

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

УХВАЛЕНО  
Рішенням вченої ради  
Харківського національного  
економічного університету  
імені Семена Кузнеця  
від 23.05.2023 р. протокол № 6

ВВЕДЕНО В ДІЮ  
Наказом ректора Харківського  
національного економічного університету  
імені Семена Кузнеця  
від 23.05.2023 р. № 144



Володимир ПОНОМАРЕНКО

**ОСВІТНЬО-ПРОФЕСІЙНА ПРОГРАМА  
«БІЗНЕС-АДМІНІСТРУВАННЯ»**

<b>РІВЕНЬ ВИЩОЇ ОСВІТИ</b>	Другий (магістерський)
<b>СТУПІНЬ ВИЩОЇ ОСВІТИ</b>	Магістр
<b>ГАЛУЗЬ ЗНАНЬ</b>	07 Управління та адміністрування
<b>СПЕЦІАЛЬНІСТЬ</b>	073 Менеджмент

Харків, 2023

## THE PREAMBLE

Working group of the educational and professional program "Business Administration":

Chmutova Iryna Mykolaivna, Doctor of Economic Sciences, Professor, Professor of the Department of Management and Business

Vasylyk Serhiy Kostiantynovych, associate professor of the Department of Management and Business, candidate of economic sciences, associate professor.

Andriychenko Zhanna Olehivna, associate professor of the department of management and business, candidate of economic sciences, associate professor.

Omarov Elmin Shahin ugly, a graduate of the educational program.

Yurov Vyacheslav, executive director of Megapolis holding Advertising.

Considered at the meeting of the department of management and business, protocol No. 9,

dated February 8, 2023.

Reviewed by the Academic Council of the Faculty of Management and Marketing, protocol No. 7,

dated February 13, 2023.

OP updated on the basis of:

1. Legislative and regulatory acts: Laws of Ukraine "On Education", "On Higher Education", National Framework of Qualifications, National Classifier of Ukraine DK 003:2010.

2. Standard of higher education in specialty 073 Management of the second

(master's) level, approved and put into effect by the order of the Ministry of Education and Culture of Ukraine dated July 10, 2019 No. 959.

3. Analysis of the labor market, taking into account the regional context.

4. Study of domestic and foreign experience.

5. Employers' proposals.

Reviews of external stakeholders (attached).

## I. GENERAL CHARACTERISTICS

<b>Level of higher education</b>	Second (master's) level
<b>Degree of higher education</b>	Master's degree
<b>Fields of knowledge</b>	07 Management and administration
<b>Specialties</b>	073 Management
<b>Educational program (Ukrainian and in English)</b>	Business administration / Business administration
<b>Forms of obtaining education, the scope of the educational program in ECTS credits and terms of study</b>	Full-time (full-time) form – 90 credits, 1 year 4 months; correspondence form - 90 credits, 1 year 4 months
<b>Availability of accreditation</b>	Certificate of accreditation for specialty 073 Management UD Series No. 21011807 dated July 3, 2017. The certificate is valid until July 1, 2027.
<b>Language(s) of instruction / assessment</b>	Ukrainian, English
<b>Structural unit responsible for OP</b>	Department of management and business
<b>Enrollment requirements</b>	In order to successfully master the master's educational program, the applicant must have a higher education of the first (bachelor's) level or second (master's) level or the educational and qualification level of a specialist and the ability to master knowledge, skills and abilities in the field management and administration majoring in management. The rules and terms of admission are posted on the website of the Khnei University named after S. Kuznets <a href="https://www.hneu.edu.ua/normatyvnidokumenty/">via the linkhttps://www.hneu.edu.ua/normatyvnidokumenty/</a>
<b>Restrictions on forms teaching</b>	Missing
<b>Educational qualification</b>	Master of Management
<b>Qualification in diploma</b>	Degree of higher education - Master's degree Specialty - 073 Management Educational program - Business administration
<b>The purpose of the educational program</b>	Training of highly qualified specialists in management and business administration who, based on a combination of fundamental knowledge, abilities, skills, communication, are able to solve complex complex problems, coordinate the functions of managing operations, business processes, finance, marketing, personnel to achieve business goals, use and create innovative management toolkit, conduct research and make decisions in conditions of uncertainty.

