

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY**

APPROVED

by Academic Council of Sumy NAU

Minutes No. _____

from __ 2019 ____

Chairman of the SNAU Academic Council,

Rector _____ V.I. Ladyka

" ____ " _____ 2019_

EDUCATIONAL –SCIENTIFIC PROGRAM

"MANAGEMENT"

Level of higher education: the third (educational-scientific) level

Program subject area 073 "Management"

Field of study: 07 Management and Administration

Higher educational degree: Doctor of Philosophy

Sumy – 2019

LETTER OF AGREEMENT
Educational – Scientific Program
in Program Subject Area 073''Management''
Higher Education Level - Third (Educational – Scientific)

The project team consists of:	
The Chairman of the project team:	
D.Sc.in Economics, Professor, professor of the management department	_____ L.I.Mikhailova
The project team consists of:	
D.Sc. in Economics, Ass. Professor, professor of the management department	_____ I.V.Lozynska
D.Sc.in Economics, Professor, head of the management department	_____ A.M.Mikhailov
D.Sc.in Economics, Ass. Professor, professor of the management department	_____ N.V.Stoianetz
D.Sc.in Economics, Professor, Professor of the department of Economics and Entrepreneurship	_____ V.V.Medvid
PhD of Economics, Ass. Professor, ass. professor of the management department	_____ S.H.Tyrchina
Post graduate student of the management department	_____ L.V.Korenivska

I. INTRODUCTION

The educational-scientific program is a normative document which contains the system of educational components of the third (educational-scientific) level of higher education within the Program subject area 073 "Management", field of study 07 "Management and administration", which defines the requirements for the level of education of persons who can start training under this program, a list of courses and the logical structure of their study, the number of ECTS credits required to complete this program, as well as the expected program learning outcomes that the postgraduate student must master for a "Doctor of Philosophy" Degree.

The educational-scientific program takes into account the requirements of the Law of Ukraine "On Higher Education" and the National Classifier of Occupations, the Draft of Higher Education Standard of Ukraine for the third (educational-scientific) level of higher education degree - Doctor of Philosophy in Program subject area 073 "Management" approved at the meeting of the working group of the subcommittee in Program subject area 073 "Management" of the Scientific and Methodological Commission of the Ministry of Education and Science of Ukraine No. 6 on Business, Administration and Law from 17.12.2017, minutes №.10, not approved and implemented by the order of the Ministry of Education and Science of Ukraine.

The program is developed by the working group consisting of :

D.Sc.in Economics, Professor, professor of the management department (The Chairman of the project team)	L.I.Mikhailova
D.Sc. in Economics, Ass. Professor, professor of the management department	I.V.Lozynska
D.Sc.in Economics, Professor, head of the management department	A.M.Mikhailov
D.Sc.in Economics, Ass. Professor, professor of the management department	N.V.Stoianetz
D.Sc.in Economics, Professor, professor of the department of Economics and entrepreneurship	V.V.Medvid
PhD of Economics, Ass. Professor, ass. professor of the management department	S.H.Tyrchina
Post graduate student (third level)	L.V.Korenivska

II. Profile of educational - professional program
Program subject area 073 "Management"
Higher Education Level - Third (PhD)

1. General information	
Full name of higher education institution	Sumy National Agrarian University
Level of higher education	The third (educational-scientific) level
Degree of higher education	Philosophy Doctor degree
Field of study	07 Management and Administration
Program subject area	073 "Management"
Official title of the educational program	Management
Educational degree	PhD in Management
Educational degree in the diploma	Degree of higher education - Philosophy Doctor degree Program subject area 073 "Management" Educational program" Management"
Type of diploma and scope of educational program	single, 57 ECTS credits, program length -4 years
Restrictions on forms of study	absent
Accreditation availability	absent
Cycle / level of the program	NQF of Ukraine - level 9, FQ - ENEA - third cycle, EQF - LLL - level 8
Prerequisites	Based on the second level- Master's Degree, (Specialist educational qualification level). Admission requirements are determined by the Admission Regulations for the ESP PhD Degree.
Language of instruction	Ukrainian, English
Length of the educational program	2023 (started in 2016).
The link for the educational – professional program	https://science.snau.edu.ua/aspirantura/
2. The purpose of educational programs	
Training of highly qualified scientists and scientific-pedagogical staff, capable to solve complex problems in the field of management and administration, to carry out original	

