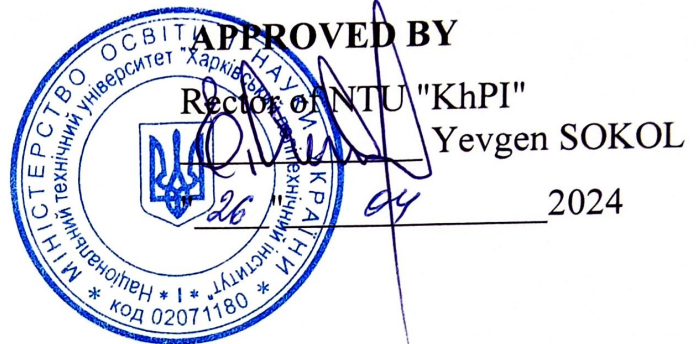


**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL TECHNICAL UNIVERSITY
"KHARKIV POLYTECHNIC INSTITUTE"**

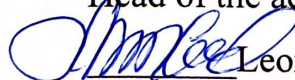


**EDUCATIONAL - PROFESSIONAL PROGRAMME
"BUSINESS ADMINISTRATION
(in English)"**

Second (master's) level of higher education
in the specialty 073 - Management
field of knowledge 07 – Management and administration
Qualification Master of Management

**APPROVED BY
THE ACADEMIC COUNCIL OF NTU
"KhPI"**

Head of the academic council

 Leonid TOVAZHNYANSKY

Protocol No. 4 dated

" 26 " 04 2024

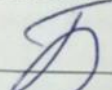
Kharkiv 2024

PAGE OF AGREEMENT
educational - professional programme

Level of higher education	Second (master's)
Field	07 Management and administration
Specialty	073 "Management"
Specialization	Business administration
Qualification	Master of Management

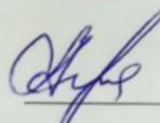
APPROVED BY

Working group of the EP from the specialty
"Management"
Guarantor of the Educational programme


Pavlo BRIN
"22" 04 2024

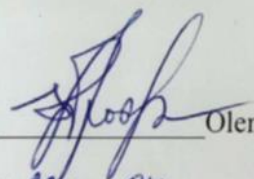
RECOMMENDED BY

Methodical Council of NTU "KhPI"
Deputy Chairman of the Methodical
Council


Ruslan MIGUSHCHENKO
"26" 04 2024


AGREED WITH

Head of Department of Management


Olena PROKHORENKO
"22" 04 2024

AGREED WITH

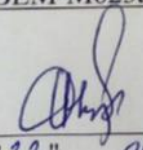
Acting director of the Educational and
scientific institute of economics,
management and international business


Oleksandr MANOYLENKO
"22" 04 2024

AGREED WITH

student (member of EP working group)

BEM-M623ae


Nadiya DIGALEVYCH
"22" 04 2024

Approved and put into effect by the Order of the Rector of the National Technical University
"Kharkiv Polytechnic Institute" dated "01" 05 2024 No. 15700.

PREFACE

The educational-professional programme (EP) was developed on the basis of the Higher Education Standard for the specialty 073 "Management" for the second (master's) level (order of the Ministry of Education and Science of Ukraine No. 959, July, 10th, 2019) by the working group of Department of Management of Educational and Scientific Institute of Economics, Management and International Business, National Technical University "Kharkiv Polytechnic Institute»:

Guarantor of the programme Pavlo Volodymyrovych BRIN, PhD in Economics, associate professor, professor of Department of Management.

