



INTERNATIONAL EUROPEAN UNIVERSITY

EDUCATIONAL AND PROFESSIONAL PROGRAM: MANAGEMENT AND BUSINESS ADMINISTRATION

Second (Master) level

Specialty: 073 Management

Knowledge area: 07 Management and Administration

Educational qualification: Master of Management

APPROVED

**By the Decision of the Academic Council of
International European University
dd. May 30, 2023, protocol No. 4
Chair of the Academic Council,**

Oleh PADALKA

**Educational and professional program
becomes effective by the order of the Acting
Rector of International European University
dd. June 5, 2023, No. 41-OD**

Kyiv – 2023

INTRODUCTION

The Management and Business Administration educational and professional program of the second (Master) level of higher education, specialty: 073 Management, knowledge area: 07 Management and Administration, stipulates the amount of ECTS credits required to gain a corresponding degree, the list of competencies and program learning outcomes, the normative content of student training, forms of student assessment and requirements for the education quality assurance system.

The educational and professional program is based on the Higher Education Standard in the specialty: 073 Management, knowledge area: 07 Management and Administration, of the second (Master) level of higher education approved and put into effect by the Order of the Ministry of Education and Science of Ukraine dd. July 10, 2019, No. 959.

The Management and Business Administration educational and professional program is developed by the working group of International European University, consisting of:

No.	Full name	Position	Academic degree, academic title
1.	Y.S. Remyha (guarantor)	Acting Director of the European Business School, professor at the Department of Management, Finance and Business Administration	PhD in Economics, associate professor
2.	N.V. Pryimak	Acting Head of the Department of Management, Finance and Business Administration	PhD in Economics
3.	M.O. Zhytar	First vice-rector of International European University, professor at the Department of Management, Finance and Business Administration	Doctor of Economics, professor

External stakeholders involved in the development of the educational program:

No.	Full name	Place of work, position
1.	S.Y. Lukin	Director of the Professional Development Center in the Kyiv Region, Doctor of Public Administration, associate professor
2.	O.O. Ryzhkova	Director of SYSTEM LEGAL CONSULTING LLC
3.	S. Boiko	CEO of Vodoliy Group of companies LLC, PhD in Technical Science, Master of Public Administration
4.	M.M. Radutskyi	Co-owner of City Beach Club LLC, O.DESERTY
5.	Y.O. Markova	Graduate of International European University
6.	T.V. Ponomarenko	Graduate of International European University

Profile of the educational and professional program
Specialty: 073 Management
Knowledge area: 07 Management and Administration
Educational qualification: Master of Management

1. General information	
Full name of the higher education institution and structural unit	INTERNATIONAL EUROPEAN UNIVERSITY. Education and Research Institute “European Business School”. Department of Management, Finance and Business Administration.
Degree of higher education and name of qualification in the original language	Master Educational qualification – Master of Management
Official name of the educational and professional program	Management and Business Administration of the second (Master) level in the specialty: 073 Management
Type of diploma and capacity of the educational program	Master’s Degree Diploma, 90 ECTS credits,
Accreditation	Certificate of accreditation of the educational program No. 2457 dd. December 17, 2021.
Cycle/level	FQ-EHEA – second cycle EQF-LLL – 7 th level NQF of Ukraine – 7 th level
Background	Bachelor’s degree, Master’s degree, Specialist’s degree, or Master of another specialty. Admission is conducted according to the Admission Rules of International European University in 2023: https://ieu.edu.ua/docs/admission-rules-2023.pdf
Language(s) of instruction	Ukrainian, English
Validity of the educational program	The Certificate of accreditation of the educational program is valid until July 1, 2027.
Internet address of constant placement of educational program description	https://ieu.edu.ua/navchannia/osvitni-prohramy
2. Goal of the educational program	
To provide high-quality, affordable contemporary education in management and business administration due to knowledge and experience of the academic staff, as well as scientific and educational technologies, which implies training highly qualified, creative and promising managers able to take part in scientific research, create state-of-the-art management techniques, manage activities of business entities of different size and legal status, taking into account their innovativeness and compliance with the commercial market demand, in order to ensure country’s sustainable growth and integration into the European community.	
3. Characteristics of the educational program	
Subject area (knowledge area, specialty)	Knowledge area: 07 Management and Administration. Specialty: 073 Management. <i>The program consists of:</i>

