3. Educational Program

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3.1. The Profile of the Educational Program "Municipal Management" in specialty 073 "Management"

1 – General information	
Full name of IHE and structural unit	State University of Trade and Economics, Faculty of Economics, Management and Psychology Department of Public Administration
Level of higher education and qualification name in the original language	Level of higher education "Master" Specialty "Management"
Educational program official name	"Municipal Management"
Compliance with the standard of higher education of Ministry of Education and Science of Ukraine	It corresponds to the standard of higher education of Ministry of Education and Science of Ukraine
Diploma type and volume of the educational program	Master diploma, single, 90 ECTS credits, training period 1 year and 4 months
Accreditation	Certificate of Accreditation УД 11015998, for the period of validity until 01.07.2027, The Ministry of Education and Science of Ukraine, Ukraine
Cycle\Level	HPK Ukraine – 7 level, FQ-EHEA – the second cycle, EQFLLL –7 level
Preconditions	A bachelor's / specialist's / master's degree

Language (languages) of instruction	Ukrainian
Program validity period	Until July 1, 2027
Internet address for permanent placement of the educational program description	https://knute.edu.ua
2 – Educational program aim	
Training of qualified professionals in the field of *municipal management*, able to comprehensively solve complex specialized tasks and practical problems in professional activity, who are able to apply methods, technologies, tools for solving management tasks and modern development problems, making management decisions aimed at effective functioning of municipal entities in conditions of digitalization.	
3 – Educational program characteristics	
Subject area	**Object of study:** management of organizations and their subdivisions, as well as municipal entities. **Learning goals:** training specialists capable of identifying and solving complex tasks and problems in the field of municipal management or in the training process, which involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements. **The theoretical content of the subject area:** - 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 management solutions in management, *including at the municipal level* **Methods, techniques and technologies:** - general scientific and special research (calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance sheet, 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 modelling, decision tree, etc.). **Tools and equipment:** modern information and communication equipment, information systems and software products used in management.
Educational program orientation	Educational and professional
Main focus of the educational program	Acquisition of theoretical knowledge, mastery of skills and management technologies of municipal entities in conditions of digital transformation. Key words: management, municipal management, municipal administration, state authorities, local self-government, municipal authority, regional administration, territorial community, community management, decentralization.
Features of the program	The combination of classical methods and approaches to management with the use of digital technologies in making management decisions; constant updating of educational plans in accordance with the strategic priorities of municipal entities and the needs of the labour market. Involvement of practitioners from state and municipal administration in the educational process.
4 – Graduate employability and further learning	

Employability	The graduate may hold positions according to the National Classifier of professions DK 003:2010: 1120.1 Senior officials of state executive authorities 1120.2 Senior officials of local state authorities 114 Senior officials of public and self-governing organizations 1141 Senior officials of political organizations 1141.1 Senior officials of political parties 1142 Senior officials of employers' organizations and trade unions 1142.1 Senior officials of trade unions 1143.2 Senior officials of other self-governing organizations 1143.2 Senior officials of other self-governing organizations 1143.5 Senior officials of local self-government bodies 1229.1 Managerial employees of the apparatus of central state authorities 1229.3 Managerial employees of the apparatus of local state authorities 1229.7 Heads of other main divisions in other spheres of activity 123 Heads of functional units 1238 Project and program managers 1239 Heads of other functional divisions 14 Managers (managers) of enterprises, institutions, organizations and their divisions 2419.3 Public service professionals 2446.2 Professionals in the field of social protection of the population 2447 Professionals in the field of project and program management 3436 Assistant managers A graduate can hold other positions in accordance with his/her professional job titles characterized by special professional competencies.
Further Learning	The possibility of further learning at the third level of higher education; obtaining additional education through certified programs and postgraduate study programs; certification training
5 – Training and assessment	

Teaching and Learning	Problem-oriented learning, self-learning, learning through practical training, a combination of lectures, practical classes with problem solving, project and research implementation.
Assessment	Current control (testing, defence of individual and group projects, solving situational tasks (cases), business games, etc.); final control (modular control works); final semester control (exam); practical training. Assessment should be carried out in accordance with "Regulations on the assessment of learning outcomes of students and post-graduate students" and "Regulations on the organization of the educational process of students" at SUTE.
6 – Program competences	
Integral competence	Ability to solve complex tasks and practical problems in the field of municipal management or in the process of learning, which involves conducting research and / or innovation and is characterized by uncertainty of the conditions and requirements.
General competence (GC)	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. Skills in the use of information and marketing technologies. GC 4. Ability to motivate people and move towards a common goal; GC 5. Ability to act on the basis of ethical considerations (motives); GC 6. Ability to generate new ideas (creativity). GC7. Ability to apply abstract thinking, analysis and synthesis.
Professional competence (PC)	PC1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards; PC2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;

