

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

LVIV POLYTECHNIC NATIONAL UNIVERSITY



“APPROVED”

Rector of
Lviv Polytechnic
National University

[Signature]
/Yurii BOBALO/

29 / 05 / 2023

EDUCATIONAL AND PROFESSIONAL PROGRAM

**«Management of Organizations and Administration
(by types of economic activity) »**

LEVEL OF HIGHER EDUCATION Second (master's) level

DEGREE OF HIGHER EDUCATION "Master"

FIELD OF KNOWLEDGE 07 "Management and Administration"

SPECIALTY 073 "Management"

Discussed and approved by
University Academic Council
(protocol № 1
from 23 / 05 / 2023)

Lviv 2023

Educational and professional program

APPROVAL LETTER

Level of higher education
FIELD OF KNOWLEDGE
SPECIALITY

Second (master) degree
07 «Management and administration»
073 «Management»

DEVELOPED AND RATIFIED

Scientific and Methodological Council
of the Specialty 073 – «Management»


Protocol № 1
from 14 / 02 /2023

Deputy chairman of the Scientific and
Methodological Council of the
Specialty

 Oleh KARYY

APPROVED

Vice-Rector for Graduate Education of
Lviv Polytechnic National University


Oleh DAVYDCHAK
24 / 03 /2023

Head of the Educational and Methodical
Department of Lviv Polytechnic National
University



Vasyl TOMIUK
22 / 03 /2023

RECOMMENDED


Scientific and Methodological Council
of the University

Protocol № 70
from 18 / 05 /2023

Head of the Scientific and
Methodological Council of the
University

 Anatoliy ZAHORODNIY

Director of the Institute of Economics
and Management


Oleh KUZMIN
21 / 03 /2023

PREAMBLE

Developed based on the Standard of Higher Education of Ukraine of the specialty 073 "Management" field of knowledge 07 "Management and administration" for the second (master's) level of higher education, approved by the working order of the Ministry of Education and Science of Ukraine No. 959 from 10.07.2019.

Developed by the workgroup of the scientific and methodical commission of the specialty 073 «Management». Workgroup members:

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Guarantor of the educational and professional program
Ph.D., Associate Professor of
Management of Organizations Department



Lina GALAZ

The project of the educational and professional program was discussed and approved in the session of the Scientific Council of the Institute of Economics and Management.

Protocol No 9 from 12 / April / 2023

Head of Scientific Council
of Institute of Economics and Management



Oleh KUZMIN

Approved and enforced by the
Order of the Rector of Lviv Polytechnic National University

from 29 / 05 / 2023 No 273-1-10.

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**1. The program of the Master's degree in specialty 073 "Management", EPP
“Management of Organizations and Administration (by types of economic activity)”**

1 – General information	
Full name of the institution of higher education and structural subdivision	Lviv Polytechnic National University
Full name of the qualification in the original language	Master of Management
The official name of the educational program	Management of Organizations and Administration (by types of economic activity)
Type of diploma and volume of the educational program	Master's diploma, unitary, 90 ECTS credits, program duration - 1,5 years
Availability of accreditation	Accredited by the Ministry of Education and Science of Ukraine
Cycle/level	NQF – 7, FQ-EHEA – second cycle, EQF-LLL – 7
Prerequisites	Bachelor's degree
Language of teaching	Ukrainian and English
Basic concepts and their definition	In the program the basic concepts and their definitions are used following the Law of Ukraine "On Higher Education" No.1556-VII from 01.07.2014 with amendments and additions, of the order of the Ministry of Education and Science of Ukraine #959 from 10/07/2019
2 - Characteristics of the educational program	
Description of the subject area	<p>An object of study: management of organizations and their divisions.</p> <p>Training goals: training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve performing research and/or implementing innovations and are characterized by the uncertainty of conditions and requirements.</p> <p>The theoretical content of the subject area:</p> <ul style="list-style-type: none"> - paradigms, laws, regularities, - principles, and historical prerequisites of management development; - concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; - functions, methods, technologies, and managerial decisions in management <p>Methods, techniques, and technologies:</p> <ul style="list-style-type: none"> - general scientific and specific research methods (calculation-analytical,

