

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY

EDUCATIONAL PROFESSIONAL PROGRAM
«MANAGEMENT»

LEVEL OF HIGHER EDUCATION First (bachelor) level
(the name of the level of higher education)

DEGREE OF HIGHER EDUCATION Bachelor
(the name of the degree of higher education)

FIELD OF KNOWLEDGE D Business, Administration and Law
(code and name of the field of knowledge)

SPECIALTY D3 Management
(code and specialty name)

«APPROVED»

By the scientific council Sumy NAU

« 23 » march 2026 year (Protocol № 15)

Chairman of the Academic

Council Volodymyr LADYKA

The educational professional program will
come into effect from

« 01 » 2026 year.

Rector Ihor KOVALENKO

(order № 216/24 from « 29 » 04 2026y.)

Sumy - 2026

LETTER OF APPROVAL
educational and professional program

Project group consisting of:

Chairman of the project team,

Doctor of Economics, professor,

professor of Management department

named after Professor L.I. Mykhailova



Nataliya STOYANETS

Project team members:

Ph.D., Associate Professor of Management department

named after Professor L.I. Mykhailova



Viktoriia TKACHENKO

Ph.D., Associate Professor of Management department

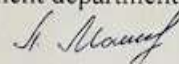
named after Professor L.I. Mykhailova



Liudmyla DASHUTINA

Ph.D., Associate Professor of Management department

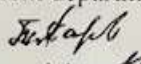
named after Professor L.I. Mykhailova



Liudmyla MOHYLNA

Ph.D., Associate Professor of Management department

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Tetiana KHARCHENKO

3rd year student of the "Management" specialty



Mariya TISHCHENKO

Considered and approved at an extended meeting at Management department
named after Professor L.I. Mykhailova with the participation of students and
stakeholders, protocol № 10 from 26.02. 2026 y.

Head of the educational department



Nataliya KOLODNENKO

Head of the education quality department,

Licensing and accreditation,

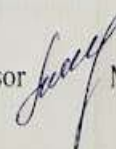
PhD, Associate Professor



Olena RYBINA

Vice-rector for scientific and pedagogical

and educational work, doctor of science, professor



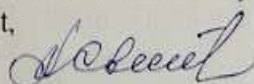
Marharyta LYSHENKO

Approved at a meeting of the Academic Council of the Faculty of Economics and
Management 12.03.2026 y., protocol № 10

Chairman of the Academic Council of the Faculty

economics and management,

PhD, Associate Professor



Svitlana LUKASH

PREAMBLE

The educational and professional program is a regulatory document that contains a system of educational components at the first (bachelor's) level of higher education within the specialty D3 "Management" of the field of knowledge D Business, Administration and Law, which determines the requirements for the level of education of persons who can begin training in this program, the list of academic disciplines and the logical sequence of their study, the number of ECTS credits required to complete this program, as well as the expected learning outcomes that a bachelor's degree applicant must master. The purpose of the educational and professional program for a bachelor's degree applicant is to prepare a person to acquire theoretical and practical knowledge, skills and abilities sufficient for the successful performance of professional duties in the specialty D3 "Management", general principles of the methodology of professional activity, other competencies sufficient for the effective performance of executive tasks of the corresponding level of professional activity.

Users of the educational and professional program:

- higher education applicants studying at the Sumy National Agrarian University at the first (bachelor's) level in the specialty D3 "Management";
- scientific and pedagogical workers of the Sumy National Agrarian University who train bachelors in the specialty D3 "Management";
- admissions committee of the Sumy National Agrarian University;
- examination committee of the specialty D3 "Management".