<p><b>Focus and features (uniqueness) of the program</b></p>	<p>Oriented on formation and development professional competencies regarding the application and creation of complex management technologies and the use of a risk-oriented approach to business management.  Keywords: administration, management, business, business processes, organization.  Special feature: taught in Ukrainian and English, provides opportunities for academic mobility under the joint Polish-Ukrainian master's program "Two diplomas" 2D with the specialization "Business administration" with the Higher School of Occupational Health and Safety Management (Poland)</p>
<p><b>Description of the subject area</b></p>	<p>Object of study:management of organizations and their units.  Learning goals:training of specialists capable of identifying and solve 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.</p> <p>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.</p> <p>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 modeling, decision tree, etc.).  Tools and equipment: modern information and communication equipment, information systems and software products used in management</p>
<p><b>Academic mobility</b></p>	<p>Joint Polish-Ukrainian master's program "Two diplomas" 2D in the specialization "Business administration" with the Higher School of Occupational Health and Safety Management (Poland)</p>
<p><b>Academic rights</b></p>	<p>They have the right to continue their studies at the third (educational and scientific) level of higher education - doctor of philosophy.  Acquisition of additional qualifications in the postgraduate education system.</p>
<p><b>Professional rights</b></p>	<p>Graduates educational and professional programs "Business-administration" can successfully work at enterprises, organizations, institutions of any economic sectors and organizational and legal forms, state administration bodies, institutions of higher education, research organizations, and be self-employed entrepreneurs.</p>

<b>Employment graduates</b>	<p>Specialists according to the current edition of the National Classifier of Ukraine: Classifier of Professions (DK 003:2010), namely:</p> <p>121 Heads of enterprises, institutions and organizations  122 Heads of production units  123 Heads of functional divisions  131 Managers of small enterprises without a management apparatus  14 Managers (managers) of enterprises, institutions, organizations and their divisions  2414 Professionals in matters of financial and economic security of enterprises, institutions and organizations  2419.2 Professionals in the field of marketing, efficiency economic activity, rationalization production, intellectual property and innovation activity  2441 Professionals in the field of economics  2447.2 Project and program management professionals  3436.1 Assistant managers of enterprises, institutions and organizations  3436.2 Assistant managers of production and other main divisions</p>
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## II - LIST OF COMPETENCES OF THE GRADUATE

<b>Integral competence</b>	The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements
<b>General competence</b>	<p>ZK1. Ability to conduct research at the appropriate level;  ZK2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);  ZK3. Skills in using information and communication technologies;  ZK4. Ability to motivate people and move towards a common goal;  ZK5. Ability to act on the basis of ethical considerations (motives);  ZK6. Ability to generate new ideas (creativity);  ZK7. Ability to abstract thinking, analysis and synthesis</p>
<b>Special (professional, substantive) competence</b>	<p>SK1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;  SK2. 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;  SK3. Ability to self-development, lifelong learning and effective self-management;  SK4. Ability to effectively use and develop the organization's resources;  SK5. Ability to create and organize effective communications in the management process;  SK6. The ability to form leadership qualities and demonstrate them in the process of managing people;  SK7. Ability to develop projects, manage them, show initiative and entrepreneurship;  SK8. Ability to use psychological technologies for working with personnel.  SK9. Ability to analyze and structure organizational problems, make effective management decisions and ensure them</p>

	<p>implementation;</p> <p>SK10. Ability to manage the organization and its development. SK11. Ability to substantiate management decisions based on quantitative and qualitative risk assessment</p> <p>SK12. The ability to develop and apply methods and technologies of complex management of the organization</p>
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In order to ensure the correlation of the defined competencies with the classification of competences of the NRC, the correspondence matrix of the determined competencies and descriptors of the NRC is used, which is an informational appendix (**Table 1 of the explanatory note**).

### **III – NORMATIVE CONTENT OF THE TRAINING OF HIGHER GRADUATE GRADUATE EDUCATION FORMULATED IN TERMS OF RESULTS TRAINING IN THE SPECIALTY 073 "MANAGEMENT"**

- PH1. Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;
- PH2. Identify problems in the organization and justify the methods of solving them;
- PH3. Design effective management systems of organizations; PH4. Justify and manage projects, generate business ideas;
- PH5. Plan the activities of the organization in strategic and tactical sections;
- PH6. 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;
- PH7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context
- PH8. Apply specialized software and information systems to solve organizational management problems;
- PH9. Be able to communicate in professional and scientific circles in national and foreign languages;
- PH10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;
- PH11. To ensure personal professional development and planning of own time.
- PH12. Be able to delegate authority and management of the organization (subdivision);
- PH13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).
- PH14. Apply and create complex management technologies, methods and tools for effective and efficient business management in risk conditions.

