

3. EDUCATIONAL PROGRAMME

3.1. Profile of the Educational Programme "Business Management" in the subject area D3 Management

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1 – GENERAL INFORMATION	
Full name of the institution of higher education and structural subdivision	State University of Trade and Economics, Faculty of Economics, Management and Psychology, Department of Management
Level of higher education and title of qualification in the original language	Second (Master's) level of higher education Qualification – Master of Management
Field of knowledge	D Business, Administration and Law
Specialty	D3 Management
Educational Programme	Business Management
Restrictions on the forms of education	No restrictions
Compliance with the Higher Education Standard approved by the Ministry of Education and Science of Ukraine	Complies with the Standard of higher education of the Ministry of Education and Science of Ukraine (Order No. 959 of 10.07.2019)
Type of diploma and scope of Educational Programme	Master's degree, single, 90 ECTS credits, study duration – 1 year 4 months
Availability of accreditation	Specialty accreditation certificate ND 1196409, valid until 01.07.2027, issued by the Accreditation Commission of the Ministry of Education and Science of Ukraine
Cycle / level	NRC of Ukraine – level 7, FQ-EHEA – the second cycle, EQF-LLL – level 7
Prerequisites	Educational degree of higher education – bachelor (NRC of Ukraine – level 6)
Language(s) of teaching	Ukrainian
Duration of the Educational Programme	Until the approval of a new version of the educational and professional programme
Internet address of the permanent placement of the description of the Educational Programme	https://knute.edu.ua

2 – THE PURPOSE OF THE EDUCATIONAL PROGRAMME
Training future specialists with modern managerial thinking and comprehensive knowledge in the field of management; fostering an understanding of the conceptual foundations of systemic management in organizations of various types and legal forms; and developing the skills necessary to make and implement well-grounded managerial decisions in a dynamic business environment.
3 – CHARACTERISTICS OF THE EDUCATIONAL PROGRAMME
<i>Subject area</i>
Object of study: management of organizations and their divisions. Training goals: 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. 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.; – functions, methods, technologies and managerial decisions in management. Methods, techniques and technologies: – general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert evaluation, factual, sociological, documentary, balance, etc.); – methods of implementing management functions (marketing research methods; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational and economic efficiency in management, etc.). – management methods (administrative, economic, socio-psychological, technological); – technologies for justifying management decisions (economic analysis, simulation modelling, decision tree, etc.). Tools and equipment: modern information and communication equipment, information systems and software products used in management.
<i>Orientation of the Educational Programme</i>
Educational and professional, applied, research.
<i>The main focus of the Educational Programme</i>
Formation of professional competencies to ensure the effective operation and development of businesses of various organizational and legal forms, to establish constructive interaction between business management participants and other stakeholders, and to ensure the effective use of modern management tools. Keywords: business, efficiency of functioning, development efficiency, activity effectiveness, innovative development of the enterprise, organizational interaction,

activity participants.
<i>Program features</i>
Combining theoretical training of students, practice at leading trade enterprises with research work (including writing articles). It is also taught in English.
4 – SUITABILITY OF GRADUATES FOR EMPLOYMENT AND FURTHER TRAINING
<i>Suitability for employment</i>
The graduate is able to hold the following positions in accordance with the National Classification of Occupations DK 003:2010 as amended by Order No. 27751 of the Ministry of Economic Development and Trade of Ukraine dated 13 December 2024: 1229.7 General manager. 1221.2 Branch Manager; Head of Department (Service, Division, Branch). 1229.1 Head (Manager) of Subdivision. 1314 Director (Certifier) of a Small Trading Company. 1474 Manager of Regional Food Development; Manager of Communication Technologies. 1475.4 Manager for Administrative Duties. 1479 Manager of Consulting Services Organization. 1496 Manager of Social and Corporate Responsibility. 2413.2 Corporate Management Specialist. 2219.2 Innovation Activity Specialist. 2447.2 Project and Program Management Specialist in Material (Non-material) Production. Positions that the Master graduate is able to hold in accordance to the current International Standard – Classification of Occupations 2008 (ISCO-08): 112 Managing Directors and Chief Executives, 1213 Policy and Planning Managers. 1219 Business Services and Administration Professionals. 1223 Research and Development Managers. 1229 Production and Operations Department Managers, Not Elsewhere Classified. 1227 Production and Operations Department Managers in Business Services. 1237 Research and Development Department Managers. 1222 Production and Operations Department Managers in Manufacturing. 2421 Management and Organization Analysts. 2419 Business Professionals Not Elsewhere Classified. Under conditions of gaining relevant experience, one can adapt to related professional fields such as economics, marketing, international trade, education, and research.
<i>Further training</i>
Graduates of this Educational Programme have the right to continue their studies at the third (educational and scientific) degree of higher education – Doctor of

Philosophy and to acquire additional qualifications in the postgraduate education system

5 – TEACHING AND ASSESSMENT

Teaching and learning

Student-centered education with the use of thematic, problem-based, review, binary, dual lectures, lecture-conferences, including with the participation of practitioners, lecture-consultations with presentations, discussions, trainings, moderation, modeling of situations, application of the case study method with solution of real tasks, students' implementation of projects commissioned by enterprises, work in small groups, independent work of students, preparation of qualification work.