Developers of the educational-professional program "Management":

Doctor of Economics, professor,
professor of Management department
named after Professor L.I. Mykhailova

Nataliya STOYANETS

Project team members:

Ph.D., Associate Professor of Management department
named after Professor L.I. Mykhailova

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Lyudmila MOHYLNA

Ph.D., Associate Professor of Management department
named after Professor L.I. Mykhailova

Tetyana KHARCHENKO

3rd year bachelor's student

Maria TISHCHENKO

Reviews of external stakeholders:

1. TKACHENKO Yuriy «Zernova Dolyna» Farming Company, director.
2. GOMAN Alexander, founder, director of LLC "Alimentarius SM".
3. Mykola ZHELDUBOVSKY, Director of PPE "Garant", Sumy district.
4. Xia YUANYUAN, PhD in Management, Director of Academic and Scientific Division, Henan Institute of Science and Technology, China

II. Profile of the educational and professional program "Management"

1. General information	
Full name of higher education institution	Sumy National Agrarian University, Faculty of Economics and Management, Department of Management named after Professor L.I. Mykhaylova
Official name of educational program	Educational and professional program in the specialty D3 "Management"
Higher education degree	Bachelor
Name of the field of knowledge	Field of knowledge D "Business, Administration and Law", Specialty
Name of specialty	D3 "Management"
Higher education degree and title of qualification in the original language	Bachelor, Bachelor of Management
Type of diploma and scope of educational program	Bachelor's degree, single, 240 credits ECTS - European credit transfer and accumulation system, study period 3 years 10 months based on complete secondary education; 120 credits European credit transfer and accumulation system, study period 1 years 10 months based on the "junior bachelor" degree (SCL "junior specialist") with recognition and re-enrollment of ECTS credits received within the previous educational program of training junior bachelor (junior specialist) 180 credits European credit transfer-accumulation system study period 2 years 10 months based on the degree "professional junior bachelor" with recognition and re-enrollment of ECTS credits received within the previous educational program
Availability of accreditation	Accreditation Commission of Ukraine. Certificate of accreditation of the specialty № HД №1982095 from 27. 01 .2015
Cycle / level	NRC of Ukraine - level 6, FQ-ENEA - the first cycle, EQF-LLL - level 6
Prerequisites	A person has the right to obtain a bachelor's degree provided that he or she has a complete general secondary education or a secondary vocational education "Junior Bachelor", a secondary vocational education "Junior Specialist", a secondary vocational education "Professional Junior Bachelor" without age restrictions.
Form of education	Full-time,
Languages of instruction	Ukrainian, English
Internet address of the permanent placement of the description of the educational program	https://snau.edu.ua/pro-universitet/struktura-universitetu/viddil-jakosti-osviti-licenzuvannja-ta-akreditacii/zabezpechennja-jakosti-osviti/katalog-osvitnih-program/
2. The purpose of the educational program	
Training and formation of leaders capable of strategic thinking in the context of European integration and post-war reconstruction; development of systemic management for monitoring	

external factors - from economic to ethical and environmental; combination of the educational process with the principles of sustainable development of the agricultural sector, digitalization and corporate responsibility.	
3 – Characteristics of the educational program	
Orientation of the educational program	Educational and professional
The main focus of the educational program and specialization	Special education and professional training in the field of management, in particular, focusing on the formation of the ability to justify solving problems in the field of management of various types of activities of organizations and their divisions in order to make effective management decisions based on the principles of sustainable development for the development of the agricultural sector Key words: management, organization, management system, management tools, agrarian management.
Features of the program	The program is aimed at mastering conceptual scientific and practical knowledge of management, with an emphasis on organizational management activities of organizations of various forms of ownership of the agricultural sector (agricultural management), professional special training of managers for the agrarian sector of the economy, taking into account the requirements of the labor market, proactive and able to quickly adapt to modern business - environments.
Description of the subject area	Object of study: management of organizations and their divisions. Learning goals: training of specialists capable of solving practical problems and complex specialized tasks, characterized by complexity and uncertainty of conditions, in the field of management of organizations and their units. Theoretical content of the subject area: paradigms, laws, regularities, principles, historical prerequisites of management development; concepts of systemic, situational, process, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; functions, methods, technologies and managerial decisions in management. Methods, techniques and technologies: general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance, etc.); methods of implementing management functions (marketing research methods; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational and economic efficiency in management, etc.). management methods (administrative, economic, socio-psychological, technological); technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.). Tools and equipment: modern information and communication equipment, information systems and software products used in management.
Academic	They have the right to continue their studies at the second (master's)

