

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KHMELNYTSKYI NATIONAL UNIVERSITY



APPROVED

by the Academic Council of  
Khmelnytskyi National University  
Protocol No. 10 of 25.04.2019

20  
The head of the academic council  
M. Skyba

**EDUCATIONAL AND PROFESSIONAL PROGRAM**

Kind of the educational program  
**«MANAGEMENT»**  
Name of the educational program

**LEVEL OF HIGHER  
EDUCATION**

THE FIRST (BACHELOR)

**IN SPECIALTY**

073 «MANAGEMENT»

The code and the name

**IN THE FIELD OF  
KNOWLEDGE**

07 «MANAGEMENT AND ADMINISTRATION»

The code and the name

**THE PROGRAM MADE BY**

**THE PROJECT TEAM**

Department of Management, Administration, Hotel  
and restaurant business

**Project team leader**

N. Gavlovska, Dr. of economics, assoc. prof.  
signature name, surname, scientific degree, academic rank

Protocol No. 7 of 7 03, 2019

Head of the department M. Yokhna  
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**Project team members:**

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**AGREED:**

by the Academic Council of Economics and  
Management Faculty

Protocol No. 4 of 14.03, 2019

The head of the academic council  
M. Bondarenko  
signature name, surname

**The educational program is put into  
operation**

on 1 09 2019

Rector M. Skyba

(order No. 107 of 27 06, 2019)

**Educational and Methodical Department**

Head of the department L. Lyubokhynets  
signature name, surname

Khmelnytskyi 2019

<b>1. General information</b>	
<b>Full name of higher educational institution and structural unit</b>	Khmelnytskyi National University Economics and Management Faculty Department of Management, Administration, Hotel and restaurant business
<b>The degree of higher education</b>	Bachelor
<b>The name of the qualification</b>	Educational qualification - Bachelor of Management Qualification in the diploma: Degree of higher education - Bachelor Specialty - 073 "Management" Educational program - Management
<b>The official name of the educational program</b>	Educational and professional program "Management"
<b>Type of diploma and the volume of the educational program</b>	Type of diploma – unitary The volume of the educational program – 240 credits ECTS The term of study – 4 years On the basis of the degree of "Junior bachelor" (educational-qualification level "Junior specialist") the higher education institution has the right to acknowledge and recognize the ECTS credits obtained in the previous educational program of training of young bachelor's degree (Junior specialist) of a maximum of 120 ECTS credits
<b>Availability of accreditation</b>	The next accreditation is planned in 2023.
<b>Cycle/Level</b>	NQF (National Qualifications Framework) Ukraine – level 7 FQ-EHEA – first cycle EQF LLL – 6 level
<b>Prerequisites</b>	The presence of completed full secondary education
<b>Teaching languages</b>	Ukrainian
<b>The duration of the educational program</b>	4 years
<b>Internet address of the permanent description of the educational program</b>	<a href="https://www.khnu.km.ua/root/page.aspx?l=0&amp;r=50">https://www.khnu.km.ua/root/page.aspx?l=0&amp;r=50</a>
<b>2. The purpose of the educational program</b>	
The formation of personality of highly qualified professionals with new views and way of thinking, leadership skills, able to solve practical problems and difficult specialized tasks characterized by complex and uncertain conditions, in the management of organizations and their subdivisions	
<b>3. Characteristics of the educational program</b>	
<b>Subject area</b>	07 Management and administration 073 Management Management
<b>Orientation of the educational program</b>	Educational and professional program
<b>The main focus of the educational program and specialization</b>	Special education in the field of management and administration in the specialty "Management". Key words: organization, management, administration, management functions, management system, management solutions, management methods, management technologies, personnel, management effectiveness, management activities and communications.
<b>Peculiarities of the Program</b>	Interdisciplinary and multidisciplinary preparation of specialists in management. Considerable attention in the educational program is given to the application of the latest management technologies for effective management of organizations. As a result of training under this program, students will receive universal competence in management. The possibility of studying in English language

