

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

PROJECT

**EDUCATIONAL PROFESSIONAL PROGRAM  
"ADMINISTRATIVE MANAGEMENT"**

**Second (master) level of higher education**

**specialty 073 "Management"**

**field of knowledge 07 Management and Administration**

**Qualification: Master of Administrative Management**

**(2024 enrollment year)**

**APPROVED**

**SCIENTIFIC COUNCIL OF SUMY NAU**

**«\_\_» \_\_\_\_\_ 2024 y., protocol № \_\_\_\_\_**

**Chairman of the Scientific Council \_\_\_\_\_ /Volodymyr**

**LADYKA/**

**The educational program will put into operation from**

**1.09.2024 y.**

**(order № \_\_\_\_\_ from «\_\_» \_\_\_\_\_ 2024y.)**

**Rector \_\_\_\_\_ /Volodymyr LADYKA/**

## LETTER OF AGREEMENT

### educational and professional program 073 «Management» EP «Administrative management»

#### Project group consisting of:

#### Chairman of the project group:

Doctor of Economics, Professor of Public  
Management and Administration Chair

Larysa KALACHEVSKA

#### Members of the project group:

Ph.D., Associate Professor of Public  
Management and Administration Chair

Alina BRYCHKO

Ph.D., Associate Professor of Public  
Management and Administration Chair

Svitlana LUKASH

Considered and approved at an extended meeting of the chair with the participation of student activists and stakeholders protocol № \_\_\_\_ from \_\_\_\_\_ 2024 y.

Head of educational department

Nataliya KOLODNENKO

Acting Head of the department of quality,  
licensing and accreditation, Ph.D., Associate Professor

Olena RYBINA

Vice-rector for scientific-pedagogical  
and educational work, Doctor of Biology, Professor

Ihor KOVALENKO

Approved at the meeting of the Scientific Council of the Faculty of Economics and Management from \_\_\_\_\_, 2024 y., protocol № \_\_\_\_

Chairman of the Scientific Council  
of the Faculty of Economics  
and Management, Doctor of Economics, Professor

Marharyta LYSHENKO

## PREFACE

The educational-professional program is a normative document that contains a system of educational components at the second (master's) level of higher education within the specialty 073 "Management", which defines the requirements for the level of education of persons who can start training under this program, the logical sequence of their study, the number of ECTS credits required to complete this program, as well as the expected learning outcomes that must be mastered by the master's degree.

Appointment of educational and professional program of the master's degree - preparation of the person for acquisition of theoretical and practical knowledge, abilities and skills sufficient for successful carrying out of scientific researches and performance of professional duties on a specialty 073 "Management", general principles of methodology of professional activity, others competencies sufficient for the effective implementation of innovative tasks of the appropriate level of professional activity. The educational and professional program takes into account the requirements of the Law of Ukraine "On Higher Education" and the National Qualifications Framework.

Users of the educational-professional program:

- applicants for higher education who study at Sumy National Agrarian University at the second (master's) level in the specialty 073 "Management", OP "Administrative Management";
- research and teaching staff of Sumy National Agrarian University, who train masters in the specialty 073 "Management" OP "Administrative Management";
- admissions Committee of Sumy National Agrarian University;
- examination commission of specialty 073 "Management" for OP "Administrative Management".

### **Professional examination was conducted by:**

Iryna Korchagina	Marketing and Communications Specialist, “Danube Soy” Association, Austria
Natalia Goncharova	Deputy Head of the Department of Education and Science of Sumy City Council
Eduard Kalalachevsky	Director of Agroecoline LLC, Lebedyn district, Sumy region

### **Methodical examination was conducted by:**

Nataliya Stoyanets	Doctor of Economics, Professor, Professor of the Department of Management named after prof. L.Mykhailova
Tetyana Kharchenko	PhD, Associate professor of the Department of Public Management and Administration
Larysa Rybina	PhD, Associate professor of the Department of Economics and Entrepreneurship