EP working group members:

1. KOVSHIK Valentyn Ihorovich, PhD in Economics, Associate Professor of Department of Management
2. NASHCHEKINA Olha Mykolaivna, PhD in Physics and Mathematics, Associate Professor, Associate Professor of Department of Management
3. DIGALEVYCH Nadiya Yevgenivna, student of the Master's Programme "Business Administration (in English)"

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REVIEWERS:

Comments and feedback on the educational programme were received from:

1. UARMBO (Ukrainian Association for the Development of Management and Business Education) - Director of the association **Gorokhova L. P.**
2. Kharkiv cluster "Engineering automation of mechanical engineering", member of the board of the IAM cluster, director of SE "Ukrdiprovazmash" **Sytnyk O.B.**
3. LLC MNVP "Aris", deputy director for quality **Lebedynets V.O.**



РЕЦЕНЗІЯ

на освітньо-професійну програму

«Бізнес-адміністрування (англійською мовою навчання)»

за спеціальністю 073 «Менеджмент»

галузі знань 07 Управління та адміністрування

другого (магістерського) рівня вищої освіти

Національного технічного університету «Харківський політехнічний інститут»

Сучасні тенденції глобалізації економічного середовища вимагають нових підходів до підготовки спеціалістів, які мають вільно володіти англійською мовою, мати досвід інтернаціоналізації та софт-скілз для спілкування з контрагентами по всьому світу. На тлі викладеного вважаємо підготовку за освітньо-професійною програмою «Бізнес-адміністрування (англійською мовою навчання)» за спеціальністю 073 «Менеджмент», розробленою кафедрою менеджменту НТУ «ХПІ», цілісною, логічно побудованою і актуальною.

Зміст програми повністю відповідає Закону України «Про вищу освіту», Стандарту вищої освіти за спеціальністю 073 «Менеджмент».

Привернув увагу великий набір освітніх компонентів, з яких студент може обрати ті, що, на його думку, є найбільш корисним для побудови своєї власної освітньої траєкторії і в подальшому кар'єри.

Підтверджуємо, що освітня програма містить всі необхідні елементи, такі як мета, перелік освітніх компонентів, послідовність викладення яких має логічну структуру.

Вважаємо, що освітньо-професійна програма магістерського рівня «Бізнес-адміністрування (англійською мовою навчання)» за спеціальністю 073 «Менеджмент», підготовка за якою здійснюється у Національному технічному



університеті «Харківський політехнічний інститут», повністю відповідає вимогам ринку праці, що у свою чергу дозволяє рекомендувати її до використання для підготовки здобувачів вищої освіти за спеціальністю 073 «Менеджмент».

Директор УАРМБО



Л.П. Горохова

Рецензія

На освітньо-професійну програму магістра «Бізнес-адміністрування (англійською мовою навчання)» за спеціальністю 073 «Менеджмент» у галузі знань 07 «Управління та адміністрування», яка проводиться Національним технічним університетом «Харківський політехнічний інститут»

Освітньо-професійна програма «Бізнес-адміністрування (англійською мовою навчання)» за спеціальністю 073 «Менеджмент» сформовано на базі дослідження як міжнародного освітнього середовища, так і аналізу поточних потреб бізнес-структур щодо компетенції робітників.

Зміст програми «Бізнес-адміністрування (англійською мовою навчання)» повністю відповідає Закону України «Про вищу освіту», Стандарту вищої освіти за спеціальністю 073 «Менеджмент» у галузі знань 07 «Управління та адміністрування» для другого (магістерського) рівня вищої освіти.

Перевагами ОПП є, по-перше, навчання англійською мовою, що дає випускникам додаткові компетенції та переваги на ринку праці, по-друге, набір оригінальних освітніх компонентів, які мають забезпечити здобувачеві комплексне бачення економічної ситуації та полегшити вибір найбільш ефективних інструментів менеджменту для конкретних ситуацій.

Освітньо-професійна програма «Бізнес-адміністрування (англійською мовою навчання)» містить всі необхідні елементи, такі як мета, перелік освітніх компонентів, послідовність викладення яких має логічну структуру.

Вважаємо, що освітньо-професійну програму підготовки магістрів «Бізнес-адміністрування (англійською мовою навчання)» за спеціальністю 073 «Менеджмент» НТУ «ХПІ» повністю відповідає сучасним вимогам бізнес-структур та ринку праці. На ґрунті викладеного можемо

рекомендувати ОПІ до використання для підготовки здобувачів вищої освіти за спеціальністю 073 «Менеджмент» на другому (магістерському) рівні.

