

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
STATE UNIVERSITY OF ECONOMICS AND TECHNOLOGY



ДЕРЖАВНИЙ  
УНІВЕРСИТЕТ  
ЕКОНОМІКИ  
і ТЕХНОЛОГІЙ

**EDUCATIONAL AND PROFESSIONAL PROGRAM**  
training of higher education applicants  
at the second (master's) level of higher education

**"MASTER OF BUSINESS ADMINISTRATION" (MBA)**

specialty	073 Management
areas of expertise	07 Management and administration
Qualifications	master of management

**APPROVED**

The Academic Council of the State University of  
Economics and Technology  
May 30, 2024 (Protocol No. 14)

Chairman of the Academic Council of the State  
University  
economy and technology

Andriy SHAYKAN



**LETTER OF APPROVAL**  
**educational and professional program**

**FIELD OF EXPERTISE** 07 Management and administration  
**LEVEL OF HIGHER EDUCATION** second (master's) level of higher education  
**SPECIALTY.** 073 Management  
**QUALIFICATIONS** master of management

**RECOMMENDED**

Department of Business Management, State University of Economics and Technology  
Protocol No. 17 of May 22, 2024.

Acting Head of the Department



\_\_\_\_\_ Hanna ANDRUSHCHENKO

**APPROVED**

The Academic Council of the Educational and Research Institute of Economics and Business  
Education of the State University of Economics and Technology  
Protocol No. 10 of May 23, 2024.

Chairman of the Academic Council



\_\_\_\_\_ Oleh PODKOPAEV

**APPROVED**

Scientific and Methodological Council of the State University of Economics and Technology  
Protocol No. 11 of May 27, 2024.

Chairman of the Scientific and Methodological Council

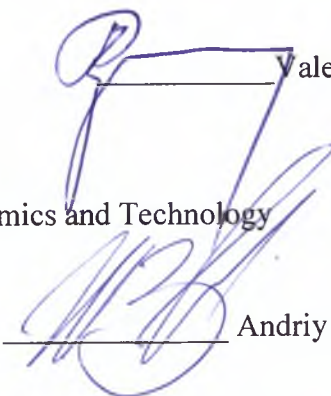


\_\_\_\_\_ Valentyn ORLOV

**APPROVED**

The Academic Council of the State University of Economics and Technology  
Protocol No. 14 of May 30, 2024.

Chairman of the Academic Council



\_\_\_\_\_ Andriy SHAYKAN

**APPROVED AND PUT INTO EFFECT**

Order of the Acting Rector of the State University of Economics and Technology

No.97 of May 30, 2024.

## INTRODUCTION

The educational and professional program is a regulatory document that regulates the normative, competence, qualification, organizational, educational and methodological requirements for the training of higher education applicants at the second (master's) level in the field of knowledge 07 Management and Administration, specialty 073 Management, developed on the basis of the Standard of Higher Education in the specialty 073 Management of the second (master's) level of higher education №959 of 10.07.2019.

The educational and professional program is based on a competency-based approach to the training of higher education applicants at the second (master's) level in the field of knowledge 07 Management and Administration, specialty 073 Management.

**The educational and professional program for masters was developed by a project team consisting of:**

1. Hanna Kucherova - Doctor of Economics, Professor, Professor of the Department of Business Management, Project Team Leader.
2. Hanna Andrushchenko - Doctor of Sociology, Professor, Acting Head of the Department of Business Management, member of the project team.
3. Tetiana Petrishyna - PhD in Economics, Associate Professor, Associate Professor of Business Management, member of the project team.
4. Viktoriia Soloviova - PhD in Economics, Associate Professor, Associate Professor of Economics and Digital Business, member of the project team.