rights of graduates	level of higher education. Acquisition of additional qualifications in the system of postgraduate education.
4. The amount of ECTS credits required to obtain an appropriate higher education degree.	
The amount of education bachelor's programs	The scope of the bachelor's educational program • on the basis of complete general secondary education – 240 ECTS credits; • on the basis of the "junior bachelor" degree (educational and qualification level "junior specialist"), the higher education institution has the right to recognize and re-enroll ECTS credits received within the previous educational program of junior bachelor (junior specialist) training in the amount of no more than 120 ECTS credits; - on the basis of the "professional junior bachelor" degree, the institution of higher education has the right to recognize and re-enroll no more than 60 ECTS credits received under the previous educational program of professional pre-higher education. Admission on the basis of "junior bachelor's" and "professional junior bachelor's" degrees of the "junior specialist" educational qualification level is carried out based on the results of an external independent assessment in accordance with the procedure specified by law At least 50% of the volume of the educational program should be aimed at ensuring general and special (professional) competences in the specialty defined by the standard of higher education.
5. Suitability of graduates for employment and further study Graduates of the educational and professional program "Management", according to the National Classifier of Ukraine: Classifier of Professions DK 003:2010, can successfully work in the positions of manager, assistant manager, specialist, or administrator at an enterprise (institution, organization), in a production unit, or another core department, particularly those related to innovation, investment, human resource management and development, resource and asset management, and marketing and communication management. Employment can be found at enterprises of any organizational and legal form or industry.	
Further training	The graduate has the right to continue studying at the second (master's) level - 7th level of National framework of qualifications
6 – Teaching and assessment	
Teaching and learning	Student-centered learning, problem-oriented learning, e-learning in the Moodle system, self-learning, research-based learning, etc. Teaching is conducted in the form of: lectures, multimedia lectures, interactive lectures, seminars, practical classes, independent study, individual classes, etc. A combination of lectures, practical classes with the solution of situational problems and the use of case methods, business games, trainings that develop practical skills, abilities and form creative thinking.
Evaluation	The educational program provides formative (written and oral comments and instructions of teachers in the learning process, formation of self-assessment skills, involvement of students in evaluating each other's work) and summative (written exams in academic disciplines, evaluation of current work during the study of individual educational components (presentations, testing), defense of practice reports, certification exam. Current survey, test control, presentation of individual tasks, team

	reports, practice reports. Final control - exams and tests taking into account the accumulated points of the current control Public defense of qualification work.
7 – Program competencies	
Integral competence	The ability to solve complex specialized tasks and practical problems characterized by the complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.
General competencies (GC)	GC 1. The ability to exercise their rights and responsibilities as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine. GC 2. Ability to preserve and increase moral, cultural, scientific values and increase the achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, techniques and technologies, forms of physical activity for active recreation and a healthy lifestyle. GC 3. Ability to abstract thinking, analysis, synthesis. GC 4. Ability to apply knowledge in practical situations. GC 5. Knowledge and understanding of the subject area and understanding of professional activity. GC 6. Ability to communicate in the state language, both orally and in writing. GC 7. Ability to communicate in a foreign language. GC 8. Skills in using information and communication technologies. GC 9. Ability to learn and master modern knowledge. GC 10. Ability to conduct research at the appropriate level. GC 11. Ability to adapt and act in a new situation. GC 12. The ability to generate new ideas (creativity). GC 13. Appreciation and respect for diversity and multiculturalism. GC 14. Ability to work in an international context. GC 15. Ability to act on the basis of ethical considerations (motives). <i>General competencies of SNAU:</i> GC 16. Ability to make decisions and act, adhering to the principle of inadmissibility of corruption and any other manifestations of dishonesty. GC 17. Ability to use modern digital tools and technologies, create digital content, protect information in professional activities GC 18. Ability to self-development, maintain one's own physical and mental health, and participate in public life.
Professional competence (PC)	PC 1. Ability to define and describe the characteristics of the organization. PC 2. The ability to analyze the results of the organization's activities, to compare them with the factors influencing the external and internal environment. PC 3. The ability to determine the prospects for the development of the organization's activities PC 4. The ability to determine the functional areas of the organization and the connections between them.

