

*нова дата* ✓

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ  
«ЛЬВІВСЬКА ПОЛІТЕХНІКА»**



**ЗАТВЕРДЖУЮ»**

Ректор  
Національного університету  
«Львівська політехніка»

*[Signature]* /Бобало Ю.Я./  
*Травень* 2023 р.

**ОСВІТНЬО – ПРОФЕСІЙНА ПРОГРАМА**

**BUSINESS ADMINISTRATION**

**РІВЕНЬ ВИЩОЇ ОСВІТИ** другий (магістерський) рівень

**СТУПІНЬ ВИЩОЇ ОСВІТИ** «магістр»

**ГАЛУЗІ ЗНАНЬ 07** «Управління та адміністрування»

**СПЕЦІАЛЬНІСТЬ 073** «Менеджмент»


Розглянуто та затверджено  
Вченою радою Університету  
(протокол № 1  
від «23» Травень 2023 р.)

Львів 2023


**ЛИСТ ПОГОДЖЕННЯ  
освітньо-професійної програми**

Рівень вищої освіти	Другий (магістерський)
ГАЛУЗЬ ЗНАНЬ	07 Управління та адміністрування
СПЕЦІАЛЬНІСТЬ	073 Менеджмент
Кваліфікація	Магістр з менеджменту за освітньою програмою бізнес-адміністрування


**РОЗРОБЛЕНО І СХВАЛЕНО**


Науково-методичною комісією  
спеціальності 073 «Менеджмент»  
Протокол № 10  
від «11» квітня 2023 р.  
Заступник голови НМК спеціальності  
 Олег КАРИЙ

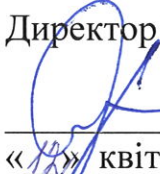
**ПОГОДЖЕНО**

Проректор з науково-педагогічної  
роботи Національного університету  
«Львівська політехніка»  
 Олег ДАВИДЧАК  
« 17 » 05 2023 р.

**РЕКОМЕНДОВАНО**

Науково-методичною радою  
університету  
Протокол № 70  
від «18» 05 2023р.  
Голова НМР університету  
 Анатолій ЗАГОРОДНІЙ

Начальник Навчально-методичного  
відділу університету  
 Василь ТОМ'ЮК  
« 17 » 05 2023 р.

Директор ІНЕМ  
 Олег КУЗЬМІН  
« 18 » квітня 2023 р.

## ПЕРЕДМОВА

Розроблено відповідно до стандарту вищої освіти за спеціальністю 073 «Менеджмент» для другого (магістерського) рівня вищої освіти, затвердженого наказом Міністерства освіти і науки України від 10.07.2019р. № 959. Розроблено робочою групою науково-методичної комісії спеціальності 073 «Менеджмент» у складі:

- Дуляба Н. І. - гарант спеціальності «Бізнес-адміністрування», к.е.н., доц., доцент кафедри менеджменту і міжнародного підприємництва;
- Мельник О.Г. - д.е.н., проф., завідувач кафедри зовнішньоекономічної та митної діяльності
- Кузьмін О.Є. - д.е.н., проф., директор Навчального-наукового інституту економіки і менеджменту
- Карий О.І. - д.е.н., проф., завідувач кафедри менеджменту організацій
- Крикавський Є.В. - д.е.н., проф., завідувач кафедри маркетингу і логістики
- Подольчак Н.Ю. - д.е.н., проф., завідувач кафедри адміністративного та фінансового менеджменту
- Шпак Н.О. - д.е.н., проф., професор кафедри менеджменту і міжнародного підприємництва
- Петришин Н.Я. - к.е.н., доц., доцент кафедри зовнішньоекономічної та митної діяльності
- Дзюбіна А.В. - к.е.н., доц., доцент кафедри менеджменту організацій
- Дорошкевич К.О. - к.е.н., доц., доцент кафедри менеджменту і міжнародного підприємництва
- Чорнописька Н.В. - к.е.н., доц., доцент кафедри маркетингу і логістики
- Ільчук П. Г. - д.е.н., доц., завідувач кафедри технологій управління
- Бойко В. М. - регіональний менеджер західного регіону ПАТ «Карлсберг Україна»
- Гриценяк С. Р. - студентка спеціальності «Бізнес-адміністрування» Національного університету «Львівська політехніка», старості групи МЕБА-11
- Пенгрин С. М. - студент спеціальності «Бізнес-адміністрування» Національного університету «Львівська політехніка», старості групи МЕБА-12

Гарант освітньої програми  к.е.н., доц. Дуляба Н.І.