	<p>economic-statistical, economic-mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc.);</p> <ul style="list-style-type: none"> - methods of implementing management functions (marketing research methods; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational, and economic efficiency in management, etc.). - management methods (administrative, economic, socio-psychological, technological); - technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.). <p>Tools and equipment: modern information and communication equipment, information systems, and software products used in management.</p> <p>Tools and equipment: modern information and communication equipment, information systems, and software products used in management.</p>
Academic rights of graduates	Graduates have the right to continue their studies at the third (educational and scientific) level of higher education - doctor of philosophy. Acquisition of additional qualifications in the postgraduate education system.
3 – The amount of ECTS credits required to obtain the corresponding degree of higher education	
The scope of the master's educational program	Educational and professional program of 90 ECTS credits. At least 35% of the amount of the educational program should be aimed at ensuring general and special (professional) competencies in the specialty, defined by the standard of higher education
4 – Graduate employability and further learning	
Graduate employability	Jobs in institutions of higher education in the positions of teachers and researchers, as well as in the public and private sectors of various branches of the economy in managerial positions related to the management of business entities of various organizational and legal forms, their structural subdivisions, a wide range of processes and operations in productive economic activity
Further learning	Studying at the third (educational and scientific) level of higher education "Doctor of Philosophy". Acquisition of additional qualifications in the postgraduate education system.
5 – Teaching and evaluation	
Teaching and learning	A combination of lectures, practical and seminar classes, laboratory work, consultations with the scientific, pedagogical, and professional community with independent educational and research work, practical training, and completion of master's qualification work
Evaluation	Examinations, credits, current control, defense of course projects and course works, defense of Master's qualifications thesis.
6 - List of graduate competencies	
Integral competence (INT)	The ability to solve complex tasks and problems in the field of management or in the learning process, which involves performing research and/or implementing innovations under uncertain conditions

	and requirements
General Competences (GC)	<p>GC1. Ability to perform research at the appropriate level;</p> <p>GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);</p> <p>GC3. Skills in using information and communication technologies;</p> <p>GC4. Ability to motivate people and move towards a common goal;</p> <p>GC5. Ability to act based on ethical considerations (motives);</p> <p>GC6. Ability to generate new ideas (creativity);</p> <p>GC7. Ability to abstract thinking, analysis, and synthesis</p>
Special (professional, subject) competencies (SC)	<p>SC1. Ability to choose and use management concepts, methods, and tools, including following defined goals and international standards;</p> <p>SC2. Ability to establish values, vision, mission, goals, and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;</p> <p>SC3. Ability to self-development, lifelong learning, and effective self-management;</p> <p>SC4. Ability to effectively use and develop the organization's resources;</p> <p>SC5. Ability to create and organize effective communications in the management process; SK6. The ability to form leadership qualities and demonstrate them in the process of managing people;</p> <p>SC7. Ability to develop projects, manage them, show initiative and entrepreneurship;</p> <p>SC8. Ability to use psychological technologies for working with personnel.</p> <p>SC9. Ability to analyze and structure organizational problems, make effective management decisions, and ensure their implementation;</p> <p>SC10. Ability to manage the organization and its development.</p>
Professional Competencies of Specialization (PCS)	<p>PCS 2.1. The ability to apply the acquired in-depth knowledge of classical and modern theoretical-methodological and methodological-applied management bases of organizations of various types of economic activity and administration;</p> <p>PCS 2.2. The ability to apply the acquired knowledge and understanding of business resource provision, which are the basis of a sufficient and necessary amount of tangible and intangible assets, intellectual capital, and financial and informational resources.</p> <p><i>Elective block 0101 "Management of organizations and administration (by types of economic activity)"</i></p> <p>PCS 2.1.1. The ability to forecast the level of economic indicators of the organization, to implement intra-company forecasting technologies for planning the potential of the organization, its marketing, sales, and budgets;</p> <p>PCS 2.1.2. The ability to research markets, carry out comparative and analytical monitoring of competitors, diagnose and increase the competitiveness of enterprises and organizations;</p> <p>PCS 2.1.3. Ability to apply in-depth knowledge of business relations, and their organizational, legal, exchange, tax, and insurance support.</p>

