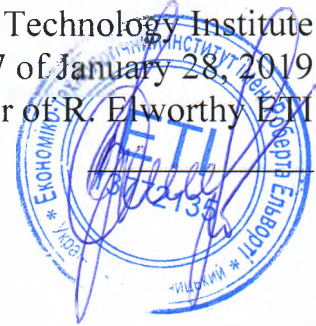


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
ROBERT ELWORTHY ECONOMICS AND TECHNOLOGY  
INSTITUTE

"APPROVED"  
by the Academic Council of  
Robert Elworthy Economics and Technology Institute  
Minute No. 7 of January 28, 2019  
Rector of R. Elworthy ETI



**EDUCATIONAL AND PROFESSIONAL PROGRAM  
"MANAGEMENT"**

(as changed and amended)

The Second Level of Higher Education (Masters)  
Master's Degree of Higher Education  
Field of Knowledge: 07 "Management and Administration"  
Specialty: 073 "Management"

## CHANGES AND AMMENDMENTS TO THE EDUCATIONAL PROGRAM

CHANGES APPROVED	BASIS
Academic Council of ETI Minutes No. 16 September 16, 2019	Amendments in accordance with the approval of the standard of higher education of Ukraine in the field of knowledge 07 “Management and Administration”, specialization 073 “Management” of the second (Master's) level (Order of the Ministry of Education and Science of Ukraine dated 10.07.2019 No. 959).
Academic Council of ETI Minutes No. 22 October 20, 2020	Making changes based on the results of the stakeholder survey analysis
Academic Council of ETI Minutes No. 12 September 24, 2021	Making changes based on the results of the stakeholder survey analysis
Academic Council of ETI Minutes No. 23 September 1, 2022	Making changes based on the results of the analysis of the stakeholder group (employers) survey. Changes have been made to the composition of the security group.
Academic Council of ETI Minutes No. 30 March 24, 2023	Making changes based on the results of the stakeholder survey analysis. Changes have been made to the composition of the security group.

## PREFACE

The educational and professional program is aimed at providing fundamental theoretical and practical training of specialists capable of solving practical problems and complex specialized tasks in the field of management of the organization and its divisions. The program will contribute to the formation of business qualities, professionalism, creative activity, entrepreneurship, independence in the process of development and decision-making, organization, readiness to work in a dynamic, highly competitive environment.

1. The educational and professional program of the second (Master's) level in the specialty 073 "Management", field of knowledge 07 "Management and Administration" of the level was approved and put into effect by the order of the Rector of the Robert Elworthy Economics and Technology Institute dated January 21, 2019 No. 05-2/OD based on the decision of the Academic Council of the Robert Elworthy Economics and Technology Institute Minutes No. 7 of January 28, 2019. Amendments were made to the OP: Minutes No. 16 of September 16, 2019; Minutes No. 22 of October 20, 2020; Minutes No. 12 of September 24, 2021; Minutes No. 23 dated September 1, 2022; Minutes No. 30 of March 24, 2023.

### 2. EPP support group:

Guarantor: Head of the Department of Marketing, Management and Economics Pavlova O.V. Project group: Ph.D. associate professor R.V. Yakovenko, candidate of political science, associate professor T.V. Zholonko

### 3. Reviews of external stakeholders:

Titov Yu.O. - General Director of Hydrosyla JSC.

Kalapa S.G. - general director of Elworthy JSC

V.A. Kivernyk - general director of PJSC "Metalyt"

Nikitenko V.V. - financial director of "Elworthy" JSC

### 4. The following participated in the discussion of the EPP project:

Chairman of the Supervisory Board of ETI, Chairman of the Supervisory Boards of JSC "Hydrosyla Group" and JSC "Elworthy Group", member of the Council and Presidium of the Federation of Employers of Ukraine; general director of "Elworthy" JSC Kalapa S.G.; member of the Supervisory Board of ETI, general director of JSC "Hydrosyla" Yu.O. Titov; General Director of Kirovohrad Instrument Plant "LEZO LLC", V.O. Musienko; director of PJSC "Pyramis"; director of TD JSC "Elworthy" V.O. Podskalniuk; O.O. Lisovenko, director of TD JSC "Hydrosyla"; students of group MM-22 (specialty "Management", Master's degree) Bolgarov I, Stetsyuk B.