Рецензент

Голова правління

ГО «Харківський кластер

«ІНЖИНІРИНГ АВТОМАТИЗАЦІЯ МАШИНОБУДУВАННЯ»



Оксана СИТНИК

РЕЦЕНЗІЯ

на освітню програму підготовки магістра «Бізнес-адміністрування
(англійською мовою навчання)» за спеціальністю 073 «Менеджмент»,
що реалізується у Національному технічному університеті
«Харківський політехнічний інститут»

Надана на рецензію освітня програма складена відповідно до Закону України «Про вищу освіту», Національної рамки кваліфікацій, Стандарту вищої освіти за спеціальністю 073 «Менеджмент» галузі знань 07 «Управління та адміністрування» для другого (магістерського) рівня вищої освіти.

Компоненти навчального плану формують необхідний склад інтегральних і фахових компетенцій, передбачених стандартом вищої освіти спеціальності 073 «Менеджмент» та дозволяють досягти поставлених результатів навчання.

Компоненти обов'язкового блоку дозволяють реалізувати компетентнісний підхід до підготовки фахівців другого (магістерського) рівня вищої освіти та сформуванню необхідний перелік компетентностей і програмних результатів.

Сформований блок вибірових компонент є оптимально сформованим, що дозволяє майбутнім фахівцям визначити професійне спрямування відповідно до власних інтересів та професійного кар'єрного спрямування.

Особливістю програми є підготовка англійською мовою, що створює для майбутніх фахівців додаткові можливості працевлаштування у міжнародних компаніях та розвитку власного міжнародного бізнесу.

Узагальнюючи, можна зробити висновки, що освітньо-професійна програма «Бізнес-адміністрування (англійською мовою навчання)» в НТУ «ХПІ» відповідає сучасному рівню розвитку науки і практики освітньої діяльності. Це дозволяє рекомендувати цю програму для підготовки здобувачів вищої освіти на другому (магістерському) рівні за спеціальністю 073 «Менеджмент».

01.03.2024

Заступник директора з якості
д.фарм.н., професор



Вячеслав ЛЕБЕДИНЕЦЬ

**I. PROFILE OF THE EDUCATIONAL PROGRAMME
IN SPECIALTY 073 - MANAGEMENT**

1 - General information	
Higher educational institution and structural division	National Technical University "Kharkiv Polytechnic Institute", Educational and Scientific Institute of Economics, Management and International Business, Department of Management
The degree of higher education and the title of the qualification in the original language	Master, Master of Management
The official name of the educational programme	Educational and professional programme "Business administration (in English)"
Type of diploma and scope of the educational programme	Master's degree, Single, 90 ECTS credits, 1 year 4 months
Availability of accreditation	ND certificate No. 2192126, valid until July 1, 2025
Cycle/level	the second (master's) level of higher education; NFQ of Ukraine - 7th level; FQ-EHEA – second cycle; QF-LLL – 7th level
Prerequisites	
Language of teaching	English
The term of validity of the educational programme	According to the validity period of the accreditation certificate. Reviewed annually
The Internet is the address of permanent placement of the description of the educational programme	https://blogs.kpi.kharkov.ua/v2/quality/dokumenty/diyuchy-osvitni-programy/osvitnij-riven-magistr/
2 - The purpose of the educational program	
To prepare specialists who are fluent in English, able to identify and solve 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.	
3 – Characteristics of the educational program	
Subject area (field of knowledge, specialty)	07 Management and administration 073 Management
Orientation of the educational programme	Educational and professional programme with an applied focus. Professional accents. Formation of the ability to manage business, including: to carry out administrative, entrepreneurial, project activities using innovative management approaches and methods; to be able to identify the needs of target market segments and find ways to satisfy consumers most effectively; ensure the stability of business in the global environment and find ways to prevent the crisis or minimize its manifestations in the context of further globalization of the economy; to determine the state of the selected parameters of an enterprise's activity regarding compliance with the set goals and objectives, and to substantiate management decisions regarding the effective development of business entities.

