

3. EDUCATIONAL PROGRAMME

3.1. Profile of the educational programme

"Human Resource Management" in the subject area D3 Management

*Project team leader (Director of the Bachelor's degree programme) –
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1 – GENERAL INFORMATION	
Full name of HEI and structural subdivision	State University of Trade and Economics Faculty of Economics, Management and Psychology, Department of Management
Higher education degree / vocational pre-higher education and title of the qualification in the original language	First (bachelor's) degree of higher education Qualification – Bachelor of Management
Field of knowledge	D Business, Administration and Law
Specialty	D3 Management
Educational programme	Human Resource 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 Higher Education Standard (Order No. 1165, dated 29.10.2018, Ministry of Education and Science of Ukraine)
Type of diploma and scope of educational programme	Bachelor's degree, single, 240 ECTS credits, term of study – 3 years 10 months
Availability of accreditation	Certificate of Accreditation issued by the Central Evaluation and Accreditation Agency Hannover (ZEvA) (Germany) valid until September 30, 2031. (Hanover, 22 November 2024, IP-0978-1/4)
Cycle / level	NRC of Ukraine – level 6, FQ-EHEA – the first cycle, EQF-LLL – 6 level
Prerequisites	Complete general secondary education
Language (s) of training	Ukrainian
Term of validity 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 educational programme description	https://knute.edu.ua

2 – PURPOSE OF EDUCATIONAL PROGRAMME
Training of highly qualified specialists capable on the basis of mastering basic management concepts and principles to carry out professional activities aimed at forming an effective personnel management system and its functional subsystems, solve management problems and problems of effective personnel management of modern business organizations and ensure the adoption of effective personnel decisions in conditions of digitalization business processes.
3 – CHARACTERISTICS OF EDUCATIONAL PROGRAMME
<i>Subject area</i>
Object of study: management of organizations and their units. Training goals: training of specialists capable of solving practical problems and complex specialized tasks, characterized by complexity and uncertainty of conditions, in the field of management of organizations and their divisions. 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 assessment, 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>Main focus of the educational programme</i>
Specialised education in the field of knowledge “Business, Administration and Law”, specialty “Management”, with an in-depth study of the theoretical and methodological foundations of personnel management; solving complex specialised tasks in the field of professional activity using modern HR management technologies; dynamic, integrative and interactive mastering of modern methods of making managerial personnel decisions; formation and development of capabilities for the functional fulfilment of the activities of the HR department; development of personnel policy and strategy in the organization of various fields of activity; conducting effective recruiting and personnel evaluation; attraction, retention and use of competent employees; professional development and continuous training of personnel; application of practical approaches to team building and social partnership. Key words: personnel, staff, personnel management; personnel service, personnel record keeping, recruitment; staff adaptation; team building; staff development; staff evaluation; social partnership.

<i>Programme features</i>
Interdisciplinary and multidisciplinary training of HR specialists to ensure the effective functioning and development of the personnel management system in enterprises of various fields of activity. High level of professional training of HR specialists and involvement of practitioners in the educational process.
4 – SUITABILITY OF GRADUATES TO EMPLOYMENT AND FURTHER TRAINING
<i>Suitability for employment</i>
The graduate is suitable for employment in the following positions in accordance with the National Classifier of Ukraine: Classifier of Professions (DK 003:2010) as amended by Order No. 27751 of the Ministry of Economic Development and Trade of Ukraine dated 13 December 2024: 3119 Labour Technician / Labour Standards Technician 3152 Occupational Safety Inspector 3423 Personnel Inspector / Personnel Organizer / Labour Recruitment Specialist 3435.2 Records Management Organizer (by types of economic activity) 3436 Administrative Assistant / Assistant to the Head of the Enterprise (Institution, Organization) 3435.2 Office Administration Organizer (by Types of Economic Activity) 3439 Interviewing Specialist 3452 Vocational Training Instructor (Penitentiary System) 3460 Conflict Resolution Specialist (Domestic Sphere) 4115 Executive Secretary (of an enterprise, institution, or organization) The job titles correspond to the current version of the International Standard Classification of Occupations 2008 (ISCO-08) and ISCO-88, including but not limited to: – Business and Administration Associate Professionals – Secretaries (general) – Contact Centre Information Clerks – Receptionists (general) – Survey and Market Research Interviewers – Typists and Word Processing Operators – Filing and Copying Clerks – Personnel Clerk.
<i>Further training</i>
Graduates of this educational programme are entitled to continue their studies at the second (master's) level of higher education. They may also obtain additional qualifications within the system of postgraduate education.
5 – TEACHING AND ASSESSMENT
<i>Teaching and learning</i>
The teaching style is focused on student-centered, problem-oriented learning and self-learning. The combined approach to education consists of a combination of traditional and non-traditional teaching methods with the use of interactive, combined and problem-based lectures, which involve the visualization of information during classes and the participation of leading HR specialists of business structures, presentations, discussions and debates, business simulators, case methods, solving