Проект освітньо-професійної програми обговорений та схвалений на засіданні Вченої ради Навчально-наукового інституту економіки і менеджменту

Протокол № 9 від «12» квітня 2023 р.

Голова Вченої ради ІНЕМ

 О.Є. Кузьмін

(підпис)

(прізвище, ініціали)

Затверджено та надано чинності

Наказом ректора Національного університету «Львівська політехніка»

від « 29 » травня 2023р. № 273-1-10

Ця освітньо-професійна програма не може бути повністю або частково відтворена, тиражована та розповсюджена без дозволу Національного університету «Львівська політехніка».

**1. Profile of the master's program in the specialty 073 "Management" in the according to the educational and professional program "Business Administration"**

<b>1 – General Information</b>	
Full name of the institution of higher education and structural unit	Lviv Polytechnic National University
Level of higher education	The second (master's) level
Degree assigned	Master 07 Management and administration 073 Management
Field of knowledge	07 Management and administration
Specialty	073 Management
Educational qualification	Master of Management with a educational program in business administration
Qualification in the diploma	Degree of higher education - Master Specialty - Management Educational program - Business Administration
The official name of the educational program	Business administration
Type of diploma and scope of educational program	Master's degree, single. Educational and professional program of 90 ECTS credits, At least 35% of the educational program should be aimed at providing general and special (professional) competencies in the specialty, defined by the standard of higher education.
Availability of accreditation	Accredited
Cycle / level	HPK Ukraine – 8 level, FQ-EHEA – second cycle, EQF-LLL – 7 level
Prerequisites	Bachelor's degree
Restrictions on forms of education	Missing Ukrainian and English languages
Language (s) of teaching	Ukrainian and English languages
Basic concepts and their definitions	The program uses the basic concepts and their definitions in accordance with the Law of Ukraine "On Higher Education" from 01.07.2014 № 1556-VII with changes and additions, Guidelines for the development of standards of higher education approved by the higher education sector of the Scientific and Methodological Council of the Ministry of Education and Science of Ukraine (protocol from 01.06.2016 № 600), the standard of higher education in the specialty 073 "Management" in the field of knowledge 07 "Management and Administration" (order from 10.07.2019 № 959)
<b>2 – The purpose of the educational program</b>	
	Provide theoretical knowledge and practical skills sufficient for successful performance of professional duties in the field of management and administration in the specialty 073 "Management" and in particular in the program "Business Administration" and prepare students for further employment in the chosen specialty.
<b>3 - Characteristics of the educational program</b>	

