing
Members of the working group		
Tymur MALAFIEIEV	Associate Professor of the Department of Management, Business and Professional Communications	Candidate of Sciences in Public Administration, Associate Professor of the Department of Management
Viktoriia SHEVCHENKO	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 development of the educational program:

Representatives of applicants of higher education:

ANDRENKO K.V., BIELYK D.V., DVORNYK K.V., BACHMANIUK D.O. - Members of the Student Self-Government of the Educational and Research Institute "Karazin Banking Institute" of V. N. Karazin Kharkiv National University.

Employers' 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 Trade, Public Catering, Service and Processing Industry Employers' Organization of the Kharkiv region "TRADE ALLIANCE";
3. POPOV I. O. – Specialist in Search, Selection and Adaptation of Personnel of Naftogaz Digital Technologies LLC.

When developing the Program project, the following requirements have been taken into account:

1. Higher Education Standard for the Specialty 073 Management of the Second (Master's) Level of Higher Education, approved by the order of the Ministry of Education and Science of Ukraine No. 959 dated July 10, 2019;
2. Law of Ukraine No. 1556-VII “On Higher Education” [Electronic resource]. URL: <https://zakon.rada.gov.ua/laws/show/1556-18#Text>;
3. Law of Ukraine dated September 5, 2017 “On Education” [Electronic resource]. URL: <http://zakon3.rada.gov.ua/laws/show/2145-19>;
4. National Classifier of Professions DK 003:2010 [Electronic resource]. URL: <http://dovidnyk.in.ua/directories/profesii>;
5. National Qualifications Framework [Electronic resource]. URL: <http://zakon3.rada.gov.ua/laws/show/1341-2011-ii>;
6. Resolution of the Cabinet of Ministers of Ukraine dated 29.04.15 No. 266 “On Approval of the List of Fields of Knowledge and Specialties in Which Higher Education Applicants are Trained” [Electronic resource]. URL: <http://zakon4.rada.gov.ua/laws/show/266-2015-%D0%BF>;

7. Methodological Recommendations for the Development of Higher Education Standards, approved by the Order of the Ministry of Education and Science of Ukraine dated June 1, 2017 No. 600 (as amended) [Electronic resource]. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>;

8. Resolution of the Cabinet of Ministers of Ukraine dated December 16, 2022 No. 1392 "On Amendments to the List of Fields of Knowledge and Specialties in Which Applicants for Higher Education are Trained [Electronic Resource]. URL: access: <https://zakon.rada.gov.ua/laws/show/1392-2022-%D0%BF#Text>;

9. Resolution of the Cabinet of Ministers of Ukraine dated August 30, 2024 No. 1021 "On Amendments to the List of Fields of Knowledge and Specialties in Which Applicants for Higher and Professional Pre-Higher Education are Trained [Electronic Resource]. URL: access: <https://zakon.rada.gov.ua/laws/show/1021-2024-%D0%BF#Text>;

10. Strategic Goals and Intentions until 2030 of V. N. Karazin Kharkiv National University. URL: https://karazin.ua/storage/staticcontent/source/documents/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%8F_2023.pdf;

11. Development Strategies until 2027 of the Education and Research Institute "Karazin Banking Institute" of V.N. Karazin Kharkiv National University.

12. Regulations on the Organization of the Educational Process at V. N. Karazin Kharkiv National University, approved by the decision of the Academic Council of the University dated 02/24/25, protocol 7.

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 the elective 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 an 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 in 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 and statistical to philosophical and 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);

FILYPPOVA 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 disciplines 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).

Recommendations of a leading employer in the industry

MEDVEDIEV M.M. - Deputy Director of the North-Eastern Regional Department of PJSC "Bank Vostok" approved the new EPP "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 of organizations, Manager Of Administration, Logistics Manager, Marketing Manager, Personnel Manager, Supply Manager, Public Relations Manager, Foreign Economic Activities Manager, Assistant of Head of a Production Unit, Assistant of Head of another main unit, Assistant of the Head of a small enterprise without a management apparatus, Assistant of the Head of an enterprise (an institution, an organization), Specialist in Administration, Bank Responsible Employee (branches of a bank), Project Management Specialist of other financial institutions, 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 electivity 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 discipline "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 elective 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, a student chooses 3 elective disciplines in the amount of 5 ECTS credits and 1 elective discipline in the amount of 4 ECTS credits, and in the 3rd semester - 1 elective discipline in the amount of 4 ECTS credits. The choice of students is made from the catalogue 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 Change Management, EC 2.1.6 Social Design; elective disciplines 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 Decision, EC 2.1.10 Management and Administration in Social Sphere).