### **Reviews are feedback from stakeholders:**

1. Zachosova Nataliia Volodymyrivna - Doctor of Economics, Professor, Professor of the Department of Management and Civil Service, Bohdan Khmelnytsky National University
2. Suprunenko Svitlana Anatoliivna - PhD in Economics, Associate Professor, Associate Professor of the Department of Management and Public Administration of the State Tax University, member of the NGO Association for the Development of Management and Business Education.
3. Iluta Arbidane - Doctor of Economics, Professor, Dean of the Faculty of Economics and Management, Rezekne Academy of Technology, Latvia.
4. Kuznetsova Inna Oleksiivna - Doctor of Economics, Professor, Head of the Department of Organization Management at Odesa National Economic University.
5. Olha Lozova, Director of the Department of Education and Science of the Dnipro Regional State Administration.
6. Volodymyr Antonenko - Program Manager of the Corporate Business Department of JSC Ukreximbank.
7. Taras Yurchenko is a project manager at the NGO "Association of Responsible Citizens".
8. Oksana Anatoliyivna Zolotar - Deputy Director of the Central Regional Department of the Bank.
9. Pozniakova Olena - Master's degree student in the specialty 073 "Management" at the Duet.
10. Bohdana Hloba - Bachelor's degree student majoring in 073 "Management", DUET.

The procedure for the development, examination, approval and amendment of the educational and professional program is regulated by the Regulations on Educational Programs of the State University of Economics and Technology, enacted by the order of the Acting Rector of the University dated 25.05.2023 No. 83.

The educational and professional program of training of higher education applicants at the second (master's) level of specialty 073 Management may not be fully or partially reproduced, replicated and distributed without the permission of the State University of Economics and Technology.

### 1. Profile of the educational and professional program of specialty 073 Management

<b>1 - General information</b>	
<b>Full name of the higher education institution and structural unit</b>	State University of Economics and Technology Educational and Research Institute of Economics and Business Education Department of Business Management
<b>Level of higher education and title in the original language</b>	Level of higher education: Master's degree Educational qualification: Master of Management
<b>Official name of the educational and professional program</b>	Master of Business Administration (MBA)
<b>Diploma type and program scope</b>	Diploma type: master's degree, single. Scope of the educational and professional program: 90 ECTS credits. Duration of study 1 year 4 months (full-time)
<b>Availability of accreditation</b>	Accreditation Commission of Ukraine Certificate of accreditation of the specialty UD № 04009947, valid until July 01, 2025.
<b>Cycle/level</b>	Second (master's) level of higher education, HRQ of Ukraine - level 7, QF-EHEA - second cycle, EQF-LLL - level 7
<b>Background</b>	The person must have a bachelor's, specialist's or master's degree. No restrictions on access to education. Admission conditions are determined by the Rules of Admission to the State University of Economics and Technology
<b>Language(s) of instruction</b>	Ukrainian language, English language
<b>Duration of the educational program</b>	Until the next accreditation
<b>Internet address of the description of the educational and professional program</b>	<a href="https://www.duet.edu.ua/ua">https://www.duet.edu.ua/ua</a>
<b>2 - Objective of the educational and professional program</b>	
Training of highly qualified specialists in the field of management and business administration who have and are able to apply modern methods and tools of analysis to solve management problems and modern development problems, make data-driven business decisions aimed at the effective functioning of industrial enterprises on the basis of integration of education, science, and business in a transformational environment characterized by complexity and uncertainty of conditions and dynamic challenges of the business environment.	
<b>3 - Characteristics of the educational and professional program</b>	
<b>Subject area (field of knowledge, specialty)</b>	07 Management and administration 073 Management <i>Object of study:</i> management of organizations and their divisions. <i>Learning objectives:</i> training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process that involve research and/or innovation and are characterized by uncertainty in a rapidly

	<p>changing environment.</p> <p><b>Theoretical content of the subject area:</b></p> <ul style="list-style-type: none"> <li>- paradigms, laws, patterns,</li> <li>- principles, historical background of management development;</li> <li>- concepts of systemic, situational, adaptive, anti-sympathetic, anti-crisis, innovative, project management, etc;</li> <li>- functions, methods, technologies and management decisions in management.</li> </ul> <p><b>Methods, techniques and technologies:</b></p> <ul style="list-style-type: none"> <li>- general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc;)</li> <li>- methods of implementing management functions (methods of marketing research; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures);</li> <li>- methods of motivation; methods of control; methods of assessing social, organizational and economic efficiency in management, etc;)</li> <li>- management methods (administrative, economic, social and psychological, technological);</li> <li>- technologies for substantiating management decisions (economic analysis, simulation modeling, decision tree, etc.).</li> </ul> <p><b>Tools and equipment:</b> modern information and communication equipment, information systems and software products used in management.</p>
<p><b>Orientation of the educational and professional program</b></p>	<p>Educational and professional program</p>
<p><b>Main focus of the educational and professional program and specialization</b></p>	<p>In the context of Ukraine's reconstruction and recovery, the educational and professional program is aimed at developing an effective manager capable of implementing European practices. The program focuses on training specialists to analyze the operating environment of companies and develop strategies against the backdrop of mega trends in a rapidly changing world.</p> <p><b>Keywords:</b> management, administration, business processes, project management, data analytics, data visualization, ERP (Enterprise Resource Planning) systems.</p>
<p><b>Features of the program</b></p>	<p>Combining strategy with key issues of sustainable development, people management, and entrepreneurship, the educational and professional program provides students with information on making strategic business decisions based on data.</p> <p>The educational program is developed by representatives of the Department of Business Management and the Department of Economics and Digital Business.</p> <p>The program has a practical focus on managing the development of industrial enterprises, which is an important component of sustainable economic growth in the region and Ukraine.</p> <p>The program provides for the educational components to be staffed by strong personnel with practical management experience.</p> <p>The program opens up opportunities to coordinate the functions of managing business processes, finances, and personnel to achieve</p>