creative problems, working in small groups, independent work of students, preparation of coursework, practical training (including educational training), consultations of teachers.

Assessment

The assessment of students' learning outcomes is carried out in accordance with the "Regulations on the Assessment of Learning Outcomes of Students and Postgraduate Students at SUTE" and includes the following types of control: ongoing and final assessment, and attestation.

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

Final assessment refers to the evaluation activities aimed at determining the compliance (measurement, evaluation) of the learning outcomes achieved by a student with the requirements of the educational programme in relation to a specific educational component. It is conducted at the university in the form of pass/fail assessments and examinations.

At the State University of Trade and Economics (SUTE), students' learning outcomes are assessed using a 100-point grading scale, where: 60–100 points indicate learning outcomes that entitle the student to earn ECTS credits; 0–59 points indicate unsatisfactory learning outcomes that do not entitle the student to earn ECTS credits.

6 – PROGRAMME COMPETENCIES

Integral competence

Ability to solve complex specialized problems and practical problems, which are characterized by the complexity and uncertainty of conditions *in the field of HR-management* or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

General competencies

1	The ability to exercise their rights and responsibilities as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.
2	The ability to preserve and multiply moral, cultural, scientific values and increase the achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technics and technology, use different types and forms of physical activity for active recreation and a healthy lifestyle.
3	Ability to abstract thinking, analysis, synthesis.
4	Ability to apply knowledge in practical situations.
5	Knowledge and understanding of the subject area and understanding of professional activity.
6	Ability to communicate in the state language both orally and in writing.
7	Ability to communicate in a foreign language.
8	Skills in the use of information and communication technologies.
9	The ability to learn and master modern knowledge.

10	Ability to conduct research at the appropriate level.
11	Ability to adapt and act in a new situation.
12	Ability to generate new ideas (creativity).
13	Appreciation and respect for diversity and multiculturalism.
14	Ability to work in an international context.
15	Ability to act on the basis of ethical considerations (motives).
16	Ability to make decisions and act based on the principle of zero tolerance for corruption and other forms of misconduct.
<i>Special competencies</i>	
1	Ability to identify and describe the characteristics of the organization.
2	The ability to analyze the results of the organization, to compare them with the factors of external and internal environment.
3	The ability to determine the prospects for the development of the organization.
4	Ability to identify functional areas of the organization and the relationships between them.
5	Ability to manage the organization and its departments through the implementation of management functions
6	The ability to act socially responsibly and consciously.
7	Ability to choose and use modern management tools.
8	Ability to plan the activities of the organization and manage time.
9	Ability to work in a team and establish interpersonal interaction in solving professional problems.
10	Ability to work in a team and establish interpersonal interaction in solving professional problems.
11	Ability to create and organize effective communications in the management process.
12	Ability to analyze and structure the problems of the organization, to form sound decisions.
13	To understand the principles and norms of law and use them in professional activities.
14	To understand the principles of psychology and use them in professional activities.
15	Ability to form and demonstrate leadership qualities and behavioral skills.
16 ¹	<i>Ability to apply conflict resolution methods and principles of business communication psychology in professional activities, as well as to master the art of negotiation and business ethics.</i>
17	<i>Ability to apply modern recruitment technologies in organisations of various types and industries, and to engage qualified professionals for team formation and the organisation of effective interaction in a dynamic digital environment.</i>
18	<i>Ability to build effective social and labour relations within an organisation, and to use modern digital and HR technologies to support successful employment and professional career development.</i>

¹Курсивом наведені спеціальні (фахові, предметні) компетентності та програмні результати навчання, які відображають фокус освітньої програми