	programs.
<b>4. Eligibility of graduates for employment and further training</b>	
<b>Eligibility for employment</b>	<p>Graduate of educational level bachelor after successful completion of educational and professional programs are able to perform professional work of a specialist in enterprises of various forms of ownership, production and nonproduction sphere, public administration, and in accordance with the current version of the National Classifier of Ukraine: Classification of occupations (SC 003: 2010) to occupy a primary position in categories:</p> <ul style="list-style-type: none"> <li>- head (Director) of enterprises, institutions and organizations of different ownership forms and activities</li> <li>- head of functional departments of enterprises of different ownership forms and activities</li> <li>- Director (head) of small trading company, shop manager</li> <li>- the deputy head of the retail enterprise, the deputy director of the branch, the head of the warehouse</li> <li>- Chief Specialist or Manager of Structural and Production Divisions</li> <li>- Personnel Selection, Assurance and Use Manager</li> <li>- Manager (steward) of cafe (bar, dining room), restaurant</li> <li>- Manager in the hotel industry</li> <li>- Manager (steward) of social and corporate responsibility</li> <li>- Manager (steward) of procurement, sales, public relations, administrative activities, logistics</li> <li>- Manager of regional development</li> <li>- Manager of foreign economic activity</li> <li>- management consultant of commercial activities and other economic issues in the enterprise</li> <li>- specialist in the field of public service, auditing, accounting, labor and employment, marketing, business efficiency, rationalization of production and intellectual property</li> <li>- specialist for organization and management of enterprises of various spheres of business</li> <li>- specialist in security management of business activities</li> <li>- office administrator, secretary supervisor (organizations, enterprises, institutions)</li> </ul>
<b>Further training</b>	The opportunity to study under the program of the second (master's) level of higher education. The acquisition of additional qualifications in the system of postgraduate education
<b>5. Teaching and evaluation</b>	
<b>Teaching and studying</b>	<p>Lectures. Workshops and practical sessions in the group. Lessons on solving problems. The laboratory classes. Practice. Online / e-learning. Independent work.</p> <p>Passive (explanatory-illustrative) and active (topical, interactive, project, self-developing, games, situational, positional and contextual learning, technology of cooperation) learning technologies.</p>
<b>Evaluation</b>	Oral and written examinations, tests, defense of the practice, coursework, thesis, presentations, and more.
<b>6. Program competencies</b>	
<b>Integral competency</b>	Ability to solve complex specialized tasks and practical problems that are complex and uncertain environment in the field of management or in the process of learning that involves the application of theories and methods of social and behavioral sciences.
<b>General competences (GC)</b>	<p>GC 1. The ability to exercise own rights and responsibilities as a member of society, realize the value of civil (democratic) society and the need for its sustainable development, rule of law, human and civil rights and freedoms in Ukraine.</p> <p>GC 2. The ability to preserve and increase moral, cultural, scientific values and multiply the achievements of the society on the basis of understanding the history and laws of development of the subject area and its place in General</p>