Additional information on EP updates, changes and additions in 2024

At the suggestion of the Director of the Kharkiv Regional Entrepreneurship Support Fund H.K. Panaetov, Director of LLC Specinstrument O.V. Kuznetsov, Commercial Director of "Bauer" LLC Myroshnykov P.O. and graduate students of the educational program "Management of Organizations and Administration" – Solopikhina M., Batovska L., Moiseienko O., Parkhomenko T., Torianyk I., it is advisable to strengthen the accounting and analytical component of the educational program "Management of Organizations and Administration", since the efficiency of managerial decisions taking depends on the knowledge of accounting and analytical tools that allow collecting, analyzing and interpreting large volumes of data, which helps managers obtain accurate and objective data for making strategic and operational decisions.

Therefore, it is proposed to add disciplines in the amount of 4 credits to the catalogue of elective disciplines of the educational program for the 2024/2025 academic year: EC. 2.1.11 Analysis of Trade Activity in Business and EC.2.1.12 Creation of a Quality Management System and Internal Audit for greater efficiency of students' acquisition of special (professional) competencies - SC2, SC4, SC5, SC9, SC10 and special additional competence - SAC3. On the basis of this proposal, the specified selective accounting and analytical disciplines will be added to the catalog of elective disciplines for public discussion of the educational program for the 2024/2025 academic year.

Considering these aspects, strengthening of management disciplines with accounting and analytical tools is an important component of strategic development of organizations.

Given that today digital competence is a key competence in the digital economy, which encompasses such concepts as information literacy and media literacy, communication and collaboration, digital content creation, security and protection of personal data, and lifelong learning, SAC 6 "The ability to manage data, information, and digital content, to be creative in the use of digital technologies, and to exercise civic responsibility using digital tools" has been added to the block of Special Additional Competencies.

Additional information regarding the EP update, amendments and additions in 2025

In accordance with the Resolution of the Cabinet of Ministers of Ukraine dated August 30, 2024 No. 1021 "On Amendments to the List of Fields of Knowledge and Specialties in Which Applicants for Higher Education are Trained" regarding the Table of Correspondence of Specialties to the List of Fields of Knowledge and Specialties in Which Applicants for Higher Education are Trained, approved by the Resolution of the Cabinet of Ministers of Ukraine dated April 29, 2015 No. 266 (as amended as of December 21, 2022), the code and name of the field of knowledge have been changed from 07 "Management and Administration" to D "Business, Administration and Law" and the specialty code from 073 "Management" to D3 "Management" in accordance with the Code and name of the corresponding detailed field of the International Standard Classification of Education ISCED-F 2013 0413 "Management and Administration".

In accordance with the Resolution of the Cabinet of Ministers of Ukraine dated August 30, 2024 No. 1021 "On Amendments to the List of Fields of Knowledge and Specialties in Which Higher Education Applicants Are Trained", it became appropriate to rename the educational program "Management of Organizations and Administration" to "Management of Organisations and Business Communication".

In order to improve the student-centered approach to the process of students choosing elective subjects at the university, it is proposed to set the number of credits for all elective disciplines at 3 or 6 credits with a two-level form of final control - a credit. Therefore, the draft educational program for the 2025-2026 academic year has undergone significant changes

regarding the elective block, namely: disciplines are offered according to the catalog; the codes of elective subjects have been changed; a two-level form of final control - a credit for all subjects has been established.

Since the program's feature is its focus on in-depth field training of modern managers "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," it is advisable to transfer the discipline "Project Management" from the mandatory block of components to the elective block 3 in correlation with the component "Social Design" and establish them in the amount of 6 credits, given their significant importance in modern conditions.

It is also advisable to remove SC11 "The ability to make a well-founded choice of motivational and emotional components of the decision-making process in the field of social project management" due to its correlation with SAC5 "The ability to make management decisions regarding the effective management of social projects in the field of regional development, using European approaches and domestic experience."

