

### 3. Educational programme

#### 3.1. Profile of the educational programme in the subject area 073 "Management" (EP "HR-Management")

*Project team leader (Director of the educational programme) -  
Doctor of Sciences (Economics), prof. Valentyna Zhukovska*

<b>1 – General information</b>	
<b>Full name of the institution of higher education and structural subdivision</b>	State University of Trade and Economics, Faculty of Economics, Management and Psychology, Department of Management
<b>Degree of higher education and title of qualification in the original language</b>	Higher education master's degree Subject Area «Management»
<b>The official name of the educational programme</b>	«HR-Management»
<b>Compliance with Higher Education Standard of the Ministry of Education and Culture of Ukraine</b>	In accordance with the Higher Education Standard of the Ministry of Education and Culture of Ukraine
<b>Type of diploma and scope of educational programme</b>	Master's degree, single, 90 ECTS credits, term of study - 1 year 4 months
<b>Availability of accreditation</b>	Certificate of accreditation issued by the Ministry of Education and Science of Ukraine (Ukraine) valid until July 1, 2024 on the basis of the order of the Ministry of Education and Science of Ukraine dated 19.12.2016 № 1565
<b>Cycle / level</b>	NRC of Ukraine - level 8, FQ-EHEA - the second cycle, EQF-LLL - level 7
<b>Prerequisites</b>	- educational degree of higher education - bachelor; - conditions of admission to the programme are regulated by the Rules of admission to SUTE.
<b>Language (s) of teaching</b>	Ukrainian
<b>Term of the educational programme</b>	until July 1, 2024.
<b>Internet address of the permanent placement of the description of the educational programme</b>	<a href="https://knute.edu.ua">https://knute.edu.ua</a>
<b>2 – The purpose of the educational programme</b>	
Formation modern managerial thinking of future specialists and a system of special knowledge in personnel management, understanding of the conceptual foundations of human resources management, acquisition of skills for making and implementing reasonable personnel decisions in a dynamic environment.	
<b>3 – Characteristics of the educational programme</b>	

<b>Subject area</b>	<p><b>Object of study:</b> management of organizations and their divisions.</p> <p><b>Training goals:</b> 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><b>Theoretical content of the subject area:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> paradigms, laws, regularities,</li> <li><input type="checkbox"/> principles, historical prerequisites of management development;</li> <li><input type="checkbox"/> concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.;</li> <li><input type="checkbox"/> functions, methods, technologies and managerial decisions in management.</li> </ul> <p><b>Methods, techniques and technologies:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert evaluation, factual, sociological, documentary, balance, etc.);</li> <li><input type="checkbox"/> 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.).</li> <li><input type="checkbox"/> management methods (administrative, economic, socio-psychological, technological);</li> <li><input type="checkbox"/> technologies for justifying management decisions (economic analysis, simulation modelling, decision tree, etc.).</li> </ul> <p><b>Tools and equipment:</b> modern information and communication equipment, information systems and software products used in management.</p>
<b>Orientation of the educational programme</b>	<p>Fundamental general economic training and orientation focus on practical aspects of using by future specialists modern tools of human resources management in organizations (academic, professional, research).</p>
<b>The main focus of the educational programme and specialization</b>	<p>Formation of professional competence in the effective application of the principles of human resources management to ensure the effective functioning and development of organizations of various activities and organizational and legal forms.</p> <p>Keywords: organizational behaviour, information systems and technologies in personnel management, innovative development of the enterprise and employees, project management, contract law, personnel audit, cross-cultural interaction</p>
<b>Features of the programme</b>	<p>Combining theoretical training of students, practice in HR departments of organizations and/or recruiting companies with research work (including writing scientific articles).</p>
<b>4 – Suitability of graduates for employment and further training</b>	
<b>Suitability for employment</b>	<p>The graduate is able to hold the following positions in accordance with the National Classification of Occupations DK 003: 2010: 1314 Director (manager) of a small trading company.</p>