	<p>system of knowledge about nature and society and in the development of society and technology, use of different types and forms of motor activity for active rest and healthy lifestyle.</p> <p>GC 3. The ability for abstract thinking, analysis, synthesis.</p> <p>GC 4. Ability to apply knowledge in practical situations.</p> <p>GC 5. Knowledge and understanding of the subject area and understanding of the professional activities.</p> <p>GC 6. Ability to communicate in the state language, both orally and in writing.</p> <p>GC 7. Ability to communicate in a foreign language.</p> <p>GC 8. Skills in using information and communication technologies.</p> <p>GC 9. The ability to learn and to master modern knowledge.</p> <p>GC 10. Ability to undertake research at an appropriate level.</p> <p>GC 11. The ability to adapt and actions in a new situation.</p> <p>GC 12. The ability to generate new ideas (creativity).</p> <p>GC 13. Valuation and respect for diversity and multiculturalism.</p> <p>GC 14. Ability to work in an international context.</p> <p>GC 15. The ability to act based on ethical reasons (motives).</p> <p style="text-align: center;"><i>General competence defined by the educational program:</i></p> <p>GC 16. The ability to understand and analyze worldview, socially and personally significant problems and processes taking place in society.</p> <p>GC 17. The ability to make a conscious definition of the goals in professional and personal development.</p> <p>GC 18. The ability to correctly communicate based on the goals and situation of communication.</p> <p>GC 19. Ability to work with information: find, evaluate and use information from various sources, necessary for solving scientific and professional tasks.</p> <p>GC 20. Ability to responsibly make management decisions taking into account social, ethical values and legal norms.</p>
<p><b>Special (professional, subject-oriented) competences (SC)</b></p>	<p>SC 1. The ability to identify and describe the characteristics of the organization.</p> <p>SC 2. The ability to analyze the results of the organization, to compare them with factors external and internal environment.</p> <p>SC 3. The ability to determine the prospects of organization development.</p> <p>SC 4. Ability to define functional areas of the organization and the relationships between them.</p> <p>SC 5. The ability to manage the organization and its departments through the implementation of management functions.</p> <p>SC 6. The ability to act socially responsibly and consciously.</p> <p>SC 7. The ability to select and use modern tools of management.</p> <p>SC 8. The ability to plan the organization activities and to manage time.</p> <p>SC 9. Ability to work in a team and to build interpersonal interaction in the solution of professional tasks.</p> <p>SC 10. Ability to evaluate work performed, to ensure their quality and to motivate the organization's staff.</p> <p>SC 11. The ability to create and organize effective communication in the management process.</p> <p>SC 12. Ability to analyze and structure problems of the organization, to form informed decisions.</p> <p>SC 13. To understand the principles and rules of law and use them in professional activities.</p> <p>SC 14. Understand the principles of psychology and use them in professional activities.</p> <p>SC 15. Ability to develop and demonstrate leadership and behavioral skills.</p> <p style="text-align: center;"><i>Special competence defined by the educational program:</i></p> <p>SC 16. Ability to prepare initial data for selection and justification of managerial decisions on the basis of economic calculations.</p> <p>SC 17. The ability to study and the prediction market, the calculation of its capacity, the definition of the targets of marketing products and services, to</p>

analyze the behavior of consumers and competitors and the competitive environment.

SC 18. Ability to develop strategic and tactical plans, to form the system of indicators of economic activities of organizations.

SC 19. The ability to calculate performance indicators of functioning of organization subsystems; self-management decisions based on analysis and evaluation of the economic situation; to learn the latest techniques and methodology of organization, planning and management processes in organizations.

SC 20. The ability to identify strategic alternatives of organizational systems development, and complex changes for their implementation.

SC 21. The ability to use the tools of investment and innovation management under uncertainty for strategic decision-making.

SC 22. The ability to apply methods for the prevention of the crisis and the immediate implementation of anti-crisis program.

### **7. Program outcomes of studying (POS)**

POS 1. To know own rights and responsibilities as a member of society, realize the value of civil society, rule of law, human and civil rights and freedoms in Ukraine.

POS 2. To maintain the moral, cultural, scientific values and multiply the achievements of society, use different types and forms of motor activity to maintain a healthy lifestyle.

POS 3. To demonstrate knowledge of theories, methods, and functions of management, modern leadership concepts.

POS 4. To demonstrate skills in the identification and justification of managerial decisions.

POS 5. To describe the content of the functional areas of the organization.

POS 6. To demonstrate the skills of searching, gathering and analysing of information, calculation of indicators to justify management decisions.

POS 7. To show the skills of organizational design.

POS 8. To apply the methods of management to ensure the effectiveness of the organization activity.

POS 9. To demonstrate skills of cooperation, leadership, and teamwork.