	PC 5. The ability to manage the organization and its divisions through the implementation of management functions. PC 6. The ability to act socially, responsibly and consciously. PC 7. Ability to choose and use modern management tools. PC 8. Ability to plan the activities of the organization and manage time. PC 9. The ability to work in a team and establish interpersonal interaction when solving professional tasks. PC 10. Ability to evaluate the performed work, ensure their quality and motivate the organization's personnel. PC 11. Ability to create and organize effective communications in the management process. PC 12. The ability to analyze and structure the problems of the organization, to form reasonable solutions. PC 13. Understand the principles and norms of law and use them in professional activity. PC 14. Understand the principles of psychology and use them in professional activities. PC 15. Ability to form and demonstrate leadership qualities and behavioral skills.
8 – Programmatic results of studies (PRS or PLO)	
PRS 1. Know your rights and responsibilities as a member of society, to realize the values of civil society, the rule of law, human rights and freedoms and citizen in Ukraine. PRS 2. To maintain moral, cultural, scientific values and multiply the achievements of society, use different types and forms of motor activity to conduct a healthy lifestyle. PRS 3. Demonstrate the knowledge of theories, methods and functions of management, modern leadership concepts. PRS 4. Demonstrate problems for identifying problems and substantiation of managerial decisions. PRS 5. Describe the content of functional areas of organization. PRS 6. To identify search skills, collecting and analyzing information, calculation of indicators for substantiation of managerial decisions. PRS 7. To identify organizational design skills. PRS 8. Apply management methods to ensure the effectiveness of the organization. PRS 9. Demonstrate the skills of interaction, leadership, and command work. PRS 10. Have a skill to substantiate effective instruments to motivate the personnel of the organization. PRS 11. Demonstrate the skills of analyzing the situation and the implementation of communication in various fields of organization. PRS 12. Evaluate the legal, social and economic consequences of the organization's functioning. PRS 13. Communicate in oral and written forms by public and foreign languages. PRS 14. Identify the reasons for stress, adapt yourself to the team members to a stress situation, and find means to neutralize it. PRS 15. Demonstrate the ability to act socially responsibly and publicly deliberately on the basis of ethical reasons (motives), respect for diversity and intercultural. PRS 16. Demonstrate self-work skills, flexible thinking, openness to new knowledge, is critical and self-critical. PRS 17. Perform research individually and / or in a group under the leadership of the leader. <i>Program learning outcomes defined by SNAU</i> PRS 18 Deeply understand the importance of national security, the preservation of Ukrainian statehood and the functioning of the institutions that protect it; demonstrate public responsibility and active involvement in the processes of its maintenance, guided by the principles of value-	

oriented and ethical leadership in professional and public activities.

PRS 19 The ability to critically reflect on global challenges related to climate change, digitalization and social transformation, as well as apply digital tools to solve complex problems of sustainable development in a multicultural and democratic environment.

PRS 20. Analyze indicators of the development of management objects in the context of the implementation of sustainable development programs.

PRS 21. Use modern information technologies in resource management and databases to substantiate management decisions regarding the choice of innovative technologies in agricultural enterprises.