	<p>1232 Director of Human Resources and Life.  1475.4 Manager of administrative activities.  1477.1 Personnel manager.  1496 Social and corporate responsibility manager.  1232 Head of the Personnel Department.  1232 Head of the training department.  2412.2 Career Advisor.  2412.2 Personnel development professional.  2412.2 Evaluator of professional qualification  1232 Head of the Department of Social Development.  1210.1 Head of advanced training courses.  2412.1 Professional.  2419.3 Personnel and Civil Service Specialist.</p> <p><b>Professions, professional titles of works according to the current edition of International Standard Classification of Occupations 2008 (ISCO-08):</b></p> <p>1120 Managing Directors and Chief Executives.  1212 Human Resource managers  1213 Policy and Planning Managers Policy and Planning Managers.  2412 Personnel and Careers Professionals  2412 Personnel and Careers Professionals  2422 Policy Administration Professionals  2424 Training and Staff Development Professionals.</p> <p>Under the conditions of gaining relevant experience one can adapt to the following areas of related professional activities: economic, marketing, foreign economic, educational, research.</p>
<b>Further training</b>	<p>Opportunity to study according to the programme of the third cycle in this field of knowledge FQ-EHEA, which is consistent with the obtained master's degree or related - in graduate school (educational and scientific) programme of higher education 8 level EQF-LLL and 9 level NQF of Ukraine</p>
<b>5 - Teaching and assessment</b>	
<b>Teaching and learning</b>	<p>Student-centered learning with the usage of thematic, problem-based, review, binary, dual lectures, lectures-conferences, including the participation of practitioners, lectures-consultations with presentations, discussions, trainings, moderations, simulation of situations, application of the case-study method with solving real problems, students' implementation of projects commissioned by enterprises, work in small groups, self-study of students, preparation of final qualifying work</p>
<b>Assessment</b>	<p>Current control, written exams, practice, presentations, project work, defence of the final qualifying work.  Assessment is carried out in accordance with the "Regulations on the assessment of learning outcomes of students and graduate students at SUTE" and "Regulations on the organization of the educational process of students" at SUTE.</p>
<b>6 - Programme competencies</b>	
<b>Integral competence</b>	<p>The ability of a person to solve complex tasks and problems in the field of personnel management and / or in the learning process,</p>

	which involves research and / or implementation of innovations and is characterized by uncertainty of conditions and requirements.
General competencies	<p>GC1. Ability to conduct research at the appropriate level;</p> <p>GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity);</p> <p>GC3. Skills in the use of information and communication technologies;</p> <p>GC4. Ability to motivate people and move towards a common goal;</p> <p>GC5. Ability to act on the basis of ethical considerations (incentives);</p> <p>GC6. Ability to generate new ideas (creativity);</p> <p>GC7. Ability to abstract thinking, analysis and synthesis.</p>
<b>Special (professional, subject) competencies</b>	<p>SC1. Ability to select and use management concepts, methods and tools in accordance with defined objectives and international standards;</p> <p>SC2. Ability to establish values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;</p> <p>SC3. Ability for self-development, lifelong learning and effective self-management;</p> <p>SC4. Ability to effectively use and develop the organization's resources;</p> <p>SC5. Ability to create and organize effective communications in the management process;</p> <p>SC6. Ability to form leadership qualities and demonstrate them in the process of managing people;</p> <p>SC7. Ability to develop projects, manage them, show initiative and entrepreneurship;</p> <p>SC8. Ability to use psychological technology to work with staff.</p> <p>SC9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation;</p> <p>SC10. Ability to manage the organization and its development;</p> <p>SC11 <i>The ability to assess the innovative and personnel potential of the organization, to diagnose the prerequisites for implementing changes in society, to implement modern information systems and personnel management technologies in organizations;</i></p> <p>SC12. <i>The ability to protect one's own human and citizen rights, to initiate, develop, implement and evaluate innovative development projects of the organization and employees, to develop their emotional intelligence and professionalism;</i></p> <p>SC13. <i>The ability to determine the target tasks and types of personnel audit, its structure and functions, to evaluate the effectiveness of costs for its implementation in the organization;</i></p> <p>SC14 <i>The ability to coordinate the interests of participants in corporate relations, to solve the problem of the distribution of competences between the corporate management bodies</i></p>