POS 10. To have the skills of substantiation of the most effective tools for motivating staff.

POS 11. To demonstrate skills of situation analysis and implementation of communication in various areas of the organization.

POS 12. To assess the legal, social and economic impacts of the organization functioning.

POS 13. To communicate in oral and written form in official and foreign languages.

POS 14. To identify the causes of stress, to adapt yourself and team members in a stressful situation, to find the means for its neutralization.

POS 15. Demonstrate the ability to act socially responsibly and consciously public based on ethical reasons (motives), respect for diversity and interculturality.

POS 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.

POS 17. To conduct research individually and/or in group under the guidance of the leader.

*Learning outcomes defined for the educational program:*

POS 18. To apply modern approaches to the management of processes and organizations.

- POS 19. To analyze the results of the organization, to compare them with factors of external and internal environment.
- POS 20. To analyze and structure problems of the organization, to form informed decisions.
- POS 21. To evaluate the possibility of applying modern approaches to improving the management system of the organization and ensuring its competitiveness in the long term.
- POS 22. To use professional reasoning to convey information, ideas, problems and their solutions to stakeholders of organizations.
- POS 23. Adequately assess own knowledges and apply them in different professional situations.
- POS 24. To be responsible for the results of own work, identify entrepreneurial and managerial skills.
- POS 25. To demonstrate flexibility and adaptability in new situations, working with new objects in uncertain environments.
- POS 26. To apply modern models and methods for making managerial decisions.

### **8. Resource support for the implementation of the program**

Personnel support	The project team: four persons: 2 doctors of sciences, professors; 2 candidates of sciences. Everyone works at the main place of work and has a qualification in accordance with the specialty. Support specialty group – 11 persons: 6 (six) doctors and/or professors, five (5) candidates of sciences, corresponding to specialty 073 «Management». All teachers have the level of scientific and professional activity, which is certified by the implementation of at least four types and results of licensing requirements.
Material and technical support	Material and technical support allows to fully provide the educational process during the whole cycle of training in educational-professional program. The condition of the premises is testified by sanitary passports that comply with existing regulations.
Information and studying and methodological support	Availability: – Ukrainian and foreign professional periodicals concerned specialty profile in the library (including in electronic form); – the official website of KHNU, which contained basic information about the organization of educational process; – modular learning environment MOODLE; – the electronic library of the University; – educational programs, curriculum, work programs of all subjects taught in the curriculum; – programs for all types of practical training and final certification; – methodical instructions for the implementation of laboratory and practical works, course work, qualification work.

### **9. Academic mobility**

National Credit Mobility	On the basis of bilateral agreements between KhNU and higher education institutions of Ukraine.
International Credit Mobility	Double diploma programs with educational institutions of Poland: Cracow University of Technology, <a href="http://www.pk.edu.pl">www.pk.edu.pl</a> Lublin University of Technology, <a href="http://www.pollub.pl">www.pollub.pl</a> The Kielce University of Technology, <a href="http://www.tu.kielce.pl">www.tu.kielce.pl</a>
Studying of foreign applicants for higher education	Training of foreign students. Teaching language is English.

