

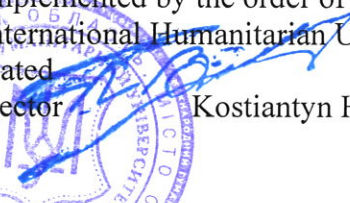
MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
INTERNATIONAL HUMANITARIAN UNIVERSITY



**"APPROVED"**

By the Academic Council of the International  
Humanitarian University  
Protocol No. 7 dated 06.072023

Implemented by the order of the Rector of the  
International Humanitarian University

Dated \_\_\_\_\_ No. \_\_\_\_\_  
Rector  Kostiantyn HROMOVENKO



**EDUCATIONAL-PROFESSIONAL PROGRAM "MANAGEMENT"**

**Field of knowledge – 07 Management and Administration**


**Specialty – 073 Management**

**Educational degree – Master**

**Odesa – 2023**

**LETTER OF APPROVAL**  
**Educational-Professional Program "Management" in the specialty 073**  
**Management**  
**for the second (master's) level of higher education**

First Vice-Rector



Vasyl LEFTEROV

Dean of the Faculty of Management,  
Hotel and Restaurant Business, and  
Tourism



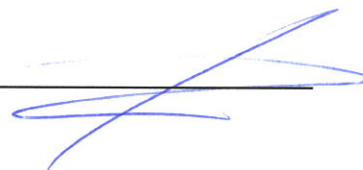
Oksana DYSHKANTIUK

Acting Head of the Department of  
Management



Nataliia LEBEDIEVA

Guarantor of the Educational Program



Anatoliy GONCHARUK

## I. Preamble

The educational program for the second (master's) level of higher education in the specialty 073 'Management' includes the volume of ECTS credits required for obtaining the respective degree of higher education; a list of graduate competencies; normative content of education for higher education seekers formulated in terms of learning outcomes; forms of attestation of higher education seekers; requirements for the presence of a quality assurance system for higher education

Developed by the working group composed of

1. Anatoliy GONCHARUK, D.Sc., Professor of the Management Department, Educational Program Guarantor
2. Olga KALAMAN, Professor of the Management Department, D.Sc., Professor
3. Natalia LEBEDEVA, Associate Professor of the Management Department, Ph.D., Associate Professor
4. Artur LUPASHKO – General Director of "Ribas Hotels Group"
5. Mykola KOTOVYCH – 2nd-year master's student in "Management" program, Faculty of MGRC&T

*"Feedback-Reviews from External Stakeholders*

*Victoria CHERNIK — Deputy General Director of "VERTEX Hotel Group" for Personnel Affairs  
Natalia DIDYNA - Manager of the hotel apartments "BonApart"*

*Reviewed at the meeting of the Management Department  
Protocol No. 11 dated June 20, 2023"*

## II. Profile of the Educational Program

<b>General information</b>	
<b>Full name of the higher educational institution and structural unit</b>	International Humanities University Faculty of Management, Hotel and Restaurant Business and Tourism Department of Management
<b>Level of higher education</b>	The second (master's) level of higher education
<b>Degree of higher education</b>	Master's degree
<b>Branch of knowledge</b>	07 Management and administration
<b>Specialty</b>	073 Management
<b>Educational qualification</b>	Master of Management
<b>Qualification in diploma</b>	The degree of higher education is Master's degree Specialty 073 Management Educational program "Management"
<b>Type of diploma and scope of educational program, term of study</b>	Master's degree, amount - 90 ECTS credits 1 year 4 months of full-time study 1 year 10 months by correspondence form of education
<b>Availability of accreditation</b>	The program was implemented in 2022.
<b>Prerequisites</b>	Bachelor's level
<b>Internet address of the permanent placement of the description of the educational program</b>	mgu.edu.ua
<b>The purpose of the educational program</b>	
Theoretical and practical training of highly qualified management specialists who possess the necessary skills and are able to apply modern methodologies (approaches) and methods, technologies and practical tools in management, research, education, consulting spheres in order to develop and implement management decisions and actions in organizations in the conditions of digitalization and in response to the challenges of the business environment.	
<b>Characteristics of the educational program</b>	
<b>Subject area</b>	Objects of study: management of organizations and their units. The goals of training are the training of specialists who are able to identify and solve complex specialized tasks and practical problems in the field of management of organizations and their units, based on the mastery of the system of competencies (general and specialized). Theoretical content of the subject area: paradigms, laws, regularities, principles, historical prerequisites of management development, concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project, management, etc.;
<b>Orientation of the program</b>	The educational and professional program for the master's degree is aimed at the formation and development of the acquirers of competencies necessary for the implementation of modern management functions, the formation of systemic, critical and strategic thinking in order to ensure effective management of organizations using modern management methods and tools and digital technologies.



