



INTERNATIONAL EUROPEAN UNIVERSITY

EDUCATIONAL AND PROFESSIONAL PROGRAM

«MANAGEMENT AND BUSINESS ADMINISTRATION»

Second (Master) level

Specialty: **073 Management**

Knowledge area: **07 Management and Administration**

Educational qualification: **Master of Management and Business Administration**

Approved by the Academic Council of
International European University
“26” May 2022 (protocol No.4)

Kyiv – 2022

INTRODUCTION

The educational and professional program (EPP) is a normative document that regulates regulatory, competence, qualification, organizational, educational and methodical requirements in the preparation of masters in the knowledge area 07 "Management and Administration" specialty 073 "Management" of the educational and professional program "Management and Business Administration".

The EPP was developed by members of the working group of the International European University:

№	Full name	Position	Scientific degree, academic title
1.	Oksana Banar (head of the group, guarantor)	Professor at the Management and Economics Department	Doctor of Economics, Professor
2.	Yuliia Remyha	Head of the Management and Economics Department	Ph.D. in Economics, Associate Professor
3.	Olena Boiko	Professor at the Management and Economics Department	Doctor of Economics, Associate Professor

External stakeholders:

№ п/п	Full name	Job, position
1.	Yu. Markova	Graduate of higher education
2.	S. Boyko	General Director of "Vodoliy" Group of Companies LLC
3.	S. Skrypnik	Director of Law firm LAVRYNOVYCH AND PARTNERS LLC
4.	M. Radutskyi	Co-owner of City Beach Club LLC, O. DESERTY

Reviews of external stakeholders:

1. Director of "Vodoliy" Group of Companies LLC, Ph.D., Master of Public Administration Serhiy Boyko.
2. Director of "IDEA SHOP" LLC Gonchar O.V.
3. Director of "SYSTEM LEGAL CONSULTING" LLC Ryzhkova O.O.
4. Co-owner of LLC "City Beach Club" "O.DESERTY" Radutskyi M.M.

1. PROFILE OF THE EDUCATIONAL PROGRAM

Specialty: 073 "Management"

Knowledge area: 07 "Management and Administration"

Qualification: Master of Management and Business Administration

1. General information	
Full name of the higher education institution and structural unit	INTERNATIONAL EUROPEAN UNIVERSITY. Education and Research Institute "European Business School". Department of Management and Economics
Degree of higher education and name of qualification in the original language	Second (Master) level Master of Management and Business Administration
Official name of the educational program	"Management and Business Administration"
Type of diploma and scope of the educational program	Master's degree, 90 ECTS credits, period of study – 1 year and 5 months
Availability of accreditation	Certificate of accreditation of the educational program No. 2457 dated 12/17/2021
Cycle/level	FQ-ENEA - second cycle, EQF-LLL - 7th level, NRK of Ukraine - 7th level
Precondition	Possession of a "bachelor's" educational degree diploma, a "specialist" or "master's" educational qualification level diploma in another specialty. Admission is carried out in accordance with the Rules of admission to higher education at the International European University in 2022. https://ieu.edu.ua/vstup/pryimalna-komisiia/pravyla-pryiomu
Language(s) of instruction	Ukrainian, English
The term of validity of the educational program	The validity period of the educational program accreditation certificate is until July 1, 2027.
Internet address of the permanent placement of the description of the educational program	https://ieu.edu.ua/navchannia/osvitni-prohramy
2. The purpose of the educational program	
To provide high-quality, affordable contemporary education in management and business administration due to knowledge and experience of the academic staff, as well as scientific and educational technologies. Objectives of EPP: to train highly qualified, creative and promising managers able to take part in scientific research, create state-of-the-art management techniques, manage activities of business entities of different size and legal status, taking into account their innovativeness and compliance with the commercial market demand.	
3. Characteristics of the educational program	
Subject area (field of knowledge, specialty)	Knowledge area: 07 "Management and administration". Specialty: 073 "Management". The training program consists of theoretical component – 60 ECTS credits (66.7%), including compulsory disciplines - 36.0 ECTS credits (40.0%), discipline of the student's free choice - 24.0 ECTS credits (26.7%); practical component – 14 ECTS credits (15.6%); final certification – 16 ECTS credits (17.7%).