## II. List of components of the educational and professional program and their logical consistency

### 2.1. List of components of educational and professional program

	<b>Components of the educational program (educational disciplines, course projects (works), practice, qualification work)</b>	<b>Number of credits</b>	<b>Assessment form</b>	<b>Semester</b>
<b>Compulsory components of the educational program</b>				
<b>Disciplines of general preparation (CGP)</b>				
CGP.01	Foreign language	8,0	Text	1, 2
CGP.02	Ukrainian language as foreign	10,0	Text/Exam	1,2
CGP.03	Political economy (including Civil society)	5,0	Exam	3
CGP.04	Microeconomics	5,0	Exam	2
CGP.05	Macroeconomics	5,0	Exam	1
CGP.06	Higher and applied mathematics	5,0	Exam	1
CGP.07	Economic Informatics	5,0	Exam	3
CGP.08	Life safety (including Basics of labor protection and Civil protection)	4,0	Exam	2
CGP.09	The theory of organization	6,0	Exam	2
CGP.10	Physical education		Test	2, 4
<b>Disciplines of professional preparation (CPP)</b>				
CPP.01	State and regional management	5,0	Exam	4
CPP.02	Management	9,0	Exam, course project	3, 4
CPP.03	Communication management	5,0	Exam	1
CPP.04	Operational management	5,0	Exam	6
CPP.05	Personnel management and self-management	5,0	Exam	4
CPP.06	Innovation management	5,0	Exam	8
CPP.07	Strategic management	5,0	Exam	7
CPP.08	Administrative management	5,0	Exam	8
CPP.09	Finance, money and credit	5,0	Test	4
CPP.10	Business Economics	5,0	Exam	3
CPP.11	Accounting and taxation	5,0	Exam	4
CPP.12	Marketing	5,0	Exam	5
CPP.13	Logistics	5,0	Exam	7
CPP.14	Management of foreign economic activity	5,0	Exam	5
CPP.15	Investment management	5,0	Exam	6
CPP.16	Modern technology of management	5,0	Exam	5
CPP.17	Comprehensive analytical assessment of enterprises	5,0	Exam	5
CPP.18	Anticrisis management	5,0	Exam	7
CPP.19	Controlling and cost management	5,0	Exam	6
CPP.20	Business planning of enterprises	5,0	Exam	6
EP	Educational practice	6,0	Test	1
PP	Pre-diploma practice	5,0	Test	8
QW	Qualification work (thesis)	10,0	Exam	8
<b>Total amount of compulsory components</b>		178,0		

<b>Selective components of the educational program</b>				
<b>Disciplines of general preparation (SGP)</b>				
SGP.01.01	Fundamentals of jurisprudence and commercial law	4,0	Test	3
SGP.01.02	International law			
SGP.02.01	Philosophy (including logic, ethics, aesthetics)	4,0	Test	3
SGP.02.02	Sociology			
SGP.02.03	The Ukrainian state building			
SGP.03.01	Business foreign language	9,0	Test	3,4
SGP.03.02	Ukrainian language as foreign			
SGP.03.03	Psychology			
SGP.03.04	Physical education*			5-7
<b>Disciplines of professional preparation (SPP)</b>				
SPP.01.01	History of management	5,0	Test	2
SPP.01.02	Business ethics			
SPP.02.01	Basics of entrepreneurship	5,0	Test	5
SPP.02.02	Management of educational activity			
SPP.03.01	Office management	5,0	Test	7
SPP.03.02	Informational management			
SPP.04.01	Leadership and teamwork	5,0	Test	7
SPP.04.02	Knowledge management organization			
SPP.05.01	Customer Relationship Management System	5,0	Test	6
SPP.05.02	CRM in the service sector			
SPP.06.01	Models and methods in substantiation of managerial decisions	5,0	Exam	7
SPP.06.02	Entrepreneurial technologies			
SPP.07.01	Management and marketing of services	5,0	Test	5
SPP.07.02	Organization of hotel industry			
SPP.08.01	Advertising business management	5,0	Test	8
SPP.08.02	International management			
SPP.09.01	Psychology of management	5,0	Test	6
SPP.09.02	Creative management			
	<b>Total amount of selective components</b>	62,0		
	<b>General amount of educational program</b>	240,0		

## 2.2. Structural-logical scheme of the educational program

Structural logical scheme of training determines the scientific-methodical structuring of the implementation process of the educational program, i.e. a short description of the logical sequence of studying the components of the educational program. Structural-logical scheme is presented as a graph (Annex A).