PRS 22. Demonstrate the ability to provide legal justification, financial feasibility, customs and logistical support and safety of business operations of business entities in the agricultural and food markets.

9 – Resource Provision of Program

Staffing	The implementation of the educational and professional program in management is carried out by five doctors of economic sciences, professors and fifteen candidates of economic sciences, associate professors with at least 10 years of work experience. All scientific and pedagogical workers involved in the implementation of the educational and professional management program are full-time employees of the Sumy National Agrarian University; have a scientific degree and/or academic title and a confirmed level of scientific and professional activity. In order to increase the practical orientation of the educational process, leading practitioners and foreign experts are involved in conducting lectures.
Material and technical support	Provision of educational facilities, computer workstations, and multimedia equipment meets the need. All the necessary social and household infrastructure is available, the number of places in the dormitories meets the requirements. For the implementation of the educational and professional program, the Faculty of Economics and Management has specialized educational and training and computer laboratories equipped with the necessary equipment and software (Diamond FMS software complex, Master Test). Distance learning is implemented on the MOODLE, GoogleClassroom platforms and the ZOOM, GoogleMeet, Teams online conference service platforms.
Information and teaching and methodological support	SNAU official website: http://sau.sumy.ua contains information on educational programs, educational, scientific and educational activities, structural divisions, reception rules, international cooperation, practice and employment, contacts. All SNAU registered users have unlimited Internet access. The Snow Scientific Library Fund contains more than 313 thousand copies of educational, scientific literature, periodical scientific publications. More than 7, 6700 records have been made to the electronic catalog. The electronic databases of secondary information are created and used - a buffinistic directory (more than 1,100 entries), dissertation directory (363 records), catalog of abstracts (2585 entries), etc. Electronic cardboard is created. Reading room is equipped with wireless access to the Internet. All library resources are available through the University's website: http://library.sau.sumy.ua All educational disciplines of the course of educational and professional

	training in the management are provided with summary of lectures, methodical recommendations for practical classes and independent work, methodological recommendations for the passage of professional internship and pre-diploma practices, as well as recommendations for writing a bachelor degree.
10 – Academic Mobility	
National Credit Mobility	Based on bilateral agreements between Sumy National Agrarian University and Ukrainian universities of economic orientation https://international.snau.edu.ua/mizhnarodni-proekti/akademichna-mobilnist/ https://international.snau.edu.ua/mizhnarodni-partneri/
International Credit Mobility	Based on bilateral agreements between Sumy National Agrarian University and foreign partner educational institutions
Training of foreign applicants for higher education	Possible after studying the course of the Ukrainian language
11. Form of attestation of applicants for higher education	
Forms of attestation of applicants for higher education	Attestation is carried out in the form of public protection of qualification work
Requirements for qualifying work	Qualification work involves solving a complex specialized task or a practical problem in the field of management, characterized by complexity and uncertainty of conditions, with the application of theories and methods of economic science. There can be no academic plagiarism, falsification, or plagiarism in the qualification work. The qualification work must be published on the official website of the Sumy NAU.

Guarantee of an educational program

Doctor of Economic Sciences,

Professor

Nataliya STOYANETS

The list of components of the educational-professional program and their logical sequence