independent scientific researches and to carry out scientific-pedagogical activity in educational establishments of different level of accreditation.	
3. Characteristics of educational - professional program	
Subject area	Scientific, educational, and professional activities in the field of management and administration in the speciality "Management".
Object area	Scientific and Research methodology; national and world literature on the studied topics; scientific and methodological principles of managing organizations, their associations and industries in the case of uncertainty and globalization challenges; development of scientific and methodological guidelines and scientific and practical recommendations for improving the efficiency and effectiveness of different directions in "Management".
Targets of educational - professional program	Formation of professional, research and educational competences necessary for innovative professional, research and educational activity and introduction of modern technologies in "Management". Creating the conditions for achieving the ability of postgraduate students to independently carry out scientific research at an internationally recognized level; support for graduate students as highly qualified teachers, scholars and management experts.
The main focus of the educational program: general/special	The educational-scientific program is designed as the optimal combination of academic and professional requirements, which allows postgraduate students to form the ability to: justify the solution of problems in the field of Management and Administration in "Management"; plan and conduct research using a modern research methodology; critically analyze research projects; collaborate with other researchers, including working in an interdisciplinary team; create and impart professional knowledge. Research of processes, functions and patterns of management and administration; development of scientific and practical bases, technologies, methods and approaches for effective management in organizations, institutions, enterprises, their associations, branches of the national economy in order to ensure their economic growth.
The theoretical contents of the subject area	An advanced study of the fundamental and applied sciences in the speciality "Management".
Features of the program	Educational component of the program. The program involves 57 ECTS credits, 42 ECTS credits - for

	<p>all cycles of compulsory subjects (philosophy of science, modern and classical management theories, modern information technologies in scientific activity, communication theory in professional communication, methodology of scientific research, strategic research, management of scientific projects, registration of intellectual property rights, organization and methodology of teaching, methods and organization of dissertation preparation and writing, foreign language by professional direction, methods of preparation of scientific works in foreign language, pedagogical practice); and 15 ECTS credits are provided for the discipline of the cycle of special (vocational) training (at the choice of the post graduate student).</p> <p>Scientific component of the program. The scientific component of the educational and scientific program involves carrying out one's own scientific researches under the guidance of one or two scientific supervisors with appropriate registration of the obtained results in the form of a dissertation. This component of the program is not measured by ECTS credits, but is designed separately as an individual postgraduate research plan.</p> <p>The peculiarity of the scientific component of the educational program of training of doctors of philosophy in 073 Management is that certain components of their own scientific research can be performed by postgraduate students in the study of vocational training disciplines.</p>
Methods, techniques, technologies and tools	Mastering the methodology of scientific research; application of modern methods of research of organizational and managerial processes based on econometrics and information technologies, adequate for solving the set scientific problems in management.
4. Graduates' eligibility to employment and further education	
Employment eligibility	<p>Graduates have an opportunity to develop their careers depending on their personal interests, including: scientific, teaching, expert, management, administrative activities in the field of management and administration in "Management".</p> <p>The level of training enables to develop a professional career based on strategic thinking and deep knowledge in management and administration. Possible positions according to "Classifier of professions SC 003: 2010": teacher of higher educational institutions (2310.2), director (head) of a small industrial enterprise (firm) (1312),</p>