<p>Orientation of the educational program</p>	<p>The educational and professional program is based on acquiring advanced knowledge of management, theory of adaptive management, which implies a particular employment and the possibility of further education and career development: obtaining the degree of Doctor of Philosophy (PhD) in scientific programs. It provides advanced knowledge of theoretical and methodical regulations, organizational and practical tools for managing all sectors of economic entities of different scales, legal forms and types of activity.</p>
<p>Key focus of the educational program</p>	<p>Specialized education in the subject area of management and business administration.</p> <ul style="list-style-type: none"> • Object(s) of study - management of organizations and their divisions under uncertainty of conditions and requirements. • Training goals - training of specialists capable of identifying and solving complex specialized tasks and practical problems in the field of organization management on the basis of mastering the competence system. • Theoretical content of the subject area - innovative concepts and management systems; functions, methods, technologies of management of organizations and their divisions; methodology of scientific research. • Methods, techniques, technologies and tools - general scientific and specific research methods; methods and tools of scientific research in the field of management; management methods, technologies and tools (strategic management, change management, project management, knowledge management, corporate management, etc.); information and communication technologies for managing organizations and their divisions. • Tools and equipment: modern information and communication equipment, information systems and software products used in management. • The focus of the program is general education in the field of management and business administration. The structure of the program forms a complex of knowledge, abilities and skills in the field of ensuring effective management of a modern organization. The educational program is aimed at forming managers (managers) of enterprises, institutions, organizations and their divisions; highly qualified specialists capable of integrating knowledge and solving complex problems in broad aspects; specialists capable of solving problems in new or unfamiliar environments in the presence of incomplete or limited information, taking into account social and ethical responsibility. • Keywords: management, business administration, organization.
<p>Program features</p>	<p>Deep learning of the organization management system, taking into account current trends in Ukraine's economic integration into the international economic space, acquisition of practical skills in business administration, development of business strategies,</p>

	<p>observance of corporate ethics, adoption of innovations, business leadership given the possibilities of integrating into the international economic space, establishment of cooperation with foreign partners, application of specialized information technologies.</p> <p>Concluded cooperation agreements between the university and institutions and enterprises, allowing students to explore mechanisms of making efficient decisions and carrying out research based on relevant data.</p> <p>Obligatory participation in academic mobility programs using international exchange programs.</p> <p>Student-centered learning.</p> <p>Language of instruction: Ukrainian and English.</p>
4. Graduates' suitability for employment and further education	
Suitability for employment	<p>The master of management and business administration (according to the classification of professions DK 003:2010) can hold positions corresponding to section 1 "Legislators, senior civil servants, leaders, managers (managers)":</p> <p>12. Heads of enterprises, institutions and organizations;</p> <p>13. Managers of small enterprises without a management apparatus;</p> <p>14. Managers (managers) of enterprises, institutions, organizations and their divisions.</p> <p>Among them are the following: manager (manager) for administrative activities; HR manager; regional development manager; supply manager; the head of the government body of state administration; head of the enterprise (institution, organization); head of the division of a legal entity engaged in asset management activities; the head of the structural division is the chief specialist.</p> <p>The graduate is suitable for employment at enterprises, organizations and institutions operating within all major types of economic activity (mining and processing industry, construction, agriculture, financial activity, others).</p>
Academic rights of graduates	<p>They 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 system of postgraduate education, acquisition of partial qualifications in other specialties in the system of higher education.</p>
5. Teaching and assessment	
Teaching and learning	<p>Forms of education: full-time, part-time.</p> <p>Teaching methods: conducting lectures, practical classes, trainings, educational discussions and master classes, performing independent work; individual research and analytical activity of students regarding the performance of presentations, essays, test, calculation-analytical and situational tasks; conducting seminars, consultations with teachers; scientific conferences, industrial and pre-diploma practice, writing a Master's thesis, its presentation and discussion during pre-defenses with the participation of teachers and classmates.</p> <p>Learning technologies: problem-oriented, practical, project-based, independent learning.</p> <p>Approaches used in the learning process - teaching and learning</p>