	<p>The structure of the program provides for students to acquire fundamental knowledge about the regularities of the functioning and development of business organizations in the conditions of digital changes, dynamic mastering of modern management technologies, tools, methods of development, analysis and evaluation of the effectiveness of digitalization programs of management systems, taking into account the set of requirements for the implementation of such activities in modern organizations . The program offers a comprehensive approach to the preparation of masters of management and implements it through theoretical training and practical training. The educational components of the program are based on modern concepts of management and leadership and are aimed at their practical application in the development of management decisions to increase the competitiveness and efficiency of the functioning of business organizations, ensuring their sustainable innovative development.</p>
<b>The main focus of the program</b>	<p>Special education in the field of knowledge 07 Management and administration. The program is focused on the formation of the acquirers of competencies necessary for the construction, implementation and development of the organization's management system in conditions of digitalization.</p> <p>Keywords: management, strategic management, digitalization, project management, leadership, management communications, anti-crisis management, small business management.</p>
<b>Features of the program</b>	<p>1) teaching in the educational program involves a combination of classical and modern methods, approaches in management with the use of innovative digital technologies in the development and implementation of management decisions;</p> <p>2) the learning process is implemented on the basis of a practice-oriented approach by teachers with the involvement of business experts in the field of management and digital transformations who have practical experience in management activities, development and implementation of national and international projects;</p> <p>3) the practical orientation of the program on adapting the management of business organizations to the conditions of digitalization is important, in particular, in the context of sustainable European integration development of Ukraine.</p>
<p><b>Eligibility of graduates to employment and further education</b></p>	
<b>Suitability for employment</b>	<p>Employment of program graduates is possible at enterprises of any organizational and legal form. Masters of management, who have obtained an education under the educational program, are able to perform professional work according to the National Classifier of Ukraine "Profession Classifier" DK 003:2010 (KP) and hold positions according to the professional titles of jobs of the classification group "Managers (managers) of enterprises, institutions, organizations and their subdivisions" and others characterized by special professional competences in accordance with the generalized object of activity</p>



	(Appendix A of the Explanatory Note).
<b>Academic rights of graduates</b>	The right to continue studying at the third educational and scientific level of education and acquire additional qualifications in the adult education system
<b>Teaching and assessment</b>	
<b>Teaching and learning</b>	<p>Student-centered, problem-oriented learning, combining lectures, research works, practical classes with solving situational tasks and problems, using case methods, business games, interdisciplinary trainings by specialization, which develop communication and leadership skills and the ability to work in a team.</p> <p>The program provides for the use of information and communication technologies in the teaching of academic disciplines, the technology of mixed learning is widely used, in the implementation of which teachers work with students in developed interactive courses on the Moodle platform, in the digital environment of Microsoft 365 or Microsoft Teams, as well as digital communication platforms Zoom. Google Meet.</p>
<b>Assessment</b>	<p>The evaluation of the learning results of higher education applicants is carried out in accordance with the "Regulations on the procedure for evaluating the results of higher education applicants at the Vadym Hetman Kyiv National University of Economics (enacted by the rector's order dated 11/17/22 No. 488) on a 100-point scale with an evaluation "excellent", "good", "satisfactory", "unsatisfactory" in the final control in the form of an exam and "credited"/ "not credited" - according to the final control form "credit", as well as the ranking of achievements according to the ECTS-rating scale. The system for evaluating the results of the students' training in each academic discipline provides for current and final control. Current control is carried out by evaluating the knowledge and acquired skills demonstrated by the acquirer and skills during their work in classes, for completed individual and group tasks, projects, prepared scientific articles, theses of reports for conferences, other tasks according to the individual study plan of the recipient. The final control is carried out at the end of the academic semester in order to check the level of assimilation of the educational material and the acquisition by the applicant of the relevant learning results, takes into account the points accumulated by him according to the results of the current control and takes place in the form of an exam, final control work, defense of a practice report, defense of a consulting project within the terms that provided by the schedule of the educational process. The applicant is considered admitted to the final control of the discipline in case of fulfillment of the requirements defined by the normative documents of the University. Evaluation of the results of the public defense of the qualifying master's thesis is carried out at a closed meeting of the examination commission and announced on the day of the defense.</p>
<b>The amount of ECTS credits required for obtaining degree of higher education "master"</b>	