	<p>business goals, and to use innovative management tools of modern developments in the field of information and communication technologies.</p> <p>The educational and professional program combines modern methods, approaches to management and administration with the modern use of digital business technologies in making effective management decisions. The program is focused on the application of practical SC ills.</p> <p>As students begin their studies, they choose disciplines according to their professional interests.</p>
<b>4 - Suitability of graduates for employment and further education</b>	
<b>Suitability for employment</b>	<p>Graduates of the program can hold positions according to the Classification of Occupations - 2024 DK 003:2010:</p> <p>1210.1 - Head (director, chief, rector, president, etc.) of enterprises, institutions and organizations</p> <p>1229 - Head of a service, secretariat, structural unit, Head of a structural unit - chief specialist, case manager (social sphere, information protection)</p> <p>1238 - Head of an institution (structural unit) for intellectual property, standardization, certification and quality Project and program managers</p> <p>1231, 14 - Manager (administrator) of enterprises, institutions, organizations and their subdivisions</p> <p>2310.2 - teacher of a higher education institution</p> <p>and others, which are defined by the National Classifier of Ukraine "Classifier of professions-2024 DK 003: 2010".</p>
<b>Further training</b>	<p>Further study at the third (educational and scientific) level of higher education. Acquisition of additional qualifications in the postgraduate education system.</p>
<b>5 - Teaching and assessment</b>	
<b>Teaching and learning</b>	<p>The educational process is based on student-centered learning, academic freedom and integrity, scholarship, innovation, and creativity.</p> <p>The modern approach to teaching disciplines in the program is based on the principles of modular structure, involvement of practitioners in the development and teaching of individual topics.</p> <p>Elective components - will allow the applicant to strengthen competencies to support their personal and professional development.</p>
<b>Evaluation</b>	<p>The knowledge assessment system includes current and final control.</p> <p>Ongoing control is carried out through evaluation:</p> <ul style="list-style-type: none"> <li>- the applicant's achievements in contact classes,</li> <li>- the results of the performance and defense of independent work taSC s,</li> <li>- the results of individual taSC s.</li> </ul> <p>Final control is the final assessment of the learning outcomes of higher education students in the form of an exam or test.</p> <p>The monitoring of the progress of higher education students is carried out using a 100-point grading system with mandatory conversion of grades to the national and ECTS scales.</p> <p>Certification of higher education students is carried out in the form</p>