# 1. REGULATORY REFERENCES

## A. Official documents:

1. On higher education: Law of Ukraine of 01.07.2014. URL: <https://zakon.rada.gov.ua/laws/show/1556-18>
2. On education: Law of Ukraine. URL: <http://zakon5.rada.gov.ua/laws/show/2145-19>.
3. Classification of economic activities: DK 009: 2010. URL: <https://evrovektor.com/kved/2010/>
4. National Qualifications Framework: Annex to the Resolution of the Cabinet of Ministers of Ukraine of November 23, 2011 № 1341. URL: <https://zakon.rada.gov.ua/laws/show/1341-2011-%D0%BF>.
5. On the peculiarities of the introduction of the list of branches of knowledge and specialties for which higher education students are trained .: Order of the Ministry of Education and Science of Ukraine dated 06.11.2015 № 1151 approved by the Cabinet of Ministers of Ukraine dated 29 April 2015 № 266. URL: <https://zakon.rada.gov.ua/laws/show/z1460-15>.
6. On approval of the standard of higher education in the specialty 073 "Management" for (master's) second level of education: Order of the Ministry of Education and Science of Ukraine № 959 of July 10, 2019. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni%20standarty/2019/07/12/073-menedzhment-magistr.pdf>

## B. Useful links:

7. Standards and recommendations for quality assurance in the European area of higher education (ESG) // URL: [http://ihed.org.ua/images/pdf/standards-and-guidelines\\_for\\_qa\\_in\\_the\\_ehea\\_2015.pdf](http://ihed.org.ua/images/pdf/standards-and-guidelines_for_qa_in_the_ehea_2015.pdf).
8. Data for SustainableDevelopment Goals.ISCED (MCKO) 2011 //URL: <http://www.uis.unesco.org/education/documents/isced-2011-en.pdf>.
9. Data for SustainableDevelopment Goals.ISCED-F (MCKO-Г) 2013 // URL: <http://www.uis.unesco.org/Education/Documents/isced-fields-of-education-training-2013.pdf>.
10. Methodological recommendations for the development of higher education standards. Order of the Ministry of Education and Science of Ukraine dated June 1, 2017 No. 600 (as amended by Order of the Ministry of Education and Science of Ukraine dated December 21, 2017 No. 1648)//URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>

## **2. DEFINITION**

The program uses the terms and corresponding definitions given in the Law of Ukraine "On Higher Education" and the National Educational Glossary: Higher Education.

## **3. DESIGNATIONS AND ABBREVIATIONS**

The following designations and abbreviations are used in the program:

- ECTS (European Credit Transfer and Accumulation System) – European credit transfer and accumulation system;
- NFQ – National Framework of Qualifications;
- GC – general competences;
- PC – professional competences;
- PLO – program learning outcomes;
- CC – compulsory component;
- EC – elective component.

1. PROFILE OF THE EDUCATIONAL PROGRAM IN THE SPECIALTY  
073 « Management » (EP « Administrative Management »)

<b>1. General information</b>	
<b>Full name of the higher education institution and structure of the department</b>	Sumy National Agrarian University, Faculty of Economics and Management
<b>Cycle / level</b>	8 level of the National Qualifications Framework of Ukraine (NQF). 7 the level of the European Qualifications Framework for lifelong learning (EQFLLL). The second cycle of the European Higher Education Area (HPFQEHEA )
<b>Name of the field of knowledge</b>	07 «Management and administration»
<b>Name of specialty</b>	073 «Management».
<b>The official name of the educational program</b>	«Administrative management».
<b>Degree of higher education and title of qualification in the original language</b>	Master of Administrative Management
<b>Type of diploma and scope of educational program</b>	Master's degree - single/double, 90 credits (1 year 4 months)
<b>Availability of accreditation</b>	Accreditation Commission of Ukraine, certificate: series ND 991991726 dated 25.09.2017. The Accreditation, Certification and Quality Assurance Institute ACQUIN, Germany, certificate dated 09.2022, validity: until 09.2029.
<b>Prerequisites</b>	The presence of a bachelor's degree or educational qualification level of a specialist in various specialties. No age restrictions
<b>Languages of instruction</b>	Ukrainian, German, English
<b>Terms of the educational program</b>	until 09, 2029
<b>Internet - the address of the permanent placement of the description of the educational program</b>	<a href="http://snau.edu.ua/">http://snau.edu.ua/</a> <a href="https://eim.snau.edu.ua/kafedri/publichnogo-upravlinnya-ta-administruvannya/ovitno-profesijni-programi/">https://eim.snau.edu.ua/kafedri/publichnogo-upravlinnya-ta-administruvannya/ovitno-profesijni-programi/</a>
<b>2 - The purpose of the educational program</b>	
Training of high-level specialists with fundamental knowledge, relevant competencies, and practical skills for effective management and administration. Forming a qualitatively new level of personality, able to solve complex non-standard tasks and problems of innovation and research in the field of management, as well as combine knowledge, skills, communication skills, and abilities with autonomous activities and responsibilities in solving tasks and problems in management.	
<b>3 - Characteristics of the educational program</b>	
<b>Subject area (field of knowledge, specialization)</b>	07 «Management and administration». 073 «Management». EP «Administrative management».
<b>Orientation of the educational program</b>	Educational and professional
<b>The main focus of the educational program and specialization</b>	Special education and training in the field of 07 "Management and Administration" specialty 073 "Management". <i>Keywords:</i> management, administration, agrarian management, managerial decisions, efficiency, investments. Formation of students' competence in effective management

