

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
National technical university "Kharkiv polytechnic institute"



The Rector of NTU "KhPI"

Yevgen SOKOL

« 02 » April 2025

**EDUCATIONAL AND PROFESSIONAL PROGRAMME**  
**«BUSINESS ADMINISTRATION**  
**(In English)»**

The second (master) level of higher education  
in specialty **D3 – Management**  
in the field of knowledge **D – Business, Administration and Law**  
qualification **Master of Management**

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

The Head of the Academic Council  
Yevgen SOKOL

Protocol № 4

dated « 28 » march 2025

Kharkiv 2025

**APPROVAL SHEET**  
**for the educational and professional programme "Business Administration (In English)"**

Level of higher education	Second (master)
Field of knowledge	D Business, Administration and Law
Specialty	D3 «Management»
Educational programme	Business Administration (In English)
Qualification	Master of Management

**DEVELOPED**


by the project group in the specialty  
"Management"  
Guarantor of the educational programme

 Pavlo BRIN

« 20 » 03 \_\_\_\_\_ 2025 \_\_ p.

**RECOMMENDED**

by the Methodological Council  
of NTU "KhPI"  
Deputy Head of  
the Methodological Council

 Ruslan MYGUSHCHENKO

« 26 » 03 \_\_\_\_\_ 2025 \_\_

**AGREED**

Head of the Department of  
Management

 Nataliia SHMATKO

« 20 » 03 \_\_\_\_\_ 2025 \_\_.

**AGREED**

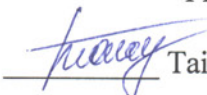
Director of the Institute of Education and  
Science in Economics, Management and  
International Business

 Taras DANKO

« 25 » 03 \_\_\_\_\_ 2025 \_\_

**AGREED**

Programme student

 Taisiia YATSENKO

« 20 » 03 \_\_\_\_\_ 2025 \_\_.

**APPROVED AND PUT INTO EFFECT**

by the Order of the Rector of National technical university "Kharkiv polytechnic institute" of «20» 04  
2025 № 111 ОД.

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## **REVIEWS FROM EXTERNAL STAKEHOLDERS:**

1. Olena RODIONOVA, Deputy Director of Finance at "Aris LTD" LLC
2. Iryna KINASH, Doctor of Economics, Head of the Department of Management, Ivano-Frankivsk National Technical University of Oil and Gas.
- 3 Lyudmila GOROKHOVA, Director of Ukrainian Association for Management Development and Business Education (UAMDBE)



## Рецензія

на освітньо-професійну програму  
**«Бізнес-адміністрування (англійською мовою навчання)»**  
другого (магістерського) рівня за спеціальністю D3 – Менеджмент  
що реалізується у Національному технічному університеті  
«Харківський політехнічний інститут»

Освітньо-професійна програма «Бізнес-адміністрування (англійською мовою навчання)» є актуальною та затребуваною в умовах сучасних економічних і соціальних трансформацій. Світовий ринок праці потребує фахівців нового типу - управлінців, які володіють сучасними методами бізнес-аналізу, стратегічного планування, управління людськими ресурсами та здатні ефективно функціонувати в умовах міжнародної конкуренції. Викладання англійською мовою створює додаткову цінність програми, адже дає змогу студентам працювати з глобальними науковими джерелами, вільно комунікувати у професійному середовищі, брати участь у міжнародних програмах обміну та проєктах. Це не лише підвищує рівень академічної мобільності, але й розширює можливості працевлаштування в іноземних компаніях чи міжнародних організаціях. У контексті інтеграції України у європейський освітній простір та глобальну економіку підготовка такого типу спеціалістів має стратегічне значення. Програма також відповідає запиту на формування лідерів, здатних розвивати власні бізнеси, орієнтовані на інновації та сталий розвиток.