Assessment

The assessment of students' learning outcomes is carried out in accordance with the "Regulations on the Organization of the Educational Process of Students at SUTE" and includes the following types of evaluation: ongoing assessment, final assessment, and attestation.

Ongoing assessment is conducted during practical classes and based on the results of students' independent work. It includes the evaluation of theoretical knowledge demonstrated during practical sessions, as well as the practical skills acquired through the completion of applied tasks.

Final assessment refers to evaluation activities aimed at determining the extent to which the learning outcomes achieved by a student correspond to the requirements of the educational programme for a specific educational component. It is conducted at the university in the form of pass/fail assessments or examinations.

At the State University of Trade and Economics (SUTE), students' academic performance is assessed using a 100-point grading scale, where:

60–100 points indicate satisfactory learning outcomes that entitle the student to earn ECTS credits;

0–59 points indicate unsatisfactory results that do not entitle the student to receive ECTS credits

6 – PROGRAMME COMPETENCIES

Integral competence

The ability to solve complex tasks and problems in the field of management, in particular, *business management* or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.

General competencies

GC1	Ability to conduct research at the appropriate level;
GC2	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity);
GC3	Skills in the use of 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 (incentives);
GC6	Ability to generate new ideas (creativity);

GC7	Ability to abstract thinking, analysis and synthesis.
<i>Special (professional, subject) competencies</i>	
SC1	Ability to select and use management concepts, methods and tools in accordance with defined objectives and international standards;
SC2	Ability to establish values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;
SC3	Ability for self-development, lifelong learning and effective self-management;
SC4	Ability to effectively use and develop the organization's resources;
SC5	Ability to create and organize effective communications in the management process;
SC6	Ability to form leadership qualities and demonstrate them in the process of managing people;
SC7	Ability to develop projects, manage them, show initiative and entrepreneurship;
SC8	Ability to use psychological technology to work with staff.
SC9	Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation;
SC10	Ability to manage the organization and its development;
SC11 ¹	<i>Ability to coordinate the interests of participants in corporate relations, to solve the problem of the distribution of competences between the corporate management bodies of a joint-stock company, to make managerial decisions regarding the corporate social responsibility of business (from the standpoint of interaction with various groups of stakeholders), to apply different methodological approaches aimed to determine the effectiveness and quality of corporate management in companies;</i>
SC12	<i>Ability to plan and implement changes in the activities of organizations, modern management technologies, develop innovative projects, organize a system of monitoring their effectiveness;</i>
SC13	<i>Ability to develop and apply new forms and methods of enterprise and organizational management based on the principles of creative management;</i>
SC14	<i>Ability to analyze and diagnose the external environment, as well as to assess the impact of political, economic, social, and cultural processes in society.</i>
7 – PROGRAMME LEARNING OUTCOMES	
1	Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;
2	Identify problems in the organization and justify methods for solving them;

¹Special (professional, subject) competencies and program learning outcomes that reflect the focus of the Educational Programme are given in italics

3	Design effective management systems for organizations;
4	Substantiate and manage projects, generate business ideas;
5	Plan the activities of the organization in strategic and tactical terms;
6	Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;
7	Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context;
8	Use specialized software and information systems to solve management problems of the organization;
9	Be able to communicate in professional and scientific circles in the state and foreign languages;
10	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems;
11	Provide personal professional development and planning of own time.
12	Be able to delegate authority and management of the organization (unit);
13	Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit);
14	<i>Apply the principles and rules of corporate governance, resolve corporate conflicts, make managerial decisions based on corporate social responsibility principles, and evaluate the effectiveness and quality of corporate governance within a company;</i>
15	<i>Perform managerial functions aimed at stimulating employees' creative activity in generating, identifying, developing, and combining creative ideas, as well as evaluating and selecting them to ensure innovative enterprise development and achieve high economic, social, and environmental outcomes;</i>
16	<i>Monitor innovations, assess the organization's innovation potential and the prerequisites for implementing innovative changes, develop and organize the implementation of change plans, introduce modern management technologies, and implement innovative projects within organizations, organize control systems to monitor and evaluate the results of these plans;</i>
17	<i>Identify actions that compromise the organization's information security and apply appropriate methods to ensure its protection.</i>
8 – RESOURCE SUPPORT FOR PROGRAMME IMPLEMENTATION	
<i>Staffing</i>	
It is fully compliant with the Licensing Conditions for conducting educational activities. The programme is delivered by academic and teaching staff holding academic degrees and/or academic titles who meet the requirements of the current legislation of Ukraine and possess a sufficient level of scientific and professional	