	and administration of enterprises and institutions of agriculture and other industries on the basis of systematic understanding of processes, forms and methods, environment and regulatory principles of its implementation, mastering methodological and practical approaches to assessing the state of the business entity.	
<b>Features of the program</b>	<p>The peculiarity and difference of the program is that it was launched at SNAU together with the University of Applied Sciences Weihenstephan-Triesdorf (Germany).</p> <p>The program is internationally accredited by ACQUIN. Studying in the 1st and 2nd semesters of the first year of study are semesters of international mobility. The program is a prerequisite for industrial and undergraduate internships in enterprises of various sectors of the economy and areas of activity, including agribusiness and international companies. The program provides teaching in Ukrainian, German, and/or English. The content component of the program is unique and developed in collaboration with the University of Applied Sciences Weihenstephan-Triesdorf.</p>	
<b>4. Suitability of graduates for employment and further study</b>		
<b>Suitability for employment</b>	Name and code of the professional group Professional job title (position)	Name and code of the professional group Professional job title (position)
	12. Heads of enterprises, institutions and organizations	
	1210. Heads of enterprises, institutions and organizations	1210.1. Heads of enterprises, institutions and organizations
	1229. Heads of other major units	1229.1. head of the department
		1229.1. head of the sector
		1229.1. Deputy Head of Department
		1229.7. heads of other major divisions in the field of agriculture
	1231. Heads of economic and administrative departments	1231. Head of Department
		1231. Head of Sector
		1231. Head (director, chief, etc.) of the department
	1231. Chief Specialist	
1239. Heads of other functional units	1239. Head of the farm	
13. Managers of small enterprises without management staff		
1312. Heads of small businesses without management in industry	1312. Director of a small enterprise for processing agricultural products	
1319. Managers of other	1319. Director (manager) of a	

	small enterprises without management staff	small enterprise
	14. Managers (managers) of enterprises, institutions, organizations and their departments	
	1475. Managers (managers) for management and administration	1475.1 managers (managers) on management and administration of operational activities in enterprises of the agricultural sector
		1475.2 managers (managers) for coordination of administration activities related to the organization of work of all departments
	1477. Managers (managers) for the selection, provision and use of personnel	1477.1 Personnel Manager. HR-manager in the agricultural sector
	1479. Manager (manager) for the organization of consulting services	1479. Manager of consulting activities in the agricultural sector
	II. Professionals	
	2419. Professionals in the field of civil service (agricultural management), efficiency of economic activity, rationalization of production, innovation	2419.3 Civil Service Specialist
	2441. Professionals in the field of management and administration	2441. Research Fellow
		2441. Planning Economist
		2441 Economic Adviser
		2441 Economic Adviser
<b>Further study.</b>	Students 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 system of postgraduate education.	
<b>5. Teaching and assessment</b>		
<b>Teaching</b>	Student-centered, problem-oriented learning, initiative self-study. Combined approach to learning: a combination of traditional and non-traditional teaching methods, involvement of foreign lecturers and practitioners in lectures. Teaching is carried out in the form of lectures, presentations, discussions, practical classes, trainings, situational games, seminars, application of case-study method with solving real problems, solving computational and analytical and creative problems, work in small groups, individual lessons, consultations with teachers, self-study, training based on research, internships in enterprises and organizations, individual project work based on production data of enterprises, application of software tools for evaluation and planning of RegioMAX and BEP, e-learning in the Moodle system, preparation of master's thesis.	
<b>Evaluation</b>	Types of control: current, thematic, periodic, final, self-control. The current survey, test control, presentation of individual and group tasks, project work, performance of calculation-analytical and situational tasks, and practice reports. Final	