The EP training for applicants of higher education of the second (Master's) level in the specialty 073 "Management" was developed in accordance with the Law of Ukraine "On Higher Education", Resolution of the Cabinet of Ministers

of Ukraine dated 23.11.2011 No. 1341 "On Approval of the National Framework of Qualifications" as amended according to the Resolution Cabinet of Ministers No. 509 dated 12.06.2019, Resolution of the Cabinet of Ministers of Ukraine No. 1187 dated 30.12.2015 "On Approval of Licensing Conditions for Conducting Educational Activities", Standard of Higher Education of Ukraine, approved by Order of the Ministry of Education and Science of Ukraine dated 10.07.2019. No. 959.

# **I. Profile of the EPP of the second (Master's) level in the specialty 073 “Management”**

General characteristics	
Full name of the higher educational institution and structural unit	Robert Elworthy Economics and Technology Institute Department of Marketing, Management and Economics
The degree of higher education and the title of the qualification in the original language	Master's degree Master of Management
Branch of knowledge	07 – Management and Administration
Specialty	073 Management
Official name of EPP	Management
Restrictions on forms of education	Missing
Type of diploma and scope of the EPP	Master's degree, single, 90 ECTS credits, study period 1 year 6 months
Cycle/level	NQF of Ukraine - level 7, FQ-ENEA - second cycle, EQF-LLL - level 7
Prerequisites	Possession of a Bachelor's or Master's degree (OKR specialist)
Language(s) of teaching	Ukrainian
The Purpose of the EPP	
Acquisition by students of higher education of the ability to solve problems of a research and innovation nature in the field of management	
Characteristics of the EPP	
Subject area description	<p>Object of study: management of organizations and their divisions.</p> <p>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.</p> <p>Theoretical content of the subject area:</p> <ul style="list-style-type: none"> <li>- paradigms, laws, regularities,</li> <li>- principles, historical prerequisites of management development;</li> <li>- concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.;</li> <li>- functions, methods, technologies and managerial decisions in management.</li> </ul> <p>Methods, techniques and technologies:</p>

	<ul style="list-style-type: none"> <li>- general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance, etc.);</li> <li>- 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.).</li> <li>- management methods (administrative, economic, socio-psychological, technological);</li> <li>- technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.).</li> </ul> <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management.</p>
EPP orientation	Educational, professional and applied, focused on modern achievements in the field of management in modern conditions of economic development.
The main focus of the EPP and specialty	<p>Special in field 07 "Management and administration", specialty 073 "Management".</p> <p>Key words: management, organization, management decisions, personnel, strategies, business management, quality management, business ethics, leadership, innovations in management, competitiveness. The formation of professional competence in the process of learning about the ability to solve complex specialized tasks and practical problems in the field of professional activity with the use of science-based theories and management methods.</p>
EPP Features	<ul style="list-style-type: none"> <li>✓ The educational and professional program is practically oriented.</li> <li>✓ The specifics of OPT are that students of higher education receive theoretical and practical knowledge about the laws of functioning and development of business organizations in the conditions of the new economy, the formation of a system of general and functional management of them to achieve strategic goals. OPT allows applicants to:</li> <li>✓ to form an individual learning trajectory by choosing to study a discipline from a selective</li> </ul>

	<p>block of disciplines;</p> <ul style="list-style-type: none"> <li>✓ during training, become a participant in real business projects;</li> <li>✓ study in an active research scientific environment, which involves the use of open and problem lectures, seminars and round tables with the invitation of well-known experts and practitioners in management, business trainings, case methods, as well as the use of modern educational information and communication technologies;</li> <li>✓ to undergo practical training and in the future to be</li> <li>✓ employed in leading domestic and foreign partner companies.</li> </ul>
<b>Graduates' Suitability for Employment and Further Education</b>	
Suitability for employment	Indicative spheres of professional activity are the implementation of process management functions at production, commercial enterprises, financial organizations and the service sector; administration and management in state institutions; organization in non-commercial organizations. The obtained competences will allow graduates to occupy the positions of specialists and managers of the administrative and economic profile in state administration bodies, enterprises of various forms of ownership, public organizations, etc.
Academic rights of graduates	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.
<b>Teaching and Assessment</b>	
Teaching and learning	<p>Student-centered learning. Teaching methods and methods ensure active participation in the learning process of students.</p> <p>Lectures, practical classes with the use of interactive technologies, independent work based on textbooks and educational and methodological complexes of disciplines, consultations with teachers, passing industrial practice, preparation of individual and group project tasks, conducting relevant research and defense of qualification work.</p>
Assessment	Assessment of the knowledge of higher education applicants is carried out in accordance with the Regulations of R. Elworthy ETI on the "Procedure for evaluating students' knowledge"