## IV. STRUCTURE OF THE MASTER'S EDUCATION PROGRAM

### 4.1. PROGRAM STRUCTURE AND EDUCATIONAL COMPONENTS

No	Educational components (academic disciplines, course projects (works), practices, qualification work)	ECTC loans	Structure, %
<b>GENERAL TRAINING CYCLE</b>			
1	<i>MANDATORY EDUCATIONAL COMPONENTS</i>	10	11%
2	<i>ELECTIVE EDUCATIONAL COMPONENTS</i>	10	11%
<b>VOCATIONAL TRAINING CYCLE</b>			
3	<i>MANDATORY EDUCATIONAL COMPONENTS</i>	55	61%
4	<i>ELECTIVE EDUCATIONAL COMPONENTS</i>	15	17%
<b>THE TOTAL NUMBER OF :</b>		<b>90</b>	<b>100%</b>
<i>including: selective component</i>		25	28%

The code is OK	Educational components (educational disciplines, course projects (works), practices, qualification work)	ECTC loans	Forms final control
<b>GENERAL TRAINING CYCLE</b>			
<i>MANDATORY EDUCATIONAL COMPONENTS</i>			
<b>OK1</b>	MANAGEMENT OF ORGANIZATIONS	5	Test
<b>OK2</b>	CRITICAL THINKING AND FOUNDATIONS SCIENTIFIC WRITING	5	Test
<i>ELECTIVE EDUCATIONAL COMPONENTS</i>			
<b>VK1</b>	MAG-MINOR	5	Test
<b>VK2</b>	MAG-MINOR	5	Test
<b>VOCATIONAL TRAINING CYCLE</b>			
<i>MANDATORY EDUCATIONAL COMPONENTS</i>			
<b>OK3</b>	RISK MANAGEMENT	5	Exam
<b>OK4</b>	TECHNOLOGY MANAGEMENT DEVELOPMENT BUSINESS	5	Test
<b>OK5</b>	MANAGEMENT STAFF AND ORGANIZATIONAL BEHAVIOR	4	Test
<b>OK6</b>	TECHNOLOGY ANALYSIS AND PLANNING BUSINESS	5	Exam
<b>OK7</b>	BUSINESS FINANCE MANAGEMENT	5	Exam
<b>OK8</b>	COURSE WORK: BUSINESS DEVELOPMENT MANAGEMENT TECHNOLOGY	1	Course work

<b>OK9</b>	COMPLEX TRAINING	3	Report
<b>OK10</b>	PRE-DIPLOMA PRACTICE	12	Report
<b>OK11</b>	GRADUATE WORK	15	Graduate work
<i>ELECTIVE EDUCATIONAL COMPONENTS</i>			
<b>VK3</b>	MAJOR 1	5	Exam
<b>VK4</b>	MAJOR 2	5	Exam
<b>VK5</b>	MAJOR 3	5	Exam

#### **4.1.ELECTIVE COMPONENT OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM**

Elective component of the curriculum of the second (master's) level of higher education. S. Kuznets dated 31.08.2020 No. 141 consists of: mag-minors and majors.

The scope of the discipline is a minoris 5 ECTS credits. Form of the final control there is a balance. The total scope of the MA minor disciplines is 10 ECTS credits.

Mag-minor is the conventional name of optional disciplines from the general list of the University (university-wide pool) for the master's level of education. Master's minor disciplines are mandatory for students to choose and are included in the total amount of ECTS credits for the educational and professional program of master's training.