	<ul style="list-style-type: none"> • general disciplines – 19.0%, • professional disciplines – 21.0%, • practical training and assessment – 33.3%, • elective disciplines – 26.7%. <p>Object of study:</p> <ul style="list-style-type: none"> • management of organizations and their subsidiaries. <p>Learning objectives:</p> <ul style="list-style-type: none"> • to train specialists able to identify and solve complicated tasks and problems in the management sector or during study, which include research and/or innovations as well as are characterized by complexity and uncertainty of conditions and requirements. <p>Theoretical content of the subject area:</p> <ul style="list-style-type: none"> • paradigms, laws, regularities; • principles, historical background of management development; • concepts of system, situational, adaptive, anticipative, anti-crisis, innovative, project management, etc.; • functions, methods, technologies and managerial decisions in management. <p>Methods, techniques, technologies and tools:</p> <ul style="list-style-type: none"> • general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert assessment, evidential, social, documentary, balance, etc.); • methods of fulfilling management functions (marketing research methods; economic diagnostic methods; forecasting and planning methods; organizational management structure design methods; motivation methods; controlling methods; assessment methods of social, organizational and economic management efficiency, etc.); • management methods (administrative, economic, social and psychological, technological); • managerial decision rationale technologies (economic analysis, simulation modeling, decision tree, etc.). <p>Tools and equipment:</p> <ul style="list-style-type: none"> • cutting-edge information and communication equipment, information systems and software products applied in management.
<p>Focus of the educational program</p>	<p>The educational and professional program is based on acquiring advanced knowledge of management, theory of adaptive management, which implies a particular employment and the possibility of further education and career development: obtaining the degree of Doctor of Philosophy (PhD) in scientific programs. It provides advanced knowledge of theoretical and methodical regulations, organizational and practical tools for managing all sectors of economic entities of various scales, legal forms and types of activity.</p>
<p>Key focus of the educational program</p>	<p>Specialized education in management and business administration.</p>

	<p>Focus of the program:</p> <ul style="list-style-type: none"> • general education in management and business administration; • the program structure develops a set of knowledge, skills and abilities in the efficient management of modern organizations; • the educational program is aimed at training managers of enterprises, institutions, organizations and their subsidiaries; highly skilled professionals able to integrate knowledge and solve complex professional tasks in wide aspects; specialists able to solve problems in new and strange environments with incomplete or limited information, taking into account the aspects of social and ethical responsibility. <p>Keywords: management, business administration, organization, administration, business, social economic relations</p>
<p>Features of the educational and professional program</p>	<p>Features of the educational program include deep learning of the organization management system, taking into account current trends in Ukraine’s economic integration into the international economic space, acquisition of practical skills in business administration, development of business strategies, observance of corporate ethics, adoption of innovations, business leadership given the possibilities of integrating into the international economic space, establishment of cooperation with foreign partners, application of specialized information technologies.</p> <p>Concluded cooperation agreements between the university and institutions and enterprises, allowing students to explore mechanisms of making efficient decisions and carrying out research based on relevant data.</p> <p>Obligatory participation in academic mobility programs using international exchange programs.</p> <p>Language of instruction: Ukrainian and English.</p>
<p>4. Graduates’ ability to employment and further study</p>	
<p>Employability</p>	<p>According to the National Classifier of Ukraine DK 003:2010, Masters of Management and Business Administration can hold positions specified in paragraph 1 “Lawmakers, top civil servants, executives, managers”:</p> <p>12. Directors of enterprises, institutions and organizations;</p> <p>13. Directors of small enterprises without a managerial apparatus;</p> <p>14. Managers of enterprises, institutions, organizations and their subsidiaries.</p> <p>They include the following: administrative activity manager, personnel manager, regional development manager, supply manager, head of the government regulatory body; head of the enterprise (institution, organization); head of the legal entity’s unit engaged in asset management; head of the structural unit – chief specialist.</p> <p>Graduates can be employed at enterprises, organizations and institutions engaged in all primary economic activities (mining and processing industry, construction, agriculture, financial activities, etc.).</p>
<p>Further study</p>	<p>Graduates have the right to continue their study at the third (educational and scientific) level of higher education – PhD. Acquisition of additional qualifications in the postgraduate education system, acquisition of partial qualifications in other specialties in the</p>