Програма спрямована на всебічну підготовку студентів у сфері менеджменту та управління бізнесом. Основний акцент робиться на формуванні комплексу знань із стратегічного менеджменту, фінансів, маркетингу, управління персоналом, міжнародної економіки та підприємництва. Студенти опановують сучасні управлінські інструменти, навчаються працювати з бізнес-кейсами, розвивають навички критичного мислення, аналізу ризиків і прийняття управлінських рішень в умовах невизначеності. Програма гармонійно поєднує теоретичні знання та практичну складову. Викладання англійською мовою робить програму конкурентоспроможною на ринку освітніх послуг, забезпечує студентам доступ до сучасних зарубіжних джерел та формує готовність до подальшого навчання у закордонних університетах чи до роботи у багатонаціональних компаніях. Таким чином, програма забезпечує комплексну професійну підготовку, орієнтовану як на академічний, так і на прикладний результат, що відповідає сучасним потребам ринку праці.

До побажань з удосконалення ОПП слід віднести наступні:

Забезпечити практикоорієнтованість навчання. Доцільно впровадження більшої кількості інтерактивних навчальних методів - симуляцій, ділових ігор, бізнес-кейсів. Це дозволить студентам глибше адаптуватися до реалій професійної діяльності.

Посилити підготовку студентів з питань діджиталізації. Було б корисно розглянути питання цифрової трансформації бізнесу, штучний інтелект у бізнесі і т.д. Це сприятиме підготовці фахівців, орієнтованих на майбутнє.

Освітньо-професійна програма магістерського рівня «Бізнес-адміністрування (англійською мовою навчання)» відповідає сучасним вимогам ринку праці та Стандарту вищої освіти України за спеціальністю 073 «Менеджмент» другого (магістерського) рівня, що дає підстави рекомендувати її для підготовки здобувачів вищої освіти.

Заступник директора фінансовий



Олена РОДІОНОВА



### Рецензія

на освітньо-професійну програму «Бізнес-адміністрування (англійською мовою навчання)» за спеціальністю D3 Менеджмент галузі знань D – Бізнес, адміністрування та право кваліфікація магістр менеджменту, що реалізується у Національному технічному університеті «Харківський політехнічний інститут»

Підготовка фахівців у сфері бізнес-адміністрування англійською мовою є важливим кроком для інтеграції України у світовий освітній та економічний простір. Сучасний бізнес вимагає управлінців, які володіють сучасними інструментами менеджменту, вміють діяти в умовах змін і невизначеності, мають навички лідерства та підприємницького мислення. Освітня програма відповідає потребам ринку, адже поєднує класичну управлінську підготовку з вивченням сучасних тенденцій у сфері управління організаціями, проектами та змінами.

Програма орієнтована на формування у студентів як загальних, так і спеціальних компетентностей у галузі менеджменту та бізнес-адміністрування. Вона включає базову підготовку з соціальної відповідальності, дослідницьких методів та інформаційних технологій, а також спеціалізовані курси, спрямовані на розвиток навичок у сфері маркетингового менеджменту, управління організаціями, кризового та стратегічного менеджменту, підприємництва та лідерства. На нашу думку, освітня програма містить всі необхідні елементи, такі як мета, перелік освітніх компонентів, послідовність викладення яких має логічну структуру.

Важливою складовою є практична підготовка студентів, що реалізується через переддипломну практику. Це дозволяє забезпечити комплексність навчання та сприяє поєднанню теоретичних знань із реальними бізнес-завданнями. Викладання англійською мовою надає студентам можливість працювати з міжнародними джерелами інформації та відкриває перспективи працевлаштування на глобальному ринку.

З урахуванням сучасних реалій роботи майбутніх випускників ОПП вважаємо за необхідне рекомендувати посилену підготовку з організації віддаленої роботи в команді.

Освітньо-професійна програма магістерського рівня «Бізнес-адміністрування (англійською мовою навчання)» повністю узгоджується з актуальними потребами ринку праці та вимогами Стандарту вищої освіти України за спеціальністю 073 «Менеджмент» другого (магістерського) рівня. Це забезпечує високий рівень професійної підготовки здобувачів та дозволяє рекомендувати програму до практичного впровадження в освітній процес.