### III. Assessment Forms of higher education applicants

<b>Assessment Forms of higher education applicants</b>	Assesment takes the form of public defense of the qualification work (thesis)
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<b>Requirements for qualification work</b>	Qualifying work must provide for the solution of complex specialized tasks or practical problems in management and business administration, that is characterized by complexity and uncertainty conditions, using the theories and methods of economic science. Qualifying work may not be academic plagiarism, falsification and lies. Qualifying work must be published on the official website of Khmelnytskyi National University
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#### **IV. Requirements for the existence of the system of internal quality assurance of higher education**

The system of internal quality assurance of educational activity and higher education quality (hereinafter – SIQA) at the University corresponds to the requirements of the European standards and guidelines for quality assurance in higher education (ESG), article 16 of the law of Ukraine "On higher education" (2014) and article 41 of the law of Ukraine "On education" (2017). Created SIQA functioning on five organizational levels according to the developed regulatory documents posted on the University website: <http://www.khnu.km.ua/root/page.aspx?r=700&p=100>.

The system of internal quality assurance of the educational activities and the quality of higher education contains:

- 1) strategy (policy) and procedures for ensuring the quality of education;
- 2) the system and mechanisms of ensuring the academic virtue;
- 3) monitoring and periodic revision of educational programs;
- 4) ensuring publicity of information about the educational programs, degrees of higher education and qualifications;
- 5) the published criteria, regulations and procedures for the assessment of the applicants education;
- 6) published criteria, regulations and procedures of the evaluation of pedagogical (scientific-pedagogical) activities of pedagogical and scientific-pedagogical workers;
- 7) published criteria, regulations and procedures of estimation of administrative activity of executives of the educational institution;
- 8) ensuring the availability of necessary resources for the organization of the educational process, including for the independent work of applicants;
- 9) provision of professional development of pedagogical, scientific and scientific-pedagogical workers;
- 10) ensuring the availability of information systems for effective management of the educational institution;
- 11) establishment at the educational institution inclusive educational environment, universal design and reasonable accommodation;
- 12) other procedures and activities are determined by special laws or documents.

#### **V. Matrix of software components matching to the competences of the educational program**

Matrix of software components matching to the competences of the educational program is presented in Annex B.

## **VI. Matrix of software learning outcomes (SLO) by the corresponding components of the educational program**

Matrix of software learning outcomes (SLO) by the corresponding components of the educational program is presented in Annex C.

Descriptions of all academic disciplines are given in Annex D.

### **List of sources**

1. The law "On higher education" // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <http://zakon4.rada.gov.ua/laws/show/1556-18>.
2. The law "On education" // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <http://zakon5.rada.gov.ua/laws/show/2145-19>.
3. Guidelines for the development of educational programs of training specialists of different levels of higher education in Khmelnytskyi National University // comp. V. Begnyak, L. Lyubokhynets. – KHNU, 2018. – 31 p.
4. Guidelines for the development of standards of higher education // URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>
5. The National Classifier of Ukraine: Classification of occupations (SC 003: 2010) (wording from 30.11.2017) // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <http://zakon.rada.gov.ua/rada/show/va327609-10>.
6. National qualifications framework // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <http://zakon4.rada.gov.ua/laws/show/1341-2011-п> (date accessed: 27.02.2019).
7. Resolution of the Cabinet of Ministers of Ukraine "On approval of the list of disciplines and specialties, which prepares applicants for higher education" (wording from 30.11.2017) // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <http://zakon4.rada.gov.ua/laws/show/266-2015-п> (date accessed: 27.02.2019).
8. The standard of higher education. The first (bachelor) level of higher education. The degree of "bachelor". Field of knowledge: 07 "Management and administration" specialty: 073 "Management". (wording from 29.10.2018) // Database "Scientific and methodological Council of the Ministry of Education and Science of Ukraine" / MES of Ukraine. URL: [https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni\\_standards/12/21/073-menedzhment-bakalavr.pdf](https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni_standards/12/21/073-menedzhment-bakalavr.pdf) (date accessed: 27.02.2019).