1.1. List of components of the Educational Program

Code	The name of the discipline	Minimum number of credits for studying the discipline.	The minimum number of studies. hours of study of the discipline
1. NORMATIVE ACADEMIC DISCIPLINES			
	1.1 Cycle of general training disciplines	100	
MC 1.	Historical and philosophical studies	5	exam
MC 1.1	History	2,5	exam,
MC 1.2	Philosophy	2,5	exam,
MC 2.	Foreign language	5	exam, test
MC 3.	Civil education	5	exam
MC 4.	Ukrainian language and academic writing	5	exam
MC 5	Psychological adaptation	5	test
MC 6	Basics of the scientific research	5	exam
MC 7	Economics	5	exam
MC 8	Higher mathematics and probability theory	5	exam, test
MC 9	Economic and mathematical methods and models	5	exam
MC 10	Informatic	5	exam
MC 11	Systems of innovative technologies in agricultural production	5	exam
MC 12	Commercial law	5	exam
MC 13	Economics of enterprises	5	exam
MC 14	Management	5	exam
MC 15	Marketing	5	exam
MC 16	Finance money and credit	5	exam
MC 17	Accounting	5	exam
MC 18	Information professional technologies	5	exam
MC 19	Statistic s	5	exam
MC 20	Analysis of economic activity	5	exam
MC 21	Organization of business activities	5	exam
	1.2 Cycle of professional training disciplines	50	
MC 22	HRM	5	exam
MC 23.	Self-management	5	exam
MC 24	Innovation Management	5	exam
MC 25	Leadership and communications in management	5	exam
MC 26	International Economic Relations	5	exam
MC 27	Logistics	5	exam
MC 28	Operational management	5	exam
MC 29	Project management	5	exam
MC 30	Management in the agrarian sphere	5	exam
MC 31	Management of sustainable development	5	exam
Total volume of normative disciplines		150	

Practical training and qualification work			
MC 32 Educational practice		10	
MC 33. Production practice (basic in the specialty)		5	
MC 34 Industrial practice and pre-diploma practice		10	
MC 35 Preparation and defense of qualification work		5	
total		30	
1. ELECTIVE COURSES			
<i>*The list of elective educational components is determined by a certain educational level of higher education applicants, in accordance with the SNAU Regulation "On Elective Courses". Elective courses are multiples of 5.0 ECTS credits.</i>			
2.1 Cycle of university-wide optional subjects of general training			
EC 1	Choice of motor activity	5	test
EC 2	Humanitarian elective discipline	5	test
EC 3	Elective discipline	5	test
EC 4	Elective discipline	5	test
2.2 Cycle of disciplines of general training for the specialties of the faculty			
EC 5	Elective discipline	5	test
EC 6	Elective discipline	5	test
EC 7	Elective discipline	5	test
EC 8	Elective discipline	5	test
2.3 The cycle of selective disciplines of professional training			
EC 9	Elective discipline	5	test
EC 10	Elective discipline	5	test
EC 11	Elective discipline	5	test
EC 12	Elective discipline	5	test
The total amount of sample components		60	
TOTAL SCOPE OF EDUCATIONAL AND PROFESSIONAL PROGRAMS		240	

I. Disciplines of general preparation for all specialties of the faculty:

<https://eim.snau.edu.ua/disciplini-zagalno%d1%97-pidgotovki/>

Semestrp	The name of the discipline	Number of credits/hours/ form of control
3 (EC5)	Modern economic concepts	5/150/ test
	Organization theory	
	Regional economics	
	Econometrics	
	General principles of economic accounting	
	Environmental finance	
	Oratory	
4 (EC6)	Financial infrastructure of business	
	Labor economics and social and labor relations	
	Advertising business	
	Tax system	
	Fundamentals of business analytics	
	International agrarian business	
	Youth policy and youth work	
6* (EC7,8)	Financial analysis	
	International finance	
	Taxation of agro-industrial complex enterprises	
	Planning and control at the enterprise	
	Sustainable territorial management	
	International trade	
	Branding	
	Electronic commerce	
	Marketing of territories	
	Information technologies in the formation of management reporting	
	Quality management	
	Organization of public procurement	
	Bioeconomics and sustainable development	
	Fundamentals of BIG DATA analytics	

Note * 6th semester students choose 2 academic disciplines

Disciplines of the professional training cycle

The name of the discipline	The minimum number of studies. hours of study of the discipline	Form final control
Management consulting and communications	5/150	test
Justification of management decisions		
Management consulting		
International management	5/150	test
Strategic management		
Management of investment activities		
International trade and business	5/150	test
FEA of the enterprise		
EU Trade Policy and International Business		
HR and Team Leadership	5/150	test
Intercultural communication		
Environmental economy (concept of sustainable development)		

Form of attestation of higher education applicants

Certification of graduates of the educational program of the specialty D3 "Management" of the first (bachelor's) level of higher education is carried out in the form of performance and public defense of the qualification work.