	PC3. Ability to 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. The 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 technologies for working with personnel. PC9. Ability to analyse and structure organizational problems, make effective management decisions and ensure their implementation; PC 10. Ability to manage the organization and its development. *PC 11. The ability to develop strategic documents for the development of socio-economic systems at the regional and local levels.* *PC 12. The ability to conduct applied research in the field of municipal management, to provide information and analytical support for management processes using modern information resources and digital technologies.*
7 – Program learning outcomes	
	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 methods of solving them; 3. 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. 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 behaviour 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.* Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit). *14. Develop strategic documents for the development of socio-economic systems at the regional and local levels.* 15. *Conduct applied research in the field of municipal management, provide information and analytical support for management processes using modern information resources and technologies.*
8 – Resource support for program implementation	
Staff support	100% provision of the educational and professional program by scientific and pedagogical staff whose academic and/or professional qualifications correspond to the profile of the program and the disciplines taught by them. Involvement of guest lecturers - practitioners in the educational process.
Material and technical support	The basis of material and technical support consists of: lecture halls equipped with advanced multimedia equipment; specialized computer classes with necessary software, high-speed Internet and access to international library and reference systems; coworking spaces; virtual reality hall. The provision of dormitories, cafeterias, dining rooms, a medical center, closed modern sports complexes, a football field with artificial turf, sports grounds, training and choreographic halls, a concert hall, etc.

Information and educational and methodical support	The information and educational and methodological support complies with the Licensing conditions for conducting educational activities, has constantly updated content, is based on modern information and communication technologies and includes: the library of SUTE, which is an informational, educational, cultural and educational structural unit of the University with universal document funds, which contributes introduction of promising educational technologies, creation of conditions for effective scientific work and organization of the educational process; corporate environment Office 365; the MOODLE distance learning platform.
9 – Academic mobility	
National credit mobility	National credit mobility is carried out in accordance with concluded agreements on academic mobility.
International credit mobility	It is provided on the basis of agreements on international academic mobility.
Training of overseas students	According to the rules of admission to SUTE

3.2. List of educational program components and their logical order

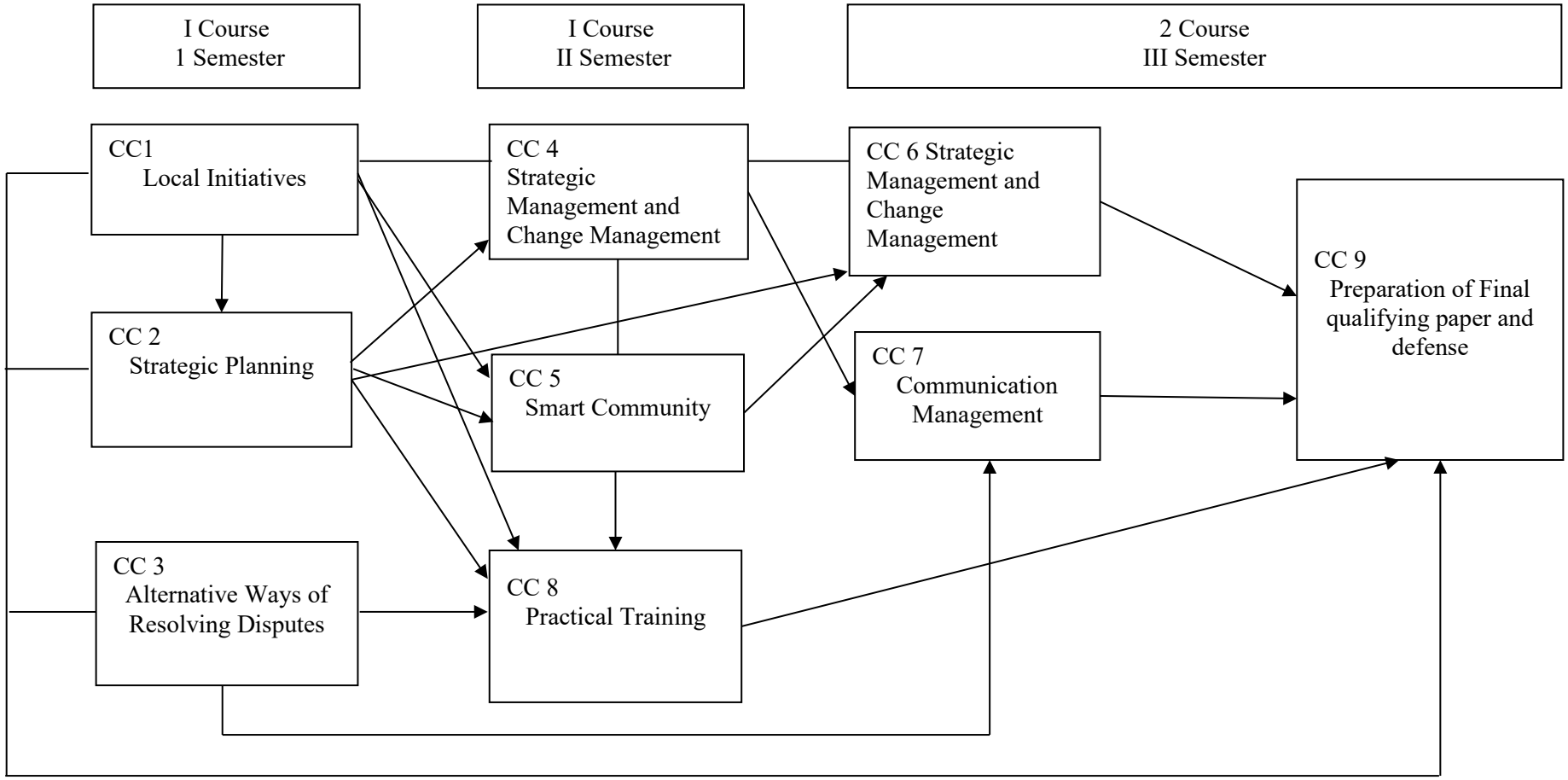
Code	Components of the educational program (academic disciplines, term projects control (papers), placement, qualification exam, final qualification	Amount of credits
1	3	3
Compulsory components the educational program		
CC 1.	Local Initiatives	6
CC 2.	Strategic Planning	6
CC 3.	Alternative Ways of Resolving Disputes	6
CC 4.	Management of Local Development Projects	6
CC 5.	Smart Community	9
CC 6.	Strategic Management and Change Management	6
CC 7.	Communication Management	6
CC 8.	Practical Training	9
CC 9.	Preparation And Defence of Final Qualifying Work	12
Total amount of compulsory components		**66**
Optional components the educational program		
OC 1.	Analysis of State Policy	6