	<p><i>of a joint-stock company, to make management decisions regarding the corporate social responsibility of business (from the standpoint of interaction with various groups of stakeholders), to apply different methodological approaches to determining the effectiveness and quality of corporate management in companies.</i></p>
<p><b>7 – Programme learning outcomes</b></p>	
	<ol style="list-style-type: none"> <li>1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;</li> <li>2. Identify problems in the organization and justify methods for solving them;</li> <li>3. Design effective management systems for organizations;</li> <li>4. Substantiate and manage projects, generate business ideas;</li> <li>5. Plan the activities of the organization in strategic and tactical terms;</li> <li>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;</li> <li>7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context;</li> <li>8. Use specialized software and information systems to solve management problems of the organization;</li> <li>9. Be able to communicate in professional and scientific circles in the state and foreign languages;</li> <li>10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems;</li> <li>11. Provide personal professional development and planning of own time.</li> <li>12. Be able to delegate authority and management of the organization (unit);</li> <li>13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit);</li> <li>14. <i>To be able to analyse global market changes, European integration processes and prospects for cooperation with foreign partners on the basis of cross-cultural interaction and ethics of international relations.</i></li> <li>15 <i>Initiate, develop, implement and evaluate projects of personnel changes and innovative development of the organization, calculate the forecast effectiveness of project implementation.</i></li> <li>16. <i>Apply methodological tools for evaluating personnel processes (HR-analytics), organizational changes and personnel potential; be able to draw up an audit opinion, determine behavioural indicators of the effective work of different categories of personnel, develop programmes for the development of the company's personnel.</i></li> </ol>

	17. <i>Apply the principles and rules of corporate governance, resolve corporate conflicts, make managerial decisions regarding conducting activities based on the principles of corporate social responsibility, determine the effectiveness and quality of the company's corporate governance.</i>
<b>8 – Resource support for programme implementation</b>	
<b>Staffing</b>	<p>Graduating and responsible for training is the Department of Management SUTE. The head of the department and the Director of the educational programme has the degree of Doctor of Sciences and the academic title of Professor.</p> <p>96% of teachers who provide the process of preparing masters for the educational programme "Personnel Management" have a degree and / or academic title.</p> <p>Employment contracts have been concluded with all scientific and pedagogical workers</p>
<b>Logistical support</b>	<p>Provision of premises for training sessions and control activities - 4 m<sup>2</sup> per person.</p> <p>60% of classrooms are equipped with multimedia equipment. There is a specialized computer class with modern hardware and software resources that provide quality training for masters in the educational programme.</p> <p>SUTE infrastructure: libraries, including reading room, food outlets, assembly hall, sports halls, stadium, medical centre, dormitories.</p>
<b>Information and educational and methodical support</b>	<p>General scientific and special sources of information on trade management, educational and methodical and monographic literature, information resources of the distance learning system and the Internet.</p> <p>There is access to the databases of scientific periodicals in English of the relevant or related profile (shared use of databases by several educational institutions is allowed).</p> <p>There is an official website of SUTE, which contains basic information about its activities (structure, licenses and certificates of accreditation, educational / educational-scientific / publishing / certification (scientific staff) activities, educational and scientific structural units and their composition, list of educational disciplines, admission rules, contact information):  <a href="https://www.knute.edu.ua">https://www.knute.edu.ua</a></p> <p>In the Department of support of distance learning SUTE there are educational and methodical materials on educational disciplinary curriculum: <a href="http://dist.knute.edu.ua/">http://dist.knute.edu.ua/</a></p>
<b>9 – Academic mobility</b>	
<b>National credit mobility</b>	National credit mobility is carried out in accordance with the concluded agreements on academic mobility.
<b>International credit mobility</b>	International credit mobility is realized through the conclusion of agreements on international academic mobility Erasmus + Option K1 / Credit mobility, on double graduation, on long-term international projects involving student training and the issuance of a double diploma, etc.