Desecstipion of the subject area	<p>Object of study: management of organizations and their departments.</p> <p>Objectives of training: training of specialists who are able to identify and solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation and characterized by uncertainty of conditions and requirements.</p> <p>Theoretical content of the subject area:</p> <ul style="list-style-type: none"> <li>- paradigms, laws, patterns,</li> <li>- principles, historical preconditions of management development;</li> <li>- concepts of system, situational, adaptive, antisipative, anti-ectsisis, innovation, project management, etc .;</li> <li>- functions, methods, technologies and management decisions in management</li> </ul> <p>Methods, techniques and technologies:</p> <ul style="list-style-type: none"> <li>- general scientific and specific research methods (computational-analytical, economic-statistical, economic-mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc.);</li> <li>- methods of implementation of management functions (methods of marketing research; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of assessing social, organizational and economic efficiency in management, etc.).</li> <li>- management methods (administrative, economic, socio-psychological, technological);</li> <li>- technologies for substantiation of management decisions (economic analysis, simulation modeling, decision tree, etc.).</li> </ul> <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management.</p>
Features of the program	The educational and professional program is based on the results of modern applied research of the domestic and foreign labor market in the field of business administration and takes into account its current requirements and needs. Provides partial teaching of professionally-oriented disciplines in English in the context of modern globalization and integration processes.
Academic rights of graduates	They have the right to continue their studies at the third (educational and scientific) level of higher education - doctors of philosophy. Acquisition of additional qualifications in the system of postgraduate education.
<b>4 – Ability of graduates to employment and further training</b>	
Suitability for employment	Jobs in the public and private sectors of various sectors of the economy in senior positions in the management of international and domestic business structures, enterprises, organizations, their divisions, a wide range of business processes and operations in all areas of enterprises and business structures, as well as in higher educational institutions as teachers.
Further training	Study at the third (educational and scientific) level of higher education "Doctor of Philosophy", advanced training programs.
<b>5 - Teaching and assessment</b>	
Teaching	Combination of lectures, practical classes, laboratory work, consultations with the scientific-pedagogical and professional community with independent educational and research work, internship and master's qualification work.

Assessment	Exams, tests, current control, defense of course projects and works, defense of master's qualification work.
<b>6 - Program competencies</b>	
Integral competence (INT)	Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in the uncertainty of conditions and requirements
General Competences (GC)	GC1. Ability to conduct research at the appropriate level; GC 2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields. knowledge / types of economic activity); GC 3. Information skills and communication technologies; GC 4. The ability to motivate people and move towards the common goals; GC 5. Ability to act on the basis of ethical considerations (motives); GC 6. Ability to generate new ideas (creativity); GC 7. Ability to abstract thinking, analysis and synthesis.
Special (professional, subject) competences of the specialty (SC)	SC1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards; SC2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans; SC3. Ability for self-development, lifelong learning and effective self-management; SC4. Ability to effectively use and develop the organization's resources; SC5. Ability to manage the organization and its development. SC6. Ability to form leadership qualities and demonstrate them in the process of managing people; SC7. Ability to develop projects, manage them, show initiative and entrepreneurship; SC8. Ability to use psychological technologies of work with personnel; SC9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation; SC10. Ability to create and organize effective communications in the management process.
Professional orientation (PrO)	1) in-depth knowledge of classical and modern theoretical-methodological and methodological-applied base of management of domestic and international business structures; 2) in-depth knowledge of domestic and international regulatory and legal support of business structures of various types and profiles; 3) in-depth knowledge and understanding of globalization and integration processes in the international economic space and their impact on the activities of business structures; 4) the ability to effectively apply in-depth knowledge of financial and economic statistics for the administration of business structures; 5) the ability to demonstrate in-depth knowledge in the field of tax administration in business structures;

	<ol style="list-style-type: none"> <li>6) the ability to demonstrate knowledge of world markets, managing the competitiveness of business structures in today's economic environment;</li> <li>7) the ability to demonstrate an idea of the objective laws, conditions, processes and features of enterprise ectseation, organization of basic business processes;</li> <li>8) the ability to apply knowledge and understanding to solve qualitative and quantitative tasks to assess business efficiency;</li> <li>9) the ability to integrate and apply the theoretical knowledge in practice to solve management problems in the field of business administration.</li> <li>10) the ability to use modern software and information and communication software in the field of business administration management;</li> <li>11) the ability to develop management systems for business structures;</li> <li>12) ability to manage costs in the activities of business structures on the basis of finding areas and reserves for their optimization.</li> </ol>	
<b>7 - Program learning outcomes</b>		<b>7 - Program learning outcomes</b>
Knowledge (KN)	<p>KN1. Specialized conceptual knowledge acquired in the process of learning and / or professional activity at the level of the latest achievements, which are the basis for original thinking and innovation, in particular in the context of research work;</p> <p>KN 2. Ectsitical understanding of problems in teaching and / or professional activities and in interdisciplinary fields.</p>	
Skills (Sk)	<p>SK1. Ectsitically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;</p> <p>SK 2. Identify problems in the organization and justify methods of solving them;</p> <p>SK 3. Design effective management systems for organizations;</p> <p>SK 4. Substantiate and manage projects, generate business ideas;</p> <p>SK 5. Plan the activities of the organization in strategic and tactical sections;</p> <p>SK 6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility;</p> <p>SK 7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context;</p> <p>SK 8. Use specialized software and information systems to solve management problems of the organization;</p> <p>SK 9. Be able to communicate in professional and scientific circles in the state and foreign languages;</p> <p>SK 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems;</p> <p>SK 11. Provide personal professional development and personal time planning;</p> <p>SK 12. Be able to delegate authority and management of the organization (unit);</p> <p>SK 13. Be able to plan and implement information, methodological, material, financial and personnel support of the</p>	