	<p>director (head) of an organization (research, design, project) (1210.1), director (head) of a vocational educational institution (vocational school, vocational school, etc.) (1210.1), director (rector, chief) of a higher educational institution (technical college, college, institute, academy, university, etc.) .) (1210.1), director of advanced training courses (1210.1), director of research institute (1210.1), director of advanced training center (1229.4), director (head) of department (research, design, project, etc.) (1237.2), head of college department (1229.4), Researcher-consultant (2223.1), Junior Researcher (2223.1), Researcher(2223.1).</p> <p>Place of employment: Bodies of state and branch administration (ministries, head offices), higher education institutions of all levels of accreditation, research institutes (stations, laboratories), economic entities.</p>
Further training	<p>Training for development and self-improvement in the scientific and professional spheres of activity, as well as other related branches of scientific knowledge: preparation at the 10th (scientific) level of the SLP of Ukraine in the field of management and administration; educational programs, research grants and scholarships (including overseas) that contain additional educational components. Various forms of lifelong learning (both in Ukraine and abroad) to improve skills and improve management, administrative, scientific, research, pedagogical or other activities.</p>
5 – Training and assessment	
Approaches to teaching and learning	<p>Approaches to teaching and learning:</p> <ul style="list-style-type: none"> - active learning (interactive teaching methods that provide a person-centered approach and development of systemic, creative and strategic thinking; joint learning in interdisciplinary groups; "upturned class"; - learning by teaching (pedagogical practice); - training through research (including, participation in the execution of budgetary and contractual research works, participation in research projects); - Personalized Learning: individual consultations with scientific leaders; selective disciplines).
Assessment system	<p>Educational component of the program. The system of evaluation of the obtained results of training in the disciplines of the educational and scientific program consists of current and final control.</p> <ul style="list-style-type: none"> - Current control of knowledge is carried out orally

	<p>(questionnaire on the results of the processed material).</p> <ul style="list-style-type: none"> - Final control of knowledge - in the form of written and oral examinations, tests. - During the current and final control in the process of evaluation of the disciplines providing vocational training, prepared by the postgraduates and published scientific articles in the collections included in the professional publications or publications included in the international scientific metric bases are to be taken into account. - Scientific component of the program. Assessment of scientific activities of postgraduates is carried out in accordance with the scientific plan of the postgraduate student through: <ul style="list-style-type: none"> - participation in seminars of the department, conferences; - review of scientific works; - self-esteem; - recommendations of the scientific advisor; - mid-term postgraduate certification in the form of a semi-annual and annual report on the implementation of the individual plan; - preparation and presentation of the dissertation.
<p>Forms of Assessment of Academic Achievements</p>	<p>Educational component of the program.</p> <p>The final control of the academic achievements of the postgraduate is in the form of: exam - the results of the study of compulsory subjects of the educational program of the cycle of scientific training (philosophy of science, strategic innovation), the cycle of research training (registration of intellectual property rights, the organization and methodology of training, organization and preparation of scientific publications, methods and organization of training), the cycle of language training (foreign language for professional direction, the method of preparation of scientific papers in a foreign language), as well as examinations as the result the study of vocational training disciplines (scientific project management);</p> <ul style="list-style-type: none"> - credit - as the results of studying of all other educational components stipulated by the curriculum. <p>Scientific component of the program.</p> <p>The scientific component of the SCP includes the disciplines of cycles of general training, special (vocational), research training, language for specific</p>

	<p>purposes (professional) and practical training (compulsory and selective) and pedagogical practice, which together with the educational part of the program and scientific research with the participation of the supervisor, Preparation and public defense of the dissertation in the specialized academic council ensures obtaining the educational level "Doctor of Philosophy" in the Program Subject Area 073"Management"</p>
6.– Program competencies	
Integral competence	<p>Ability to identify and solve complex management and administration problems in Management with the use and deep rethinking of existing and creating new holistic knowledge, as well as to hypothesize and generate new ideas about educational and professional (industrial) activity.</p>
General competencies	<ol style="list-style-type: none"> 1. The ability to learn, master modern knowledge, self-improve and form a systematic scientific outlook. 2. Ability to critically analyze and evaluate modern scientific achievements, synthesis of holistic knowledge, complex problem solving. 3. Ability to abstract creative thinking, identify, receive, systematize, synthesize and analyze information from various sources with the use of modern information technologies in scientific activity. 4. Ability to plan and carry out comprehensive research at the modern level using the latest information and communication technologies and adherence to the parameters of safe activity on the basis of a comprehensive systematic scientific worldview using knowledge in the field of history and philosophy of science. 5. The ability to generate new ideas and make informed decisions to achieve goals. 6. The ability to develop and manage research projects, to initiate research organizations in the field of research and innovation, to assess the needs of research funding, to carry out the registration of intellectual property rights. 7. Ability to participate in the work of national and international research teams to solve scientific and scientific-educational tasks. 8. Ability to take initiative, take responsibility, motivate people and move toward a common goal. 9. Ability to perform activities while maintaining the natural and cultural heritage, to work effectively in a team, to communicate with experts and experts of different levels