Taking into account that today in modern business, digital competence is a key competence under the digital economy, which encompasses such concepts as information literacy and media literacy, communication and collaboration, digital content creation, security and protection of personal data, and lifelong learning, SAC 6 "The ability to manage business communication, data, information, and digital content, to be creative in the use of digital technologies, and to exercise civil responsibility using digital tools for sustainable development" has been added to the block of Special Additional Competencies.

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 Trade, Public Catering, Service and Processing Industry Employers' Organization of the Kharkiv region "TRADE ALLIANCE".

1. PROFILE OF THE EDUCATIONAL PROGRAM

1 – General provisions	
Full name of the higher education institution and structural division	V. N. Karazin Kharkiv National University Education and Research Institute "Karazin Banking Institute"
The official name of the program	Management of Organizations and Business Communications
Degree of higher education	Master's
Educational qualification	Higher education degree – Master Specialty – Management Educational program "Management of Organizations and Business Communications"
Type of diploma and scope of the educational program	Master's diploma, single/ double 90 ECTS credits, study period – 1 year 4 months
Availability of accreditation	Specialty accreditation certificate: Series UD 21019707, valid until 01.07.2026
Background	A person has the right to obtain a Master's degree, provided that he/she has a Bachelor's degree. Admission to study for higher education at the second (Master's) level under the educational and professional program "Management of Organizations and Business Communications" is carried out on a competitive basis in accordance with the "Rules of Admission to Study at V.N. Karazin Kharkiv National University, approved by the Academic Council
Language(s) of teaching	Ukrainian, English
The term of validity of the educational program	1 year 4 months
Internet address of the permanent placement of the description of the educational program	http://kbi.karazin.ua/osvitni-programi/
2 – The purpose of the educational program	
The purpose of the program	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.
3 – Characteristics of the educational program	
Subject area (field of knowledge, specialty)	Field of knowledge: D Business, Administration and Law Specialty - D Management <i>Object of study:</i> management in modern business organizations and in social entrepreneurship under conditions and requirements of uncertainty and business communication. <i>Learning goals:</i> training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which

	<p>involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements.</p> <p><i>Theoretical content of the subject area:</i></p> <ul style="list-style-type: none"> - paradigms, laws, regularities; - concepts of systemic, situational, adaptive, project management in the business environment and social entrepreneurship, and also business communication. - functions, methods, technologies of management of organizations and their units. <p><i>Methods, techniques and technologies:</i></p> <ul style="list-style-type: none"> - general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance ones, etc.); - methods of implementing management functions (marketing research methods; economic diagnosis methods; forecasting and planning methods; - methods of designing organizational management structures: effective business communication, motivation; control; assessment of social, organizational and economic efficiency in management, etc.); - management methods (administrative, communicative, economic, socio-psychological, technological). <p><i>Tools and equipment:</i></p> <p>modern information and communication equipment, information systems and software products used in management.</p>
Orientation of the educational program	<p>Educational and professional program for a Master's degree.</p> <p>The educational and professional Master's program provides for the acquisition of competencies in the field of management in modern business organizations and social entrepreneurship.</p>
The main focus of the educational program and specialization	<p>The focus of the program is on training highly qualified specialists capable of identifying and solving complex management tasks and problems in the activities of modern business organizations, banking institutions, and social entrepreneurship.</p> <p>Keywords: MANAGEMENT, ORGANIZATIONS, BUSINESS COMMUNICATION, MODERN BUSINESS, SOCIAL ENTREPRENEURSHIP, DEVELOPMENT</p>
Features of the educational programme	<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, establish effective business communication 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,</p>