	<p>according to the program is based on the application of student-centered, competency-based, methodological approaches to learning.</p> <p>https://ieu.edu.ua/pro-mieu/publiczna-informatsiia</p>
Assessment	<p>Evaluation is one of the final stages of the student's educational activity and determination of the results of successful studies.</p> <p>Students' performance is assessed according to the European Credit Transfer and Accumulation System for the Organization of the Educational Process (ECTC).</p> <p>Assessment is current and final. The current assessment includes assessment of practical classes and the results of the student's independent work, and the final assessment includes exams, tests, writing reports on practice, performance of a qualifying master's thesis, etc.</p> <p>https://ieu.edu.ua/pro-mieu/publiczna-informatsiia</p>
6. Program competencies	
Integral competence (IC)	Ability to solve complicated tasks and problems in the management sector or during study, which implies carrying out of research and/or application of innovations and is characterized by uncertainty of conditions and requirements.
General competences (GC)	<p>GC 1. Ability to conduct research at the proper level;</p> <p>GC 2. Ability to communicate with representatives of other professional groups of different levels (with experts from other industries/economic activities);</p> <p>GC 3. Skills in applying information and communication technologies;</p> <p>GC 4. Ability to motivate people and move towards the common goal;</p> <p>GC 5. Ability to act based on ethical considerations (motives).</p> <p>GC 6. Ability to generate new ideas (creativity).</p> <p>GC 7. Ability to abstract thinking, analysis and synthesis.</p>
General competences (GC), defined by the Higher Education Institution	<p>GC 8. Ability to communicate in a foreign language, work in the international context, use information and communication technologies in business administration.</p> <p>GC 9. Ability to plan and control time in management.</p> <p>GC 10. Acquisition of flexible thinking skills;</p> <p>GC 11. Skills in applying knowledge of law and information technologies to make efficient managerial decisions.</p>
Specialized (professional, subject) competencies (SC)	<p>SC 1. Ability to choose and apply concepts, methods and tools of management, particularly in accordance with defined goals and international standards;</p> <p>SC 2. Ability to set values, vision, mission, goals and criteria that allow an organization to define further advancement areas, develop and implement appropriate strategies and plans;</p> <p>SC 3. Ability to self-advancement, lifelong learning and self-management;</p> <p>SC 4. Ability to efficiently use and develop corporate resources;</p> <p>SC 5. Ability to create and arrange efficient communications as part of management;</p> <p>SC 6. Ability to develop leadership qualities and show them while</p>

	<p>managing people; SC 7. Ability to develop and manage projects, show initiative and entrepreneurial spirit; SC 8. Ability to use psychological technologies of HR management; SC 9. Ability to analyze and structure organizational issues, make efficient managerial decisions and ensure their implementation; SC 10. Ability to run and develop an organization.</p>
<p>Special (professional) competences (SC), defined by the Higher Education Institution</p>	<p>SC 11. Ability to ground the set of administrative and managerial decisions about the foundation, development and efficient functioning of the enterprise as an integral system; SC 12. Ability to define the necessity to create and use the organization potential in general and due to its components; SC 13. Ability to find out and use methods and models of anti-crisis management: to distinguish, describe and analyze; SC 14. Ability to apply proper management tools, including international ones, in order to improve core business processes using advanced technologies.</p>
<p>7. Program learning outcomes</p>	
<p>Program Learning Outcomes (PLO)</p>	<p>PLO 1. To critically comprehend, choose and apply proper scientific, methodical, analytical and legal tools for management in unpredictable conditions; PLO 2. To identify corporate challenges and ground methods of their solution; PLO 3. To design efficient systems of corporate management; PLO 4. To ground and manage projects, generate entrepreneurial ideas; PLO 5. To plan organization activities in the strategic and tactical context; PLO 6. To have skills in making, grounding and implementing managerial decisions in unpredictable conditions, taking into account the current legislation, ethical considerations and social responsibility; PLO 7. To arrange and conduct efficient communication in the team, with representatives of different professional groups, and in the international context; PLO 8. To apply specialized software and information systems to solve corporate management tasks; PLO 9. To be able to talk in state and foreign languages in professional and scientific environments; PLO 10. To show leadership skills and abilities to work in a team, interact with people, affect their behavior for solving professional tasks; PLO 11. To ensure personal professional development and planning of your own time; PLO 12. To be able to delegate powers and management of the organization (subsidiary); PLO 13. To be able to plan and conduct information, methodical, material, financial and staff support of the organization (subsidiary).</p>
<p>Program learning outcomes determined by the Higher Education</p>	<p>PLO 14. To be able to carry out research activities and reason your viewpoint. PLO 15. To ground and apply investment tools in management</p>

