

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
RIVNE STATE UNIVERSITY OF HUMANITIES**

APPROVED BY THE ACADEMIC COUNCIL

of Rivne State University of Humanities

Head of the Academic Council

 /professor Ruslan Postolovskyi

(Protocol No. 1 dated January 27, 2022)

Educational professional program enacts since

September 01, 2022

Rector  /professor Ruslan Postolovskyi

(Order No.10-01-01 dated January 27, 2022)

EDUCATIONAL PROFESSIONAL PROGRAM

“Management”

Second (Master’s) Level of Higher Education

In Specialty 073 “Management”

The Field of Knowledge 07 “Management and Administration”

Qualification: Master in Management

LETTER OF APPROVAL
of the Educational Professional Program
Management

LEVEL OF HIGHER EDUCATION The second (Master's) level of higher education


SPECIALTY 073 Management

FIELD OF KNOWLEDGE 07 Management and Administration

QUALIFICATION Master in Management

DEVELOPED by a project team consisting of:

O. Savchenko (guarantor), Ph. D. in Economics, Associate Professor


(signature)

I. Yukhymenko-Nazaruk - D. Sc. in Economics, Professor


(signature)


K. Poliak – Ph. D. in Economics, Associate Professor


(signature)

CONTRIBUTED

by the Department of Management

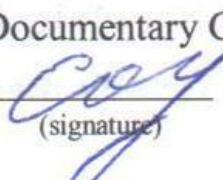
Protocol No. 12 dated November 08, 2021

Head of the Department  Associate Professor T. Mykytyn
(signature)

AGREED

by the educational and methodical commission of the Faculty of Documentary Communications and Management, Technologies and Physics

Protocol No. 3 dated November 23, 2021

Chairman of the EMC of the Faculty of Documentary Communications and Management, Technologies and Physics  Associate Professor O. Savchenko
(signature)

Dean of the Faculty of Documentary Communications and Management, Technologies and Physics  Professor I. Yukhymenko-Nazaruk
(signature)

Chairman of the EMC of the university  Professor I. Voitovych
(signature)

PREFACE

The educational and professional program regulates regulatory, competence, qualification, organizational, educational and methodical requirements for master's training in specialty 073 "Management" in field of knowledge 07 "Management and administration".

The educational and professional program was developed on the basis of the standard of higher education in the specialty 073 "Management" of the field of knowledge 07 "Management and administration" for the second (master's) level, approved by the order of the Ministry of Education and Science of Ukraine dated 07.10.2019 No. 959; changes to the national classifier DK 003:2010 (order of the Ministry of Economy of Ukraine dated October 25, 2021 No. 810-21) are taken into account.

Developed by a working group consisting of:

1. O. R. Savchenko – candidate. economy of Science, Assoc.; associate professor of the Department of Management (guarantor of the educational program)
2. Yukhymenko-Nazaruk I. A. – Doctor of Economics. of Science, Assoc.; Prof. Department of Management, Dean of the Faculty of Documentary Communications, Management, Technologies and Physics
3. Polyak K. Yu. – candidate. economy sciences; Associate Professor of the Department of Management

Reviewer: Yakymchuk A. Yu. – Doctor of Economics. Sciences, prof.; Prof. Department of Public Administration, Document Studies and Information Activities of the National University of Water Management and Nature Management (Rivne, Ukraine).

Reviews of external stakeholders:

1. S. D. Vasylets – executive director of TM "Skyba".
2. N. V. Fedorovych - commercial director of Ovis LLC.
3. Ya. K. Gavrilova - Deputy Head of the Department of Culture and Tourism of the Rivne Regional State Administration.