	control - exams, and tests, taking into account the accumulated points of current control. Final certification - preparation and public defense of the master's thesis. Qualification work should not contain academic plagiarism, including incorrect textual borrowing, fabrication, and falsification. Qualification work is published in the SNAU repository. Assessment of students' knowledge is carried out according to the rating system
<b>6 - Program competencies</b>	
<b>Integral competence (IC)</b>	IC1. Ability to solve complex problems and problems in the field of management or the learning process, involving research and/or innovation under uncertain conditions and requirements.
<b>General Competences (GC)</b>	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. Information and communication technology skills. GC 4. Ability to motivate people and move towards a common goal. GC 5. Ability to act based on ethical considerations. GC 6. Ability to generate new ideas (creativity). GC 7. Ability to abstract thinking, analysis and synthesis
<b>Professional competencies of the specialty (PC)</b>	PC1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards. PC2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans. PC3. Ability for self-development, lifelong learning and effective self-management. PC4. Ability to effectively use and develop the organization's resources. PC5. Ability to create and organize effective communications in the management process. PC6. Ability to form leadership qualities and demonstrate them in the process of managing people. PC7. Ability to develop projects, manage them, show initiative and entrepreneurship. PC8. Ability to use psychological technology to work with staff. PC9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation. PC10. Ability to manage the organization and its development. PC11. Ability to form alternative strategic directions for the development of the object of management. PC12. Ability to substantiate the parameters of the directions of enterprise development, to work out the economic characteristics of the ways of their implementation. PC13. Ability to communicate freely in a foreign language. PC14. Ability to use modern information technologies, methods of empirical and social research. PC15. Ability to form an effective system of accounting and

	<p>control of the enterprise in order to make effective management decisions.</p> <p>PC16. Ability to analyze markets, to form a system of promotion of goods and services, to develop the image of the object of management</p>
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**7. Program learning outcomes**

<p>PLO1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.</p> <p>PLO 2. Identify problems in the organization and justify methods of solving them.</p> <p>PLO 3. Design effective management systems for organizations.</p> <p>PLO 4. Substantiate and manage projects, and generate business ideas.</p> <p>PLO 5. Plan the activities of the organization in strategic and tactical sections.</p> <p>PLO 6. Have the skills to make, justify, and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations, and social responsibility.</p> <p>PLO 7. Organize and carry out effective communication within the team, with representatives of various professional groups, and in the international context.</p> <p>PLO 8. Use specialized software and information systems to solve management problems of the organization.</p> <p>PLO 9. Be able to communicate in professional and scientific circles in the state and foreign and Ukrainian languages.</p> <p>PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, and influence their behavior to solve professional problems.</p> <p>PLO 11. Provide personal professional development and plan your own time.</p> <p>PLO 12. Be able to delegate authority and management of the organization (unit).</p> <p>PLO 13. Be able to plan and implement information, methodological, material, financial, and personnel support of the organization (unit).</p> <p>PLO 14. To substantiate the parameters of the directions of enterprise development, to work out the economic characteristics of the ways of their realization.</p> <p>PLO 15. Be able to determine the effectiveness of financial and investment projects</p> <p>PLO 16. Conduct marketing research on selected value chains using a variety of tools.</p>
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**8. Resource support for program implementation**