7 – PROGRAMME LEARNING OUTCOMES	
1	To know their rights and responsibilities as a member of society, be aware of the values of civil society, the rule of law, human and civil rights and freedoms in Ukraine.
2	To preserve moral, cultural, scientific values and increase the achievements of society, use different types and forms of physical activity to lead a healthy lifestyle.
3	To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
4	To demonstrate skills to identify problems and justify management decisions.
5	To describe the content of the functional areas of the organization.
6	To identify skills of search, collection and analysis of information, calculation of indicators to justify management decisions.
7	To demonstrate organizational design skills.
8	To apply management methods to ensure the effectiveness of the organization.
9	To demonstrate skills of interaction, leadership, teamwork.
10	To have the skills to justify effective tools to motivate the organization's staff.
11	To demonstrate skills of situation analysis and communication in various areas of the organization.
12	To assess the legal, social and economic consequences of the organization.
13	To communicate orally and in writing in the state and foreign languages.
14	To identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.
15	To demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.
16	To demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.
17	To perform research individually and / or in a group under the guidance of a leader.
18 ²	<i>To use conflict resolution methods and principles of business communication psychology in the professional activity of an HR manager, and master the art of negotiation.</i>
19	<i>To apply modern recruitment technologies in organisations of various types and sectors, and engage competent professionals to form teams and ensure their effective interaction in an unstable environment.</i>
20	<i>To develop effective social and labour relations within an organisation based on labour economics principles, and use modern digital and HR technologies to support successful employment and professional career development.</i>
8 – RESOURCE SUPPORT FOR PROGRAMME IMPLEMENTATION	
Staffing	
It is fully compliant with the Licensing Conditions for conducting educational activities. The programme is delivered by academic and teaching staff holding	

²Special (professional, subject) competencies and program learning outcomes that reflect the focus of the educational program are given in italics

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.

Material and technical support

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).

Information and educational and methodical support

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

National credit mobility

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.

International credit mobility

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.