Завідувачка кафедри менеджменту  
та адміністрування Івано-Франківського  
національного технічного університету  
нафти і газу, д.е.н., проф.



Підписав(и)	Ірина КІНАШ
Посвідчив	В.ХОМІШ
Учений секретар НАТУ	
№	20





## Рецензія

на освітньо-професійну програму другого (магістерського) рівня  
«Бізнес-адміністрування (англійською мовою навчання)»  
за спеціальністю D3 Менеджмент,  
що реалізується у Національному технічному університеті  
«Харківський політехнічний інститут»

Освітньо-професійна програма «Бізнес-адміністрування» є надзвичайно актуальною з огляду на потреби сучасного ринку праці, який вимагає висококваліфікованих управлінців із глибокими знаннями у сфері менеджменту та міжнародного бізнесу. Викладання англійською мовою розширює конкурентні переваги випускників, забезпечує можливість інтеграції в міжнародні компанії, стартапи та академічне середовище, а також сприяє формуванню комунікативних компетентностей, необхідних для міжкультурної взаємодії. В умовах глобалізації, цифровізації бізнесу та посилення ролі міжнародного партнерства підготовка таких спеціалістів має велике стратегічне значення.

Програма спрямована на формування у студентів знань, умінь та навичок з організації та управління бізнес-процесами, стратегічного планування, маркетингу, управління фінансами, управління людськими ресурсами та інноваційною діяльністю. Значна увага приділяється розвитку критичного та аналітичного мислення, здатності ухвалювати управлінські рішення в умовах невизначеності, володінню сучасними інструментами менеджменту та навичками проектного управління. Викладання англійською мовою дозволяє студентам працювати з міжнародними кейсами, літературою та практиками, а також готує їх до подальшої роботи або навчання у глобальному середовищі.

У якості напрямів вдосконалення ОПП можемо порекомендувати розгляд корпоративної соціальної відповідальності як джерела підвищення конкурентоспроможності бізнесу.



Магістерська програма «Бізнес-адміністрування (англійською мовою навчання)» повністю відповідає вимогам ринку праці та Стандарту вищої освіти України зі спеціальності D3 «Менеджмент». Вона враховує сучасні тенденції розвитку менеджменту, орієнтується на міжнародний досвід та готує здобувачів до професійної діяльності в умовах глобальної економіки, що дозволяє рекомендувати її для широкого використання у сфері підготовки магістрів.

Директор УАРМБО



Л.П. Горохова



## **PREFACE**

Complies with 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)

This programme was developed by the project group formed by the departments of management at the Institute of Education and Science in Economics, Management and International Business of National technical university "Kharkiv polytechnic institute". The project group consisted of :

**The Head of the project group** (the programme guarantor) – Pavlo Volodymyrovych BRIN, PhD in Economics, associate professor, professor of Department of Management.

### **The members of the project group:**

1. **SHMATKO Nataliia Mykhailivna**, Doctor of Economics, Professor, Head of the Department of Management, NTU "KhPI".
2. **NASHCHEKINA Olha Mykolaivna**, PhD in Physical and Mathematical Sciences, Associate Professor, Associate Professor of the Department of Management, NTU "KhPI".
3. **YATSENKO Taisiia Maksymivna**, student of the Educational and Professional Program "Business Administration (in English)".