The main focus of the educational programme and specialization	Education in the specialty 073 "Management" focused on at strategic management to ensure business sustainability in a global environment Keywords: management, organization, leadership, decision, project management, strategy, change management.
Features of the programme	The educational programme (EP) focuses on enhancing business competitiveness in a globalized environment; it incorporates modern trends in economic development at both national and global levels; the EP aims to train specialists for enterprises across various industries, ownership structures, and scales; the programme is delivered in English, using up-to-date foreign literature.
4 – Suitability of graduates for employment and further education	
Suitability for employment	Graduates can work in the following groups of professions (according to the National Classifier of Professions DK 003:2010): 12. Heads of enterprises, institutions and organizations. – 1210.1 – managers of enterprises, institutions and organizations; – 1238 – managers of projects and programs. 13. Managers of small enterprises without a management apparatus. 14. Managers of enterprises, institutions, organizations and its divisions. – 14 – managers of enterprises, institutions, organizations and its divisions; – 141 – managers in agriculture, hunting, forestry, fishing and water industries; – 1452 – managers in wholesale trade and trade mediation; – 1475.4 – managers of commercial activity and management and other workplaces at enterprises of various forms of ownership, production and non-production spheres of the economy, in state administration and local self-government bodies. 24. Other professionals.
Further education	It is possible to continue education at the third (educational and scientific) level of higher education, as well as to improve qualifications and obtain additional postgraduate education
5 – Teaching and assessment	
Teaching and learning	Student-centered education, which is conducted in the form of lectures, seminars, practical classes, consultations, independent study based on the study of textbooks, manuals, periodical scientific publications, use of the Internet.
Assessment	Final control and continuous assessment control and individual tasks, testing, etc.), differentiated grading and exams (oral and written), presentations, defense of the practice report, public defense of the qualification work. A rating system is used.
6 – Programme 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 implementing innovations and is characterized by the uncertainty of conditions and requirements
General competences	GC1. The ability to conduct research at the required level; GC2. The ability to communicate with representatives of other professional groups of different levels (with experts in other areas of knowledge / types of economic activity);

	<p>GC3. Skills in using information and communication technologies;</p> <p>GC4. The ability to motivate people and to move towards a common goal;</p> <p>GC5. The ability to act on the basis of ethical considerations (motives);</p> <p>GC6. The ability to generate new ideas (creativity);</p> <p>GC7. The ability for abstract thinking, analysis and synthesis.</p>
Special (professional) competencies of the specialty (defined by the standard of higher education of the specialty)	<p>SC1. The ability to choose and use relevant management concepts, methods and tools, in particular those corresponding to the set goals and international standards;</p> <p>SC2. The ability to define values, vision, mission, goals and the criteria, which can be used by an organization for choosing directions for future development, to create and implement corresponding strategies and plans;</p> <p>SC3. The ability for self-development, life-long learning and effective self-management;</p> <p>SC4. The ability to efficiently use and develop organizational resources;</p> <p>SC5. The ability to create and organize effective communications in the management process;</p> <p>SC6. The ability to develop leadership qualities and demonstrate them in the process of managing people;</p> <p>SC7. The ability to develop and manage projects, take the initiative and demonstrate entrepreneurial capability;</p> <p>SC8. The ability to use psychological technologies for working with personnel.</p> <p>Additionally for the educational programme</p> <p>SC9. The ability to analyze and structure organizational problems, make effective organizational decisions and ensure their implementation;</p> <p>SC10. The ability to manage an organization and its development</p>
Additional programme professional competences	<p>SC 11. The ability to identify the needs of target market segments and find the most effective ways to satisfy consumers.</p> <p>SC 12. Ensure business sustainability in a global environment. Find ways to prevent crises or minimize their effects in the context of continued economic globalization.</p> <p>SC 13. The ability to assess the objective state of selected parameters in enterprise activities in relation to set goals and objectives, and to justify management decisions regarding the effective development of economic entities.</p>
7 – Programme learning outcomes	
Programme results of studies in the specialty (determined by the standard of higher education of the specialty)	<p>LO01. To critically assess, select, and use appropriate scientific, methodological and analytical tools for managing under conditions of unpredictability;</p> <p>LO02. To identify organizational problems and justify methods for solving them;</p> <p>LO03. To design effective management systems for organizations;</p> <p>LO04. To justify and manage projects, generate entrepreneurial ideas;</p> <p>LO05. To plan an organization’s activities from both strategic and tactical perspectives;</p>