qualification. The educational process also involves practitioners, representatives of professional associations, and international partners. All academic and teaching staff undergo internships or professional development training at least once every five years.
<i>Material and technical support</i>
It is fully compliant with the Licensing Conditions for conducting educational activities. For the convenience of higher education seekers, the university operates a corporate distance learning system and an automated educational process management system “MIA: Education.” The university is equipped with modern computer labs with specialised software, a Training and Research Centre for Business Simulation, and a Smart Library. All necessary conditions are provided for the education of persons with disabilities. The university also offers access to the full range of social and living infrastructure of the State University of Trade and Economics (SUTE).
<i>Information and educational and methodical support</i>
An ECTS Information Package is developed for each Educational Programme at the university. Each student, through their personal account in the automated educational management system “MIA: Education,” can access and create an individual study plan, view the curriculum, check earned grades for academic disciplines, consult the class schedule, and communicate with participants of the educational process. Course syllabi, work programmes, and assessment criteria for educational components are published on the university’s corporate distance learning platform. The university’s electronic repository provides full-text access to the scientific and educational literature of SUTE, as well as manuscripts of qualification papers and dissertations submitted for academic degrees. For the convenience of higher education seekers, the university has developed a Catalogue of Academic Disciplines, which enables students to select elective educational components in accordance with the programme.
9 – ACADEMIC MOBILITY
<i>National credit mobility</i>
National credit mobility is implemented within the framework of cooperation memoranda concluded between SUTE and other higher education institutions (or research institutions) in Ukraine, in accordance with the legislation.
<i>International credit mobility</i>
The university has signed cooperation agreements with foreign higher education institutions, within which student exchange and training are carried out under international programmes and projects, including within the framework of the Erasmus+ programme.
<i>Training of foreign students</i>
Is carried out in accordance with the requirements of the current legislation.