OC 2.	Life Safety	6
OC 3.	Business Engineering	6
OC 4.	Industry Policy Of The State	6
OC 5.	Monetary Valuation of Land	6
OC 6.	State Assistance	6
OC 7.	Economics of Industrial Markets	6
OC 8.	Investment Management	6
OC 9.	Information Wars	6
OC 10.	Corporate Management	6
OC 11.	Creative Management	6
OC 12.	Cross-cultural Management	6
OC 13.	Methodology and Organisation of Research	6
OC 14.	Fundamentals of Cybersecurity	6
OC 15.	Forecasting Social and Economic Processes	6
OC 16.	Project Financing	6
OC 17.	Professional Communication in a Foreign Language	6
OC 18.	Career Psychology	6
OC 19.	Regulation of Natural Monopolies	6
OC 20.	Reputation Management	6
OC 21.	Social Management	6
OC 22.	Career Management	6
OC 23.	Region's Development Management	6
OC 24.	Digital Economy of Ukraine	6
1	3	3
Optional Discipline		
OC 25.	In order to ensure the formation of an individual educational trajectory, taking into account the provisions of Article 62 of the Law of Ukraine "On Higher Education", applicants for higher education may choose components of the educational program from other educational programs, both similar and at other levels of higher education, in agreement with the dean of the faculty. [1]	6
Total amount of optional components:		**24**
TOTAL EP VOLUME		**90**

The examination is the final form of assessment for all components of the educational program.

[1] The procedure of forming an individual educational trajectory is regulated by the Regulation on the organization of the educational process of students URL: https://knute.edu.ua/file/MjkwNQ==/28e7eec26f32aa089dd87a6be3a64917.pdf

3.3. Structural and logical scheme of the educational program



3.4. Forms of certification of applicants for higher education

Certification is carried out in the form of public defence of the final qualifying paper.

The final qualification paper should involve solving a complex task or problem in the field of municipal management, that requires research and / or innovation and is characterized by complexity and uncertainty of conditions, using theories and methods of economics.

The final qualifying paper should not contain academic plagiarism, falsification, fabrication.

The final qualifying paper must be published on the official website of SUTE or its unit, or in the repository of SUTE.

3.5. Matrix of correspondence of program competences to compulsory components (CC) of the educational program

Components / Competences	CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9
GC 01	+	+	+	+	+	+		+	+
GC 02	+	+	+		+	+	+		
GC 03		+	+		+	+	+	+	+
GC 04				+		+	+		
GC 05			+			+	+		
GC 06	+		+	+	+	+		+	+
GC 07	+			+	+	+		+	+
SC 01	+	+			+	+		+	+
SC 02	+	+		+	+	+		+	+
SC 03							+	+	+
SC 04		+		+	+	+		+	+
SC 05			+	+		+	+	+	+
SC 06	+		+				+	+	+
SC 07	+			+	+	+		+	+
SC 08			+				+	+	+
SC 09			+		+	+		+	+
SC 10						+	+	+	+
SC 11	+	+		+	+	+		+	+
SC 12	+	+		+	+	+		+	+

3.6. Matrix for providing curriculum learning outcomes with relevant compulsory components CC) of the educational program

Components / Curriculum learning outcomes	CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9
1	+	+		+	+	+		+	+
2	+	+	+	+	+	+	+	+	+
3	+	+	+	+	+	+		+	+
4	+			+	+	+	+	+	+
5	+	+		+	+	+		+	+
6	+	+	+	+	+	+		+	+
7		+	+	+	+	+	+	+	+
8		+	+	+	+	+	+	+	+
9			+			+	+	+	+
10	+		+				+	+	+
11	+					+	+	+	+
12	+		+	+	+	+	+	+	+
13	+	+	+	+	+	+	+	+	+
14	+	+		+	+	+		+	+
15	+	+		+	+	+		+	+