1. Profile of the educational program in the specialty 073 Management

1 - General information	
Full name of the institution of higher education and structural division	Rivne State Humanitarian University, Department of Pedagogy, Educational Management and Social Work
The degree of higher education and the title of the qualification in the original language	Educational qualification: Master of Management Qualification in the diploma: Degree of higher education - Master's degree Specialty - Management Educational program - "Management»
Official name educational program	"Management"
Type of diploma and scope of the educational program	Master's degree, single, 90 ECTS credits, term of study - 1 year 4 months
Availability of accreditation	Certificate of accreditation of specialty 073 Management (ND series #1889795 dated October 9, 2017, valid until July 1, 2021).
Cycle/level	NRK of Ukraine – 7th level, FQ-EHEA – second cycle, EQF-LLL – 7th level.
Prerequisites	First (bachelor's), second (master's) level, OKR "specialist"
Language(s) of instruction	Ukrainian
The term of validity of the educational programs	For the period of study
Internet address permanent placement of the educational description programs	https://www.rshu.edu.ua/navchannia/osvitni-prohramy/mahistr
2 - The purpose of the educational program	
The purpose of the program is to train professionals who are able to identify and solve complex tasks and problems in the field of management or in the learning process, which involve carrying out research and/or implementation of innovations and are characterized by uncertainty of conditions and requirements	
3 - Characteristics of the educational program	
Subject area (field of knowledge, specialty, specialization (if available))	<p>Field of knowledge: 07 Management and administration Specialty: 073 Management Object of study: management of organizations and their units.</p> <p>Training goals: training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements.</p> <p>Theoretical content of the subject area:</p> <ul style="list-style-type: none"> - paradigms, laws, regularities, - principles, historical prerequisites of management development; - concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; - functions, methods, technologies and managerial decisions in management. <p>Methods, techniques and technologies:</p> <ul style="list-style-type: none"> - - general scientific and specific research methods

	<p>(calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance, etc.);</p> <ul style="list-style-type: none"> - 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.). <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management.</p>
Educational orientation programs	Educational and professional
The main focus of the educational program and specialization	<p>The program is aimed at training highly qualified specialists in the management of enterprises, institutions and organizations of any organizational and legal form (commercial, non-commercial, state, municipal, production, service) capable, as a result of the knowledge, skills and abilities they have acquired in the specified field, to effectively carry out analytical activities, make management decisions, respond to requests, needs and threats of the business environment, develop business development projects, manage changes, quality and brand, communicate with authorities, business partners, act socially and creatively.</p> <p>Keywords: management, management, administration, project, quality, strategy, innovation, business environment, resources, management technologies, anti-crisis management, information systems, organization, institution, power, enterprise</p>
Features of the program	The peculiarity of the Management educational program is the complex combination of theoretical and practical training of management specialists through applied research in the areas of strategic and tactical management of the internal and external environment of the organization, its structural units and key areas of activity, based on regional development programs of the region and sectoral reforms of Ukraine.
4 – Eligibility of graduates to employment and further education	
Suitability for employment	<p>According to the current edition of the National Classifier of Professions of Ukraine (DC 003:2010), a graduate can be employed in positions with the following professional job titles:</p> <p>1210 - Head of enterprises, institutions and organizations.</p> <p>122 - Head of production and other main divisions. 131 - Managers of small enterprises without a management apparatus.</p> <p>14 - Managers (managers) of enterprises, institutions, organizations and</p>

	their subdivisions.
Further education	Мають можливість продовжити навчання на третьому (освітньо-науковому) рівні вищої освіти – доктора філософії. Набуття додаткових кваліфікацій у системі післядипломної освіти.
5 – Teaching and assessment	
Teaching and learning	Student-centered, problem-oriented learning with elements of self-learning using such methods and technologies as: collection, processing and interpretation of research results; scientific and industrial, project, organizational and management activity.
Assessment	Oral and written exams, tests, practice reports, presentations, project work, knowledge testing, defense of qualification work.
6 – Software competencies	
Integral competence	The ability to solve complex tasks and problems in the field of management or in the learning process, which involves conducting research and/or innovation under uncertain conditions and requirements.
General competences (CG)	<p>ZK1. Ability to conduct research at an appropriate level.</p> <p>ZK2. Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity).</p> <p>ZK3. Skills in using information and communication technologies.</p> <p>ZK4. Ability to motivate people and move towards a common goal.</p> <p>ZK5. The ability to act on the basis of ethical considerations (motives), socially responsible and consciously.</p> <p>ZK6. Ability to generate new ideas (creativity).</p> <p>ZK7. Ability to abstract thinking, analysis and synthesis.</p>
Special (professional, subject) competences of the specialty (SK)	<p>SK1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards.</p> <p>SK2. The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.</p> <p>SK3. Ability to self-development, lifelong learning and effective self-management.</p> <p>SK4. Ability to effectively use and develop the organization's resources.</p> <p>SK5. Ability to create and organize effective communications in the management process.</p> <p>SK6. The ability to form leadership qualities and demonstrate them in the process of managing people.</p> <p>SK7. Ability to develop projects, manage them, show initiative and entrepreneurship.</p> <p>SK8. Ability to use psychological technologies for working with personnel.</p> <p>SK9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation.</p> <p>SK10. Ability to manage the organization and its development. SK11. Ability to adapt and act in new situations and critical conditions.</p> <p>SK12. Ability to investigate and define a problem and identify constraints, particularly those related to sustainability, health and safety issues and risk assessments.</p>