	<p style="text-align: center;"><i>Elective block 0102 "E-business management"</i></p> <p>PCS 2.2.1. Ability to work in an e-commerce environment and manage e-commerce supplies, form e-commerce supply chains;</p> <p>PCS 2.2.2. Ability to use modern software and information and communication support in the field of management of organizations of various types of activities;</p> <p>PCS 2.2.3. Ability to develop electronic business systems, integrate their tools into organizational and production structures, and develop business processes of the organization</p>
7 – Program Learning Outcomes	
Program Learning Outcomes (PLO)	<p>PLO1. Critically consider, choose, and use the necessary scientific, methodical, and analytical tools for management in unpredictable conditions;</p> <p>PLO2. Identify problems in the organization and justify the methods of solving them;</p> <p>PLO3. Design effective management systems of organizations;</p> <p>PLO4. Justify and manage projects, generate business ideas;</p> <p>PLO5. Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations, and social responsibility;</p> <p>PLO7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</p> <p>PLO8. Apply specialized software and information systems to solve organizational management problems;</p> <p>PLO9. Be able to communicate in professional and scientific circles in national and foreign languages;</p> <p>PLO10. Demonstrate leadership skills and ability to work in a team, interact with people, and influence their behavior to solve professional tasks;</p> <p>PLO11. To ensure personal professional development and planning of own time.</p> <p>PLO12. Be able to delegate authority and management of the organization (subdivision);</p> <p>PLO13. Be able to plan and carry out informational, methodical, material, financial, and personnel support of the organization (unit).</p>
Program results of specialization training (PRST)	<p>PRST2.1 Demonstrate in-depth knowledge and understanding of classic and modern approaches to the management of organizations and administration (by types of economic activity), principles, laws, technology, methods of management of organizations, the process of making managerial decisions, leadership and management styles, features of conflict resolution in the process solving tasks of professional activity;</p> <p>PRST2.2. The ability to use professionally profiled knowledge and practical skills in management, marketing, finance, logistics, and economics for effective management of economic entities in the conditions of a market economy;</p> <p style="text-align: center;"><i>Elective block 0101 "Management of organizations and administration (by types of economic activity)"</i></p>

	<p>PRST2.1.1 Make well-founded strategic marketing decisions, combine various economic and mathematical methods and models of planning, organizing, and evaluating the effectiveness of the economic activity of enterprises and organizations;</p> <p>PRST2.1.2 Develop strategic, tactical, and operational plans for current activities, resource provision plans of all kinds, and business plans and monitor their implementation;</p> <p>PRST2.1.3. To combine various economic and mathematical methods and models of analyzing and assessing the risks of economic activity, to make management decisions, and to develop measures to reduce their impact on the efficiency of the enterprise.</p> <p style="text-align: center;"><i>Elective block 0102 "E-business management"</i></p> <p>PRST2.2.1. Work in an e-commerce environment and shape e-commerce supply chains;</p> <p>PRST2.2.2. To reveal the socio-economic essence of the phenomena and processes of the economic activity of organizations, to assess the impact on the economic processes of external factors, and trends in the development of the world economy, to have a holistic view of the organization's development system, to analyze and use historical experience in solving current problems of the domestic economy;</p> <p>PRST2.2.3. Make well-founded strategic marketing decisions, combine various economic-mathematical methods and models of planning, organizing, and evaluating the effectiveness of economic activity of enterprises and organizations;</p>
Communication (COM)	<ol style="list-style-type: none"> 1. Conveying to specialists and non-specialists information, ideas, problems, solutions, and own experience in the field of professional activity. 2. Ability to effectively form a communication strategy.
Autonomy and responsibility (A&R)	<ol style="list-style-type: none"> 1. Management of complex actions or projects, responsibility for decision-making in unpredictable conditions. 2. Responsibility for the professional development of individuals and/or groups of individuals, the ability to further study with a high level of autonomy.
8 – Resource support for the program implementation	
Specific characteristics of personnel software	90% of scientific and pedagogical workers involved in teaching professionally oriented disciplines in the specialty 073 "Management" have scientific degrees and scientific titles, experience in scientific research, managerial or innovative work by specialty
Specific characteristics of the material and technical support	Use of modern software: "MS Project", "MS Office", "STATISTIKA 10", "MS Teams", "ZOOM", "MachCAD".
Specific characteristics of information and methodological support	Using the virtual learning environment of Lviv Polytechnic National University and the author's developments of scientific and pedagogical workers.
9 – Academic mobility	
National Credit Mobility	Based on bilateral agreements between the Lviv Polytechnic National University and universities in Ukraine.
International Credit Mobility	Based on bilateral agreements between the Lviv Polytechnic National University and higher educational institutions of foreign partner

	countries.
Training of foreign students	Possible after studying the Ukrainian language course

2. Distribution of the educational-professional program's content by the groups of components and training cycles

##	Training cycle	The volume of study load on higher education applicant (ESTC credits /%)		
		Mandatory components of an educational-professional program	Optional components of an educational-professional program	Total for the entire period of study
1	2	3	4	5
1.	General training cycle	3/3,5	8/8,9	11/12,2
2.	Professional training cycle	61/67,6	18/20	79/87,8
Total for the entire period of study		45/50	64/71,1	26/28,9