	<p>LO06. To possess the skills in making, justifying, and ensuring the implementation of managerial decisions under unpredictable conditions, taking into account the requirements of the current legislation, ethical considerations and social responsibility;</p> <p>LO07. To organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;</p> <p>LO08. To use specialized software and information systems for solving problems related to management of organizations;</p> <p>LO09. To be able to communicate in professional and academic circles in the official language of Ukraine and in a foreign language;</p> <p>LO10. To demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior for solving professional tasks;</p> <p>LO11. To ensure professional self-development and personal time planning;</p> <p>LO12. To be able to delegate authority in an organization (unit);</p> <p>LO13. To be able to plan and provide informational, methodological, material, financial and staffing support for an organization (unit)</p>
Additional programme learning outcomes	<p>LO14. To be able to design products and services that best meet the needs of target market segments.</p> <p>LO15. To be able to assess and critically evaluate the state of the enterprise across a range of parameters and develop proposals for its improvement</p> <p>LO16. To be able to develop a crisis strategy for the enterprise and chose the most effective ways to prevent a crisis or minimize its impact.</p>
8 – Resource support for programme implementation	
Staff support	Meets the personnel requirements for ensuring the implementation of educational activities in the field of higher education in accordance with the current legislation of Ukraine (Resolution of the Cabinet of Ministers of Ukraine "On Approval of Licensing Conditions for the Implementation of Educational Activities of Educational Institutions" dated December 30, 2015 No. 1187 (as amended in accordance with the Resolution of the Cabinet of Ministers of Ukraine No. 365 dated March 24, 2021). The programme is staffed by teachers who have language certificates at the B2 level or higher.
Material and technical support	Meets the technological requirements for the material and technical support of educational activities in the field of higher education in accordance with the current legislation of Ukraine (Resolution of the Cabinet of Ministers of Ukraine "On Approval of Licensing Conditions for the Implementation of Educational Activities of Educational Institutions" dated December 30, 2015 No. 1187 (as amended in accordance with the Resolution of the Cabinet of Ministers of Ukraine No. 365 dated March 24, 2021).
Informational and educational and methodological support	Meets the technological requirements for educational, methodological and informational support of educational activities in the field of higher education in accordance with the current legislation of Ukraine (Resolution of the Cabinet of Ministers of Ukraine "On Approval of Licensing Conditions for the Implementation of Educational Activities of Educational Institutions" dated December 30, 2015 No. 1187 (as amended in accordance with the Resolution of

	the Cabinet of Ministers of Ukraine No. 365 dated March 24, 2021).
9 – Academic mobility	
National credit mobility	On the basis of bilateral agreements between the National Technical University "Kharkiv Polytechnic Institute" and higher education institutions of Ukraine
International credit mobility	EP is also conducted within the framework of the EU Erasmus+ programme and provides for academic mobility based on bilateral agreements between National Technical University "Kharkiv Polytechnic Institute" and Maribor University (Slovenia); Sapienza University (Rome, Italy), Jan Kochanowski University in Kielce, (Poland), Istanbul Technical University (Turkey), Rhine-Waal University of Applied Sciences (Germany).
Education of foreign students	Provides the possibility of teaching foreign citizens in English