		<p>Types of control: current, final, self-control. Forms of control: oral and written survey, test control of knowledge, presentation of individual and group project tasks, defense of written works, tests, exams, defense of course work, defense of the report on the completion of industrial practice, defense of qualification work.</p> <p>Evaluation of students' educational achievements is carried out according to the 100-point ECTS scale (A, B, C, D, E, F, FX); four-point scale (excellent, good, satisfactory, fail); on a two-level national scale (pass/fail).</p>
Program Competencies		
Integral competence	IC	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.
General competences	GC 1	Ability to conduct research at the appropriate level;
	GC 2	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);
	GC 3	Skills in using information and communication technologies;
	GC 4	Ability to motivate people and move towards a common goal;
	GC 5	Ability to act on the basis of ethical considerations (motives);
	GC 6	Ability to generate new ideas (creativity);
	GC 7	Ability to abstract thinking, analysis and synthesis
Special (professional) competences	SC 1	Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;
	SC 2	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;
	SC 3	Ability to self-development, lifelong learning and effective self-management;
	SC 4	Ability to effectively use and develop the organization's resources;



	SC 5	Ability to create and organize effective communications in the management process;
	SC 6	The ability to form leadership qualities and demonstrate them in the process of managing people;
	SC 7	Ability to develop projects, manage them, show initiative and entrepreneurship;
	SC 8	Ability to use psychological technologies of work with staff
	SC 9	Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;
	SC 10	Ability to manage the organization and its development.
	Additionally for EPP	
	SC 11	The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment
	SC12	The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management
Program Learning Outcomes		
PLO 1	Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;	
PLO 2	Identify problems in the organization and justify the methods of solving them;	
PLO 3	Design effective management systems of organizations;	
PLO 4	Justify and manage projects, generate business ideas;	
PLO 5	Plan the activities of the organization in strategic and tactical sections;	
PLO 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;	
PLO 7	Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;	
PLO 8	Apply specialized software and information systems to solve organizational management problems;	
PLO 9	Be able to communicate in professional and scientific circles in national and foreign languages;	
PLO 10	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;	
PLO 11	To ensure personal professional development and planning of own time;	

PLO 12	Be able to delegate authority and management of the organization (subdivision);
PLO 13	Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).
	Additionally for EPP
PLO14	To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.
PLO15	Ability to think strategically and initiate management at an industrial enterprise.
Resource support for program implementation	
Staff support	<p>Meets personnel requirements for ensuring the implementation of educational activities in the field of higher education in accordance with the current legislation of Ukraine.</p> <p>The presence of the department responsible for the training of students of higher education.</p> <p>Scientific and pedagogical workers with scientific degrees and/or scientific titles, as well as highly qualified specialists-practitioners, are involved in the implementation of the program.</p> <p>In order to improve their professional level, all scientific and pedagogical workers undergo advanced training once every five years.</p>
Material and technical support	<p>Meets the technological requirements for material and technical support of educational activities in the field of higher education in accordance with the current legislation of Ukraine.</p> <p>The material and technical base of ETI allows organizing and holding classes in all academic disciplines at a sufficient level. Specialized classrooms, multimedia projectors, computer classrooms, etc. are used for lectures.</p> <p>The institute is equipped with means that ensure the accessibility of the educational premises for persons with disabilities and other groups of the population with reduced mobility, in particular, unhindered access to the building, educational classes (groups) and other infrastructure in accordance with state building regulations, rules and standards, which is documented by a technical specialist inspection of buildings and structures, which has a qualification certificate, or by a corresponding institution authorized to carry out the said inspections.</p> <p>Students of higher education who need it are provided with a dormitory (which is rented).</p> <p>Social and household infrastructure: library, including a reading room; restaurant, sports hall and stadium (rented).</p>
Academic Mobility	

