

3. EDUCATIONAL PROGRAMME

3.1. Profile of the educational programme «Human Resource 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	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 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, term of study – 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	https://knute.edu.ua/

description of the educational programme	
2 – THE PURPOSE OF THE EDUCATIONAL PROGRAMME	
Formation modern managerial thinking of future specialists and a system of special knowledge in personnel management, understanding of the conceptual foundations of human resources management, acquisition of skills for making and implementing reasonable personnel decisions in a dynamic 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 competence in the effective application of the principles of human resources management to ensure the effective functioning and development of organizations of various activities and organizational and legal forms. Keywords: organizational behaviour, information systems and technologies in	

personnel management, innovative development of the enterprise and employees, project management, contract law, personnel audit, cross-cultural interaction
<i>Programme features</i>
Combining theoretical training of students, practice in HR departments of organizations and/or recruiting companies with research work (including writing scientific articles).
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: 1314 Director (Manager) of a Small Trading Company 1232 Director of Human Resources and Welfare 1475.4 Manager of Administrative Activities 1477.1 Human Resources Manager (HR Manager) 1477.1 Personnel Manager 1496 Social and Corporate Responsibility Manager 1232 Head of Personnel Department 1232 Head of Training Department 2412.1 Professionalologist 2412.2 Career Advisor 2412.2 Personnel Development Specialist 2412.2 Professional Qualification Evaluator 2419.3 Personnel and Civil Service Specialist. Professions, professional titles of works according to the current edition of International Standard Classification of Occupations 2008 (ISCO-08): 1120 Managing Directors and Chief Executives 1212 Human Resource Managers 1213 Policy and Planning Managers 2412 Personnel and Careers Professionals 2422 Policy Administration Professionals 2424 Training and Staff Development Professionals. Under the conditions of gaining relevant experience one can adapt to the following areas of related professional activities: economic, marketing, foreign economic, educational, 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
<i>Teaching and learning</i>

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 qualifying paper

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 of a person to solve complex tasks and problems *in the field of HR-management* or in the learning process, which involves research and/or implementation of innovations and is characterized by uncertainty of 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.

Special (professional, subject) competencies

SC1	Ability to select and use management concepts, methods and tools in accordance with defined objectives and international standards;
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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 assess the innovation and human resource potential of an organization, diagnose prerequisites for implementing organizational changes, and apply modern information systems and HR management technologies within organizations;</i>
SC12	<i>Ability to initiate, develop, implement, and evaluate projects aimed at social and inclusive development of both the organization and its employees, fostering their emotional intelligence and professionalism through principles of crisis management psychology;</i>
SC13	<i>Ability to formulate objectives and define types of HR audits, analyze their structure and functions; conduct analytical processing of HR data and assess the effectiveness of human resource management systems within the organization;</i>
SC14	<i>Ability to coordinate the interests of participants in corporate relations, resolve issues related to the distribution of competencies among corporate governance bodies in joint-stock companies, make management decisions concerning corporate social responsibility from the perspective of stakeholder interaction, and apply diverse methodological approaches to evaluating the effectiveness and quality of corporate governance in companies.</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;
3	Design effective management systems for organizations;
4	Substantiate and manage projects, generate business ideas;

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

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>Ability to analyze global market changes, European integration processes, and prospects for cooperation with foreign partners based on cross-cultural interaction and the ethics of international relations.</i>
15	<i>Ability to initiate, develop, implement, and evaluate the projected effectiveness of HR projects and programs related to employer brand management, professional development, career management, talent engagement, and social partnership.</i>
16	<i>Ability to prepare audit reports based on assessments of the company's human resource potential, identify behavioral indicators of effectiveness across various personnel categories using methods from crisis psychology and social monitoring.</i>
17	<i>Ability to apply the principles and rules of corporate governance, resolve corporate conflicts, make managerial decisions grounded in corporate social responsibility, and assess the effectiveness and quality of corporate governance within the company.</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.