	organization (unit).	
Communication (COM)	COM1. Clear and unambiguous communication of own conclusions, as well as knowledge and explanations that substantiate them, to specialists and non-specialists, in particular to students; COM2. Use of foreign languages in professional activities.	
Autonomy and responsibility (AiR)	AiV1. Decision-making in complex and unpredictable conditions, which requires the application of new approaches and forecasting; AiV2. Responsibility for the development of professional knowledge and practices, assessment of strategic development of the team; AiV3. Ability to further study, which is largely autonomous and independent	
<b>8 – Resource support for program implementation</b>		<b>8 - Resource support for program implementation</b>
Specific personnel characteristics software	90% of scientific and pedagogical workers involved in the teaching of professionally-oriented disciplines in the specialty 073 "Management" have scientific degrees and academic titles, experience in research, management or innovation in the specialty	
Specific characteristics of logistics	Use of modern software: Financier, Diamond FMS, M.E.Doc.	
Specific characteristics of information and methodological support	Use of the virtual educational environment of the National University "Lviv Polytechnic" and author's developments of scientific and pedagogical workers.	
<b>9 – Academic mobility</b>		
National ectsedit mobility	Based on bilateral agreements between Lviv Polytechnic National University and Ukrainian universities. Probably, after studying the Ukrainian language course.	
International ectsedit mobility	Based on bilateral agreements between Lviv Polytechnic National University and higher education institutions of foreign partner countries.	
Training of foreign applicants for higher education	Probably, after studying the Ukrainian language course	

**2. Distribution of content educational and professional program by groups of components and training cycles**

№	Training cycle	The amount of study load of the applicant for higher education (ectsedit / %)		
		Mandatory components of the educational-professional program	Selective components of the educational-professional program	Total for the entire period teaching
1	2	3	4	5
1.	General training cycle	3/3	3/9	11/12
2.	Cycle of professional training	61/68	23/20	79/88
Total for the entire period of study		64/71	26/29	90/100



### 3.List of components of the educational and professional program

№	The List of Components	ECTS Ectsedits	Form of Final Control
1	2	3	4
<b>Obligatory Components of the Specialty</b>			
<i>1. Block of general education</i>			
OD1.1.	Англійська мова ( за професійним спрямуванням) / English (by Professional Direction) ✓	4	Differentiated Test
Totally:		<b>4</b>	
<i>2. Block of professional education</i>			
OD 2.1.	Проектний менеджмент / Project management ✓	4	Exam
OD 2.2.	Стратегічний менеджмент / Strategic management ✓	4	Exam
OD 2.3.	Фінансовий менеджмент / Financial management ✓	4	Exam
OD 2.4.	Економіка та управлінсько-правове забезпечення діяльності бізнесу / Economics and management and legal support of business activities ✓	7	Exam
OD 2.5.	Інтелектуальна власність бізнес-структур / Intellectual property of business structures ✓	4	Differentiated Test
OD 2.6.	Розвиток бізнес-структур / Development of business structures ✓	4	Exam
OD 2.7.	Українська мова як іноземна / Ukrainian as a Foreign Language ✓	3	Differentiated Test
OD 2.8.	Практика за темою магістерської кваліфікаційної роботи / Practice on the topic of master's qualification work ✓	9	Differentiated Test
OD 2.9.	Виконання магістерської кваліфікаційної роботи / Execution of master's qualification work ✓	18	
OD 2.10.	Захист магістерської кваліфікаційної роботи / Defense of master's qualification work ✓	3	
Totally:		<b>61</b>	
Obligatory Components of the Program:		<b>64</b>	
<b>Selective Components of the Program</b>			
<i>1. Block of general education</i>			
<b>Selective Components Block of general education</b>			
Totally:		<b>3</b>	
<i>2. Block of professional education</i>			
<b>Selective Discipline 01:</b>			
SD1.3.	Адміністрування міжнародних бізнес-структур / Administration of international business structures	6	Exam
SD 1.4.	Адміністрування приватно-державного партнерства в бізнесі /Administration of public-private partnerships in business	6	Differentiated Test
SD 1.5.	Корпоративна аналітика / Corporate analytics	6	Exam
Totally:		<b>18</b>	
<b>Selective Discipline 02:</b>			
SD 2.3.	Контролінг інноваційної діяльності /Controlling innovation	4	екзамен
SD 2.4.	Управління інноваційним розвитком / Management of innovative development	4	екзамен
SD 2.5.	Управління ризиками інноваційної діяльності / Risk	4	екзамен