7 – Program learning outcomes	
	<ol style="list-style-type: none"> 1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions. 2. To identify problems in the organization and justify the methods of solving them. 3. To design effective management systems of organizations. 4. Justify and manage projects, generate business ideas. 5. Plan the activities of the organization in strategic and tactical sections. 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. To be able to communicate in professional and scientific circles in national and foreign languages. 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks. 11. To ensure personal professional development and planning of own time. 12. To be able to delegate authority and management of the organization (subdivision). 13. To be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (subdivision). 14. Using knowledge of psychology when solving managerial tasks in the socio-economic sphere. 15. Be able to form an effective system of labor relations, manage personnel in accordance with current legislation and ethics of business communication, create conditions for the development of the organization's personnel. 16. To be able to make decisions and bear responsibility for them and ensure quality management of economic activity.
8 – Resource support for program implementation	
Staff support	The scientific level of qualification of the teaching staff, who ensure the implementation of the educational program meets state requirements.
Material and technical support	Material and technical support allows you to fully ensure the educational process throughout the entire cycle of training according to the educational program. The condition of the premises is certified by sanitary and technical authorities passports that comply with existing regulations.
Informational and educational and methodological support	Using the informational educational environment of the Rivne State Humanities University and author's developments of the teaching staff.
9 – Academic mobility	
National credit mobility	On the basis of bilateral agreements between Rivne State Humanities University and Higher Education Institute of Ukraine.