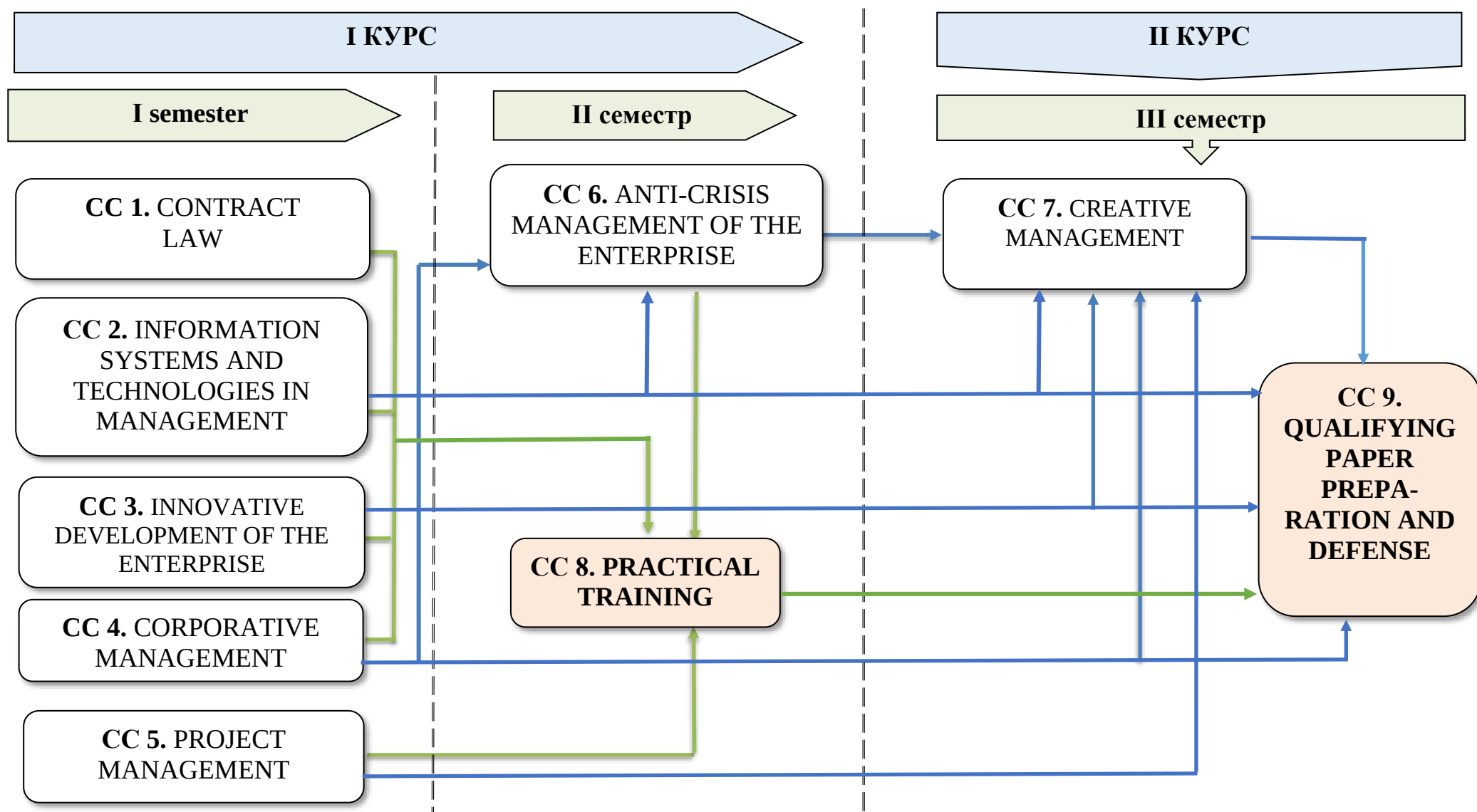
3.2. LIST OF COMPONENTS OF THE EDUCATIONAL PROGRAMME AND THEIR LOGICAL SEQUENCE

3.2.1. List of EP components

Code of academic discipline	Components of the Educational Programme (academic disciplines, course projects (works), practices, qualifying exam, master thesis	Number of credits	Code n/a
<i>Compulsory components</i>			
CC 1	Contract law	6	Examination
CC 2	Information systems and technologies in management	6	Examination
CC 3	Innovative development of the enterprise	6	Examination
CC 4	Corporative management	6	Examination
CC 5	Project management	6	Examination
CC 6	Anti-crisis management of the enterprise	9	Examination
CC 7	Creative management	6	Examination
CC 8	Practical training	9	Assessment
CC 9	Qualifying paper preparation and defense	12	Defense
The total amount of compulsory components		66	
<i>Elective components</i>			
EC 1.	Components of the EP 1	6	Examination
EC 2.	Components of the EP 2	6	Examination
EC 3.	Components of the EP 3	6	Examination
EC 4.	Components of the EP 4	6	Examination
The total amount of elective components		24	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAMME		90	

Students select elective courses through their personal account on the “MIA: Education” portal. Descriptions of the courses and their prerequisites are provided in the Catalogue of Academic Disciplines of SUTE.

3.2.2. Structural and logical scheme of the Educational Programme



3.3. Forms of certification of applicants for higher education

Certification is carried out in the form of public defense of the master thesis.

The master thesis should involve solving a complex task or problem in the field of management, a task or problem in the field of management that requires research and / or innovation and is characterized by complexity and uncertainty of conditions, using theories and methods of economics.

The master thesis should not contain academic plagiarism, falsification, fabrication.

The master thesis must be published in the SUTE Institutional Repository.

3.4. MATRIX OF CORRESPONDENCE OF PROGRAMME COMPETENCES TO COMPONENTS OF THE EDUCATIONAL PROGRAMME

Compo- nents Compe- tences	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9
GC1		+	+			+	+	+	+
GC2	+	+		+			+		
GC3			+	+	+			+	+
GC4	+		+						
GC5		+	+			+	+	+	+
GC6			+				+	+	+
GC7		+	+		+	+	+		+
SC1	+	+	+			+	+	+	+
SC2	+	+	+				+	+	+
SC3							+	+	+
SC4			+			+		+	+
SC5	+	+	+	+			+	+	+
SC6							+	+	+
SC7			+				+	+	+
SC8		+					+	+	+
SC9		+		+		+	+	+	+
SC10	+	+						+	+
SC11		+		+				+	+
SC12			+				+	+	+
SC13	+		+				+	+	+
SC14		+	+			+	+	+	+

3.5. MATRIX FOR PROVIDING PROGRAMME LEARNING OUTCOMES WITH RELEVANT COMPONENTS OF THE EDUCATIONAL PROGRAMME

Components Pro- gramme learning outcomes	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9
1	+	+	+			+	+	+	+
2		+				+	+	+	+
3	+		+			+		+	+
4			+		+		+	+	+
5								+	+
6		+	+	+		+		+	+
7	+	+		+			+	+	+
8			+		+	+		+	+
9	+	+	+				+	+	+
10	+	+	+				+	+	+
11			+				+	+	+
12	+							+	+
13	+		+	+	+	+		+	+
14		+						+	+
15							+	+	+
16								+	+
17	+				+	+		+	+

**LIST OF ELECTIVE COMPONENTS OF THE EDUCATIONAL
PROGRAMME**

Code n/a	Elective EP components	Number of credits
EC 1.	Brand management	6
EC 2.	Investment management	6
EC 3.	Information wars	6
EC 4.	Management of foreign economic activity	6
EC 5.	Reputation management	6
EC 6.	Change management	6