	<p>of other fields of knowledge.</p> <p>10. Ability to adhere to the rules of scientific ethics, copyright and related intellectual property rights.</p> <p>11. The ability to prepare scientific texts, to present, discuss, debate and debate scientific results in the scientific work in national and foreign languages, sufficient for full understanding, demonstrating a culture of scientific oral and written language.</p> <p>12. Ability to plan and conduct training sessions using a competency based approach (learning outcomes based approach).</p>
<p>Special (Professional) Competencies</p>	<p>1. Ability to substantiate methodology and choose and use management research methods and tools to meet research objectives; identify the subject and research subject using epistemological approaches to solve socio-economic problems.</p> <p>2. Ability to understand and generalize theoretical and practical problems of management, history of development and current state of scientific knowledge, critical analysis of basic concepts, mastery of scientific terminology.</p> <p>3. The ability to formulate and solve modern scientific and practical problems through the development and implementation of scientific projects, organize and conduct research and experimental activities in the direction of "Management".</p> <p>4. Ability to justify effective management decisions using modern information technologies.</p> <p>5. The ability to identify, evaluate and commercialize intellectual property in management and administration.</p> <p>6. The ability to speak a professional foreign language, to perceive freely, process and reproduce information in a foreign language on general and professional topics.</p> <p>7. The ability to substantiate the feasibility of innovating to meet the challenges of own research and practical management issues through the implementation of strategic innovation solutions.</p> <p>8. Ability to apply modern principles of administration of management decisions to solve specific organizational problems, have a methodology of designing organizational structures, techniques of administrative influence in organizations.</p> <p>9. The ability to conduct scientific discussions, identify and solve scientific problems and problems of management and administration in accordance with the rules of scientific ethics and academic integrity.</p>

	<p>10. Ability to carry out professional analysis of various information sources, author's methodological approaches, specific educational, scientific and professional materials in "Management".</p> <p>11. Ability to introduce into the production of scientific-based results of dissertation research in management and administration.</p> <p>12. The ability to shape the structure of scientific work, including dissertation, to carry out its rubrication and contents filling.</p> <p>13. The ability to cover the results of scientific research on management in domestic and foreign scientific publications.</p> <p>14. Ability to participate in scientific discussions, critical dialogues at the national and international levels, to defend their scientific position.</p> <p>15. The ability to carry out educational and pedagogical activities within Program subject area "Management", using traditional and innovative methods, techniques, tools and etc.</p>
Program training outcomes	
1. To speak fluently in the state language, be able to present professionally the results of scientific research in the state and foreign languages.	
2. Have a methodological toolkit for conducting scientific research in the field of Management and Administration in Program subject area "Management", guided by the principles of academic integrity and scientific ethics.	
3. Generate own ideas, make informed decisions, understand and determine the purpose of own scientific research, formulate a scientific hypothesis and carry out its verification.	
4. Have the skills of analytical and experimental scientific activity; methods of statistical processing of the obtained results of scientific researches with the use of modern information technologies.	
5. To know the principles of organization, forms of realization of educational process in modern conditions, its scientific, educational-methodical and normative providing, working out of scientific and informative sources during preparation for employment, application of active teaching methods.	
6. Understand the features of structure and be able to prepare scientific papers (monographs, scientific articles, abstracts, etc.), based on the principles of academic integrity.	
7. To reflect the results of scientific research in scientific articles published both in professional domestic publications and in publications included in international scientific metric bases.	