<p><b>Staffing</b></p>	<p>Training of masters in the specialty 073 "Management" OP "Administrative Management" is carried out by 1 graduating department: the Department of Public Administration. The department is headed by Doctor of Sciences, Professor.</p> <p>A total of 19 research and teaching staff who are part of the support group, including</p> <ul style="list-style-type: none"> <li>- doctors of sciences, professors - 5;</li> <li>- doctors of sciences, associate professors - 2;</li> <li>- Candidates of Sciences, Associate Professors - 9;</li> <li>- Candidates of Sciences, Senior Teachers - 1;</li> <li>- senior teachers without a scientific degree - 2.</li> </ul> <p>Every semester, foreign lecturers and professors from the University of Applied Sciences Weihenstephan -Triesdorf (Germany) are involved in teaching.</p> <p>The educational and professional program is implemented by teachers who are fluent in foreign languages (certificate B2 - 14, certificate C1 - 2, certificate C2 - 1), have completed research internships abroad and at enterprises, and participate in international research projects.</p> <p>To increase the practical orientation of the educational process, leading specialists-practitioners and foreign specialists are involved in conducting lectures.</p>
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<b>Logistics</b>	<p>The provision of training facilities, computer workstations, multimedia equipment meets the needs. All the necessary social and household infrastructure is available, the number of places in dormitories meets the requirements.</p> <p>To implement the educational and professional program at the Faculty of Economics and Management there are specialized training and computer laboratories equipped with the necessary equipment and software (software Regio MAX, BEP, Diamond FMS, 1C: Agricultural Management, access to 1C: ITS Ukraine, 1C: Enterprise 8.2, Master Test).</p>
<b>Information and educational methodological support</b>	<p>The official website of SNAU <a href="http://www.snau.edu.ua">www.snau.edu.ua</a> contains information about educational programs, educational, scientific, and educational activities, structural units, admission rules, international cooperation, practice and employment, and contacts.</p> <p>All SNAU registered users have unlimited access to the Internet. The fund of the scientific library of SNAU contains more than 313 thousand copies of educational and scientific literature, and periodicals. More than 76,700 entries have been made in the electronic catalog. Electronic databases of secondary information are created and used - second-hand catalog (over 1100 records), catalog of dissertations (363 records), catalog of abstracts (2585 records), etc.</p> <p>An electronic card index of book support has been created. The reading room is equipped with wireless Internet access. All library resources are available through the university website: <a href="http://library.snau.edu.ua">http://library.snau.edu.ua</a></p> <p>All disciplines of the course of educational and professional training in marketing are provided with lecture notes, methodical recommendations for practical classes and independent work, methodical recommendations for professional internships and undergraduate practices, as well as recommendations for master's qualification work. The university has connections to the Scopus and Web of Science scientometric databases.</p>
<b>9. Academic mobility (regulated by the Resolution of the Cabinet of Ministers of Ukraine № 579 "On approval of the Regulations on the procedure for exercising the right to academic mobility" of August 12, 2015)</b>	
<b>National credit mobility</b>	<p>Based on bilateral agreements of scientific and educational direction between Sumy National Agrarian University and universities of Ukraine: NSC "IAE" NAAS, SI "Institute of Economics and Forecasting" NAS, Poltava State Agrarian Academy, Kharkiv National Agrarian University named after V.V. Dokuchaev, State University telecommunications.</p>
<b>International credit mobility</b>	<p>To date, SNAU has concluded more than 150 agreements (including more than 90 agreements with educational and research institutions) on cooperation with foreign partners from more than 25 countries. SNAU's activities in the international educational space focus on long-term programs and projects aimed at improving the quality of educational and scientific activities to the level of world standards. SNAU is an official partner of the international network of universities in the Black Sea and Eastern Mediterranean BSEMAN, the Visegrad Union of Universities, and the International Partnership Network for Agricultural Management. SNAU students have the opportunity to study abroad under ERASMUS + credit mobility programs based on the memorandum of cooperation.</p> <p>Since 2002, SNAU together with the University of Applied Sciences</p>

	<p>Weihenstephan -Triesdorf (Germany) has been implementing the international master's program "International Agrarian Management". In 2008, with the assistance of the Ministry of Agrarian Policy of Ukraine, an agreement was signed, that provides for joint management of the Master's course "Administrative Management" in both partner universities, the right to receive double degrees, academic and student exchange, etc. Every semester there are international seminars for students of the program at SNAU with the participation of teachers from a German partner university with a parallel assessment of students' residual knowledge in compulsory subjects.</p> <p>This allows students to receive Diplomas of Education and Certificates of International Standard from the University of Applied Sciences Weihenstephan-Triesdorf at the end of their studies.</p>
<b>Training of foreign applicants for higher education</b>	According to the "Rules of admission to Sumy NAU". Higher education students from other countries are taught in Ukrainian and English.
<b>National credit mobility</b>	Based on bilateral agreements of scientific and educational direction between Sumy National Agrarian University and universities of Ukraine: NSC "IAE" NAAS, SI "Institute of Economics and Forecasting" NAS, Poltava State Agrarian Academy, Kharkiv National Agrarian University named after VV Dokuchaev, State University telecommunications.
<b>Training of foreign applicants for higher education</b>	According to the "Rules of admission to Sumy NAU". Higher education students from other countries are taught in Ukrainian and English.