	higher education system.
5. Teaching and assessment	
Teaching and learning	<p><i>Modes of study:</i></p> <ul style="list-style-type: none"> • full-time, • part-time. <p><i>Teaching methods:</i></p> <ul style="list-style-type: none"> • lectures, practical classes, training sessions, educational discussions and workshops, performance of independent work; • individual research and analytical activities of students: presentations, abstracts, test, calculation, analytical and situational assignments; • seminars, consultations with lecturers; scientific conferences, on-the-job and pre-graduation practical training, accomplishment of the qualifying Master's thesis, its presentation and discussion during the pre-defense, involving lecturers and classmates. <p><i>Teaching technologies:</i></p> <ul style="list-style-type: none"> • problem-oriented, practical, project, self-learning. <p><i>Approaches used in the training process:</i></p> <ul style="list-style-type: none"> • teaching and learning according to the program is based on student-centered, competence-based and methodological approaches to study.
Assessment	<p>Assessment is one of the final stages of student educational activities and performance definition.</p> <p>Assessment of student progress is based on the European Credit Transfer and Accumulation System (ECTS).</p> <p>There are current and final assessments. Current assessment includes the assessment at practical classes and results of student independent work; final assessment includes exams, tests, writing of reports on practical training, accomplishment of the qualifying paper, etc.</p>
6. Program competencies	
Integral competence	Ability to solve complicated tasks and problems in the management sector or during study, which implies carrying out of research and/or application of innovations and is characterized by uncertainty of conditions and requirements.
General competencies	<p>GC 1. Ability to conduct research at the proper level;</p> <p>GC 2. Ability to communicate with representatives of other professional groups of different levels (with experts from other industries/economic activities);</p> <p>GC 3. Skills in applying information and communication technologies;</p> <p>GC 4. Ability to motivate people and move towards the common goal;</p> <p>GC 5. Ability to act based on ethical considerations (motives).</p> <p>GC 6. Ability to generate new ideas (creativity).</p> <p>GC 7. Ability to abstract thinking, analysis and synthesis.</p>
General competencies (GC) defined by the higher education institution	<p>GC 8. Ability to communicate in a foreign language, work in the international context, use information and communication technologies in business administration.</p> <p>GC 9. Ability to plan and control time in management.</p>

	GC 10. Acquisition of flexible thinking skills; GC 11. Skills in applying knowledge of law and information technologies to make efficient managerial decisions.
Specialized (professional, subject) competencies (SC)	SC 1. Ability to choose and apply concepts, methods and tools of management, particularly in accordance with defined goals and international standards; SC 2. Ability to set values, vision, mission, goals and criteria that allow an organization to define further advancement areas, develop and implement appropriate strategies and plans; SC 3. Ability to self-advancement, lifelong learning and self-management; SC 4. Ability to efficiently use and develop corporate resources; SC 5. Ability to create and arrange efficient communications as part of management; SC 6. Ability to develop leadership qualities and show them while managing people; SC 7. Ability to develop and manage projects, show initiative and entrepreneurial spirit; SC 8. Ability to use psychological technologies of HR management; SC 9. Ability to analyze and structure organizational issues, make efficient managerial decisions and ensure their implementation; SC 10. Ability to run and develop an organization.
Specialized (professional, subject) competencies (SC) defined by the higher education institution	SC 11. Ability to ground the set of administrative and managerial decisions about the foundation, development and efficient functioning of the enterprise as an integral system; SC 12. Ability to define the necessity to create and use the organization potential in general and due to its components; SC 13. Ability to find out and use methods and models of anti-crisis management: to distinguish, describe and analyze; SC 14. Ability to apply proper management tools, including international ones, in order to improve core business processes using advanced technologies.
7. Program learning outcomes	
Program learning outcomes (PLO)	PLO 1. To critically comprehend, choose and apply proper scientific, methodical, analytical and legal tools for management in unpredictable conditions; PLO 2. To identify corporate challenges and ground methods of their solution; PLO 3. To design efficient systems of corporate management; PLO 4. To ground and manage projects, generate entrepreneurial ideas; PLO 5. To plan organization activities in the strategic and tactical context; PLO 6. To have skills in making, grounding and implementing managerial decisions in unpredictable conditions, taking into account the current legislation, ethical considerations and social responsibility; PLO 7. To arrange and conduct efficient communication in the team, with representatives of different professional groups, and in the international context; PLO 8. To apply specialized software and information systems to solve corporate management tasks;