8. To possess modern information and communication technologies during communication, exchange information, including methods of obtaining, processing and storage of scientific information on management and administration, management of organizations.	
9. To be able to make decisions, self-develop and self-improve, be responsible for the reliability and novelty of own research and decision-making, be able to motivate employees to move towards a common goal.	
10. To formulate a scientific problem with regard to the value orientations of modern society and the state of its scientific development, strategic innovative solutions according to the problem studied, which should expand and deepen scientific research in "Management".	
11. To analyze modern scientific works, revealing debatable and little researched questions on management.	
12. To conduct professional interpretation of the obtained research results, using modern software.	
13. Professional presentation of the results of the research at national and international scientific conferences, seminars, including foreign language in scientific, innovative and pedagogical activity.	
14. Be able to work in a team, including interdisciplinary team, have interpersonal skills.	
15. Ability to improve the organizational structure of business entities to implement an innovative project; to evaluate the effectiveness of modern system management technologies.	
16. Have a thorough knowledge of the subject area and understanding of the profession, to know the fundamental works of leading domestic and foreign scientists in the management and administration, management of organizations in the chosen field of research.	
17. Initiate, organize, and conduct comprehensive research on contemporary and classical management theories that lead to new knowledge.	
18. To formulate a scientific problem in view of the values of modern society and the state of its scientific development, working hypotheses of the problem studied, which should extend and deepen the state of scientific research on management.	
19. To understand the algorithm of implementation of results of scientific researches on management and administration, branch management in production, educational process and science.	
20. Present the results of the research in the form of a dissertation, defend the results of the dissertation research.	
7. Forms of postgraduates' certification of the level of PhD's degree	
Forms of certification of	The thesis certification is carried out in the form of a public presentation of the research results in the form of

higher education	the thesis of the doctor of philosophy, due to the postgraduate student's individual curriculum..
Requirements for qualification work	The degree of the PhD involves solving an actual theoretical and / or practical problem in the field of management and administration and demonstrates the ability of the postgraduate to conduct independent scientific research, formulate new complex ideas and substantiate them. The dissertation is the result of independent scientific work of the postgraduate student that has the status of intellectual product on the rights of the manuscript and proposes the solution of the actual scientific and practical task in the Program Subject area 073 "Management
Requirements for qualification work	The thesis is defended in public at a meeting of a specialized academic council. An obligatory prerequisite for admission to the dissertation is to approve the results of the research and the main conclusions at scientific conferences and publish them in professional scientific publications due to current requirements.
8. Resources support for program implementation	
Academic staff	Scientific and teaching staff meets the requirements of the current legislation of Ukraine. Teachers involved in the implementation of the educational program are employees of Sumy NAU, training is provided by training courses of scientific and pedagogical staff at least once every five years. 100% of scientific-pedagogical staff involved in the teaching of disciplines have scientific degrees and academic titles.
Technical support and educational facilities	Educational-scientific- base in the form educational and scientific centers and offices, including: Innovation and Scientific Center of the Faculty of Economics and Management, Training Room on FEA Management and European Integration; study and training rooms in economics; specialized computer classes, language labs, Erasmus + training class etc.
Information and training support	Use of the Sumy Scientific Libraries Fund, National Library of Ukraine named after V.I. Vernadsky, Internet resources and authors' editions of SNAU scientific and pedagogical staff.
9. Academic mobility	
National credit mobility	National Individual Academic Mobility is implemented within the framework of agreements on establishing scientific and educational relations to meet the needs of education and science development: ESC "IAE" NAAS ,

	SE Institute of Economics and Forecasting, NAS, Poltava State Agrarian Academy, Kharkiv National Agrarian University named after Dochuhaev.
International credit mobility	On the basis of bilateral agreements between Sumy NAU and higher educational establishments of foreign partner countries, in particular, agreements on cooperation with the University of Applied Sciences Weihenstefan (Germany), Leibnitz Institute for Agrarian Development in Transition Economies (Halle, Germany) in Warsaw (Poland), Henan Institute of Science and Technology (China), Czech University of Applied Sciences (Czech Republic).