## 2.- LIST OF COMPONENTS OF THE EDUCATIONAL PROFESSIONAL AND THEIR LOGICAL SEQUENCE

Code	Components of the educational program (academic disciplines, course projects / works, practices, qualification work)	Number of credits	Control form	Semester
<b>1.Compulsory components (CC) EP</b>				
CC 1	Economic informatics and methods of empirical and social research	<b>5</b>	Credit	1
CC 2	Methodology of scientific research and maintaining the principles of academic integrity	<b>5</b>	Exam	1
CC 3	Agrarian policy	<b>5</b>	Credit	2
CC 4	Management consulting	<b>5</b>	Exam	2
CC 5	Business management	<b>5</b>	Exam	1
CC 6	Production economics	<b>5</b>	Exam	1
CC 7	Analysis and control of the enterprise	<b>5</b>	Exam	1
CC 8	Enterprise planning	<b>5</b>	Exam	2
CC 9	Strategies of international agrarian marketing	<b>5</b>	Exam	2
CC 10	Project planning and evaluation	<b>5</b>	Exam	3
	Total volume of compulsory components	<b>50</b>		
<b>2.Elective components (EC) EP</b>				
<p>* The list of elective educational components is determined by a certain educational level of training of higher education applicants, following the Regulation of SNAU "On elective educational disciplines". Elective disciplines are multiples of 5.0 ECTS credits. Elective educational disciplines consist of 3 blocks: 2.1. List of university-wide optional subjects (the link is on the university's website). 2.2. The list of elective disciplines of general training according to the EP of the faculty (the link is on the website of the faculty). 2.3. The list of elective disciplines of professional training (the link is on the department's page).</p>				
EC 1	Elective discipline 1	<b>5</b>	Credit	3
EC 2	Elective discipline 2	<b>5</b>	Credit	2
EC 3	Elective discipline 3	<b>5</b>	Credit	2
EC 4	Elective discipline 4	<b>5</b>	Credit	3
EC 5	Elective discipline 5	<b>5</b>	Credit	3
	Total volume of elective disciplines	<b>25</b>		
EC 11	Professional internship	<b>3</b>		
EC 11	Pre-diploma practice	<b>2</b>		
EC 12	Preparation of qualification work and attestation	<b>10</b>		
	Total volume of elective components	<b>15</b>		
	<b>TOTAL VOLUME OF EDUCATIONAL PROGRAM</b>	<b>90</b>		

**The list of disciplines according to the student's choice - 2024-2025 academic year**  
**EPP "Administrative Management"**  
**Master degree**

№	Semester	The name of the discipline	Number of credits/hours/ form of control
EC 1	3	Methods of empirical and social research	5/150/credit
		Modern information technologies of data visualization	
		Global and national security	
		Social and ethical marketing	
		Motivation mechanism and team leadership	
		Behavioral finance	
EC 2	2	Information systems and technologies of applied and scientific research ( <i>except for the EPP "Accounting and taxation" and EPP "Management of organizations and administration" at the second (master's) level of higher education</i> )	5/150/credit
		Digital finance	
		Agrarian policy (except OPP "Administrative Management" at the second (master's) level of higher education)	
		Business foreign language ( <i>possible choice only for OPP "Administrative Management", EPP "Economics of Enterprise", EPP "Entrepreneurship, Trade and Exchange Activity" at the second (master's) level of higher education</i> )	
		Intellectual Property	
		Audit of administrative activities	
EC 3	2	Relationship marketing	5/150/credit
		Project management	
		Psychology and personnel management	
		Communicative management	
		Budgetary processes and procurement	
		Evaluation and accounting of integral property complexes	
EC 4	3	Local business and entrepreneurship	5/150/credit
		Organization of data collection for enterprise management	
		Social communications in modern business	
EC 5	3	Personnel management	5/150/credit
		Territorial economic management	
		Concept of sustainable development of the region	
		Leadership, management and managerial decision-making	