2. List of components of the educational and professional programme

Code n/a	Components of the educational programme	Number of credits	Final control form
1	2	3	4
Mandatory components			
<i>1.1. General training</i>			
GT 1	Methodology of scientific research	3	Exam
GT 2	Social responsibility and business ethics	3	Exam
GT 3	Information systems and technologies in management	4	Differentiated grading
<i>1.2. Special (professional) training</i>			
ST1	Marketing management	5	Exam
ST2	Business diagnostics	4	Exam
ST3	Crisis management	4	Exam
ST4	Management of organizations	5	Exam
ST5	Strategic change management	4	Differentiated grading
ST6	Self-management, leadership and conflict management	4	Differentiated grading
ST7	Entrepreneurship	4	Exam
ST8	Project management	4	Differentiated grading
PP	Pre-diploma practice	11	Differentiated grading
A	Attestation	11	
The total volume of mandatory components:		66	
Selective components			
<i>Special (professional) training</i>			
ECST1- ECST 4	Educational components of free choice of professional training according to list 1	16	Differentiated grading
<i>General training</i>			
ECGT 1, ECGT 2	Educational components of free choice of general training according to list 2	8	Differentiated grading
The total volume of selective components:		24	
TOTAL AMOUNT FOR THE EDUCATIONAL PROGRAMME:		90	

3. DISTRIBUTION OF THE CONTENT OF THE EDUCATIONAL PROGRAMME BY COMPONENT GROUPS AND TRAINING CYCLES

No n/p	Training cycle	The volume of the educational load of the student of higher education (credits / %)		
		Mandatory components of the educational and professional programme	Selective components of the educational and professional programme	Total for the entire period of study
1	2	3	4	5
1	Cycle of general training	10 / 11.1	8/8,9	18 / 20.0
2	Cycle of professional and practical training	56/62.2	16 / 17.8	72 / 80.0
Total for the entire period of study		66 / 73.3	24 / 26.7	90 / 100.0