<p><b>The scope of the educational program at EKTS</b></p>	<p>The volume of the master's educational and professional program is 90 ECTS credits.</p> <p>The institution of higher education has the right to recognize and re-enroll ECTS credits obtained under the previous educational program of master's (specialist) training in another specialty. The maximum amount of ECTS credits that can be re-enrolled cannot exceed 15% of the total amount of the educational program.</p>
<p><b>List of graduate competencies</b></p>	
<p><b>Integral competence</b></p>	<p>The ability to solve complex tasks and problems in the field of management, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p>
<p><b>General competences (CG)</b></p>	<p>CG 1. Ability to conduct research at an appropriate level.</p> <p>CG 2. Ability to communicate with representatives of other professional groups of different levels in national and foreign languages.</p> <p>CG 3. Skills in using information and communication technologies.</p> <p>CG 4. Ability to motivate people and move towards a common goal. CG 5. The ability to act on the basis of ethical considerations (motives).</p> <p>CG 6. Ability to generate new ideas (creativity).</p> <p>CG 7. Ability to abstract thinking, analysis and synthesis.</p>
<p><b>Special (professional, subject) competences (SK)</b></p>	<p>SK1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards.</p> <p>SK2. The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.</p> <p>SK3. Ability to self-development and reflection, lifelong learning and effective self-management.</p> <p>SK4. Ability to effectively use and develop the organization's resources.</p> <p>SK5. Ability to create and organize effective communications in the management process.</p> <p>SK6. The ability to form leadership qualities and demonstrate them in the process of managing people.</p> <p>SK7. Ability to develop projects, manage them, show initiative and entrepreneurship.</p> <p>SK8. Ability to use psychological technologies for working with personnel.</p> <p>SK9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation.</p> <p>SK10. Ability to manage the organization and its development.</p> <p>SK11. Ability to develop standards of activity and internal regulatory documents of the organization.</p> <p>SK12. Ability to use modern digital technologies in the field of</p>



organization management.

SK13. Ability to analyze and structure the organization's business processes and identify risks and digital opportunities for their development.

SK14. The ability to adapt the management system and business model of small business entities to digital changes in the environment.

SK15. The ability to organize the processes of mutually coordinated functioning of the organization's management bodies in the digital environment.

**The normative content of bachelor's training is formulated  
in terms of learning outcomes**

- LO1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions.
- LO 2. Identify problems in the organization and justify methods of solving them.
- LO 3. Design effective management systems of organizations.
- LO 4. Justify and manage projects, generate business ideas.
- LO 5. To plan the activities of the organization in strategic and tactical sections.
- LO 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.
- LO 7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context.
- LO 8. Apply specialized software and information systems to solve organizational management problems. PH9. To be able to communicate in professional and scientific circles in national and foreign languages.
- LO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks.
- LO 11. To ensure personal professional development and planning of own time.
- LO 12. To be able to delegate authority and management of the organization (subdivision).
- LO 13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).
- LO 14. Develop and use standards of activity and internal regulatory documents of the business organization to ensure the harmonious functioning of its management bodies.
- LO 15. To be able to identify and minimize the risks of the organization's activities using the methods of business analytics and data processing.
- LO 16. To be able to examine the digital maturity of the organization and evaluate the effectiveness of digitalization management processes.



LO 17. Initiate and implement changes in the management system and business model of the organization in accordance with the digital changes of the environment and the possibilities of digitalization of activities.

<b>Resource provision of the program</b>	
<b>Staff support</b>	<p>Scientific and pedagogical personnel involved in the implementation of the educational program meet the personnel requirements of the Licensing Conditions</p> <p>implementation of educational activities. Implementation of the OPP is primarily carried out by scientific and pedagogical employees of the Department of Management, who have a scientific degree and an academic title. All teachers involved in the implementation of the educational program have academic and/or professional qualifications. Teachers who have a B2 level certificate of English proficiency or qualification documents related to the use of a foreign language are allowed to teach subjects in English. The educational process under OP is also provided by teachers of other departments: international management, socioeconomics, and personnel management.</p> <p>Experts, public figures, business practitioners who have management and professional experience in the implementation of national and international projects, in particular in the field of digitalization of companies.</p>
<b>Material and technical support</b>	<p>Office of Digital technologies in business</p> <p>Laboratory of automated design systems</p> <p>Start-Up Laboratory</p> <p>Library</p> <p>"University" sports complex</p> <p>Stadium</p>
<b>Informational and educational and methodological support</b>	<p>Use of virtual learning environment, specialized software.</p>
<b>Academic mobility</b>	
<b>National credit mobility</b>	<p>Students studying under this educational program have the legally recognized right of cross-enrollment in other specialties, including with credits in related disciplines.</p>
<b>International credit mobility</b>	<p>Students studying under this educational program have the right to international academic mobility within the terms and conditions stipulated by the legislation of Ukraine, both within the framework of concluded agreements and international programs, and in a personal manner.</p>