## 2.2 Structural and logical pattern of the educational and professional program

Components	1 course		2 course	Total	
	1 semester (credits, control form)	2 semester (credits, control form)	3 semester (credits, control form)	credits	%
<b>1. Compulsory components EPP</b>					
<b>Cycle of professionally oriented humanitarian and socio-economic training</b>	Economic informatics and methods of empirical and social research (5 credits, credit)  Methodology of scientific research and maintaining the principles of academic integrity (5 credits, exam)	Ukrainian as a foreign language (5 credits, exam)		<b>15</b>	<b>16,6</b>
<b>Cycle of disciplines of natural science (fundamental) training</b>	Business Management (5 credits, exam)  Production economics (5 credits, exam)  Analysis and control of the enterprise (5 credits, exam)	Management-consulting (5 credits, exam)  Enterprise planning (5 credits, exam)  Strategies of international agrarian marketing (5 credits, exam)	Project planning and evaluation (5 credits, exam)	<b>35</b>	<b>38,8</b>
<b>Practical training</b>		Professional internship and pre-diploma practice (5 credits, credit)		<b>5</b>	<b>5,6</b>
<b>Preparation of qualification works and state attestation</b>			Preparation of qualification work Defense of qualification work (10 credits) Preparation of qualification	<b>10</b>	<b>11,2</b>
<b>The total volume of compulsory component</b>	<b>25</b>	<b>25</b>	<b>15</b>	<b>65</b>	<b>72,2</b>
<b>2. Elective components EPP</b>					
<b>Total volume of selective components</b>				<b>25</b>	<b>27,8</b>
<b>TOTAL VOLUME OF EPP</b>				<b>90</b>	<b>100</b>

### 3. - STATE ATTESTATION

<b>Forms of certification of applicants for higher education</b>	<p>Certification of graduates of the specialty 073 "Management" in the educational program "Administrative Management" is conducted in the form of defense of a master's thesis.</p> <p>The attestation is carried out openly and publicly and ends with the awarding of the qualification "Master of Administrative Management" by the examination commission and the issuance of a standard diploma for awarding him a master's degree. The personal composition of the members of the examination commission is approved by the order of the rector.</p>
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1	2	3	4	5	6	7	8	9	10	11	12	13
PC4. Ability to effectively use and develop the organization's resources.					x	x	x	x		x	x	x
PC 5. Ability to create and organize effective communications in the management process.				x					x		x	
PC 6. The ability to form leadership qualities and demonstrate them in the process of managing people.					x							
PC 7. Ability to develop projects, manage them, and show initiative and entrepreneurship.										x		x
PC C8. Ability to use psychological technologies for working with personnel					x							
PC 9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation					x		x	x			x	x
PC 10. Ability to manage the organization and its development.					x				x		x	
PC 11. The ability to form alternative strategic directions for the development of the object of management.								x	x	x		x
PC 12. The ability to justify the parameters of the company's development directions, to work out the economic characteristics of the ways of their implementation.						x		x			x	x
PC 13. The ability to communicate freely in the state and foreign languages.				x								
PC 14. Ability to use modern information technologies, methods of empirical and social research.	x											x
PC 15. The ability to form an effective system of accounting and control of the enterprise's activities in order to make effective management decisions							x				x	
PC 16. The ability to analyze markets, form a system of promotion of goods and services, develop the image of the object of management.			x						x		x	x

## 5. - Matrix of provision of program learning outcomes (PLO) with relevant components of the educational program

	EC 1	EC 2	EC 3	EC 4	EC 5	EC 6	EC 7	EC 8	EC 9	EC 10	EC 11	EC 12
	Economic informatics and methods of empirical and social research	Methodology of scientific research and maintaining the principles of academic integrity	Agrarian policy	Management-consulting	Business-management	Production economics	Analysis and control of enterprise	Enterprise planning	Strategies of international agrarian marketing	Project planning and evaluation	Professional internship and pre- diploma practice	Preparing and defense of qualification work
PLO1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions.	x	x			x		x			x		x
PLO 2. Identify problems in the organization and justify methods of solving them.							x	x			x	x
PLO 3. To design effective management systems of organizations.								x		x		x
PLO 4. Justify and manage projects, generate business ideas.								x		x	x	x
PLO 5. To plan the activities of the organization in strategic and tactical sections.								x	x	x	x	x
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.			x		x							x
PLO 7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context.			x	x					x		x	
PLO 8. Apply specialized software and information systems to solve organizational management problems.	x			x		x						x
PLO 9. To be able to communicate in professional and scientific circles in national and foreign languages.				x								
PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks.					x							
PLO 11. To ensure personal professional development and planning of own time		x	x	x						x		
PLO 12. To be able to delegate authority and management of the organization (subdivision).					x							
PLO 13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).					x	x	x	x			x	x
PLO 14. To substantiate the parameters of the company's development directions, to work out the economic characteristics of the ways of their implementation						x	x	x	x		x	x
PLO 15. Be able to determine the effectiveness of financial and investment projects.				x						x	x	x
PLO 16. Conduct market research on selected value chains using a variety of tools			x						x		x	x