	<p>PLO 9. To be able to talk in state and foreign languages in professional and scientific environments;</p> <p>PLO 10. To show leadership skills and abilities to work in a team, interact with people, affect their behavior for solving professional tasks;</p> <p>PLO 11. To ensure personal professional development and planning of your own time;</p> <p>PLO 12. To be able to delegate powers and management of the organization (subsidiary);</p> <p>PLO 13. To be able to plan and conduct information, methodical, material, financial and staff support of the organization (subsidiary).</p>
Program learning outcomes defined by the higher education institution	<p>PLO 14. To be able to carry out research activities and reason your viewpoint.</p> <p>PLO 15. To ground and apply investment tools in management activities;</p> <p>PLO 16. To be able to run businesses in the unstable competitive business environment.</p> <p>PLO 17. To be able to detect and investigate components of corporate financial security, ensure and keep its high level.</p>
8. Resource support of program implementation	
Staffing	<p>The academic staff engaged in the implementation of training components of the educational program have a verified level of scientific and professional activity, are primarily full-time employees of International European University. Their activity level is verified by accomplishment of at least four types and results of the listed in paragraph 38 Licensed conditions of implementation of educational activities approved by the Resolution of the Cabinet of Ministers of Ukraine dd. December 30, 2015, No. 1187 (as amended by the Resolution of the Cabinet of Ministers of Ukraine dd. March 24, 2021, No. 365).</p>
Material and technical support	<p>Material and technical facilities (https://ieu.edu.ua/promieu/material-tekhnichna-baza):</p> <ul style="list-style-type: none"> • training buildings; • dormitories; • specialized classrooms; • specialized laboratories; • computer classes; • catering facilities; • wireless Internet access points; • multimedia equipment; • gym, sports grounds. <p>The training facilities allows organizing and holding classes in all academic disciplines at the proper scientific and methodical level. To hold practical classes, one uses information systems and software products applied in management, namely TeamLab., Open Workbench, GanttProject, dotProject, OneNote, EverNote, Nirvana, MS Sway, Libre office.Impress, FreeMind, Mind42, ViSta, MacANOVA, Matrixer, Microsoft to do.</p>
Information and educational and methodical support	<p>The official website https://ieu.edu.ua/ contains information about educational programs, educational and scientific activities, structural units, admission rules, contact information.</p>

	All teaching and learning materials are available to students in the reading room of the academic and research library. The reading room is equipped with computers and wireless Internet access. All library resources can be found on the university website: https://ie.u.edu.ua/login/library.html .
9. Academic mobility	
National credit mobility	Recognition of learning outcomes at other education institutions as part of academic mobility according to agreements of International European University (https://ie.u.edu.ua/navchannia/akademichna-mobylnist).
International credit mobility	Cooperation with Swiss Montreux Business School (SMBS) based on the Agreement on affiliated collaboration (https://ie.u.edu.ua/mizhnarodna-diialnist/partnery)
Training of foreign students	Training of foreign students is conducted according to legislative requirements and Admission rules of International European University. https://ie.u.edu.ua/mizhnarodna-diialnist/pravyla-pryiomu-navchannia-ta-prozhyvannia-inozemnykh-studentiv