The graduation qualification work must not contain academic plagiarism, be original and authentic. It is published on the official website of the university, transferred to the repository of Sumy NAU.

Successful certification of graduates is completed by issuing a document of the established sample on awarding them a bachelor's degree with the qualification "Bachelor of Management".

The defense of the qualification work is carried out openly and publicly.

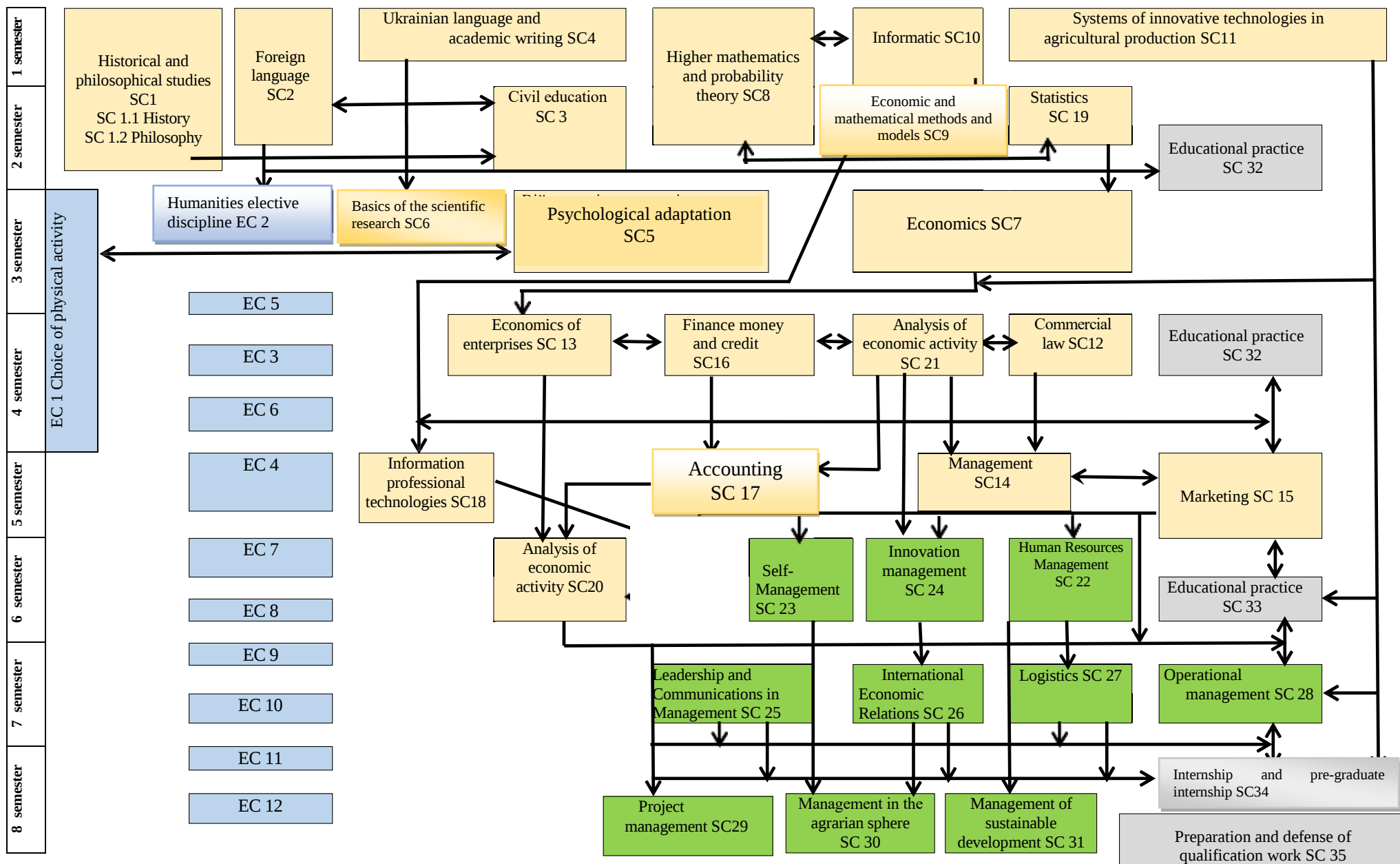
Table 2 Matrix of correspondence between learning outcomes and competencies defined by the Standard