# 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. 9813, valid until July 1, 2030
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	<a href="https://blogs.kpi.kharkov.ua/v2/quality/osvitnij-riven-magistr-vstup-2025-2026-navchalnogo-roku/">https://blogs.kpi.kharkov.ua/v2/quality/osvitnij-riven-magistr-vstup-2025-2026-navchalnogo-roku/</a>
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)	<p><b>Field of Knowledge:</b> D “Business, Administration and Law”</p> <p><b>Specialty:</b> D3 Management</p> <p><b>Specialization:</b> none</p> <p><b>Object of Study:</b> Management of enterprises, organizations, and their structural units.</p> <p><b>Learning Objectives:</b> Training specialists capable of solving practical problems and complex specialized tasks characterized by complexity and uncertainty in the field of management of organizations and their subdivisions.</p> <p><b>Theoretical Content of the Subject Area:</b> Paradigms, laws, regularities, principles, and historical prerequisites of the development of management; concepts of systems, situational,</p>

	<p>adaptive, anticipatory, crisis, innovation, and project management, etc.; functions, methods, technologies, and managerial decision-making in management.</p> <p><b>Methods, Methodologies, and Technologies:</b> General scientific and specific research methods (computational and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance methods, etc.); methods for implementing management functions (marketing research methods; methods of economic diagnostics; forecasting and planning methods; methods of designing organizational management structures; motivation methods; control methods; methods for assessing social, organizational, and economic efficiency in management, etc.). Management methods (administrative, economic, socio-psychological, technological); technologies for substantiating managerial decisions (economic analysis, simulation modeling, decision trees, etc.).</p> <p><b>Tools and Equipment:</b> Modern information and communication equipment, information systems, and software products used in management.</p>
Orientation of the educational programme	<p>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.</p>
The main focus of the educational programme and specialization	<p>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.</p>
Features of the programme	<p>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.</p>
<b>4 – Suitability of graduates for employment and further education</b>	
Suitability for employment	<p>Graduates can work in the following groups of professions (according to the National Classifier of Professions DK 003:2010):</p> <p>12. Heads of enterprises, institutions and organizations. – 1210.1 – managers of enterprises, institutions and organizations; – 1238 – managers of projects and programs.</p> <p>13. Managers of small enterprises without a management apparatus.</p> <p>14. Managers of enterprises, institutions, organizations and its divisions.</p>

	<ul style="list-style-type: none"> <li>– 14 – managers of enterprises, institutions, organizations and its divisions;</li> <li>– 141 – managers in agriculture, hunting, forestry, fishing and water industries;</li> <li>– 1452 – managers in wholesale trade and trade mediation;</li> <li>– 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.</li> </ul> <p>24. Other professionals.</p>
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
<b>5 – Teaching and assessment</b>	
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.
<b>6 – Programme competencies</b>	
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	<p>GC1. The ability to conduct research at the required level;</p> <p>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> <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>
<b>7 – Programme learning outcomes</b>	
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>
<b>8 – Resource support for programme implementation</b>	
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	<p>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).</p> <p><b>Links to syllabi of the educational program:</b>  <a href="https://web.kpi.kharkov.ua/mto/educational-programs/business-administration/">https://web.kpi.kharkov.ua/mto/educational-programs/business-administration/</a></p>
<b>9 – Academic mobility</b>	
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			
1.1. General training			
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
1.2. Special (professional) training			
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			
Special (professional) training			
ECST1-ECST 4	Educational components of free choice of professional training according to list 1	16	Differentiated grading
General training			
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	<b>10 / 11.1</b>	<b>8/8,9</b>	<b>18 / 20.0</b>
2	Cycle of professional and practical training	<b>56/62.2</b>	<b>16 / 17.8</b>	<b>72 / 80.0</b>
Total for the entire period of study		<b>66 / 73.3</b>	<b>24 / 26.7</b>	<b>90 / 100.0</b>

### 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. REQUIREMENTS FOR THE INTERNAL QUALITY ASSURANCE SYSTEM FOR THE EDUCATIONAL PROGRAMME

Determined in accordance with the European Standards and Recommendations for Quality Assurance in Higher Education (ESG) and Article 16 of the Law of Ukraine "On Higher Education".