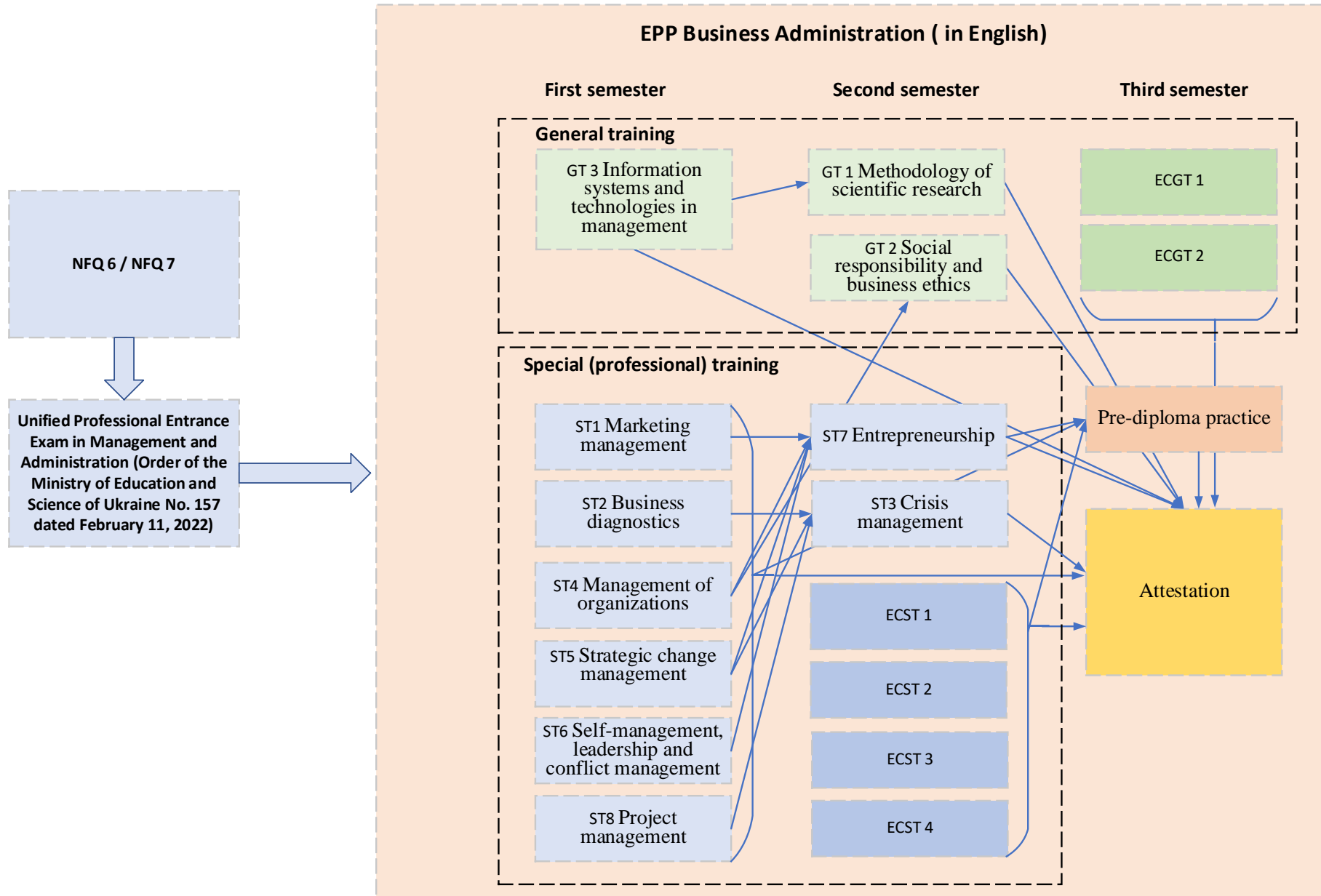
4. FORM OF CERTIFICATION OF HIGHER EDUCATION APPLICANTS

Attestation of the higher education applicants studying within the educational and professional programme "Business administration (in English)" specialty 073 "Management" is carried out in the form of a public defense of the qualification work and ends with the issuance of a document of the established form on awarding them a master's degree with the qualification: master of management.

Qualification work involves solving a complex specialized task or a practical problem in the field of management of enterprises, which is characterized by the complexity and uncertainty of conditions and requirements, using the theories and methods of economic science. The qualification work must not contain plagiarism and falsification. Attestation is carried out openly and publicly.

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

5. STRUCTURAL AND LOGICAL SCHEME OF THE EDUCATIONAL PROGRAMME



6.1 Matrix of correspondence of programme competencies to the components of the educational programme

Programme competencies	Educational components											
	General			Special								
	GT 1 Methodology of scientific research	GT 2 Social responsibility and business ethics	GT 3 Information technologies in management	ST 1 Marketing Management	ST2 Business diagnostics	ST3 Crisis management	ST4 Management of organizations	ST5 Strategic change management	ST6 Self-management, leadership and conflict management	ST7 Entrepreneurial activity	ST8 Project management	PP Pre-diploma-on-practice
GC1. The ability to conduct research at the required level	+									+		+
GC2. The ability to communicate with representatives of other professional groups of different levels (with experts in other areas of knowledge / types of economic activity)									+			
GC3. Skills in using information and communication technologies			+		+							+
GC4. The ability to motivate people and to move towards a common goal								+	+	+	+	
GC5. The ability to act on the basis of ethical considerations (motives)		+					+					+
GC6. The ability to generate new ideas (creativity)		+		+				+		+		
GC7. The ability for abstract thinking, analysis and synthesis.	+											+
SC1. The ability to choose and use relevant management concepts, methods and tools, in particular those corresponding to the set goals and international standards		+				+	+					
SC2. The ability to define values, vision, mission, goals and the criteria, which can be used by an organization for choosing directions for future development, to create and implement corresponding strategies and plans							+	+				
SC3. The ability for self-development, life-long learning and effective self-management									+			+
SC4. The ability to efficiently use and develop organizational resources					+		+				+	
SC5. The ability to create and organize effective communications in the management process			+						+		+	
SC6. The ability to develop leadership qualities and demonstrate them in the process of managing people									+			
SC7. The ability to develop and manage projects, take the initiative and demonstrate entrepreneurial capability										+	+	
SC8. The ability to use psychological technologies for working with personnel.								+	+			
SC9. The ability to analyze and structure organizational problems, make effective organizational decisions and ensure their implementation	+							+				+
SC10. The ability to manage an organization and its development							+		+			
SC 11. The ability to identify the needs of target market segments and find the most effective ways to satisfy consumers.				+						+		
SC 12. Ensure business sustainability in a global environment. Find ways to prevent crises or minimize their effects in the context of continued economic globalization.						+						
SC 13. The ability to assess the objective state of selected parameters in enterprise activities in relation to set goals and objectives, and to justify management decisions regarding the effective development of economic entities.					+							