	management of innovation		
SD 2.6.	Економіка інноваційної діяльності (КП)/ Economics of innovation (CP)	3	Differentiated Test
SD 2.7.	Управління ризиками інноваційної діяльності (КП) / Risk management of innovation (CP)	3	Differentiated Test
Totally:		<b>18</b>	
<b>Selective Components of other Educational-professional Programs</b>			
Totally:		<b>5</b>	
Selective Components:		<b>26</b>	
Totally During Studying Period:		<b>90</b>	

5. Matrix of correspondence of program competences to educational components

	OD 1.1	• OD 2.1	• OD 2.2	OD 2.3	OD 2.4	OD 2.5	OD 2.6	OD 2.7	• OD 2.8	• OD 2.9	OD 2.10	• SD 1.1	SD 1.2	SD 1.3	SD 1.4	SD 1.5	SD 1.8	SD 2.1	SD 2.2	SD 2.3	• SD 2.4	• SD 2.5	
INT																							
GC 1	•																						
GC 2																							
GC 3																							
GC 4																							
GC 5																							
GC 6																							
GC 7																							
SC 1																							
SC 2																							
SC 3	•																						
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SC 5																							
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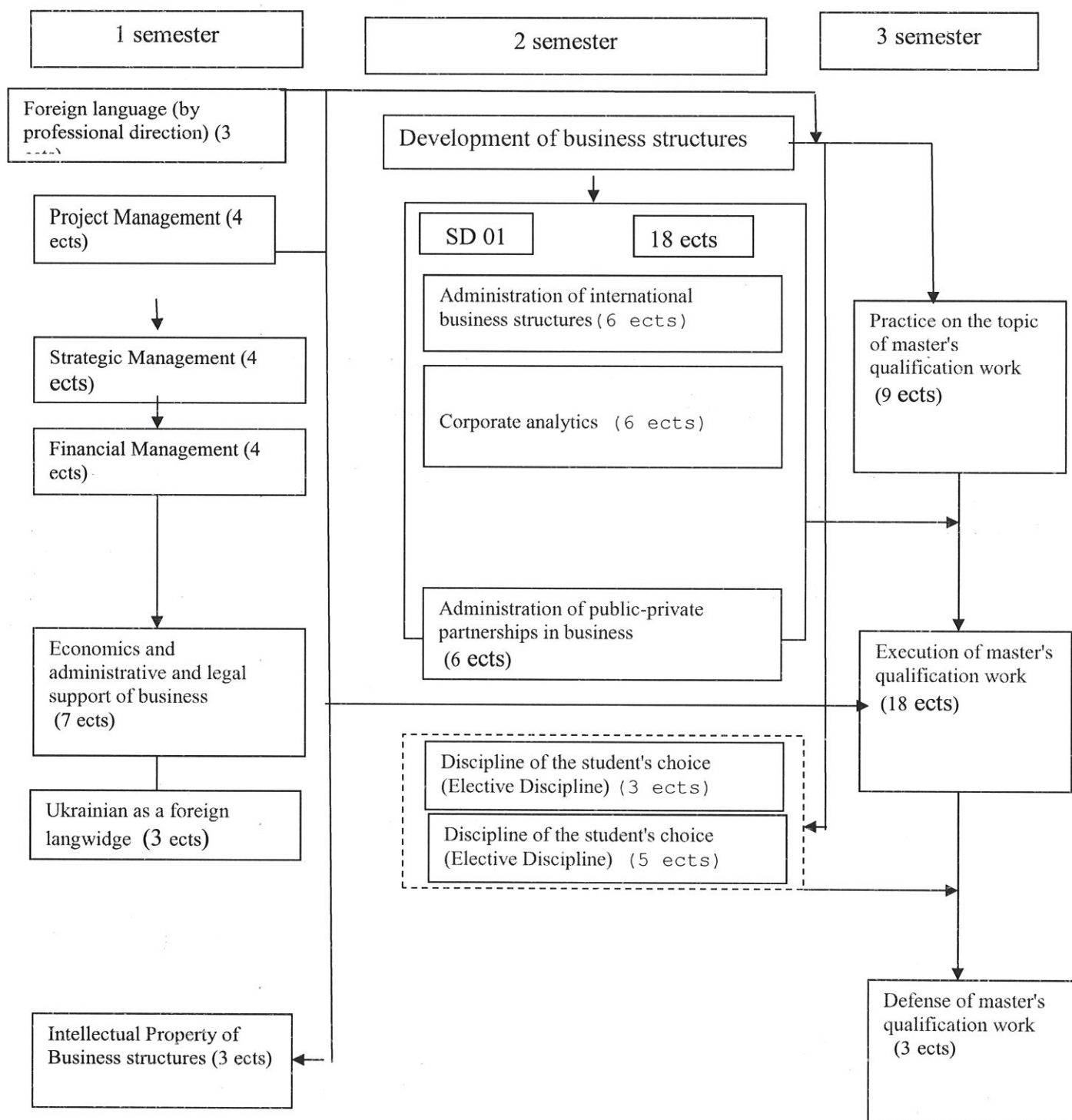
Legend: OD<sub>i</sub> - obligatory discipline, SD<sub>i</sub> - selective discipline, i - discipline number in the list of components of the educational component, INT - integral competence, GC<sub>j</sub> - general competence, SC<sub>j</sub> - special (professional, subject) competence of the specialty, j - competence number in the list of competencies educational component.

6. Matrix for providing program learning outcomes to the relevant components of the educational program