### III. List of components of the educational program and their logical sequence

#### 3.1. List of educational components

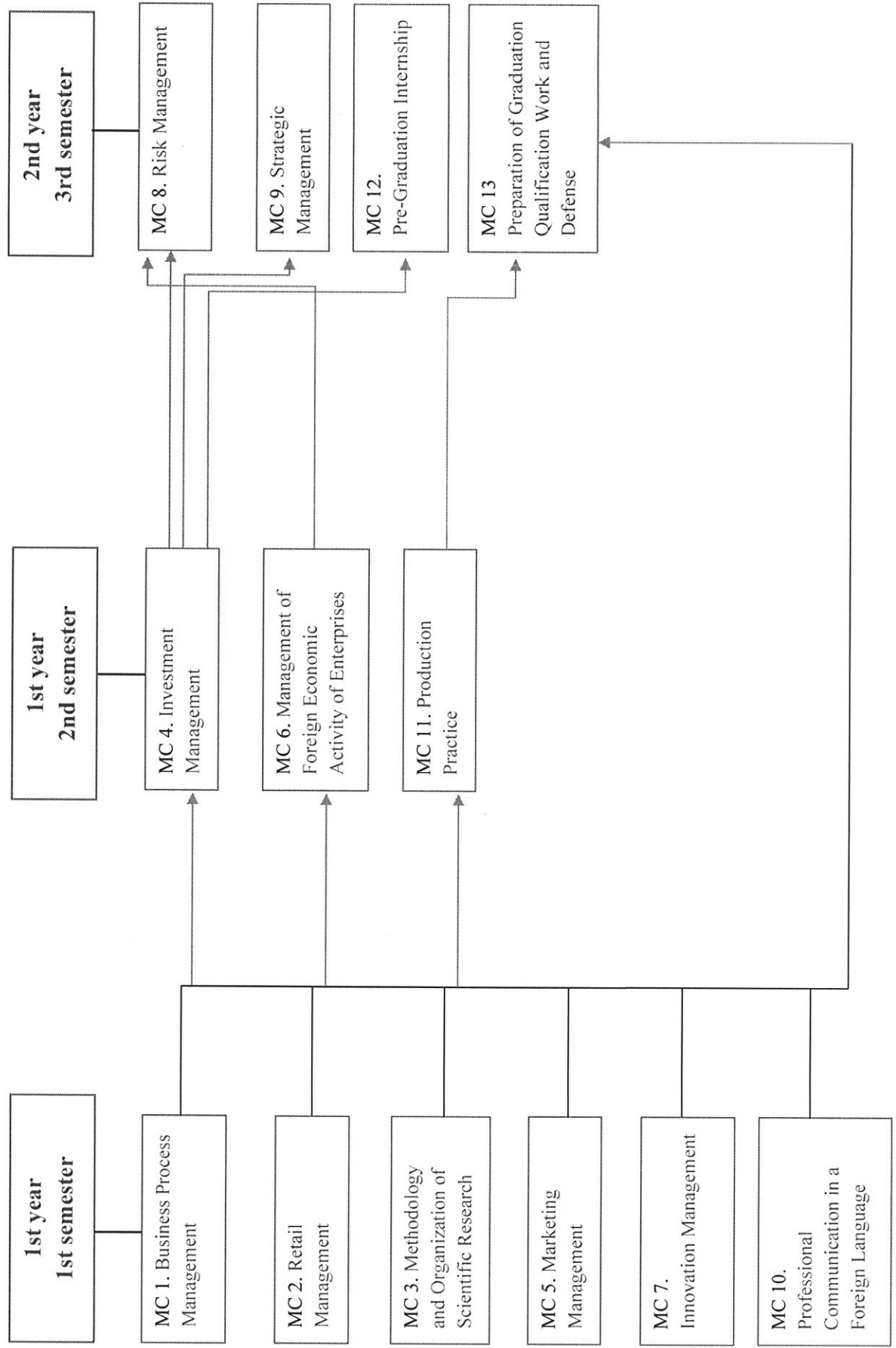
№ п/п	Components of the educational program (educational subjects, course projects (works), practices, qualification work)	Number of credits
<b>Mandatory OP components</b>		
MC 1	Management of business processes	3
MC 2	Trade management	6
MC 3	Methodology and organization of scientific research	6
MC 4	Investment management	3
MC 5	Marketing management	6
MC 6	Management of foreign economic activities of enterprises	3
MC 7	Innovation management	6
MC 8	Risk management	3
MC 9	Strategic management	3
MC 10	Professional communication in a foreign language	6
<b>Practical training</b>		
MC 11	Internship practice	9
MC 12	Pre-diploma practice	6
<b>Certification</b>		
MC 13	Preparation of final qualification work and defense	6
<b>The total amount of mandatory components</b>		<b>66</b>
<b>Selective OP components *</b>		
<b>The total amount of sample components</b>		<b>24</b>
<b>GENERAL SCOPE OF THE EDUCATIONAL PROGRAM</b>		<b>90</b>