	of a public defense of a qualifying master's thesis.
<b>6 - Program competencies</b>	
<b>Integral competence (IC)</b>	Ability to solve complex tasks and problems in the field of management or in the learning process that involve research and/or innovation under uncertain conditions and requirements.
<b>General competencies (GC)</b>	<p><b>GC1.</b> Ability to conduct research at the appropriate level.</p> <p><b>GC2.</b> 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><b>GC3.</b> Skills in the use of information and communication technologies.</p> <p><b>GC4.</b> Ability to motivate people and move towards a common goal.</p> <p><b>GC5.</b> Ability to act on the basis of ethical considerations (motives).</p> <p><b>GC6.</b> Ability to generate new ideas (creativity).</p> <p><b>GC7.</b> Ability to think abstractly, analyze and synthesize.</p>
<b>Special (professional, subject) competencies (SC)</b>	<p><b>SC1.</b> Ability to select and use management concepts, methods and tools, including in accordance with the defined goals and international standards.</p> <p><b>SC2.</b> Ability to establish values, vision, mission, goals and criteria by which the organization determines further development directions, develop and implement appropriate strategies and plans.</p> <p><b>SC3.</b> Ability to self-development, lifelong learning and effective self-management.</p> <p><b>SC4.</b> Ability to effectively use and develop the organization's resources.</p> <p><b>SC5.</b> Ability to create and organize effective communications in the management process.</p> <p><b>SC6.</b> Ability to develop leadership skills and demonstrate them in the process of managing people.</p> <p><b>SC7.</b> Ability to develop and manage projects, show initiative and entrepreneurship.</p> <p><b>SC8.</b> Ability to use psychological technologies of work with personnel.</p> <p><b>SC9.</b> Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.</p> <p><b>SC10.</b> Ability to manage the organization and its development.</p> <p><b>SC11.</b> Ability to formulate own program of professional self-development.</p> <p><b>SC12.</b> Ability to justify business tactics based on the results of data analytics.</p>
<b>7 - Program learning outcomes</b>	
<b>Program learning outcomes (PLOs)</b>	<p><b>PLO1.</b> Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions</p> <p><b>ELO2.</b> Identify problems in the organization and justify methods of their solution</p> <p><b>PLO3.</b> Design effective management systems for organizations</p> <p><b>PLO4.</b> Justify and manage projects, generate entrepreneurial ideas</p> <p><b>PLO5.</b> Plan the organization's activities in strategic and tactical terms</p> <p><b>PLO6.</b> Have the skills to make, justify and ensure the</p>

	<p>implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility</p> <p><b>PLO7.</b> Organize and carry out effective communications within the team, with representatives of different professional groups and in the international context</p> <p><b>PLO8.</b> Apply specialized software and information systems to solve organizational management problems</p> <p><b>PLO 9.</b> Be able to communicate in professional and scientific circles in the state and foreign languages</p> <p><b>PLO 10.</b> Demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior to solve professional problems</p> <p><b>PLO11.</b> Ensure personal professional development and time management</p> <p><b>PLO12.</b> Be able to delegate authority and management of the organization (unit)</p> <p><b>PLO 13.</b> Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit)</p> <p><b>PO14.</b> Be able to form a strategic vision of business processes.</p> <p><b>PO15.</b> Be able to manage (justify) changes in business processes.</p>
<b>8 - Resource support for the program implementation</b>	
<b>Staffing of the company</b>	<p>The staffing of this educational and professional program involves the involvement of scientific and pedagogical staff of the State University of Economics and Technology who have a proven level of scientific and professional qualifications and meet the requirements of the current legislation of Ukraine.</p> <p>Practitioners with management experience in leading Ukrainian companies will be involved in the teaching process, which will significantly strengthen the methodological and practical component of the educational process.</p> <p>According to the Law of Ukraine "On Higher Education", in order to improve their professional level, academic staff undergo internships at least once every five years and participate in professional trainings.</p>
<b>Logistical support</b>	<p>The peculiarities of the material and technical support of the educational and professional program are the availability of the necessary conditions for the provision of educational activities in accordance with the Licensing Conditions for the conduct of educational activities at the State University of Economics and Technology.</p> <p>The State University of Economics and Technology has a developed infrastructure, including academic buildings, multimedia classrooms, modern computer laboratories equipped with computers with licensed software from connection to the internal network, the Center for Creative Economy and Project Management, the Center for Physical Education, Sports and Health, the Center for Psychological Assistance and Social Adaptation, the library, and dormitories. The State University of Economics and Technology has created safe conditions for higher education students.</p>