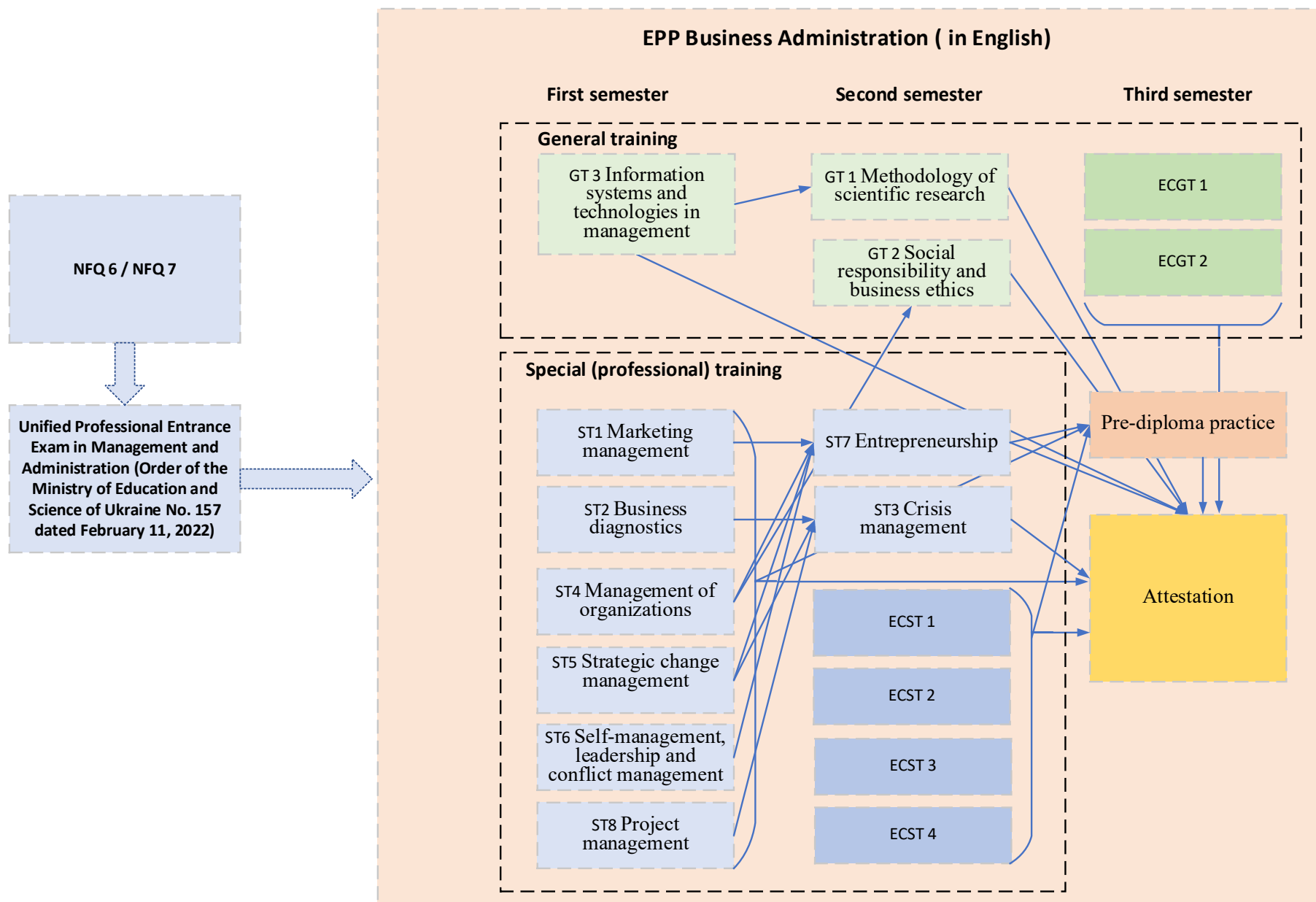
<b>Policy on quality assurance in higher education</b>	<p>The main principles of internal quality assurance of education at NTU KhPI: responsibility; adequacy; autonomy; measurability; the presence of academic culture and openness.</p> <p>The main procedures for internal quality assurance of education are:</p> <ol style="list-style-type: none"><li>1. Implementation of quality policy, regarding the solution of strategic goals and objectives of continuous quality improvement;</li><li>2. Ensuring the publicity of information about educational programs, higher education degrees and qualifications;</li><li>3. Ensuring compliance with academic integrity by University employees and higher education applicants;</li><li>4. Preparation and conduct of monitoring and socio-psychological research to determine the needs of the labor market, the requirements of higher education stakeholders, the quality of educational services and satisfaction with the quality of educational activities and the quality of education;</li><li>5. Involvement of stakeholders (higher education applicants, employers, representatives of the academic community, etc.) in decision-making in the areas of internal quality assurance;</li><li>6. External assessment of the quality of NTU KhPI activities based on the results of participation in national and international rankings of higher education institutions, fulfillment of Licensing requirements;</li><li>7. Participation in accreditation procedures and post-accreditation monitoring of educational programs of the University.</li></ol> <p>Areas: development, approval, monitoring and periodic review of educational programs; ensuring advanced training of pedagogical, scientific and scientific-pedagogical employees; ensuring student-centered and practice-oriented training, teaching and assessment of higher education applicants; ensuring the availability of necessary resources for organizing the educational process; ensuring the availability of information systems for effective management of the educational process.</p> <p>Based on the results of the audit of the quality management system, the University received a Certificate for the quality management system for the provision of services in the field of higher education; scientific research and experimental development, which confirmed that the Quality Management System of NTU "KhPI" meets the requirements of DSTU ISO 9001:2015. <a href="https://blogs.kpi.kharkov.ua/v2/quality/dokumenty/systema-upravlinnya-yakistyu/">https://blogs.kpi.kharkov.ua/v2/quality/dokumenty/systema-upravlinnya-yakistyu/</a></p>
<b>Ensuring the quality of development, approval, monitoring, review and updating of educational programs</b>	<p>Monitoring and periodic review of educational programs is carried out in accordance with the current regulatory documents at NTU KhPI annually.</p> <p>The review of educational programs is carried out based on the analysis of satisfaction of:</p> <ul style="list-style-type: none"><li>- educational needs of higher education applicants, the possibility of building an individual learning trajectory, compliance with academic freedoms in the educational process, satisfaction with the quality of the educational program, etc.;</li><li>- employers: the quality of formation of general and professional</li></ul>