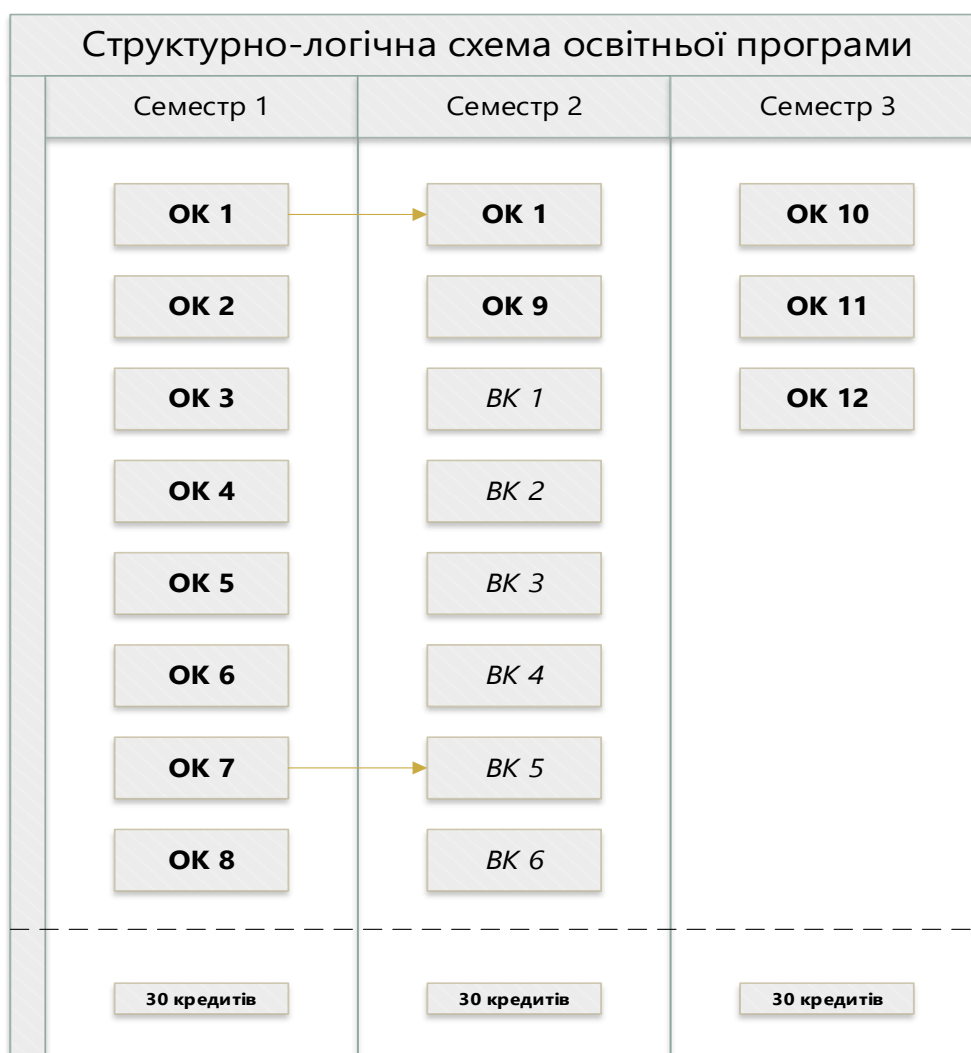
2. LIST OF COMPONENTS OF THE EDUCATIONAL PROGRAM AND THEIR LOGICAL SEQUENCE

2.1. List of components of the Management and Business Administration educational program

Discipline code	Components of the educational program (academic disciplines, practical training)	Number of credits	Form of final control
1	2	3	4
1. Obligatory components of the educational and professional program			
1.1. General training course			
OC 1	Professional foreign language	6.0	Pass/Fail test, exam
OC 2	Ethics and psychology in professional activities	3.0	Pass/Fail test
OC 3	Organization of scientific research	4.0	Pass/Fail test
OC 4	Digitalization of social economic relations	4.0	Pass/Fail test
Total amount of general training components		17.0	
1.2. Professional training course			
OC 5	Administrative management	4.0	Exam
OC 6	Strategic management	4.0	Exam
OC 7	Financial management	4.0	Exam
OC 8	Business administration in the context of transformations	4.0	Exam
OC 9	International management	3.0	Exam
Total amount of professional and practical training components		19.0	
1.3. Practical training and final assessment			
OC 10	On-the-job practical training	8.0	Pass/Fail test
OC 11	Pre-graduation practical training	6.0	Pass/Fail test
OC 12	Qualifying paper	16.0	Defense
Total amount of practical training and final assessment		30.0	
Total amount of obligatory components		66.0	
2. Elective components of the educational and professional program			
Total amount of elective components:		24.0	
Total capacity of the educational and professional program:		90.0	