<b>Training of foreign applicants for higher education</b>	Conditions and features of the educational programme in the context of teaching foreign citizens: knowledge of the Ukrainian language at a level not lower than B1.
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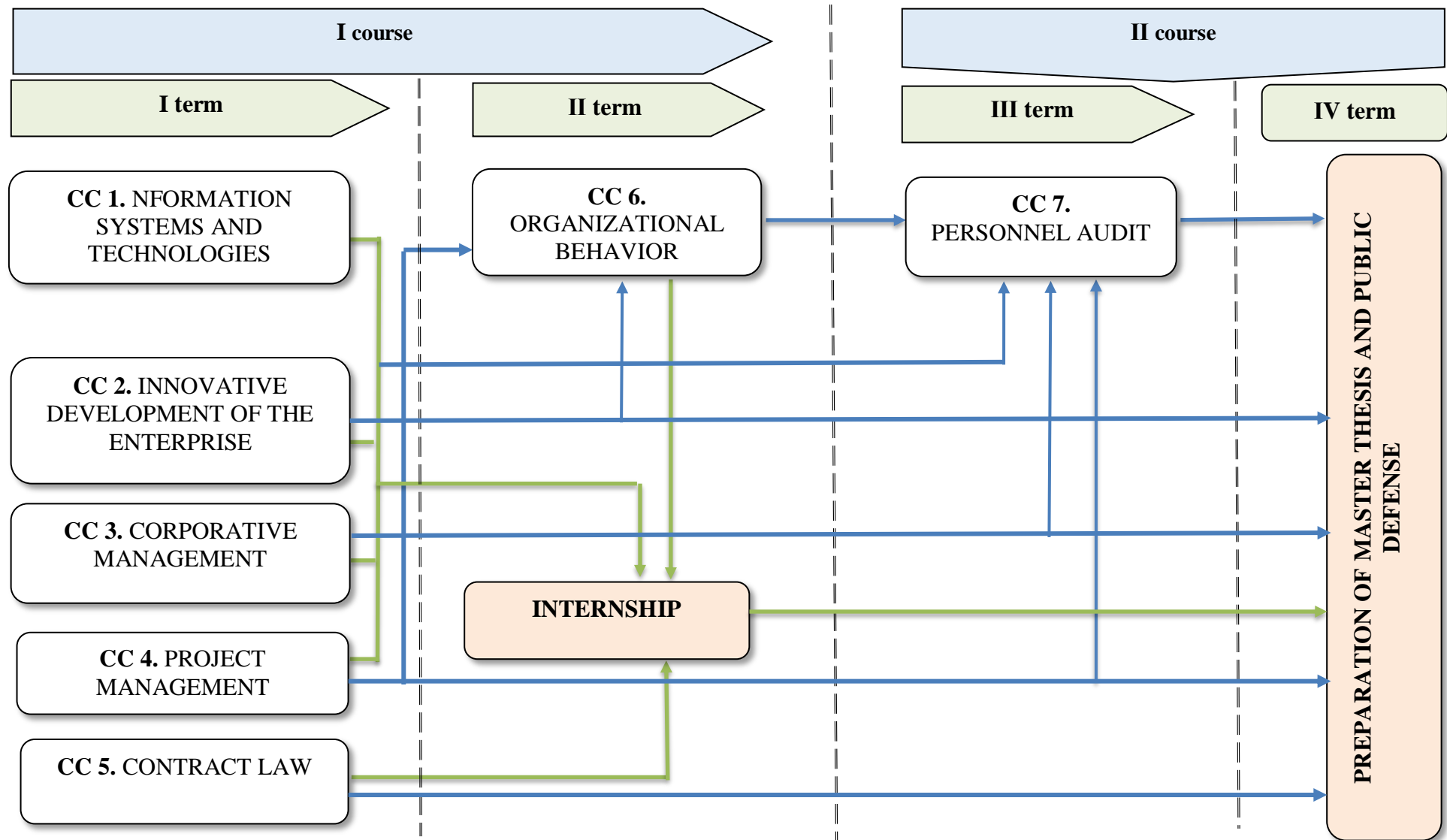
### 3.2. List of components of the educational programme and their logical sequence