Training of foreign students

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

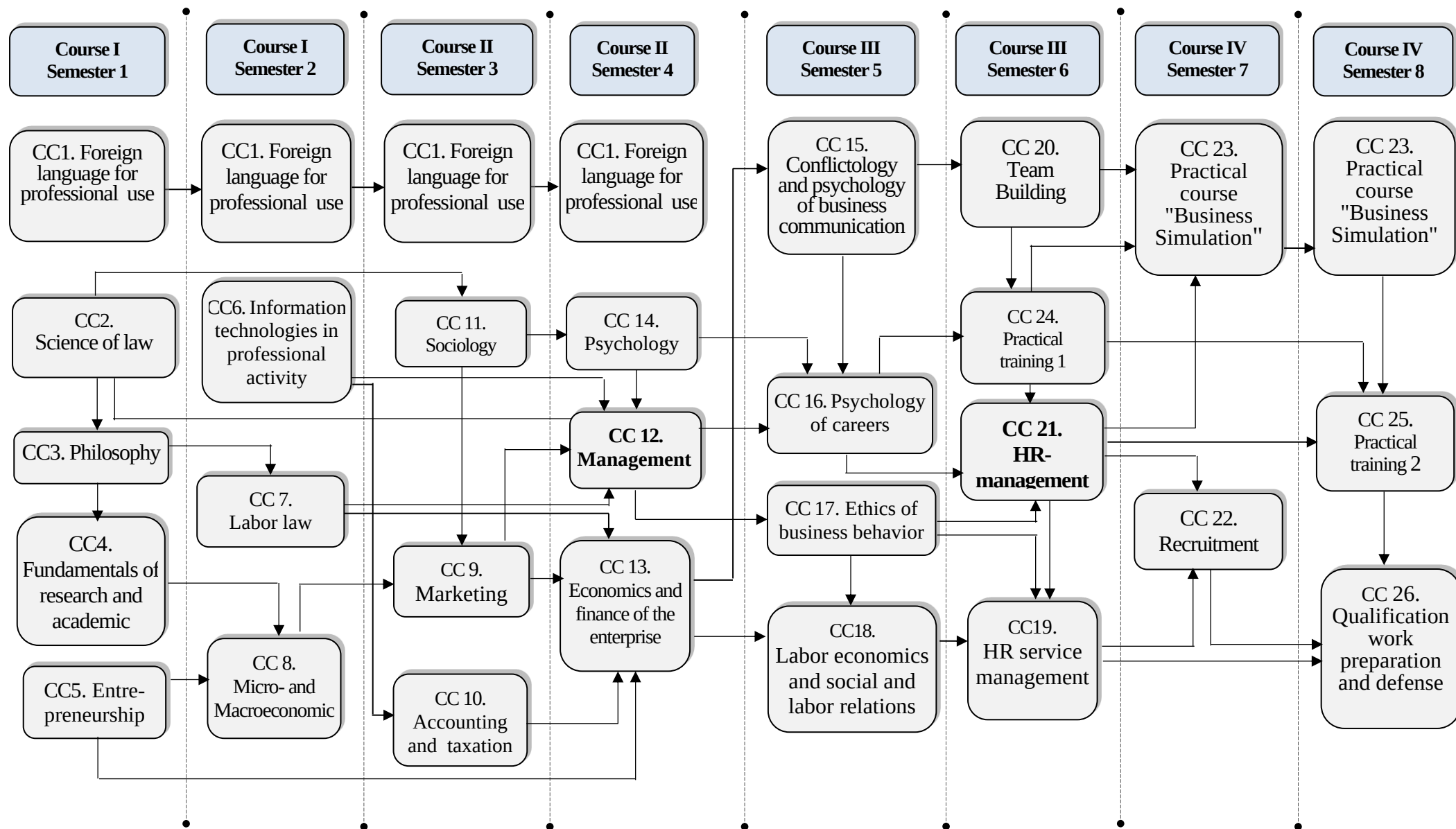
3.2.1. List of EP components

Code n/a	Components of the educational programme (academic courses, course projects (papers), practices, qualification exam, qualification project)	Number of credits	Code n/a
<i>Compulsory components</i>			
CC 1.	Foreign Language for Professional Purposes	24	Examination
CC 2.	Philosophy	6	Examination
CC 3.	Science of Law	6	Examination
CC 4	Fundamentals of research and academic writing	6	Examination
CC 5	Entrepreneurship	6	Examination
CC 6	Information Technologies in Professional Activity	6	Examination
CC 7	Labor Law	6	Examination
CC 8	Micro- and Macroeconomics	6	Examination
CC 9	Marketing	6	Examination
CC 10	Accounting and Taxation	6	Examination
CC 11	Sociology	6	Examination
CC 12	Management	6	Examination
CC 13	Economics and finance of the enterprise	6	Examination
CC 14	Psychology	6	Examination
CC 15	Conflictology and psychology of business communication	6	Examination
CC 16	Psychology of Careers	6	Examination
CC 17	Ethics of Business Behavior	6	Examination
CC 18	Labor Economics & Social and Labor Relations	6	Examination
CC 19	HR service management	4,5	Examination
CC 20	Team Building	4,5	Examination
CC 21	HR-management	6	Examination
CC 22	Recruitment	6	Examination
CC 23	Practical course "Business Simulation"	9	Examination
CC 24	Practical training 1	3	Assessment
CC 25	Practical training 2	6	Assessment
CC 26	Qualification work preparation and defense	9	Defense
Total amount of compulsory components		174	
<i>Elective components</i>			
EC 1	Component of the EP 1	6	Examination
EC 2	Component of the EP 2	6	Examination
EC 3	Component of the EP 3	6	Examination
EC 4	Component of the EP 4	6	Examination
EC 5	Component of the EP 5	6	Examination
EC 6	Component of the EP 6	6	Examination
EC 7	Component of the EP 7	6	Examination

EC 8	Component of the EP 8	6	Examination
EC 9	Component of the EP 9	6	Examination
EC 10	Component of the EP 10	6	Examination
EC 11	Component of the EP 11	6	Examination
Total amount of elective components		66	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAMME		240	

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. THE FORM OF STUDENT ATTESTATION

Attestation is carried out in the form of public defense of qualification project.

Qualification project should involve solving a complex specialized problem or practical problem in the field of management, characterized by complexity and uncertainty of conditions, using theories and methods of economics.

Bachelor's thesis should not contain academic plagiarism, fabrication or falsification.

Bachelor's thesis must be published in the SUTE Institutional Repository.