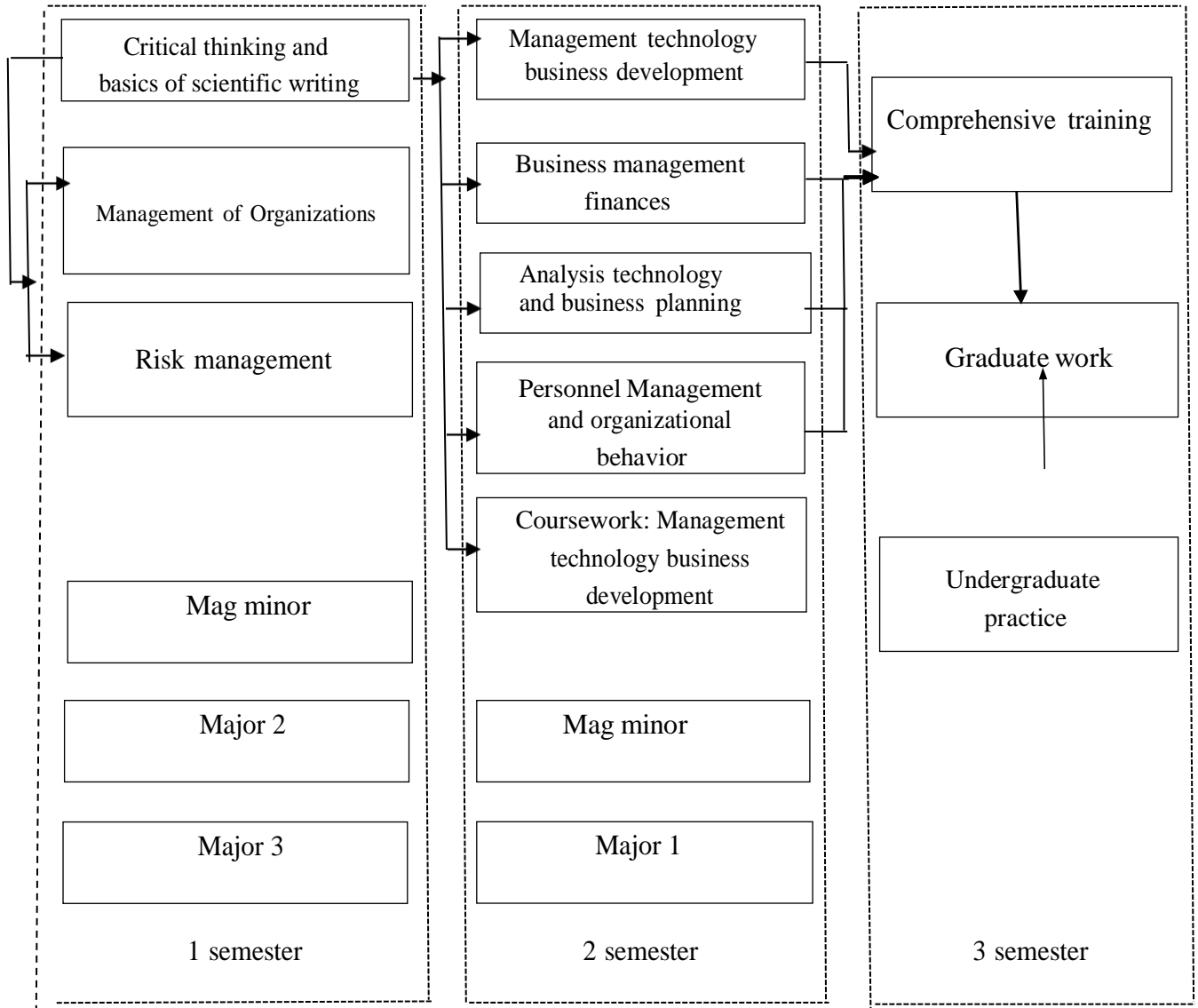
The idea of the Mag-minor disciplines is that master's students can freely choose disciplines that reflect their interests and plans for future employment. All faculties and departments of the university can take part in the Mag-minor. The student's individual plan will be formed from the best academic disciplines in his opinion.

Major disciplines are mandatory for students to choose and are included in the total amount of ECTS credits for the master's training program. Majors are separate specialized educational disciplines of the educational and professional master's training program, which the student chooses from the pool of the educational program.

The scope of the Major discipline is 5 ECTS credits. The form of final control is an exam. The total volume of major disciplines is 15 ECTS credits.



## 4.2. STRUCTURAL AND LOGICAL SCHEME OF THE TRAINING OF HIGHER EDUCATION ACQUIRE



## V. FORMS OF CERTIFICATION OF HIGHER EDUCATION ACQUIRES

<p><b>Attestation forms students of higher education</b></p>	<p>Attestation in the specialty is carried out in the form of public defense of the qualification work in the specialty 073 Management of the educational program Business administration (full-time and extramural forms of study) Students who have fulfilled all the requirements of the educational and professional program and the curriculum are admitted to the attestation.</p>
<p><b>Requirements to qualification work</b></p>	<p>Semyon Kuznets Kharkiv National University of Economics develops and approves:  regulations on the examination commission (EC);  the procedure for checking qualifying diploma master's theses for plagiarism;  norms of uniqueness of the texts of qualification diploma theses.  Attestation of persons obtaining a master's degree is carried out by the EC, which may include representatives of employers and their associations.  Attestation is carried out openly and publicly.  A qualifying master's thesis is allowed to be defended before the EC, provided that the level of its uniqueness (originality) corresponds to the standard officially approved by the Semyon Kuznets Kharkiv National University of Economics.  Requirements for the final qualification work:  A qualifying master's thesis is a student's educational and scientific work, which is performed at the final stage of obtaining a master's degree in management in order to establish the compliance of the learning results (competencies) obtained by higher education applicants with the requirements of higher education standards. It is a qualification document on the basis of which the EC determines the level of theoretical training of the graduate, his readiness for independent work in the field and makes a decision on assigning the appropriate qualification and issuing a diploma.  The qualifying master's thesis is a tool for consolidating and demonstrating the general and special competences formed during training in accordance with the profile of the chosen specialty. 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. For publication and public familiarization with the content of qualification theses and prevention of academic plagiarism, diploma theses must be posted on the official website of Semyon Kuznets Kharkiv National University of Economics.</p>
<p><b>Requirements for public protection</b></p>	<p>In the process of public defense, a candidate for the award of a master's degree must demonstrate the ability to clearly and confidently present the content of the conducted research, reasonably answer questions and lead a discussion.  The student's report must be accompanied by presentation materials and an explanatory note intended for public viewing. The examination commission's decision to award a master's degree in management and issue a master's degree based on the results of the final attestation of students is announced after the minutes of the examination commission's meetings are drawn up in the established order.</p>

## VI. REQUIREMENTS FOR THE PRESENCE OF AN INTERNAL SYSTEM QUALITY ASSURANCE OF HIGHER EDUCATION

The requirements for the internal quality assurance system at the University are developed on the basis of European standards and recommendations for quality assurance of higher education (ESG), Article 16 of the Law of Ukraine "On Higher Education", Standard of Higher Education in the specialty 073 "Management".