6.2 Matrix of ensuring the program learning outcomes with relevant components of the educational programme

Program learning outcomes		Educational components										
		GT1 Methodology of scientific research	General			Special						
	GT2 Social responsibility and business ethics		GT3 Information technologies in management	ST1 Marketing Management	ST2 Business diagnostics	ST3 Crisis management	ST4 Management of organizations	ST5 Strategic change management	ST6 Self-management, leadership and conflict management	ST7 Entrepreneurial activity	ST8 Project management	PP Pre-diploma practice
Specified by the standard	LO01. To critically assess, select, and use appropriate scientific, methodological and analytical tools for managing under conditions of unpredictability	+					+	+				+
	LO02. To identify organizational problems and justify methods for solving them;					+	+		+			+
	LO03. To design effective management systems for organizations;								+	+		
	LO04. To justify and manage projects, generate entrepreneurial ideas				+					+	+	
	LO05. To plan an organization's activities from both strategic and tactical perspectives				+	+		+			+	
	LO06. To possess the skills in making, justifying, and ensuring the implementation of managerial decisions under unpredictable conditions, taking into account the requirements of the current legislation, ethical considerations and social responsibility		+		+		+		+			
	LO07. To organize and carry out effective communications within the team, with representatives of various professional groups and in the international context		+							+		
	LO08. To use specialized software and information systems for solving problems related to management of organizations			+								
	PO09. To be able to communicate in professional and academic circles in the official language of Ukraine and in a foreign language							+				+
	LO10. To demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior for solving professional tasks									+		
	LO11. To ensure professional self-development and personal time planning									+		+
	LO12. To be able to delegate authority in an organization (unit)									+	+	
LO13. To be able to plan and provide informational, methodological, material, financial and staffing support for an organization (unit)					+			+		+	+	
Additional	LO14. To be able to design products and services that best meet the needs of target market segments.				+					+		
	LO15. To be able to assess and critically evaluate the state of the enterprise across a range of parameters and develop proposals for its improvement					+						
	LO16. To be able to develop a crisis strategy for the enterprise and chose the most effective ways to prevent a crisis or minimize its impact.						+					

6.3 Correspondence matrix of learning outcomes, competencies and educational components

Learning outcomes		Competences																		
		Integral																		
		General							Special											
									Provided by the standard											
GC1	GC2	GC3	GC4	GC5	GC6	GC7	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC8	SC9	SC10	SC11	SC12	SC13	
Specified by the standard	LO1	GT1, PP					GT1, PP	ST4, ST3								GT1				
	LO 2			ST2, PP					ST5										ST3	ST2
	LO3	SPT7										ST6								
	LO4				ST8, ST7		ST1, ST7							ST8, ST7						
	LO5								ST4		ST4, ST8, ST2						ST4	ST1		
	LO6						GT2, ST1	GT2, ST3								ST5				
	LO7		ST6			GT2							ST6							
	LO8			GT3										GT3						
	LO9					ST4, PP														
	LO10													ST6		ST6				
	LO11										ST6, PP									
	LO12		ST6		ST6								ST6, ST8		ST8	ST6		ST6		
	LO13			ST2	ST5, ST7		ST5			ST5						ST5	ST5, PP			
Additional	LO14					ST1												ST1, ST7		
	LO15																			ST2
	LO16																		ST3	