2.2. Structural-logical scheme of educational – scientific program

Postgraduates (PhD) are eligible to choose courses within the limits set by the respective curriculum and work curriculum, to the extent of at least 25 percent of the total ECTS credits provided for this level of higher education.

2.2. Structural and logical scheme of training of doctors of philosophy

Cycle of General Training Disciplines				Cycle of Professional Training Disciplines	
Philosophical	Training	Research	Communicative	Professional deep knowledge and skills	
1 st year	Philosophy of Science	Organization and methodology of training sessions	Research methodology	Strategic Innovation	
			Foreign language for specific purposes		
	Registration of intellectual property rights	Organization of preparation of scientific publications	Communications in the scientific environment		
	Modern information technologies in scientific activity	Management of scientific projects	Methods of preparation of scientific papers in foreign language	Methods and organization of the preparation and writing the thesis / Management of rural development / Modern staff management technologies / System management technologies	
2 nd year			Management of scientific projects	Management of scientific projects	Business Management / Administrative Management
			Management of scientific projects	Methods of preparation of scientific papers in foreign language	Economic analysis in management / Methods of substantiation of managerial decision-making
			Management of scientific projects	Methods of preparation of scientific papers in foreign language	
			Management of scientific projects	Methods of preparation of scientific papers in foreign language	
3 ^d year		Pedagogical practice			

**List of legislative documents the standard of higher education
is based on**

1. Law of Ukraine "On Higher Education" dated 01.07.2014 No1556-VII.
2. . Guidelines for the Development of Higher Education Standards // I. Baluba and others. Approved by the Higher Education Sector of the Scientific and Methodological Council. - 29 p.
3. Resolution of the Cabinet of Ministers of Ukraine of November 23, 2011 No. 1341 "On Approval of the National Qualifications".
4. Cabinet of Ministers Resolution No. 266 , April 29, 2015 "On Approving the List of Subject Areas for the Postgraduates".
5. Order of the Ministry of Education and Science of Ukraine No. 600 dated 01.06.2016 "On Approval and Implementation of Methodological Recommendations for the Development of Higher Education Standards".
6. Resolution of the Cabinet of Ministers of Ukraine of 23.11.2011 No. 1341 "On Approval of the National Qualifications ".
7. Resolution of the Cabinet of Ministers of Ukraine dated 29.04.15 No. 266 "On approving the list of fields of knowledge and Specialities for postgraduates' higher education".
8. Order of the Ministry of Education and Science of Ukraine No. 600 dated 01.06.2016 "On Approval and Implementation of Methodological Recommendations for the Development of Higher Education Standards".
9. National Classifier of Ukraine: Classification of Economic Activities SC 009: 2010, impl.2012-01-01.
10. National Classifier of Ukraine: Classifier of Occupations SC 003: 2010, impl. 2010-11-01.
11. Areas of education and training 2013 (ISCE-E 2013): Accompanying guidance for the International Standard Classification of Education 2011. – Institute of Statistics UNESCO, 2014. –: <http://www.uis.unesco.org/Library/Documents/isced-f-2013-fields-of-education-training-2014-rus.pdf>.
12. NSU ISO 31000:2018 Risk management. Principles and guidelines (ISO 31000:2018, IDT). SE «Ukrainian Research and Training Center for Standardization, Certification and Quality » (SE«UNSSC»). 01.01.2019 p. -: http://online.budstandart.com/ua/catalog/doc-page.html?id_doc=80322
13. NSU KO 9000:2015 (KO 9000:2015, ГОТ). Quality management systems. Terms and Glossary.. 2016. 49 c. –: <https://khoda.gov.ua/image/catalog/files/%209000.pdf>
14. NSU ISO 9004: 2012 Management for ensuring the continued success of the organization. An approach based on quality management (ISO 9004:2009, IDT). 01.05.2013. - -: <https://dbn.co.ua/load/normativy/dstu/5-1-0-1060>.