\*Students of higher education have the opportunity to choose disciplines from other OPs and other higher education institutions

- in accordance with the approved list of disciplines of the general university catalog
- according to the list of the educational program



## Structural-logical scheme of the educational program



#### IV. Form of attestation of applicants of higher education

<b>Forms of attestation of applicants of higher education</b>	Attestation is carried out in the form of public defense of qualification work
<b>Requirements for qualifying work</b>	The qualification work should involve solving a complex problem or problem in the field of management, a problem or problem in the field of management that 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 should not contain academic plagiarism, falsification, fabrication. The qualification work must be published on the official website of the institution of higher education or its division, or in the repository of the institution of higher education.

Attestation of graduates of the educational and professional program "Management" specialty 073 "Management" ends with the issuance of a document of the established model on awarding him a master's degree with the qualification: master's in management.

#### **Requirements for the presence of an internal support system quality of higher education**

The International Humanities University operates a system for ensuring the quality of educational activities and the quality of higher education (system of internal quality assurance), which provides for the implementation of the following procedures and measures:

1. Determination of the principles and procedures for ensuring the quality of higher education;
2. Monitoring and periodic review of educational programs;
3. Provision of advanced training of pedagogical, scientific and scientific-pedagogical workers;
4. Ensuring the availability of the necessary resources for the organization of the educational process, including the independent work of students, for each educational program;
5. Ensuring the availability of information systems for effective management of the educational process;
6. Ensuring publicity of information about educational programs, degrees of higher education and qualifications;
7. Ensuring compliance with academic integrity by employees of institutions of higher education and students of higher education, including the creation and ensuring the functioning of an effective system for the prevention and detection of academic plagiarism;
8. Other procedures and measures.

The system of ensuring the quality of educational activities and the quality of higher education by a higher education institution (internal quality assurance system) is evaluated by the National Agency for Quality Assurance of Higher Education or independent higher education assessment and quality assurance institutions accredited by the higher education institution for its compliance with the requirements for the assurance system quality of higher education, approved by the National Agency for Quality Assurance of Higher Education, and international standards and recommendations for quality assurance of higher education.



Table 1

Matrix of correspondence of software competencies to mandatory components of the educational program

Components	MC1.	MC2.	MC3.	MC4.	MC5.	MC6.	MC7.	MC8.	MC9.	MC10.	MC11.	MC12.	MC13.
<b>Competencies</b>	+	+	+	+	+	+	+	+	+	+	+	+	+
<b>Integral competence</b>													
<b>CG 01</b>			+		+		+						+
<b>CG 02</b>					+	+	+			+			
<b>CG 03</b>					+		+						
<b>CG 04</b>	+				+						+	+	
<b>CG 05</b>	+												
<b>CG 06</b>				+			+		+				
<b>CG 07</b>			+										+
<b>CG 08</b>			+						+				
<b>SK 01</b>			+			+							+
<b>SK 02</b>							+		+				
<b>SK 03</b>					+				+	+		+	
<b>SK 04</b>	+			+					+				
<b>SK 05</b>	+					+			+		+	+	
<b>SK 06</b>					+				+				
<b>SK 07</b>		+	+	+	+		+						
<b>SK 08</b>		+				+					+		
<b>SK 09</b>	+	+						+	+				
<b>SK 10</b>									+				+
<b>SK 11</b>	+		+				+		+			+	
<b>SK 12</b>	+		+		+								
<b>SK 13</b>	+							+					
<b>SK 14</b>		+			+			+	+				
<b>SK 15</b>								+	+				