#### 3.2.1. List of EP components \*

Code of academic discipline	Components of the educational programme (academic disciplines, course projects (works), practices, qualifying exam, master thesis)	Number of credits
1	2	3
<b>Compulsory EP components</b>		
CC 1	Information systems and technologies in management	6
CC 2	Innovative development of the enterprise	6
CC 3	Corporative management	6
CC 4	Project management	6
CC 5	Contract law	6
CC 6	Organizational behavior	9
CC 7	Personnel audit	6
<b>The total amount of compulsory components</b>		<b>45</b>
<b>Elective EP components</b>		
EC 1.	Administrative management	6
EC 2.	Safety of life	6
SC 3.	Information wars	6
SC 4.	Consulting	6
SC 5.	Corporate law	6
SC 6.	Cross-cultural management	6
SC 7.	Fundamentals of cyber security	
SC 8.	Career psychology	6
SC 9.	Reputation management	6
SC 10.	Social management	6
SC 11.	Career management	6
<b>The total amount of elective components:</b>		<b>24</b>
Internship		
Internship		<b>9</b>
<b>Certification</b>		
Preparation of master thesis and public defence		<b>12</b>
<b>TOTAL VOLUME OF THE EDUCATIONAL PROGRAMME</b>		<b>90</b>

\* For all components of the educational programme, the form of final control is an exam

### 3.2.2. Structural and logical scheme of the educational programme





### **3.3. Forms of certification of applicants for higher education**

Certification is carried out in the form of public defense of the master thesis. The master thesis should involve solving a complex task or problem in the field of management, a task or problem in the field of management that requires research and / or innovation and is characterized by complexity and uncertainty of conditions, using theories and methods of economics.

The master thesis should not contain academic plagiarism, falsification, fabrication.

The master thesis must be published on the official website of the higher education institution or its subdivision, or in the repository of the higher education institution.

### 3.4 Matrix of correspondence of programme competences to components of the educational programme

Components Competences	CC1	CC2	CC3	CC4	CC5	CC6	CC7	EC1	EC2	EC3	EC4	EC5	EC6	EC7	EC8	EC9	EC10	EC11
	<b>GC1</b>		+	+	+		+	+		+	+		+		+	+		+
<b>GC2</b>			+		+		+			+	+	+	+	+				+
<b>GC3</b>	+			+	+		+		+	+			+	+				
<b>GC4</b>		+				+		+			+	+			+	+		
<b>GC5</b>		+				+	+	+	+	+	+				+		+	+
<b>GC6</b>		+		+		+	+	+							+			+
<b>GC7</b>	+	+				+		+	+	+	+			+	+	+	+	
<b>SC1</b>			+	+			+	+	+	+	+		+			+	+	
<b>SC2</b>			+	+		+		+		+				+			+	+
<b>SC3</b>				+					+	+								+
<b>SC4</b>		+				+	+	+	+		+			+	+			
<b>SC5</b>			+		+	+	+			+	+		+			+		+
<b>SC6</b>				+		+		+			+							+
<b>SC7</b>				+			+							+			+	+
<b>SC8</b>										+		+	+			+		+
<b>SC9</b>			+		+		+	+	+		+			+			+	+
<b>SC10</b>		+	+	+		+		+				+		+	+		+	
<b>SC11</b>	+	+								+				+			+	+
<b>SC12</b>				+		+			+	+								+
<b>SC13</b>		+					+	+							+			
<b>SC14</b>			+					+		+				+			+	

### 3.5. Matrix for providing programme learning outcomes with relevant components of the educational programme

Components Programme learning outcomes	CC1	CC2	CC3	CC4	CC5	CC6	CC7	EC1	EC2	EC3	EC4	EC5	EC6	EC7	EC8	EC9	EC10	EC11
<b>1</b>		+		+	+	+	+	+	+	+	+					+	+	+
<b>2</b>			+				+	+					+	+		+		
<b>3</b>								+		+							+	
<b>4</b>	+			+										+			+	+
<b>5</b>		+			+			+			+							
<b>6</b>			+	+	+			+	+	+	+		+	+			+	+
<b>7</b>			+	+		+		+		+			+			+		+
<b>8</b>	+	+								+				+	+		+	
<b>9</b>			+				+	+		+			+				+	
<b>10</b>			+	+		+	+	+								+	+	+
<b>11</b>				+		+	+		+							+	+	+
<b>12</b>			+	+		+		+					+		+	+		
<b>13</b>				+		+	+	+	+	+			+	+	+	+	+	+
<b>14</b>									+	+				+			+	+
<b>15</b>				+		+	+			+								
<b>16</b>							+											
<b>17</b>			+											+		+	+	