Information sources

1. National Glossary 2014-
http://ihed.org.ua/images/biblioteka/glossariy_Visha_osvita_2014_tempus-office.pdf.
2. NRC - <http://zakon4.rada.gov.ua/laws/show/1341-2011-п>.
3. ESG - http://ihed.org.ua/images/pdf/standards-and-guidelines_for_qa_in_the_ehea_2015.pdf.
4. Development of educational programs: guidelines -
http://ihed.org.ua/images/biblioteka/rozroblennya_osv_program_2014_tempus-office.pdf.
5. Development of the Higher Education Quality Assurance System in Ukraine: An Information and Analytical Review -
http://ihed.org.ua/images/biblioteka/Rozvitok_sisitemi_zabesp_yakosti_VO_UA_2015.pdf.
6. ISCED (ISCE) 2011 -
<http://www.uis.unesco.org/education/documents/isced-2011-en.pdf>.
7. ISCED-F (ISCE) 2013 -
<http://www.uis.unesco.org/Education/Documents/isced-fields-of-education-training-2013.pdf>.
8. TUNING (for getting acquainted with professional competencies and examples of standards (- <http://core-project.eu/documents/Tuning%20G%20Formulating%20Degree%20PR4.pdf>).
9. TUNING (for getting acquainted with professional competencies and examples of standards)- <http://www.unideusto.org/tuningeu/>.
10. National Classifier of Ukraine: "Classifier of professions" SC 003: 2010 // Issue "Socinform".-Kyiv,2010.

Chart 1

Matrix of compliance of the defined ESP competencies with the ESC descriptors

Classification competences due to the ESC	Knowledge	Skills (Competences)	Communication	Autonomy and responsibility
General Competences				
GC1. Ability to learn, master modern knowledge, self-improve and form a systematic scientific outlook.	•	•		
GC 2. Ability to analyze critically and evaluate modern scientific achievements, synthesis of holistic knowledge, complex problem solving	•	•		
GC 3. Ability to abstract creative thinking, identify, receive, systematize, synthesize and analyze information from various sources with the use of modern information technologies in scientific activity.	•		•	
GC 4. Ability to plan and carry out comprehensive research at the modern level using the latest information and communication technologies and due to the parameters of safe activity based on a holistic systematic scientific worldview with knowledge in the field of history and philosophy of science.	•	•		
GC 5. Ability to generate new ideas and make decisions to achieve goals..	•			•
GC 6. Ability to develop and manage research projects, to initiate research organizations in the field of research and innovation, to assess the needs of research funding, to carry out the registration of intellectual property rights.	•		•	•
GC 7. Ability to participate in the work of national and international research teams to solve scientific and scientific-educational tasks..	•		•	
GC 8. Ability to take initiative, take responsibility, motivate people and move toward a common goal.			•	•
GC 9. Ability to perform activities while maintaining the natural and cultural heritage, to work effectively in a team, to communicate with specialists and experts of different levels of other fields of knowledge.		•	•	
GC 10. Ability to follow to the rules of scientific ethics, copyright and intellectual property rights.	•			•
GC 11. Ability to prepare scholarly texts, present, discuss, debate scientific results in the scientific work in national and foreign languages, to an extent sufficient for full understanding, demonstrating a culture of scientific verbal and written language.	•	•	•	
GC 12. Ability to plan and conduct training sessions using a competency based approach	•	•	•	