Institution	<p>activities;</p> <p>PLO 16. To be able to run businesses in the unstable competitive business environment.</p> <p>PLO 17. To be able to detect and investigate components of corporate financial security, ensure and keep its high level.</p>
8. Resource support for program implementation	
Staff support	<p>All scientific and pedagogical workers, who are involved in the implementation of the educational component of the educational program, have a confirmed level of scientific and professional activity, are mainly full-time employees of the International European University, and the level of their activity is certified by the performance of at least four types and results from those listed in clause 38 of the Licensing Conditions of Proceedings educational activities, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 30.12.2015 No. 1187 (as amended by the Resolution of the Cabinet of Ministers of Ukraine dated 24.03.2021 No. 365).</p>
Material and technical support	<p>The training facilities allows organizing and holding classes in all academic disciplines at the proper scientific and methodical level (https://ieu.edu.ua/pro-mieu/publiczna-informatsiia):</p> <ul style="list-style-type: none"> • training buildings; • dormitories; • specialized classrooms; • specialized laboratories; • computer classes; • catering facilities; • wireless Internet access points; • multimedia equipment; • gym, sports grounds. <p>The educational base allows you to organize and conduct classes in all academic disciplines at the appropriate scientific and methodological level. Information systems and software products used in management are used for conducting practical classes, namely TeamLab., Open Workbench, GanttProject, dotProject, OneNote, EverNote, Nirvana, MS Sway, Libre office.Impress, FreeMind, Mind42, ViSta, MacANOVA, Matrixer, Microsoft to do.</p>
Informational and educational and methodological support	<ul style="list-style-type: none"> • official website of IEU: https://ieu.edu.ua; • wireless Internet access points; • unlimited access to the Internet; • scientific library, reading rooms; • Moodle virtual learning environment; • corporate mail; • university repository; • educational and work plans; • schedules of the educational process; • educational and methodological complexes of disciplines; • training and work programs of disciplines; • didactic materials for independent and individual work of students in disciplines;

	<ul style="list-style-type: none"> • practice programs; • methodical instructions for the performance of qualification (diploma) work; • criteria for evaluating the level of training. <p>The official website https://ie.u.edu.ua/ contains information about educational programs, educational, scientific and educational activities, structural divisions, admission rules, contacts.</p> <p>All teaching and methodical materials are available for students in the reading room of the scientific library.</p> <p>The reading room has computers and wireless Internet access. All library resources are available on the university website https://ie.u.edu.ua/login/library.html.</p>
9. Academic mobility	
National credit mobility	Recognition of learning outcomes at other education institutions as part of academic mobility according to agreements of International European University https://ie.u.edu.ua/pro-mieu/publicna-informatsiia)
International credit mobility	Cooperation with Swiss Montreux Business School (SMBS) based on the Agreement on affiliated collaboration https://business.ie.u.edu.ua/?view=article&id=94:dogov-r-pro-sp-vrob-tnitstvo-z-shvejtsars-koyu-b-znes-shkoloyu&catid=8
Education of foreign students of higher education	The education of foreign students is carried out in accordance with the requirements of the law and the rules of admission to the International European University: https://ie.u.edu.ua/mizhnarodna-diialnist/pravyla-pryiomu-navchannia-ta-prozhyvannia-inozemnykh-studentiv

2. LIST OF EDUCATIONAL PROGRAM COMPONENTS AND THEIR LOGICAL SEQUENCE

2.1 List of EPP components*,**

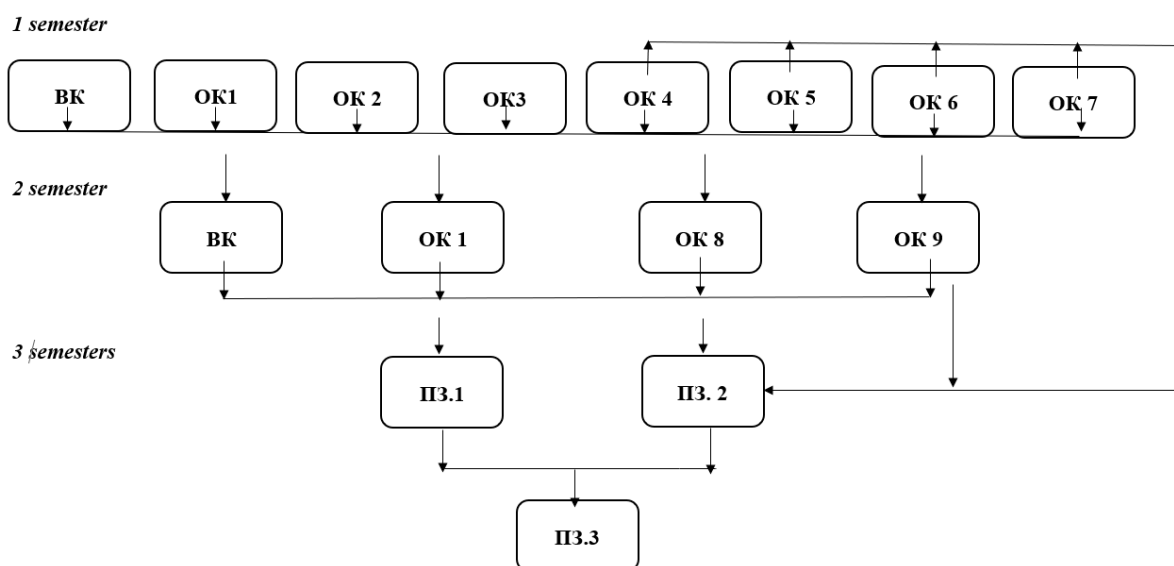
Discipline code	Components of the educational program (academic disciplines, practical training)	Amount of credits	Form of final control
1	2	3	4
1. Obligatory components of the educational and professional program			
1.1. General training course			
OC 1.	Foreign Language (Professional)	6.0	Test, exam
OC 2.	Ethics and Psychology of Business Relations	3.0	Test
OC 3.	Methods and Organization of Scientific Research	4.0	Test
OC 4.	IT in Enterprise Management	3.0	Test
Total for the general training course		16.0	
1.2. Professional and practical training course			
OC 5.	Administrative Management	4.0	Exam