<p><b>Policy regarding quality assurance higher education</b></p>	<p>The main principles of internal quality assurance of education at the KHNEU named after S. Kuznets: responsibility; compliance; adequacy; autonomy; measurability; academic culture; openness</p> <p>The main procedures for internal quality assurance of education at Khnei National University named after S. Kuznets: formalization of quality policy, strategic goals, tasks of continuous quality improvement; ensuring publicity of information about educational programs, degrees of higher education and qualifications; ensuring compliance with academic integrity by employees of higher education institutions and students of higher education; preparation and conduct of marketing-monitoring and social-psychological studies to determine the needs of the labor market, the requirements of higher education stakeholders, the quality of the provision of educational services and satisfaction with the quality of educational activities and the quality of education; involvement of higher education stakeholders (higher education students, employers, representatives of the academic community, etc.) before making decisions in the areas of internal quality assurance; external evaluation of the quality of activity of KhNEU named after S. Kuznets based on the results of participation in national and international rankings of higher educational institutions, fulfillment of Licensing requirements, accreditation.</p> <p>Directions: development, approval, monitoring and periodic review of educational programs; ensuring professional development of pedagogical, scientific and scientific-pedagogical workers; ensuring student-centered learning, teaching and assessment of higher education applicants; ensuring availability necessary resources for the organization of process; educational provision of information systems for effective management of the educational process.</p>
<p><b>Quality assurance development, approval, monitoring, viewing and educational updates programs</b></p>	<p>Monitoring and periodic review of educational programs is carried out in accordance with the current regulations at Khnei National University named after S. Kuznetsa.</p> <p>The review of educational programs is carried out on the basis of the analysis of meeting the educational needs of those seeking higher education: the possibility of building an individual learning trajectory, observing academic freedoms in the educational process, satisfaction with the quality of the educational program, etc.; employers: quality of formation of general and professional competences, actual and social skills (soft skills); other stakeholders.</p> <p>To review educational programs, the following are used: online survey, focus group research, document analysis, situation analysis, by group in accordance with the requirements for the structure and content of the educational program.</p>

	<p>Periodicity of revision of educational programs is carried out: a) annually according to the results of monitoring; b) after completion of the educational program by higher education students, c) in the event of a change in the legislative and regulatory framework.</p>
<p><b>Software enrollment, achievement, recognition and certification acquirers</b></p>	<p>Evaluation of higher education applicants is consistent, transparent and is conducted in accordance with the procedures established by the University in accordance with regulations.</p> <p>The annual assessment of education seekers is carried out in accordance with the forms of control determined by the educational program; the procedure for evaluating the results of training, which is highlighted in the work programs of educational disciplines, work plans (technological maps) of educational disciplines, syllabi of educational disciplines; accounting of learning results, which is conducted using the information environment of the Personal Learning System (PNS) of the University. Evaluation of higher education applicants is carried out on the basis of a 100-point accumulative point-rating system.</p>
<p><b>Quality assurance student-centered teaching, teaching and assessment</b></p>	<p>The planning, distribution and provision of educational resources and provision of support for higher education students take into account their needs and the principles of student-centered learning.</p> <p>Internal quality assurance of higher education ensures that all necessary resources meet the learning objectives, are publicly available, and higher education seekers are informed of their availability.</p>
<p><b>Quality assurance scientifically-pedagogical employees</b></p>	<p>Annual rating assessment activity scientifically- of pedagogical workers, departments and faculties of the University is carried out through the use of mechanisms for evaluation and self- evaluation of the effectiveness of scientific and pedagogical activity, its focus on the priorities of the development of the national system of higher education, the development strategy of the University, personal professional development of scientific and pedagogical workers. The results of the rating evaluation are summarized based on the results of activities achieved during the calendar year. The results of the annual evaluation of scientific and pedagogical workers, departments and faculties are announced at the meeting of the academic council of the University.</p>
<p><b>Resourceful software educational process (educational resources and support of acquirers higher education)</b></p>	<p>The institution of higher education provides the educational process with the necessary and available resources (personnel, methodical, material, informational, etc.) and provides appropriate support to students of higher education.</p> <p>Organizational and methodical support independent work students of higher education consists in the development of methodical, didactic, instructional materials, providing the opportunity to form, consolidate, deepen and systematize the knowledge and skills acquired during classroom classes, to carry out self-training and self-monitoring of the mastery of the educational and professional program and is implemented through the Personal Educational System of Khnei National University named after S. Kuznetsa.</p>
<p><b>Informational software (informative management)</b></p>	<p>In order to manage the educational process, an effective policy in the field of information management and a corresponding integrated information system for managing the educational process have been developed. This system provides automation of basic functions</p>