3.4. MATRIX OF CORRESPONDENCE OF PROGRAMME COMPETENCIES WITH COMPULSORY COMPONENTS OF THE EDUCATIONAL PROGRAMME

Compo- nents Competences		CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9	CC10	CC 11	CC 11	CC 13	CC 14	CC 15	CC 16	CC 17	CC 18	CC 19	CC 20	CC 21	CC 22	CC 23	CC 24	CC 25	CC 26
General	1		+	+								+							+						+	+	+
	2	+	+	+	+				+			+			+				+						+	+	+
	3	+	+		+		+		+	+	+	+			+										+	+	+
	4				+		+	+	+	+			+	+		+	+			+		+	+	+	+	+	+
	5			+				+	+				+	+						+	+		+	+	+	+	+
	6		+		+	+													+	+		+	+			+	+
	7	+				+				+	+					+				+	+		+		+	+	+
	8	+			+	+	+			+	+					+				+	+			+	+	+	+
	9	+	+		+									+	+	+		+		+		+			+	+	+
	10				+		+		+	+		+			+									+	+	+	+
	11					+							+				+	+		+	+	+	+		+	+	+
	12				+					+			+		+							+	+		+	+	+
	13	+	+					+	+			+				+	+	+			+		+			+	+
	14	+																	+			+	+			+	+
	15		+	+	+			+		+		+				+		+	+	+			+	+	+	+	+
	16			+	+			+			+		+			+		+	+	+	+		+	+			+
Special	1						+		+				+						+						+	+	+
	2						+		+	+			+	+										+	+	+	+
	3								+	+			+	+											+	+	+
	4									+			+							+			+		+	+	+
	5						+				+		+					+		+				+	+	+	+
	6		+	+	+			+		+		+	+		+		+			+				+		+	+
	7				+								+							+				+		+	+
	8												+	+					+				+		+	+	+
	9				+	+									+	+	+	+		+	+	+	+	+	+	+	+
	10												+	+			+		+	+	+	+	+		+	+	+
	11	+			+	+	+			+		+	+			+			+		+				+	+	+
	12						+	+	+		+	+	+					+						+	+	+	+
	13	+		+				+												+					+	+	+
	14		+			+									+	+	+		+		+	+	+		+	+	+
	15												+							+	+	+	+		+	+	+
	16					+										+	+									+	+
	17							+		+							+			+	+	+	+	+		+	+
	18				+		+					+	+	+		+							+	+	+	+	

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

Components Pro- gramme learning outcomes	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9	CC10	CC11	CC12	CC13	CC14	CC15	CC16	CC17	CC18	CC19	CC20	CC21	CC 22	CC 23	CC 24	CC 25	CC 26
1			+	+			+	+			+						+							+	+	+
2		+	+	+				+			+			+										+	+	+
3					+							+			+						+		+	+	+	+
4						+	+					+	+					+	+				+	+	+	+
5									+			+									+			+	+	+
6				+		+			+	+		+	+						+			+	+	+	+	+
7								+				+							+					+	+	+
8												+	+			+	+						+	+	+	+
9				+	+							+		+		+		+	+	+		+	+	+	+	+
10												+		+		+								+	+	+
11	+			+	+	+			+			+						+	+	+	+		+	+	+	+
12			+					+		+	+	+	+						+		+		+	+	+	+
13	+			+	+														+			+		+	+	+
14														+		+		+		+				+	+	+
15	+		+	+			+		+		+	+			+				+	+	+	+			+	+
16		+		+	+									+				+						+	+	+
17				+																+				+	+	+
18					+													+							+	+
19							+		+		+				+				+	+	+	+	+		+	+
20			+			+					+	+	+	+		+					+		+	+	+	+

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

Code n/a	Components of the educational programme	Number of credits
EC 1	Alternative dispute resolution	6
EC 2	Life safety	6
EC 3	Office management	6
EC 4	Diplomatic and business protocol and etiquette	6
EC 5	Electronic document management	6
EC 6	Imageology	6
EC 7	Logic	6
EC 8	Public speaking	6
EC 9	Basics of cybersecurity	6
EC 10	Practical psychology	6
EC 11	Management psychology	6
EC 12	Psychophysiology and professional selection	6
EC 13	Self-management	6
EC 14	Social responsibility of business	6
EC 15	Enterprise strategic management	6
EC 16	Theory of organizations	6
EC 17	Digital management	