	<p>taking into account the goals of sustainable development. Takes into account modern requirements for solving practical issues by studying relevant optional disciplines and an organic combination of education and practical training through the organization of dual education.</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 diploma.</p>
4 – Suitability of graduates for employment and further education	
Suitability for employment	<p>Graduates of the educational program Management of Organizations and Business Communications can successfully work for 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 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):</p> <p>1210 Managers of enterprises, institutions and organizations;</p> <p>1210.1 Director (Head, Manager) of an enterprise;</p> <p>1222 Heads of Production and other main divisions;</p> <p>1222.1 Production Director; Head of Department;</p> <p>2490 Expert (by types of activity);</p> <p>1229 Heads of units;</p> <p>1229.7 General Manager (Manager);</p> <p>1231 Head (Director, Chief, etc.) of the Department;</p> <p>1238 Project and Program Managers;</p> <p>1475.4 Manager for Administrative Activities;</p> <p>2413.2 Professional in Corporate Management, Asset Management;</p> <p>2419.2 Business Efficiency Consultant; Specialist in Business Efficiency;</p> <p>2447 Project and Program Management Specialist;</p> <p>2447.2 Project and Program Management Specialist in Material (Non-material) Production;</p> <p>1496 Social and Corporate Responsibility Manager, etc.</p>
Further education	<p>A Master's degree graduate can continue education on the third (educational and scientific) level, as well as improve qualifications and receive additional postgraduate education.</p>
5 – Teaching and assessment	
Teaching and learning	<p>Student-centered, problem-oriented learning with the use of multimedia equipment, consultations with teachers, webinars, binary sessions together with stakeholders, employers, representatives of other higher education institutions, E-Learning, LMS Moodle, Zoom, Skype.</p>
Assessment	<p>Assessment is carried out according to ECTS rating, 100-point and national scales.</p> <p>Forms of assessment are determined for each component</p>

	<p>of the educational program:</p> <ul style="list-style-type: none"> - summative assessment: credit or exam; - continuous assessment: testing, blitz survey, Case study, defense of the results of group or individual analytical and calculation works, a presentation, a discussion, a training, an essay, a colloquium, etc.
6 – Program competences	
Integral competence	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
General competences (GC)	<p>GC1 Ability to conduct research at an appropriate level;</p> <p>GC2 Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity);</p> <p>GC3 Skills in using information and communication technologies;</p> <p>GC4 Ability to motivate people and move towards a common goal;</p> <p>GC5 Ability to act on the basis of ethical considerations (motives);</p> <p>GC6 Ability to generate new ideas (creativity);</p> <p>GC7 Ability to abstract thinking, analysis and synthesis.</p>
Professional competences	<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 communication 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 an organization and its development.</p> <p>Special additional competencies</p> <p>SAC1 Ability to work both independently and in a team</p>

	<p>and team, willingness to build communication 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> <p>SAC6 Ability to manage business communications, data, information and digital content, be creative in the use of digital technologies and exercise civic engagement through digital tools for sustainable development</p>
7 – Program learning outcomes	
Program learning outcomes	<p>PLO 1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 2. Identify problems in the organization and justify methods of solution thereof;</p> <p>PLO 3. Design effective management systems of organizations;</p> <p>PLO 4. Justify and manage projects, generate business ideas;</p> <p>PLO 5. Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO 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;</p> <p>PLO 7. Organize and carry out effective communication within the team, with representatives of various professional groups and in an international context;</p> <p>PLO 8. Apply specialized software and information systems to solve organizational management problems;</p> <p>PLO 9. Be able to communicate in professional and scientific circles in national and foreign languages;</p> <p>PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their</p>

	<p>behavior to solve professional tasks;</p> <p>PLO 11. Ensure personal professional development and planning of own time;</p> <p>PLO 12. Be able to delegate authority and management of the organization (subdivision)</p> <p>PLO 13. Be able to plan and implement informational, methodical, material, financial and personnel support.</p>
8 – Resource support for program implementation	
Specific characteristics of personnel support	<p>The specialty support group consists of scientific and pedagogical employees with scientific degrees and/or scientific titles who work for the University as their main place of work, have more than ten 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 employees undergo a professional training once every five years.</p>
Specific characteristics of material and technical support	<p>Material and technical support meets the license requirements, i.e. modern information and communication equipment, information systems and software products are used.</p>
Specific characteristics of information and educational and methodological support	<p>Textbooks, study guides, reference and other educational literature on the specialty D "Management" in the libraries of the Institute and the University (including in electronic form). Domestic and foreign professional periodicals in libraries on the specialty D "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 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 D "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 the working program of the academic discipline and exam cards, if the exam is provided for according to the curriculum)); programs for all types of practical training; methodical materials for the final attestation of applicants; final tests for assessing the</p>

	level of students' knowledge during the accreditation of the educational program.
9 – Academic mobility	
National credit mobility	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.
International credit mobility	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 (BIA, Riga, Latvia) on training applicants under the Joint Master's Degrees Education Program at the program "Entrepreneurial Activity Management and Administration" // "Management of Organizations and Administration » from February 15, 2022
Education of foreign students of higher education	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 the EP components