	<p>management of the educational process, in particular: ensuring the introduction campaign, planning and organization of the educational process access to educational resources; accounting and analysis of success of higher education applicants; administration of the main and auxiliary processes of providing educational activities; personnel management, etc.</p>
<p><b>Publicity information about educational programs, educational, scientific activity</b></p>	<p>Reliable, objective, up-to-date, timely and easily accessible information on the educational and professional program is published on the website of KhNEU. S. Kuznets, including programs for potential students of higher education, graduates, other stakeholders and the public. Information about educational activities in a specialty, including selection criteria for studies, is public; planned learning outcomes under this program; learning, teaching and assessment procedures used.</p>
<p><b>Software academic integrity</b></p>	<p>Ensuring the prevention and detection of academic plagiarism in the scientific works of employees of the higher education institution and students of higher education is implemented through the policy, standards and procedures of compliance with academic integrity, regulated by such documents of KhNEU named after S. Kuznets: Code of academic integrity; Code of professional ethics and organizational culture of employees and students of higher education of Khnei National University named after S. Kuznets; Regulations on the Commission on Academic Integrity of Khnei National University named after S. Kuznetsa.</p> <p>The verification of scientific works of scientific and pedagogical workers of the University and students of higher education is carried out with the help of Internet services based on open Internet resources and the StrikePlagiarism.com system, which operates on the basis of the License Agreement on granting the right to use anti-plagiarism software.</p>

## Explanatory note

Matrix compliance with those defined by the Standard (by available) of competencies to the NQF descriptors and the correspondence matrix of the learning outcomes and competencies defined by the Standard are presented in Tables 1 and 2.

Table 1

### Correspondence matrix of defined competences to NRK descriptors

Classification competences according to the NRC	Knowledge	Skill	Communication	Autonomy and responsibility
	<p><b>3H1.</b>Specialized conceptual knowledge acquired from the learning process and/or professional activities at the level of the latest achievements, which are the basis for the original thought and innovation activities, close to research work</p> <p><b>3H2.</b>Critical understanding of problems in education and/or professional activities and on interdisciplinary industries</p>	<p><b>UM1.</b> The solution of complex tasks and problems that need update and integration of knowledge, often in terms of incomplete/insufficient information and conflicting requirements</p> <p><b>UM2.</b>Proceedings of research and/or innovative activity</p>	<p><b>K1.</b>It is clear and unambiguous delivering their own conclusions, as well as knowledge and explanations, that their specialists and non-specialists, in particular to persons who are studying foreign languages in professional activity</p> <p><b>K2.</b>Using foreign languages in professional activity</p>	<p><b>AB1.</b>Decision-making in complex and unpredictable conditions that require application of new approaches and prognostication</p> <p><b>AB2.</b>Responsibility for professional development knowledge and practices, assessment of strategic development teams</p> <p><b>AB3.</b>Ability to further education, which is largely autonomous and independent</p>
General competences				
ZK1. Ability to conduct research at the appropriate level;	3H2	UM1, UM2	K1, K2	AB3
ZK2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/species economic activity);			K1, K2	
ZK3. Skills of using information and communication technologies;		UM1, UM2	K1	AB1
ZK4. Ability to motivate people and move towards a common goal;		UM1	K1	AB1, AB2
ZK5. Ability to act on the basis of ethical considerations (motives);			K1	AB2
ZK6. Ability to generate new ideas (creativity);		UM1		AB3
ZK7. Ability to abstract thinking, analysis and synthesis	3H1, 3H2	UM1		

Special (professional) competences				
SK1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;	3H2	UM1		
SK2. Ability to establish values, vision, mission, goals and criteria by which organization determines develop and implement further directions of development relevant strategies and plans;			K2	
SK3. Ability to self-development, training during life and effective self-management;			K2	
SK4. Ability to effective use and development of resources organizations;		UM1		
SK5. Ability to create and organize effective communications in the process management;	3H2		K2	
SK6. The ability to form leadership qualities and demonstrate them in the process of managing people;				
SK7. Ability to develop projects, manage them, show initiative and entrepreneurship;	3H1	UM1		
SK8. Ability use psychological technologies of working with personnel.		UM1		
SK9. Ability to analyze and structure problems organization, accept effective management solutions and ensure their implementation;	3H2	UM1	K1	AB1, AB3
SK10. Ability to management of the organization and its development.	3H1	UM1, UM2	K1	AB1
SK11. Ability justify management decisions based on quantitative and qualitative risk assessment	3H2	UM1		AB1
SK12. The ability to develop and apply methods and technologies of complex management of the organization	3H1, 3H2	UM2	K1	