Table 1

**Matrix of compliance of competencies defined by the Standard with NFQ  
descriptors (at the 7th level, master's level)**

<b>Classification of competences according to the NFQ</b>	<b>Knowledge</b>	<b>Skills</b>	<b>Communication</b>	<b>Autonomy and responsibility</b>
	<p><b>KN1.</b> 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</p> <p><b>KN2.</b> Critical understanding of problems in education and/or professional activity and cross-disciplinary fields</p>	<p><b>SK1.</b> Solving complex tasks and problems that require updating and integration of knowledge, often in conditions of incomplete/insufficient information and conflicting requirements</p> <p><b>SK2.</b> Conducting research and/or innovative activity</p>	<p><b>C1.</b> 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</p> <p><b>C2.</b> Use of foreign languages in professional activities</p>	<p><b>AR1.</b> Decision-making in complex and unpredictable conditions, which requires the use of new approaches and forecasting</p> <p><b>AR2.</b> Responsibility for the development of professional knowledge and practices, assessment of the team's strategic development</p> <p><b>AR3.</b> A capacity for further learning that is largely autonomous and self-directed</p>
<b>General competences</b>				
<b>GC 1</b>	<b>KN2</b>	<b>SK1, SK2</b>	<b>C1, C2</b>	<b>AR3</b>
<b>GC 2</b>			<b>C1, C2</b>	
<b>GC 3</b>		<b>SK1, SK2</b>	<b>C1</b>	<b>AR1</b>
<b>GC 4</b>		<b>SK1</b>	<b>C1</b>	<b>AR1, AR2</b>
<b>GC 5</b>			<b>C1</b>	<b>AR2</b>
<b>GC 6</b>		<b>SK1</b>		<b>AR3</b>
<b>GC 7</b>	<b>KN1, KN2</b>	<b>SK1</b>		
<b>Special (professional) competences</b>				
<b>PC 1</b>	<b>KN2</b>	<b>SK1</b>		
<b>PC 2</b>			<b>C2</b>	
<b>PC 3</b>			<b>C2</b>	
<b>PC 4</b>		<b>SK1</b>		
<b>PC 5</b>	<b>KN2</b>		<b>C2</b>	
<b>PC 6</b>				
<b>PC 7</b>	<b>KN1</b>	<b>SK1</b>		
<b>PC 8</b>		<b>SK1</b>		
<b>Additionally for the educational and professional program</b>				
<b>PC 9*</b>	<b>KN 2</b>	<b>SK1</b>	<b>C1</b>	<b>AR1, AR3</b>
<b>PC 10*</b>	<b>KN1</b>	<b>SK1, SK2</b>	<b>C1</b>	<b>AR1</b>

Correspondence matrix of learning outcomes and competencies defined by the Standard

№	Program learning outcomes	General competences							Special (professional) competences															
		1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12	13	14		
1	Critically consider, choose, and use the necessary scientific, methodical, and analytical tools for management in unpredictable conditions;	+							+									+						
2	Identify problems in the organization and justify the methods of solving them;			+						+														
3	Design effective management systems of organizations;	+											+											
4	Justify and manage projects, generate business ideas;				+										+									
5	To plan the activities of the organization in strategic and tactical terms cuts;									+														
6	Have the skills to make, justify, and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations, and social responsibility						+		+									+						
7	Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context		+			+							+											
8	Apply specialized software and information systems to solve organizational management problems;			+									+											
9	Demonstrate communication skills in professional and scientific circles in national and foreign languages;					+																		
10	Demonstrate leadership skills and ability to work in a team, interact with people, and influence their behavior to solve professional tasks;													+		+								
11	Have the skills to ensure personal professional development and planning one's own time.										+													
<b><i>Additionally for the educational and professional program</i></b>																								
12*	Have the skills to delegate authority and manage an organization (unit);		+		+								+		+	+		+						
13*	Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).			+	+		+			+						+	+							