	<p>competencies, relevant and social skills (soft skills); - other stakeholders.</p> <p>To review educational programs, the following are used: online surveys, analysis of regulatory documents, analysis of the situation in accordance with the requirements for the structure and content of the educational program, organization of the educational process under this program and the quality of educational service provision.</p> <p>The periodicity of review of educational programs is carried out:</p> <ul style="list-style-type: none"> <li>a) annually according to the results of monitoring;</li> <li>b) after completion of the educational program by higher education applicants, regarding the feasibility of its further existence;</li> <li>c) in case of changes in the legislative and regulatory framework;</li> <li>d) according to the results of accreditation (general results of previous accreditations by industry, specialty, department, institute, university).</li> </ul> <p><a href="https://blogs.kpi.kharkov.ua/v2/quality/yakist-osvity/akredytatsiya-2023-2024/akredytatsiya-2024-2025/">https://blogs.kpi.kharkov.ua/v2/quality/yakist-osvity/akredytatsiya-2023-2024/akredytatsiya-2024-2025/</a></p>
<b>Ensuring enrollment, achievement, recognition and certification of applicants</b>	<p>Assessment of higher education applicants is consistent, transparent and carried out in accordance with the procedures established at the University in accordance with regulatory acts.</p> <p>Annual assessment of education applicants is carried out in accordance with the forms of control determined by the educational program; the scale for assessing learning outcomes, which is reflected in the syllabi of educational components; accounting, analysis and comparison of learning outcomes. Assessment of higher education applicants is carried out on the basis of a 100-point cumulative point-rating system. A rating assessment system is used.</p>
<b>Ensuring the quality of Student-Centered Learning, Teaching and Assessment</b>	<p>The planning, distribution and provision of educational resources, and the provision of information and technical support take into account the needs of higher education students and the principles of student-centered learning.</p> <p>Internal quality assurance of higher education ensures that all necessary resources meet the learning objectives, are publicly available, and higher education students are informed about their availability.</p>
<b>Ensuring the quality of scientific and pedagogical staff</b>	<p>The annual rating assessment of the activities of scientific and pedagogical staff and departments of the University is carried out through the use of mechanisms for assessing and self-assessing the effectiveness of scientific and pedagogical activities, its focus on the priorities of the development of the national higher education system, the University's development strategy, and the personal professional development of scientific and pedagogical staff. The results of the rating assessment are summarized based on the results of the activities achieved during the academic year. The results of the annual assessment of scientific and pedagogical staff and departments are published at a meeting of the Quality Council and the Methodological Council of the University. The results of the annual assessment are posted on the official website of the University.</p>