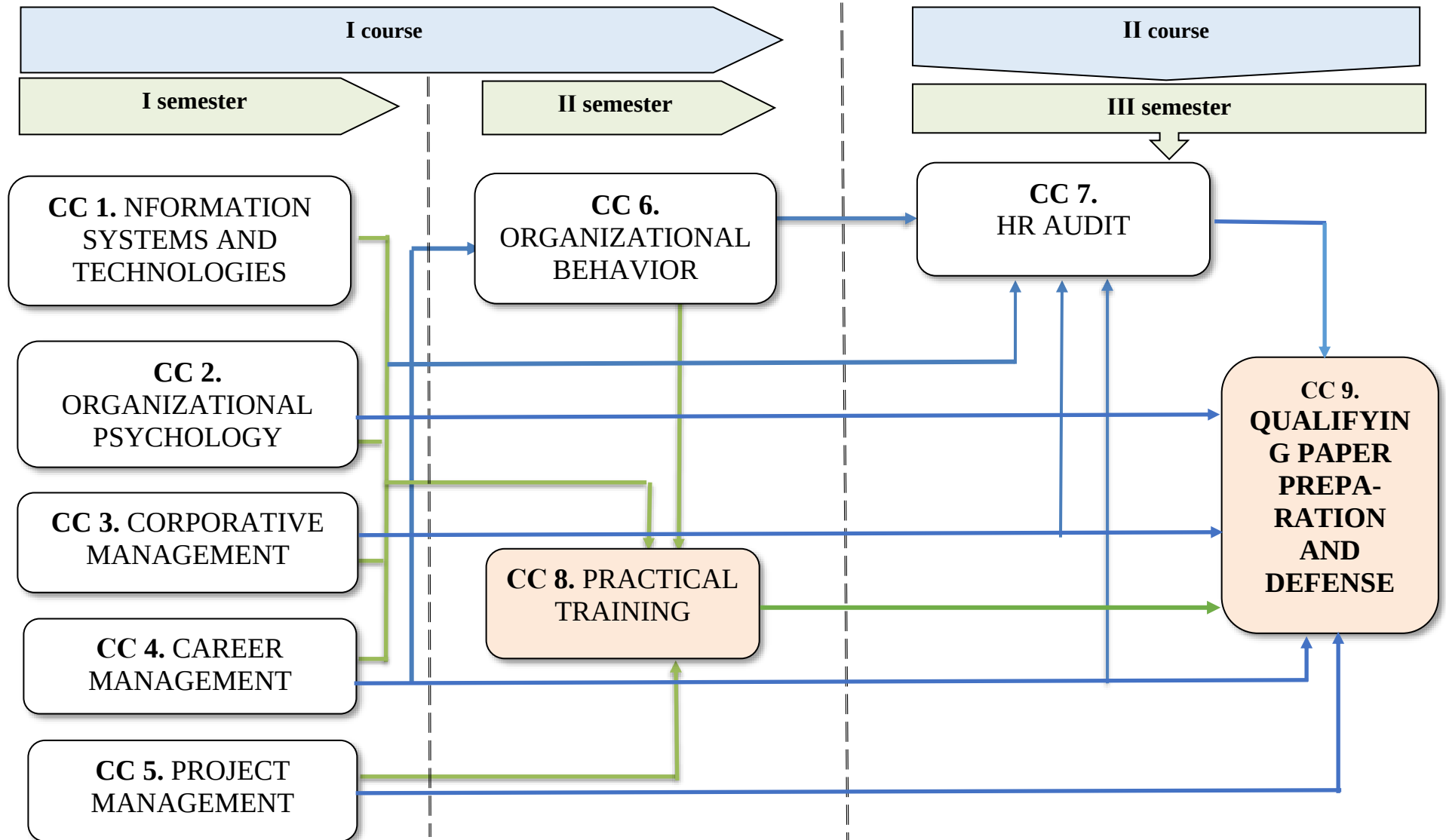
3.2. LIST OF COMPONENTS OF THE EDUCATIONAL PROGRAMME AND THEIR LOGICAL SEQUENCE

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	Information systems and technologies in management	6	Examination
CC 2	Organizational psychology	6	Examination
CC 3	Corporative management	6	Examination
CC 4	Career management	6	Examination
CC 5	Project management	6	Examination
CC 6	Organizational behavior	9	Examination
CC 7	HR audit	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.	Administrative management	6
EC 2.	Brand management	6
EC 3.	Contract law	6
EC 4.	Creative management	6
EC 5.	Social management	6
EC 6.	Change management	6