	• OD 1.1	• OD 2.1	• OD 2.2	• OD 2.3	• OD 2.4	• OD 2.5	• OD 2.6	• OD 2.7	• OD 2.8	• OD 2.9	• OD 2.10	SD 1.1	SD 1.2	SD 1.3	SD 1.4	SD 1.5	SD 1.6	SD 1.7	• SD 1.8	SD 2.1	• SD 2.2	• SD 2.3	• SD 2.4	• SD 2.5	
KN1																									
KN 2																									
SK1																									
SK2																									
SK 3																									
SK 4																									
SK 5																									
SK 6																									
SK 7																									
SK 8																									
SK 9																									
SK 10																									
SK 11																									
SK 12																									
SK 13																									
COM1																									
COM2																									
AIR1																									
AIR2																									
AIR3																									

Legend: CDi - compulsory discipline, EDi - elective discipline, i - discipline number in the list of components of the educational component, KNm - program results (knowledge), SKm - program results (skills), COMm - program results (communication), AiRm - program results (autonomy and responsibility), m- is the number of the program result in the list of program results of the educational component.

7. Structural and logical scheme of the educational and professional program "Business Administration" of the master in specialty 073 "Management" of the selection block 01 "Business administration"



8. Structural and logical scheme of the educational and professional program "Business Administration" of the master in specialty 073 "Management" of the sample block 02 "Business administration of small innovative enterprises"