National and international credit mobility	On the basis of bilateral partnership agreements between ETI and educational institutions.
Education of foreign students of higher education	Not expected.
<b>Forms of Attestation of Applicants of Higher Education</b>	
Forms of attestation of applicants of higher education	Attestation is carried out in the form of public defense of qualification work.
Requirements for qualifying work	<p>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.</p> <p>The qualification work should not contain academic plagiarism, falsification, fabrication.</p> <p>The qualification work must be published on the official website of the institution of higher education or its division, or in the repository of the institution of higher education.</p>

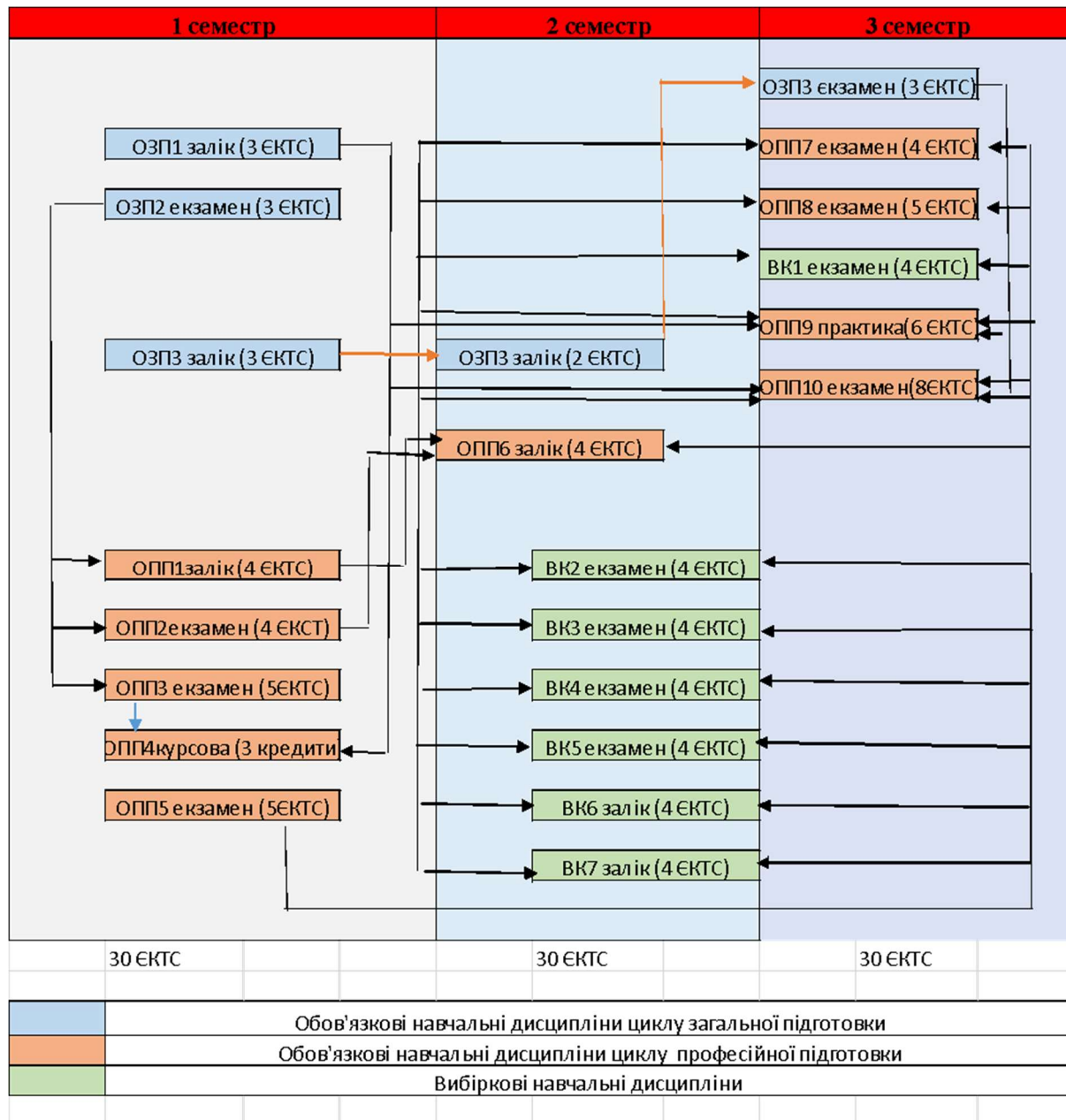
## II. List of Components of the Educational and Professional Program and their Logical Sequence