OC 6.	Strategic Management	4.0	Exam
OC 7.	International Management	4.0	Exam
OC 8.	Financial Management	4.0	Exam
OC 9.	Business Administration in the Context of Transformations and Changes	4.0	Test
Total for professional and practical training course		20.0	
1.3. Practical training and final assessment			
PT 1.	On-the-job Practical Training	6.0	Test
PT 2.	Pre-graduation Practical Training	8.0	Test
PT 3.	Execution of Master's Thesis	16.0	Defense
Total for practical training and final assessment		30.0	
Total amount of obligatory components		66.0	
2. Elective components of the educational and professional program			
EC	Elective components	24.0	
Total capacity of the educational and professional program		90.0	

* The student of higher education makes his choice in accordance with the regulations https://ieu.edu.ua/docs/0651_210323181709_001.pdf

** The choice is made from the catalog of elective disciplines <https://ieu.edu.ua/navchannia/vib-rkov-d-stsipl-ni/nni-yevropeiska-shkola-biznesu/selective-073-master>

2.2. Structural and logical scheme of the educational program



3. CERTIFICATE FORM OF HIGHER EDUCATION ACQUIRES

Forms of attestation of higher education applicants	Attestation of graduates of the educational and professional program "Management and Business Administration", field of knowledge 07 Management and administration, specialty 073 Management is carried out in the form of public defense of a qualifying master's thesis.
Requirements for qualifying work (if available)	Qualification work should involve solving a complex specialized task or practical problem in the field of management,

	<p>characterized by complexity and uncertainty of conditions, with the application of theories and methods of economic science. The qualification work should not contain academic plagiarism, falsification, fabrication.</p> <p>The qualification work must be published on the official website of the International European University or its subdivision - NNI "European Business School", or in the repository of the International European University.</p> <p>https://ie.u.edu.ua/pro-mieu/publicchna-informatsiia</p>
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4. INTERNAL QUALITY ASSURANCE SYSTEM OF HIGHER EDUCATION

The International European University (IEU) operates a system of internal education quality assurance (IQA), which provides for the implementation of the following procedures and measures:

- determination of the principles and procedures for ensuring the quality of higher education;
- implementation of monitoring and periodic review of educational programs;
- annual evaluation of higher education applicants, scientific and pedagogical workers and pedagogical workers of the university and regular publication of the results of such evaluations on the official website of IEU, on information stands and in any other way;
- provision of advanced training of pedagogical, scientific and scientific-pedagogical workers;
- ensuring the availability of the necessary resources for the organization of the educational process, including independent work of students of higher education, according to each educational program;
- ensuring the availability of information systems for effective management of the educational process;
- ensuring publicity of information about educational programs, degrees of higher education and qualifications;
- ensuring compliance with academic integrity by university employees and students of higher education, including creating and ensuring the functioning of an effective system for preventing and detecting academic plagiarism;
- other procedures and measures.

The internal system of quality assurance of education at the university's submission is evaluated by the National Agency for Quality Assurance of Higher Education (NAQA) or independent higher education assessment and quality assurance institutions accredited by it for its compliance with the requirements for the system of quality assurance of higher education approved by NAQA and international standards and recommendations on ensuring the quality of higher education.