Program learning outcomes		Integral competences	General competencies																Special (professional) competencies																
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Know your rights and responsibilities as a member of society, to realize the values of civil society, the rule of law, human rights and freedoms and citizen in Ukraine.	+	x	x						x				x			x								x							x			
2	To maintain moral, cultural, scientific values and multiply the achievements of society, use different types and forms of motor activity to conduct a healthy lifestyle.	+		x			x			x				x		x								x											
3	Demonstrate the knowledge of theories, methods and functions of management, modern leadership concepts.	+			x	x	x				x			x										x	x	x		x		x	x	x		x	
4	Demonstrate problems for identifying problems and substantiation of managerial decisions.	+			x	x	x				x	x	x	x			x						x	x		x					x				
5	Describe the content of functional areas of organization.	+																			x	x	x	x	x										
6	To identify search skills, collecting and analyzing information, calculation of indicators for substantiation of managerial decisions.	+			x	x																									x				
7	To identify organizational design skills.	+				x	x																x	x				x	x						
8	Apply management methods to ensure the effectiveness of the organization.	+					x																	x		x									
9	Demonstrate the skills of interaction, leadership, and command work.	+							x																			x	x	x				x	x
10	Have a skill to substantiate effective instruments to motivate the personnel of the organization.	+				x										x								x				x	x	x				x	x

[illegible]

Table 2 Matrix of providing program learning outcomes (PLO) with the relevant components of the educational program

Program learning outcomes	MC 1	MC 2	MC 3	MC 4	MC 5	MC 6	MC 7	MC 8	MC 9	MC 10	MC 11	MC 12	MC 13	MC 14	MC 15	MC 16	MC 17	MC 18	MC 19	MC 20	MC 21	MC 22	MC 23	MC 24	MC 25	MC 26	MC 27	MC 28	MC 29	MC 30	MC 31	MC 32	MC 33	MC 34	MC 35		
PLO 1	x		x																												x	x					
PLO 2	x		x																												x	x					
PLO 3														x	x										x							x	x	x			
PLO 4													x	x	x					x	x	x	x						x			x		x			
PLO 5										x			x	x	x	x	x			x	x								x		x		x		x		
PLO 6						x						x	x		x	x	x	x	x	x	x			x		x						x	x		x		
PLO 7									x														x							x				x	x	x	
PLO 8																						x							x		x				x	x	
PLO 9																						x			x												
PLO 10																						x				x											
PLO 11																																					
PLO 12							x	x	x		x	x	x			x	x		x	x	x							x					x	x	x		
PLO 13		x		x																																	x
PLO 14					x																	x	x		x												
PLO 15			x																					x		x									x	x	x
PLO 16	x					x																		x										x			x
PLO 17						x																				x					x			x	x	x	x
PLO 18			x																																		
PLO 19																																	x				
PLO 20																				x	x	x					x		x		x	x				x	x
PLO 21									x																x					x	x						x
PLO 22										x	x	x			x											x		x			x						



Cycle of general training disciplines
 Elective disciplines
 Cycle of professional training disciplines
 Practical training for the defense of the qualification work