### 2.1. List of Academic Disciplines

code	<b>List of Academic Disciplines</b>		
<b>The First Year</b>		<b>Credits</b>	<b>Semester</b>
<b>Compulsory Components</b>			
OZP1	<b>METHODOLOGY AND ORGANIZATION OF SCIENTIFIC RESEARCH</b>	3	1
OZP2	<b>CONTRACT LAW</b>	3	1
OZP3	<b>FOREIGN LANGUAGE FOR PROFESSIONAL PURPOSES</b>	5	1,2
OPP1	<b>RISK MANAGEMENT AT THE ENTERPRISE</b>	4	1
OPP2	<b>PERSONNEL MANAGEMENT</b>	4	1
OPP3	<b>MANAGEMENT OF ORGANIZATIONS</b>	5	1
OPP4	<b>TERM PAPER (MANAGEMENT OF ORGANIZATIONS)</b>	3	1

OPP5	<b>INFORMATION SYSTEMS AND TECHNOLOGIES IN THE ORGANIZATION MANAGEMENT</b>	5	1
OPP6	<b>ANTI-CRISIS MANAGEMENT</b>	4	2
<b>Selective Components</b>			
VC2	Discipline 2	4	2
VC3	Discipline 3	4	2
VC4	Discipline 4	4	2
VC5	Discipline 5	4	2
VC6	Discipline 6	4	2
VC7	Discipline 7	4	2
<b>The second year</b>		<b>Credits</b>	<b>Semester</b>
<b>Compulsory Components</b>			
OZP3	<b>FOREIGN LANGUAGE FOR PROFESSIONAL PURPOSES</b>	3	3
OPP7	<b>MARKETING MANAGEMENT</b>	4	3
OPP8	<b>PROJECT MANAGEMENT</b>	5	3
OPP9	<b>INTERNSHIP</b>	6	3
OPP10	<b>MASTER'S THESIS WRITING AND DEFENDING</b>	8	3
<b>Selective Components</b>			
VC1	Discipline 1	4	3
<b>Total Number of Compulsory Components:</b>		<b>62</b>	
<b>Total Number of Selective Components:</b>		<b>28</b>	
<b>TOTAL VOLUME of the EPP</b>		<b>90</b>	

## 2.2. EPP Structural and Logical Scheme



1 semester: OZP1 credit (3 ECTS), OZP2 exam (3 ECTS), OZP3 credit (3 ECTS), OPP1 credit (4 ECTS), OPP2 exam (4 ECTS), OPP3 exam (5 ECTS), OPP 4 course paper (3 ECTS): 30 ECTS

2 semesters: OZP3 credit (2 ECTS), OPP6 credit (4 ECTS), VC2 exam (4 ECTS), VC3 exam (4 ECTS), VC4 exam (4 ECTS), VC5 exam (4 ECTS), VC6 credit (4 ECTS), VC7 credit (4 ECTS): 30 ECTS

3rd semester: OZP3 exam (3 ECTS), OPP7 exam (4 ECTS), OPP8 exam (5 ECTS), VC1 exam (4 ECTS), OPP9 OJT practice (6 ECTS), OPP10 exam (8 ECTS): 30 ECTS

Blue – General Training Compulsory Subjects, Orange – Professional Training Compulsory Subjects, Green – Selective Subjects

### III. Matrices of the Correspondence of the Components of the Educational and Professional Program

Table 1

#### Matrix of Compliance of Competencies Defined by the Standard with NQF Descriptors (at the 7th level, Master's level)