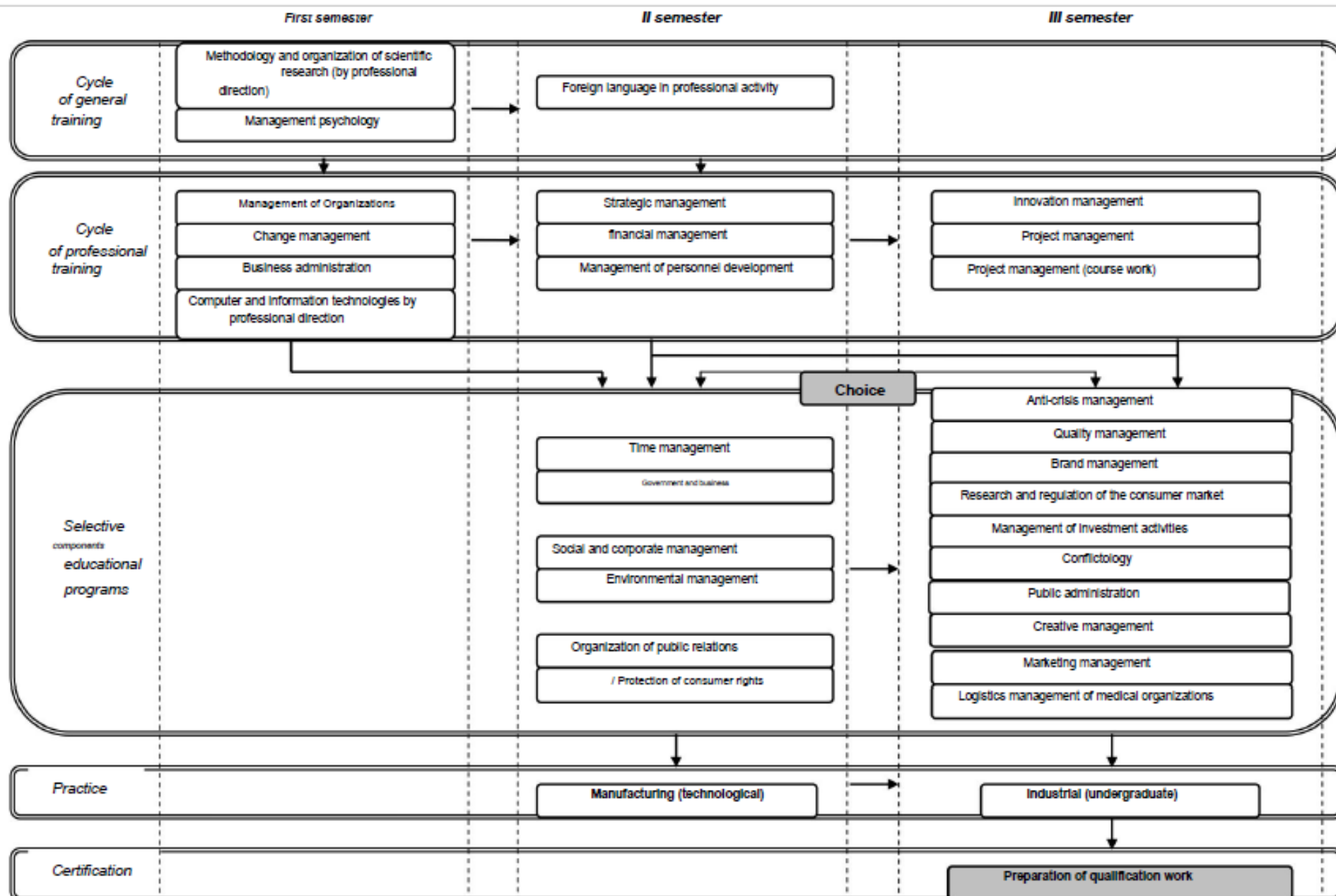
International credit mobility	On the basis of bilateral agreements between RDSU and foreign ones educational institutions.
Foreign studies students of higher education	Possible

1. List of components of the educational and professional program and their logical sequence

1.1 List of OP components

№ з/п	Код н/д	Components of the educational program (study subjects, course projects (works), practices, qualification work)	Number of credits	The form of the summary control
1. Mandatory OP components				
1.	OK01	Methodology and organization of scientific research	4	Test
2.	OK02	Management psychology	3	Test
3.	OK03	Foreign language in professional activity	5	Examination
4.	OK04	Strategic management	4	Examination
5.	OK05	Management of Organizations	4	Examination
6.	OK06	Innovation management	3	Examination
7.	OK07	Change management	4	Examination
8.	OK08	Project management	4	Examination
9.	OK09	Project management (coursework)	3	Kursova
10.	OK10	Management of personnel development	4	Examination
11.	OK11	Financial management	3	Examination
12.	OK12	Business administration	3	Examination
13.	OK13	Computer and information technologies for	4	Examination
14.	OK14	Professional direction	6	Test
15.	OK15	Production (technological) practice	6	Test
16.	OK16	Preparation of qualification work	6	Protection qualification work
The total volume of mandatory components:			66 credits	
2. Selective OP components				
17.	BK01/ BK02/ BK03	Anti-crisis management/ Quality management/ Choice	3	Test
18.	BK04/ BK05/ BK06	Brand management/ Research and regulation of the consumer market/ Selection	3	Test
19.	BK07/ BK08/ BK09	Government and business/ Time management/ Selection	3	Test
20.	BK10/ BK11/ BK12	Marketing management / Logistics management of medical organizations / Selection	3	Test
21.	BK13/ BK14/ BK15	Management of investment activities / Conflictology / Choice	3	Test
22.	BK16/ BK17/ BK18	Organization of public relations / Protection of consumer rights / Choice	3	Test
23.	BK19/ BK20/ BK21	Public administration/ Creative management/ Selection	3	Test
24.	BK22/ BK23/ BK24	Social and corporate management/ Environmental management/ Choice	3	Test
The total amount of sample components:			24 credits	
The total scope of the educational program:			90 credits	

1.1. Structural and logical scheme



3. Form of attestation of applicants of higher education

Attestation of graduates of the educational program "Management" specialty 073 Management is carried out in the form of the defense of the qualification work and ends with the issuance of a document of the established model on awarding him with a master's degree with the qualification: Master of Management.