Code n/a *	Components of the educational program (academic disciplines, course projects (works), practices, qualifying Master's thesis)	Number of ECTS credits	Final assessment
1	2	3	4
1. Mandatory components of EP			
MC1	Global Problems of Modernity	3	Credit
MC 2	Banking Studio «Corporate Management»:	5	credit
	<i>Business Communication and Social Responsibility;</i>	2	
	<i>Foreign Language in Corporations</i>	3	
MC 3	Corporate Ethics and Culture	4	Exam
MC 4	Methodology of Scientific Studies of Entrepreneurial Activity	4	credit
MC 5	Management of Organizations	6	Exam
MC 6	Financial Management	6	Exam
MC 7	Personnel Management	6	Exam
MC 8	Administrative Management	6	Exam
MC 9	Strategic Management	6	Exam
MC 10	Pre-diploma practice	10	credit (report)
MC 11	Preparation of the qualifying Master's thesis	10	Four-level rating scale
Total volume of mandatory components of the EP		66	
Elective components of the EP *			
2.1 Elective professional (special, subject) educational components <i>(7 elective disciplines are chosen according to the Catalogue of Professional Elective Disciplines of the Institute with a total of 24 ECTS credits)</i>			
EC 2.1.1- EC 2.1.2	Elective discipline 1	3	credit
EC 2.1.3- EC 2.1.4	Elective discipline 2	3	credit
EC 2.1.5- SC 2.1.6	Elective discipline 3	6	credit
EC 2.1.7 / EC 2.1.8	Elective discipline 4	3	credit
EC 2.1.9 / EC 2.1.10	Elective discipline 5	3	credit
EC 2.1.11/ EC 2.1.12/	Elective discipline 6	3	credit
EC 2.1.13/ EC 2.1.14	Elective discipline 7	3	credit
Total volume of elective components of the EP		24	
TOTAL VOLUME		90	

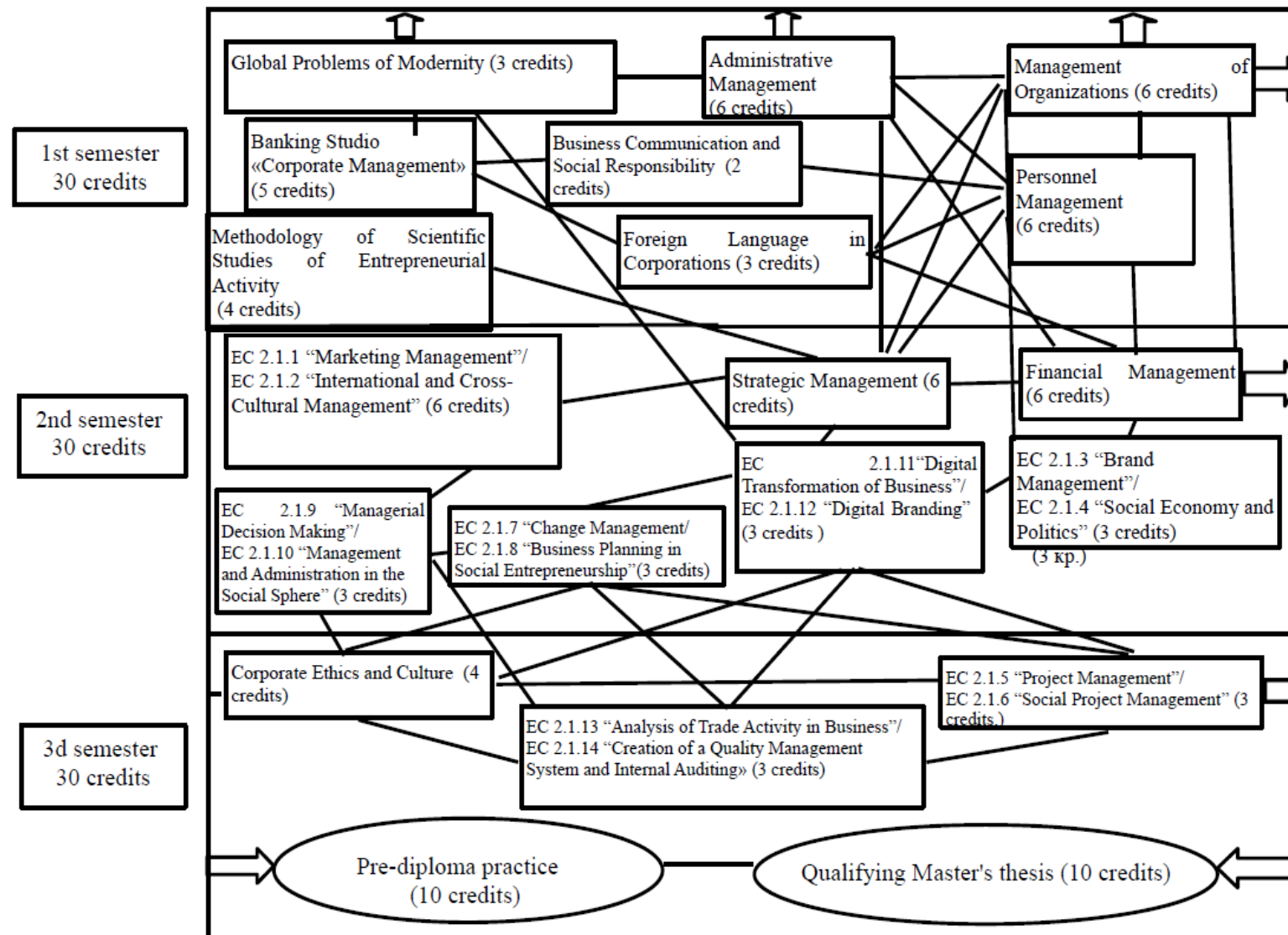
* an applicant chooses the elective components of the EP in accordance with the Regulation on the Organization of the Educational Process at V.N. Karazin Kharkiv National University, approved by the Scientific Council of the University dated 02/24/25, Protocol 7.