Classification of competences according to the NQF	Knowledge KN1. Specialized conceptual knowledge acquired in the process of study and/or professional activity at the level of the latest achievements, which is the basis for original thinking and innovative activity, in particular in the context of research work KN2. Critical understanding of problems in education and/or professional activity and on the border of subject areas	Skill SK1. Solving complex tasks and problems that requires updating and integrating knowledge, often in conditions of incomplete/insufficient information and conflicting requirements SK2. Conducting research and/or innovative activities	Communication C1. Clear and unambiguous presentation of one's own conclusions, as well as the knowledge and explanations that substantiate them, to specialists and non-specialists, in particular to persons who are studying C2. Use of foreign languages in professional activities	Autonomy and responsibility AR1. Decision-making in complex and unpredictable conditions, which requires the use of new approaches and forecasting AR2. Responsibility for the development of professional knowledge and practices, assessment of the team's strategic development AR3. A capacity for further learning that is largely autonomous and self-directed
<b>General competences</b>				
<b>GC1</b>	KN2	S1, S2	C1, C2	AR3
<b>GC2</b>			C1, C2	
<b>GC3</b>		S1, S2	C1	AR1
<b>GC4</b>		S1	C1	AR1, AR2
<b>GC5</b>			C1	AR2
<b>GC6</b>		S1		AR3
<b>GC7</b>	KN1, KN2	S1		
<b>Special (professional) competences</b>				
<b>SC1</b>	KN2	S1		
<b>SC2</b>			C2	
<b>SC3</b>			C2	
<b>SC4</b>		S1		
<b>SC5</b>	KN2		C2	
<b>SC6</b>				
<b>SC7</b>	KN1	S1		
<b>SC8</b>		S1		
<b>SC9</b>	KN2	S1	C1	AR1, AR2
<b>SC10</b>	KN1	S1, S2	C1	AR1
<b>SC11</b>	KN1	S1, S2	C1	AR1, AR2
<b>SC12</b>	KN1	S1, S2	C1	AR1

Table 2

## Correspondence matrix of learning outcomes and competencies defined by the Standard

Program learning outcomes	General competences							Special (professional) competences											
	G C 1	G C 2	G C 3	G C 4	G C 5	G C 6	G C 7	S C 1	S C 2	S C 3	S C 4	S C 5	S C 6	S C 7	S C 8	S C 9	S C 10	S C 11	S C 12
PLO 1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;	+							+			+					+	+	+	+
PLO 2. To identify problems in the organization and justify the methods of solving them	+											+							+
PLO 3. To design effective management systems of organizations				+							+			+				+	+
PLO 4. Justify and manage projects, generate business ideas									+									+	+
PLO 5. Plan the organization's activities in strategic and tactical sections;		+			+							+						+	
PLO 6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility			+									+							+
PLO 7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context					+														
PLO 8. Apply specialized software and information systems to solve organizational management problems;										+			+		+				+
PLO 9. To be able to communicate in professional and scientific circles in national and foreign languages;										+									
PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;		+		+		+		+								+	+		
PLO 11. To ensure personal professional development and planning of own time			+	+		+			+						+	+	+		

PLO 12. To be able to delegate authority and management of the organization (subdivision)	+						+	+											
PLO 13. Be able to plan and implement informational, methodical, material, financial and personnel support of the organization (subdivision)		+																+	+
PLO 14. To coordinate the activities of the divisions of the industrial enterprise on the basis of effective organization of business processes		+	+			+					+	+				+	+		+
PLO 15. Ability to think strategically and initiate management at an industrial enterprise	+					+	+	+	+					+		+	+	+	



#### IV. List of Normative Documents on Which the Educational and Professional Program is based.

1. Law "On Higher Education" // Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/laws/show/1556-18> (date of application: 09/25/2018).
2. Law "On Education" // Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/laws/show/2145-19> (date of application: 25.09.2018).
3. National Classifier of Ukraine: "Classifier of Professions" DK 003:2010 (Editorial dated November 30, 2017) // Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/rada/show/va327609-10> (access date: 09/25/2018).
4. National framework of qualifications // Database "Legislation of Ukraine"/BP of Ukraine. <https://mon.gov.ua/ua/tag/natsionalna-ramka-kvalifikatsiy> (date of application: 25.09.2018).
5. Resolution of the Cabinet of Ministers of Ukraine "On approval of the list of fields of knowledge and specialties for which higher education applicants are trained" (edited on November 30, 2017)// Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/laws/show/266-2015-%D0%BF> (date of application: 25.09.2018).
6. Methodological recommendations for the development of higher education standards //IZHI/. <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>  
useful links
7. Standards and recommendations for quality assurance in the European Higher Education Area (ESG). K.: LLC "CS", 2015. 32 p.
8. Data for Sustainable Development Goals. ISCED (MSKO) 2011 //URL: <http://www.uis.unesco.org/education/documents/isced-2011-en.pdf>.
9. Data for Sustainable Development Goals.ISCED-F (MSKO-G) 2013 // URL:<http://www.uis.unesco.org/Education/Documents/isced-fields-of-educationtraining-2013.pdf>