3. List of components of the educational-professional program

Code e/s	Components of educational program (study courses, course projects (works), practical training, qualifying thesis)	ESTC credits	Form of final control
1	2	3	4
Mandatory components			
<i>1. General training cycle</i>			
MC1.1.	A foreign language for a professional purpose	3	dif. test
Total for the cycle:		3	
<i>2. Professional training cycle</i>			
MC2.1.	Business Administration	5	exam
MC2.2.	Economics of business structures	5	exam
MC2.3.	Project management	4	exam
MC2.4.	Strategic management	4	exam
MC2.5.	Financial management	4	exam
MC2.6.	E-commerce	4	exam
MC2.7.	Business Administration (course work)	2	dif. test
MC2.8.	Economics of business structures (course project)	3	dif. test
MC2.9.	Pre-graduation Practice on the Theme of Master's Thesis	9	dif. test
MC2.10.	Master's Qualification Thesis Performing	18	
MC2.11.	Defense of Master's Thesis	3	
Total for the cycle:		61	
Mandatory components in Total:		64	
Optional components			
<i>1. General training cycle</i>			
Optional components of the general training cycle			

Total:		3	
<i>2. Professional training cycle</i>			
Optional Components' Blocks			
Optional Components of Block #01			
<i>(Management of Organizations and Administration (by types of economic activity))</i>			
OC2.1.1.	The infrastructure of Small and Medium Businesses	5	exam
OC2.1.2.	Marketing management in a small and medium-sized business	5	exam
OC2.1.3.	Forecasting of Economic Processes	5	exam
OC2.1.4.	Marketing management in a small and medium-sized business (Course project)	3	dif. test
Optional Components of Block #02			
<i>(E-business Management)</i>			
OC2.2.1	Information Systems and Technologies in management organization	5	exam
OC2.2.2.	Socionics	5	exam
OC2.2.3.	Supply management in e-business	5	exam
OC2.2.4.	Information Systems and Technologies in management of organizations (Course project)	3	dif. test
Total:		36	
Optional components of other educational-professional programs			
Total:		5	
Optional Components in Total:		36	
Educational-professional Program in Total:		90	

5. Matrix of compliance of program competencies with educational components

	MC1.1	MC2.1	MC2.2	MC2.3	MC2.4	MC2.5	MC2.6	MC2.7	MC2.8	MC2.9	MC2.10	MC2.11	OC2.1.1	OC2.1.2	OC2.1.3	OC2.1.4	OC2.2.1	OC2.2.2	OC2.2.3	OC2.2.4	
INT																					
GC1																					
GC2																					
GC3																					
GC4																					
GC5																					
GC6																					
GC7																					
SC1																					
SC2																					
SC3																					
SC4																					
SC5																					
SC6																					
SC7																					
SC8																					
SC9																					
SC10																					
PCS2.1																					
PCS2.2																					
PCS2.1.1																					
PCS2.1.2																					
PCS2.1.3																					
PCS2.2.1																					
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PCS2.2.3																					