<b>Resource provision of the educational process (learning resources and support for higher education applicants)</b>	<p>The higher education institution provides the educational process with the necessary and accessible resources (human, methodological, material, information, etc.) and provides appropriate support to higher education applicants.</p> <p>Organizational and methodological support for the independent work of higher education applicants consists in developing methodological, didactic, and instructional materials, providing the opportunity to form, consolidate, deepen, and systematize the knowledge and skills obtained during classroom lessons, and to carry out self-training and self-control when mastering the educational and professional (scientific) program.</p>
<b>Information support (information management)</b>	<p>In order to manage the educational process, an effective policy in the field of information management and a corresponding integrated information system for managing the educational process have been developed.</p> <p>This system provides for the automation of the main functions of managing the educational process, in particular: ensuring the conduct of the admission campaign, planning and organization of the educational process; access to educational resources; accounting and analysis of the success of higher education applicants; administration of the main and auxiliary processes for ensuring educational activities; personnel management, etc.</p>
<b>Publicity of information about educational programs, educational and scientific activities</b>	<p>Reliable, objective, relevant, timely and easily accessible information on the educational and professional (scientific) program is published on the website of NTU "KhPI", including programs for potential higher education applicants, graduates, other stakeholders and the public.</p> <p>Public information is information on educational activities in the specialty, including selection criteria for study; planned learning outcomes for this program; training, teaching and assessment procedures used, etc.</p>
<b>Ensuring academic integrity</b>	<p>Ensuring the prevention and detection of academic plagiarism in scientific works of University employees and higher education students is implemented through the policy, standards and procedures for observing academic integrity and is regulated by the following documents of NTU KhPI:</p> <ol style="list-style-type: none"> <li>1. Charter of the National Technical University "Kharkiv Polytechnic Institute";</li> <li>2. Code of Ethics of Academic Relations and Integrity of the National Technical University "Kharkiv Polytechnic Institute";</li> <li>3. Regulations on the system for preventing and detecting academic plagiarism in final qualification theses of higher education students of the National Technical University "Kharkiv Polytechnic Institute";</li> <li>4. Regulations on the repository "Electronic archive of the National Technical University "Kharkiv Polytechnic Institute";</li> </ol> <p>Regulations on the Electronic Repository of Qualification Final Theses of Higher Education Students at the National Technical University "Kharkiv Polytechnic Institute"</p>

## 6. STRUCTURAL AND LOGICAL SCHEME OF THE EDUCATIONAL PROGRAMME



## 7.1 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.					+							



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

Program learning outcomes		Educational components											
		General			Special								
		GT1 Methodology of scientific research	GT2 Social responsibility and business ethics	GT3 Information technologies in management	ST1 Marketing Management	ST2 Business diagnostics	ST3 Crisis management	ST4Management of organizations	ST5 Strategic change management	ST6 Self-management, leadership and conflict management	ST7Entrepreneurial 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.						+						

[illegible]