## Correspondence matrix of defined learning outcomes, competencies and educational components

Table 2

Program results teaching	General competences							Special (professional) competences											
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12
PH1. Critically make sense of choose and use necessary scientific, methodical and analytical toolkit for management in unpredictable conditions;	OK2 OK3 OK4 OK7 OK8 OK11					OK2	OK2 OK6	OK3 OK4 OK7 OK8 OK11		OK2						OK3 OK4 OK7 OK8 OK11		OK3	
PH2. Identify problems in the organization and justify the methods of solving them;	OK11		OK3 OK4 OK7				OK2		OK3 OK4 OK7							OK6 OK11	OK4		OK11
PH3. Design effective systems management organizations;	OK1 OK4 OK11		OK11					OK1				OK4				OK9			
PH4. Justify and manage projects, generate business ideas;				OK4 OK5										OK4 OK9					
PH5. Plan activity organizations in strategic and tactical sections;									OK3 OK4 OK6 OK7							OK6			OK6
PH6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable situations, given the requirements valid legislation, ethical consideration and social responsibility;						OK3 OK4 OK7 OK8		OK1 OK3 OK4 OK7								OK3 OK4 OK7 OK8		OK3	
PH7. Organize and carry out effective communication within team, with representatives different professional groups and in an international context;		OK1 OK10			OK5							OK5			OK5				
PH8. Apply			OK6									OK5							







specialized software and informative systems for solving organizational management problems;			OK11															
PH9. To be able to communicate in professional and scientific circles in national and foreign languages		OK10			OK2 OK5 OK11				OK10									
PH10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;											OK1 OK5		OK5					
PH11. To ensure personal professional development and planning of own time.									OK1 OK11									
PH12. Be able delegate authority and leadership organization (subdivision);		OK5		OK1							OK1		OK1	OK5		OK1		
PH13. Be able plan and carry out informative, methodical, material, financial and personnel software organizations (subdivision).	d		OK5	OK5		OK5 OK6		OK4						OK5	OK6 OK7	OK11		
PH14. Apply and create complex management technologies, methods and tools for effective and efficient business management in risk conditions.	OK4							OK1			OK7						OK1 OK3 OK6	OK2 OK3 OK4 OK6 OK7 OK8

**Guarantor OP**

*(signed)*

**Iryna Chmutova**

**ЛИСТ ПОГОДЖЕННЯ**  
**Освітньо-професійної програми «Бізнес-адміністрування»**

<b>Назва структурного / функціонального підрозділу / посадова особа</b>	<b>Підпис</b>
1. Навчально-методичний відділ	
2. Відділ забезпечення якості освіти	
3. Завідувач випускової кафедри	
4. Проректор з навчально-методичної роботи	

## РЕЦЕНЗІЯ

на освітньо-професійну програму «Бізнес-адміністрування»  
за спеціальністю 073 «Менеджмент»  
другого (магістерського) рівня вищої освіти

Одним із пріоритетів Національної економічної стратегії на період до 2030 року є інноваційне випереджальне економічне зростання та реалізація принципу економічної свободи, що актуалізує підготовку кваліфікованих спеціалістів, здатних ідентифікувати та розв'язувати складні проблеми і завдання у сфері управління суб'єктами економіки в умовах невизначеності та застосовувати і продукувати інноваційні інструменти і технології менеджменту.

Представлена освітньо-наукова програма «Бізнес-адміністрування», що реалізується Харківським національним економічним університетом імені Семена Кузнеця, відповідає Стандарту вищої освіти за спеціальністю 073 «Менеджмент» галузі знань 07 «Управління та адміністрування» для другого (магістерського) рівня вищої освіти та враховує динамічні процеси у економічному управлінні та у освітній сфері, а також вимоги ринку праці.

Освітньо-професійна програма визначає основи підготовки магістрів менеджменту, її мету, програмні компетентності та результати навчання, освітні компоненти, містить структурно-логічну схему підготовки здобувачів, форму їх атестації, вимоги до наявності системи внутрішнього забезпечення якості вищої освіти.

Реалізація освітньо-професійної програми «Бізнес-адміністрування» дозволяє здобувачам вищої освіти набути інтегральну компетентність, загальні та фахові компетентності, необхідні для успішної діяльності сучасних менеджерів. Включені до навчального плану дисципліни повністю відповідають вимогам до підготовки високопрофесійних магістрів менеджменту, здатних не лише застосовувати існуючий інструментарій, а й розробляти новий відповідно до тенденцій трансформації бізнес-середовища.