(learning outcomes based approach).				
Special (Professional) Competences				
SC 1. Ability to substantiate methodology and select and use management research methods and tools to meet research objectives; identify the subject and research subject using epistemological approaches to solve socio-economic problems.	•	•		
SC2. Ability to understand and generalize theoretical and practical problems of management, history of development and current state of scientific knowledge, critical analysis of basic concepts, mastery of scientific terminology.	•	•		•
SC 3. Ability to formulate and solve modern scientific and practical problems through the development and implementation of scientific projects, to organize and conduct research and experimental activities due to the direction of "Management".	•	•		•
SC 4.. Ability to justify effective management decisions using modern information technologies.	•		•	•
SC 5. Ability to identify, evaluate and commercialize intellectual property in management and administration.	•		•	•
SC 6. Ability to speak a professional foreign language, to perceive freely, process and reproduce information in a foreign language on general and professional topics.	•		•	•
SC 7. Ability to substantiate the feasibility of innovations to meet the challenges of research and practical management issues through the implementation of strategic innovation solutions.	•		•	•
SC 8. Ability to apply modern principles of administration of management decisions to solve specific organizational problems, to have methodology of designing organizational structures, techniques of administrative influence in organizations.	•	•	•	
SC 9. Здатність вести наукові дискусії, виявляти і вирішувати наукові задачі та проблеми з управління та адміністрування з дотриманням норм наукової етики і академічної чесності.		•	•	
SC 10. Ability to carry out professional analysis of various information sources, author's methodological approaches, specific educational, scientific and professional materials in "Management".	•			•
SC 11. Ability to implement scientific-based results of dissertation research in management and administration.	•			•
SC 12. Ability to shape the structure of scientific work, incl. dissertation, to carry out its rubrication	•			•

and contents filling.				
SC 13. Ability to cover the results of scientific research on management in domestic and foreign scientific publications	•		•	•
SC 14. Ability to participate in scientific discussions, critical dialogues at the national and international levels, to defend their scientific position.	•		•	
SC 15. Ability to carry out educational and pedagogical activities within the speciality "Management", using traditional and innovative methods, techniques, tools, etc.	•		•	

Chart 2

Matrix of correspondence of defined ESP learning outcomes and competencies

Program learning outcomes	Integral competence	Competencies																									
		General Competences												Special (Professional) Competences													
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	IC 1																										
PLO1	+							+					+						+			+				+	+
PLO 2	+	+	+	+	+							+			+						+						
PLO 3	+					+											+	+				+					
PLO 4	+			+	+																		+				
PLO 5	+										+	+	+													+	+
PLO 6	+		+	+				+				+	+											+	+	+	+
PLO 7	+										+	+							+			+	+	+	+		
PLO 8	+				+													+									
PLO 9	+					+	+	+	+	+							+	+			+	+					
PLO 10	+		+		+					+						+					+						
PLO 11	+	+	+	+									+		+					+			+	+			+
PLO 12	+			+	+												+	+									
PLO 13	+							+					+						+			+				+	+
PLO 14	+						+	+	+			+								+		+		+		+	+
PLO 15	+						+										+			+							
PLO 16	+		+													+					+		+				
PLO 17	+			+	+				+					+	+	+							+				
PLO 18	+		+							+					+	+							+				+
PLO 19	+						+					+	+					+								+	+
PLO 20	+							+		+			+			+								+	+	+	+

Chart 3

**Program Learning Outcomes Matrix (PLO) with the appropriate components
of educational - scientific program**

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	PLO 13	PLO 14	PLO 15	PLO 16	PLO 17	PLO 18	PLO 19	PLO 20
EC1										+								+		
EC2										+			+			+		+		
EC3				+				+				+								+
EC 4	+							+					+	+						
EC 5		+	+									+					+		+	+
EC 6										+	+					+	+	+		
EC 7						+											+		+	
EC 8					+								+						+	
EC 9						+	+				+		+							
EC 10														+	+				+	+
EC 11	+												+							
EC 12	+				+		+						+							
EC 13													+							
EC 14		+	+	+		+						+						+		+
EC 15									+		+	+		+	+	+	+			
EC 16									+						+	+			+	
EC 17			+	+					+							+			+	