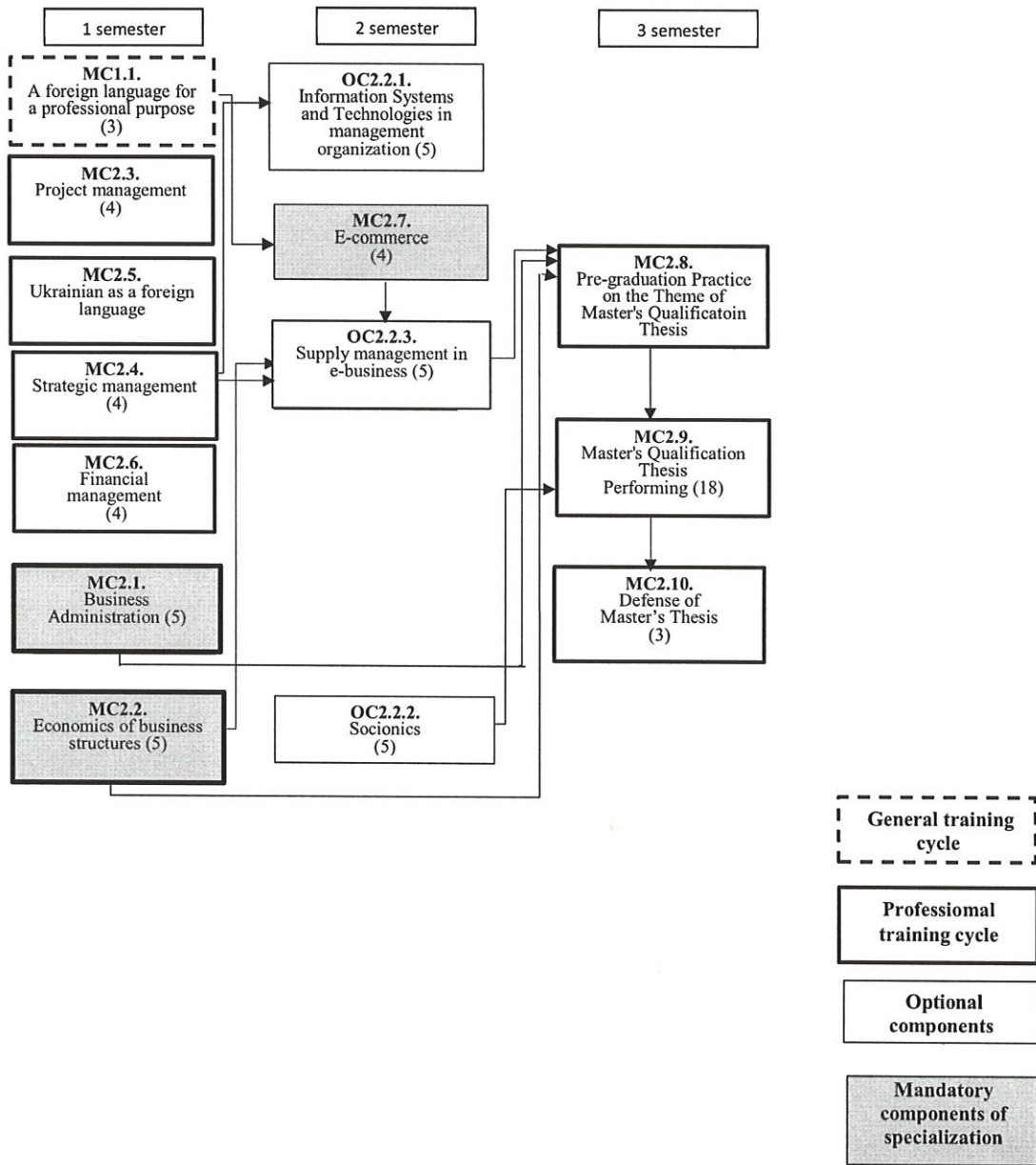
Legend: MCi – mandatory component, OCi – Optional component, i – number of disciplines in the list of educational components, INT – integral competence, GCj – general competence, SCj – Special (professional, subject) competencies, PCSj – professional competencies of specialization, j – number of competences in the list of competencies of the educational component.

6. The matrix of providing program learning outcomes to the relevant components of the educational program

	MC1.1	MC2.1	MC2.2	MC2.3	MC2.4	MC2.5	MC2.6	MC2.7	MC2.8	MC2.9	MC2.10	MC2.11	OC2.1.1	OC2.1.2	OC2.1.3	OC2.1.4	OC2.2.1	OC2.2.2	OC2.2.3	OC2.2.4	
PLO1	▪																				
PLO2	▪	▪			▪																
PLO3	▪	▪					▪	▪													
PLO4				▪																	
PLO5					▪																
PLO6	▪		▪					▪	▪	▪	▪			▪	▪	▪					
PLO7								▪	▪												
PLO8								▪	▪	▪											
PLO9	▪					▪		▪	▪	▪											
PLO10								▪													
PLO11							▪														
PLO12		▪																			
PLO13		▪																			
PRST2.1	▪																				
PRST2.2																					
PRST2.1.1	▪																				
PRST2.1.2	▪																				
PRST2.1.3																					
PRST2.2.1.																					
PRST2.2.2																					
PRST2.2.3	▪																				
COM1	▪																				
COM2	▪																				
A&R1	▪																				
&R2	▪																				

Legend: MCI – mandatory component, OCi – Optional component, i – number of disciplines in the list of educational components, PLOm – Program Learning Outcomes (knowledge), PRSTm – Program results of specialization training, COMm – Communication, A&Rm – Autonomy and responsibility, m – number of the program learning outcomes in the list of program learning outcomes of the educational component.

**Structural and logical scheme of the educational and professional program
"Management of organizations and administration (by types of economic activity)"
for optional block 0102 " E-business Management"**



**Structural and logical scheme of the educational and professional program
 "Management of organizations and administration (by types of economic activity)" for optional block
 0101 "Management of organizations and administration (by types of economic activity)"**