*The choice is made out of the catalog of elective disciplines: <https://ieu.edu.ua/navchannia/vib-rkov-d-stsipl-ni>

2.2. Structural and logical scheme of the educational program



3. FORM OF STUDENT ASSESSMENT

Forms of student assessment	Assessment is conducted in the form of public defense of the qualifying paper.
Qualifying paper requirements (if any)	<p>A qualifying paper should solve a complex task or problem in the management sector, which requires research and/or innovations as well as is characterized by complexity and uncertainty of conditions, using theories and methods of economics.</p> <p>The qualifying paper should not contain academic plagiarism, falsification and copying.</p> <p>The qualifying paper should be published on the official website of International European University or its unit – the European Business School, or in the repository of International European University.</p>

4. SYSTEM OF INTERNAL HIGHER EDUCATION QUALITY ASSURANCE

International European University has the system of internal higher education quality assurance (internal quality assurance system) that includes the following procedures and measures:

- definition of principles and procedures of higher education quality assurance;
- monitoring and periodical review of educational programs;
- annual assessment of students, academic and teaching staff of the University and regular announcement of the assessment results on the official website of the University, information stands or in any other way;
- advanced training of the teaching, scientific and academic staff;
- availability of resources required to organize the educational process, including independent work of students due to each educational program;
- availability of information systems for efficient management of the educational process;
- publicity of information about educational programs, higher education degrees and qualifications;
- compliance with academic integrity among the University personnel and students, including creation and functioning of the efficient system for preventing and detecting academic plagiarism;
- other procedures and measures.

The system of internal higher education quality assurance (internal quality assurance system) is assessed as requested by the University by the National Agency for Higher Education Quality Assurance (NAQA) or independent institutions of higher education quality assessment and assurance accredited by NAQA for its compliance with the requirements of the higher education quality assurance system approved by NAQA, international standards and recommendations for higher education quality assurance.

5. MATRIX OF COMPLIANCE OF PROGRAM COMPETENCIES WITH COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM

Table 5.1.

	GC1	GC2	GC3	GC4	GC5	GC6	GC7	GC8	GC9	GC10	GC11
OC1		+	+					+			
OC2		+		+	+			+			
OC3	+					+	+			+	
OC4			+					+	+		+
OC5		+	+	+	+				+		+
OC6	+			+		+	+		+		
OC7								+		+	
OC8	+			+		+			+	+	+
OC9							+				
OC10							+		+		
OC11	+						+		+		
OC12	+					+	+			+	

Table 5.2.

	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC8	SC9	SC10	SC11	SC12	SC13	SC14
OC1					+									
OC2		+			+	+		+						
OC3	+		+							+	+		+	
OC4							+							+
OC5	+	+			+	+	+	+	+	+			+	+
OC6		+	+	+		+			+	+	+	+	+	+
OC7	+			+					+		+			
OC8					+	+	+	+		+	+	+		+
OC9	+	+		+					+				+	+
OC10			+											
OC11	+		+											
OC12	+	+							+		+	+		+

6. MATRIX OF PROVIDING PROGRAM LEARNING OUTCOMES (PLO) WITH COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16	PLO17
OC1							+		+								
OC2	+						+		+	+		+					
OC3	+	+									+			+			+
OC4								+					+				
OC5	+		+		+	+	+			+	+	+	+				
OC6	+		+	+		+				+			+		+	+	+
OC7	+		+		+		+							+	+	+	
OC8	+	+		+	+	+	+			+		+		+	+	+	+
OC9			+	+		+	+						+	+	+	+	+
OC10	+	+	+			+	+	+		+	+	+		+	+	+	
OC11	+			+	+	+							+	+	+	+	+
OC12	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+	+