У контексті необхідності навчання впродовж життя для відповідності сучасним змінам і потребам позитивної оцінки заслуговує можливість формування індивідуальної освітньої траєкторії навчання за рахунок наявності вибіркової складової. Враховуючи, що згідно з дослідженнями Організації економічного співробітництва та розвитку «Освіта 2030» майбутні фахівці повинні творчо мислити, розробляти нові продукти та послуги, методи, процеси,

бізнес-моделі, важливою особливістю освітньо-професійної програми є зв'язок із пошуковою, дослідницькою роботою, а також розвиток soft skills.

Разом із доцільністю введення до освітньо-наукової програми дисципліни «Критичне мислення та основи наукового письма», що сприятиме формуванню у здобувачів зазначених вище компетентностей, перерозподіл аудиторних годин на користь збільшення лабораторних занять надасть можливість здобувачам більшою мірою застосовувати необхідні для опанування означеної дисципліни інформаційні технології.

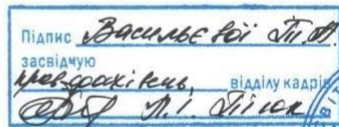
В цілому освітньо-наукова програма «Бізнес-адміністрування» другого (магістерського) рівня вищої освіти спеціальності 073 «Менеджмент» галузі знань 07 «Управління та адміністрування» відповідає сучасним тенденціям розвитку освітньої діяльності, є перспективною для ринку праці, що дозволяє рекомендувати її до використання у Харківському національному економічному університеті імені Семена Кузнеця для підготовки здобувачів вищої освіти.

Рецензент:

д.е.н., професор,  
директор Навчально-наукового інституту  
бізнесу, економіки та менеджменту  
Сумського державного університету



Т. А. Васильєва



## РЕЦЕНЗІЯ

на освітньо-професійну програму «Бізнес-адміністрування»  
за спеціальністю 073 «Менеджмент»  
другого (магістерського) рівня вищої освіти

Представлена освітньо-професійна програма «Бізнес-адміністрування» реалізується Харківським національним економічним університетом імені Семена Кузнеця з урахуванням потреб ринку праці та тенденції розвитку спеціальності. За даними Харківського обласного центру зайнятості, кількість вакансій керівників вищого рівня та менеджерів (управителів) зросла за січень-березень 2021 р. та склала 1040 од. Згідно з прогнозами Європейського центру розвитку професійної освіти «Прогноз навичок: тенденції та виклики до 2030 року», відбуватиметься скорочення службових обов'язків, пов'язаних із фізичною працею, і зростання інтелектуальних завдань, що призведе до збільшення кількості робочих місць у таких сферах як управління, а також професій, що потребують розумової праці. Такі тенденції свідчать про затребуваність високопрофесійних фахівців, здатних використовувати та розробляти сучасні управлінські методи та інструменти для прийняття рішень в умовах слабкої передбачуваності та неповної інформації.

Освітньо-професійна програма включає: загальну характеристику програми, у тому числі мету, унікальність, академічну мобільність, придатність випускників до працевлаштування та подальшого навчання; програмні компетентності та матрицю їх відповідності дескрипторам НРК; результати навчання; перелік компонент освітньо-професійної програми та опис вибіркової складової; структурно-логічну схему підготовки здобувачів вищої освіти; форми атестації; вимоги до наявності системи внутрішнього забезпечення якості вищої освіти, зокрема забезпечення якості студентоцентрованого навчання, викладання та оцінювання, забезпечення якості науково-педагогічних працівників, забезпечення академічної доброчесності.

Освітньо-професійна програма складена логічно, заявлені дисципліни відповідають цілям, завданням, програмним результатам навчання та забезпечують формування визначених компетентностей.

Серед основних переваг програми слід відзначити її реалізацію українською та англійською мовами, що підвищує конкурентоспроможність випускників на ринку праці, а також наявність дисциплін, спрямованих на розвиток критичного мислення та опанування технологій прийняття рішень, оскільки, згідно з дослідженням «The Future Skills – Employment in 2030», ключовими навичками майбутнього будуть генерування ідей, прийняття

рішень, оригінальність, активне навчання, комплексне розв'язання проблем, критичне мислення, системний аналіз, дедуктивне мислення.

Представлена освітньо-професійна програма «Бізнес-адміністрування» другого (магістерського) рівня вищої освіти спеціальності 073 «Менеджмент» галузі знань 07 «Управління та адміністрування» відповідає Закону України «Про вищу освіту», Національній рамці кваліфікацій, Стандарту вищої освіти за спеціальністю 073 «Менеджмент», забезпечує комплексний підхід до підготовки фахівців та рекомендується до використання для підготовки здобувачів вищої освіти у Харківському національному економічному університеті імені Семена Кузнеця.

Рецензент:

Директор з економіки

Фармацевтичної компанії «Здоров'я»



І. В. Таран