Attestation is carried out openly and publicly.

Forms of attestation of applicants of higher education	Attestation is carried out in the form public defense of qualification work
Requirements for qualifying work (if available)	Qualification work involves solving a complex task or problem in the field of management, which requires research and innovation and is characterized by the complexity and uncertainty of conditions, with the application of management theories and methods. The qualification work should not contain academic plagiarism, falsification, fabrication. The qualification work must be published on the official website of the institution of higher education or its division, or in the repository of the institution higher education.

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

Classification of competences according to the NRK	Knowledge of 3H1. 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 the original thinking and innovative activity, in particular in the context research work 3H2. Critical understanding of problems in education and/or professional activity and on boundaries of subject areas	Skill UM1. Solving complex tasks and problems that requires updating and integration of knowledge, often in conditions of incomplete/insufficient information and conflicting requirements UM2. Conducting research and/or innovation activity	Communication K1. Clear and unambiguous conveying one's own conclusions, as well as knowledge and explanations that substantiate them, to specialists and non-specialists, in particular to persons who are studying K2. Use of foreign languages in professional activity	Autonomy and responsibility AB1. Decision-making in complex and unforeseen conditions that require application of new approaches and forecasting AB2. Responsibility for the development of professional knowledge and practices, assessment strategic development of the team AB3. A capacity for further learning that is largely autonomous and independent
General competences				
3K1	3H2	YM1, YM2	K1, K2	AB3
3K2			K1, K2	
3K3		YM1, YM2	K1	AB1
3K4		YM1	K1	AB1, AB2
3K5			K1	AB2
3K6		YM1		AB3
3K7	3H1, 3H2	YM1		
Special (professional) competences				
CK1	3H2	YM1		
CK2			K2	
CK3			K2	
CK4		YM1		
CK5	3H2		K2	
CK6				
CK7	3H1	YM1		
CK8		YM1		
CK9	3H2	YM1	K1	AB1, AB3
CK10	3H1	YM1, YM2	K1	AB1
CK11	3H2	YM1	K1	AB1
CK12	3H2	YM1	K1	AB1

Correspondence matrix of learning outcomes and competencies defined by the Standard

№	Program learning outcomes	General competences							Special competences											
		1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12
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 their solution			+						+										+
3	To design effective management systems of organizations	+											+							
4	Justify and manage projects, generate business ideas				+										+					
5	Plan the activities of the organization in strategic and tactical sections;									+										
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						+		+								+		+	+
7	Organize and carry out effective internal communications team, with representatives of various professional groups and in an international context		+			+							+							
8	Apply specialized software and information systems to solve management problems organization			+									+							
9	To be able to communicate in professional and scientific circles in a state and in foreign languages;					+														
10	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks													+		+				
11	Provide personal professional development and planning own time										+									
12	To be able to delegate authority and management of the organization (in subdivision)		+		+							+		+	+		+			
13	Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization			+	+		+		+						+	+				

	(subdivision)																			
14	The use of knowledge in psychology when solving managerial tasks in the socio-economic sphere				+											+				
15	Be able to form an effective system of labor relations, manage personnel in accordance with current legislation and ethics of business communication, create conditions for development personnel of the organization					+												+		
16	To be able to make decisions and bear responsibility for them and ensure management of the quality of economic activity							+									+	+		