The catalog of elective components is available on the Institute's website <http://kbi.karazin.ua/31435-2/>

3. STRUCTURAL AND LOGICAL SCHEME OF EP

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

Fig.1. 1. Structural and Logical Scheme of EP



4. ATTESTATION FORM OF HIGHER EDUCATION APPLICANTS

The attestation of the graduates of the educational program "Management of Organizations and Business Communications" specialty D Management is carried out in the form of a public defense of the qualifying Master's thesis and ends with the issuance of a document of the established standard on awarding Master's degree with the qualification: Master in Management.

The qualifying thesis must be published in the University repository.

Attestation is carried out in the form of:	Attestation is carried out in the form of public defense of qualifying thesis
Requirements for qualifying thesis	<p>The qualifying thesis should involve the creative application of acquired knowledge, skills and abilities to solve a complex task or a 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 thesis on management is intended to establish compliance of the applicant's learning results (competencies) with the requirements of higher education standards.</p> <p>The qualification thesis must 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 V. N. Karazin Kharkiv National University.</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 V. N. Karazin Kharkiv National University, which regulate the requirements for the preparation of qualifying Master's theses.</p>

**5. MATRIX OF THE CORRESPONDENCE OF PROGRAM COMPETENCES
TO THE EDUCATIONAL PROGRAMME COMPONENTS**

	MC 1	MC 2	MC 3	MC	MC 5	MC 6	MC 7	MC 8	MC 9	MC 10	MC 11
IC	+	+	+	+	+	+	+	+	+	+	+
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		+	+		+		+	+	+	+	+
SAC 1		+	+		+		+	+		+	+
SAC 2		+	+				+	+	+	+	+
SAC 3	+		+	+	+	+	+	+	+	+	+
SAC 4	+	+	+				+	+	+	+	+
SAC 5								+		+	+
SAC 6				+	+			+		+	+

**6. MATRIX OF ENSURING PROGRAM LEARNING OUTCOMES (PLO)
WITH RELEVANT COMPONENTS OF THE EDUCATIONAL PROGRAM**

	MC 1	MC 2	MC 3	MC 4	MC 5	MC 6	MC 7	MC 8	MC 9	MC 10	MC 11
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				+	+	+	+	+	+	+	+

**Guarantor of the educational program,
Doctor of Economics, Professor**

Alla GRINKO