2. Matrix of correspondence of program competencies to the components of the educational program

	OK01	OK02	OK03	OK04	OK05	OK06	OK07	OK08	OK09	OK10	OK11	OK12	OK13	OK14	OK15	OK16	BK01	BK02	BK03	BK04	BK05	BK06	BK07	BK08	BK09	BK10	BK11	BK12	BK13	BK14	BK15	BK16	BK17	BK18	BK19	BK20	BK21	BK22	BK23	BK24		
3K 01	+				+		+	+		+				+	+	+	+	+			+			+													+			+		
3K 02			+									+								+				+			+	+					+			+				+		
3K 03						+							+	+	+	+													+													
3K 04		+		+	+		+		+							+															+							+		+		
3K 05									+												+		+	+							+			+		+			+	+		
3K 06						+	+	+								+														+			+									
3K 07	+			+	+					+	+	+	+	+	+	+																										
CK 01						+								+	+	+	+	+			+		+						+				+		+					+		
CK 02				+				+			+			+	+	+	+	+	+		+					+	+					+				+						
CK 03	+	+			+		+		+															+							+											
CK 04					+						+	+												+		+	+															
CK 05			+				+						+	+	+	+				+			+	+				+				+			+			+				
CK 06					+		+		+																						+											
CK 07				+		+		+		+		+			+	+																						+				
CK 08		+			+		+																								+								+			
CK 09	+										+			+	+		+				+									+					+					+		
CK 10				+		+		+					+																								+					
CK 11				+		+	+			+							+														+											
CK 12		+								+							+				+												+			+			+	+		

+ – acquired competence;

OKj – number of the compulsory component of the educational program;

BKj – number of the selective component of the educational program;

ZKi - competency number in the list of general competencies of the program profile;

SKi is the competency number in the list of special competencies of the program profile.

2. Matrix of provision of programmatic learning outcomes (PLP) with relevant components of the educational program

	OK01	OK02	OK03	OK04	OK05	OK06	OK07	OK08	OK09	OK10	OK11	OK12	OK13	OK14	OK15	OK16	BK01	BK02	BK03	BK04	BK05	BK06	BK07	BK08	BK09	BK10	BK11	BK12	BK13	BK14	BK15	BK16	BK17	BK18	BK19	BK20	BK21	BK22	BK23	BK24				
ПРН 01	+						+			+				+	+	+	+	+			+																							
ПРН 02							+							+	+	+	+															+	+											
ПРН 03					+		+	+						+	+	+					+		+														+							
ПРН 04				+		+		+		+		+				+																				+								
ПРН 05				+		+	+	+			+							+			+						+	+								+								
ПРН 06	+					+	+										+				+		+						+				+		+			+	+					
ПРН 07		+	+						+			+								+			+				+	+			+		+		+			+	+					
ПРН 08						+							+	+	+	+													+															
ПРН 09			+									+											+										+			+			+					
ПРН 10		+			+		+		+			+												+							+								+					
ПРН 11	+				+		+		+															+												+								
ПРН 12					+				+							+																				+			+					
ПРН 13				+	+						+	+	+	+	+									+					+															
ПРН 14		+																			+										+		+	+										
ПРН 15										+														+														+						
ПРН 16										+								+					+						+								+							

+ – the program result that is achieved;

OKj – number of the compulsory component of the educational program;

BKj – number of the selective component of the educational program;

PRNi is the serial number of program learning outcomes in the program profile.

6. System of internal assurance of higher education quality

Rivne State University of Humanities operates a system of assurance of educational activity and higher education quality (system of internal quality assurance), which provides the implementation of the following procedures and measures:

- 1) defining the principles and procedures for quality assurance in higher education;
- 2) monitoring and periodic review of educational programs;
- 3) the annual evaluation of higher education applicants, scientific and pedagogical staff of the higher education institution and the regular publication of the results of such evaluations on the official website of the higher education institution, on information stands and in any other way;
- 4) providing advanced training for pedagogical, scientific and scientific-pedagogical staff;
- 5) providing the availability of the necessary resources for organizing the educational process, including the independent work of higher education applicants on each educational program;
- 6) ensuring the availability of information systems for effective management of the educational process;
- 7) ensuring publicity of information on educational programs, degrees of higher education and qualification;
- 8) ensuring the observance of academic integrity by employees of higher education institutions and applicants for higher education, in particular the creation and operation of an effective system for the prevention and detection of academic plagiarism;
- 9) other procedures and measures.

The higher education institution's system of quality assurance in education activity and higher education (system of internal quality assurance) on the submission of Rivne State University of Humanities can be evaluated by the National Higher Education Quality Agency or its accredited independent Higher Education Quality evaluation and assurance agencies for its responsibility to the requirements of the system of quality assurance in higher education which is approved by the National Higher Education Quality Agency and the international standard and guidelines for quality assurance in higher education

Guarantor of the educational program,
project team leader



Ph. D. O Savchenko