<p><b>Information and educational support</b></p>	<p>The information support of the educational process provides the opportunity for students to use the module of active learning in an object-oriented environment (Moodle) and the availability of appropriate licensed, public computer programs for conducting practical and creative classes using SAP software. The State University of Economics and Technology is a member of the SAP University Alliances program, which provides access to SAP software, training materials and relevant support, preparing students to work in the SAP ecosystem.</p> <p><a href="https://www.sap.com/about/company/innovation/next-gen-innovation-platform/university-alliances.html">https://www.sap.com/about/company/innovation/next-gen-innovation-platform/university-alliances.html</a></p> <p>Educational and methodological support provides access to educational materials posted on the university's internal networks and distance learning platform for higher education students.</p>
<p><b>9 - Academic mobility</b></p>	
<p><b>National credit mobility</b></p>	<p>National credit mobility can be carried out in accordance with the requirements of the current legislation within the framework of the relevant agreements and memorandums of cooperation, as well as in accordance with the Regulations on the procedure for the implementation of the right to academic mobility of participants in the educational process at the State University of Economics and Technology, approved by the Order of the Rector dated 25.02.2021 No. 29 (as amended on 28.07.2022 No. 109).</p> <p>Partner universities are available for students to exercise their right to national mobility:</p> <p style="padding-left: 40px;">State Higher Educational Institution "Vadym Hetman Kyiv National University" (Memorandum of Cooperation No. 1 of 25.02.2021</p> <p style="padding-left: 40px;">- State Tax University, (Memorandum of Cooperation dated 03/22/2024)</p> <p><a href="https://dpu.edu.ua/">https://dpu.edu.ua/</a></p>
<p><b>International credit mobility</b></p>	<p>International credit mobility may be carried out in accordance with the current legislation of Ukraine and concluded agreements.</p> <p>The right of an applicant for an educational and professional program to academic mobility is confirmed by the Regulations on the Procedure for the Implementation of the Right to Academic Mobility of Participants in the Educational Process at the State University of Economics and Technology approved by the Order of the Rector dated 25.02.2021 No. 29 (as amended on 28.07.2022 No. 109), in particular:</p> <ul style="list-style-type: none"> <li>- study or do an internship at another higher education institution (research institution) in Ukraine or abroad;</li> <li>- to recognize the learning outcomes of individual academic mobility, subject to prior agreement on the mandatory conditions and procedure for transferring credits (educational components, other academic achievements);</li> <li>- to conclude an agreement on training (pedagogical practice) between the host higher education institution (research institution) and the State University of Economics and Technology;</li> <li>- to obtain an academic certificate for the purpose of enrollment in a mobility program, including international mobility.</li> </ul>

	<p>Partner universities are available for the realization of the right of international credit mobility by the student:</p> <ul style="list-style-type: none"> <li>- Jan Długosz University of Humanities and Sciences in Czestochowa (Poland) (cooperation agreement of 11.11.2021) <a href="http://bip.uid.edu.pl">http://bip.uid.edu.pl</a></li> <li>- Rēzekne Academy of Technology, Latvia, (cooperation agreement of 01.02.2021') <a href="https://rta.lv/">https://rta.lv/</a></li> <li>- Metropolitan University of Applied Sciences, Finland (Memorandum of Cooperation dated 12.05.2023) <a href="https://www.metropolia.fi/en">https://www.metropolia.fi/en</a></li> </ul>
<p><b>Training of foreign students for higher education</b></p>	<p>There is no training for foreign students.</p>

## 2. List of components of the educational and professional program and their logical sequence

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

<b>1. Mandatory components of the OP</b>			
EC 1	Business process management	6	Examination
EC 2	Leading yourself, teams and organizations	6	Examination
EC 3	Project management	6	Examination
EC 4	Data analytics for managers	6	Examination
EC 5	Support for business processes of ERP systems	6	Examination
<b>2. Components of practical training</b>			
EC 6	Practice	18	-
EC 7	Qualifying master's thesis	12	Protection
<b>The total amount of mandatory components:</b>		<b>60</b>	
<b>3. Selected components of the OP</b>			
The applicant chooses five educational components in the second semester from the Database of selective components approved by the Academic Council of the University			
SC 1	At the choice of the applicant	6	Credit
SC 2	At the choice of the applicant	6	Credit
SC 3	At the choice of the applicant	6	Credit
SC 4	At the choice of the applicant	6	Credit
SC 5	At the choice of the applicant	6	Credit
<b>Total volume of sample components:</b>		<b>30</b>	
<b>TOTAL VOLUME OF THE EDUCATIONAL PROGRAM</b>		<b>90</b>	

### 2.2. Structural and logical diagram of the educational and professional program

The educational and professional program is built with consideration of the main elements of training a management specialist, namely, communication, entrepreneurial and analytical components. These elements are present in both the general and professional training cycles and are built on the principle of logical development and interconnection between disciplines.

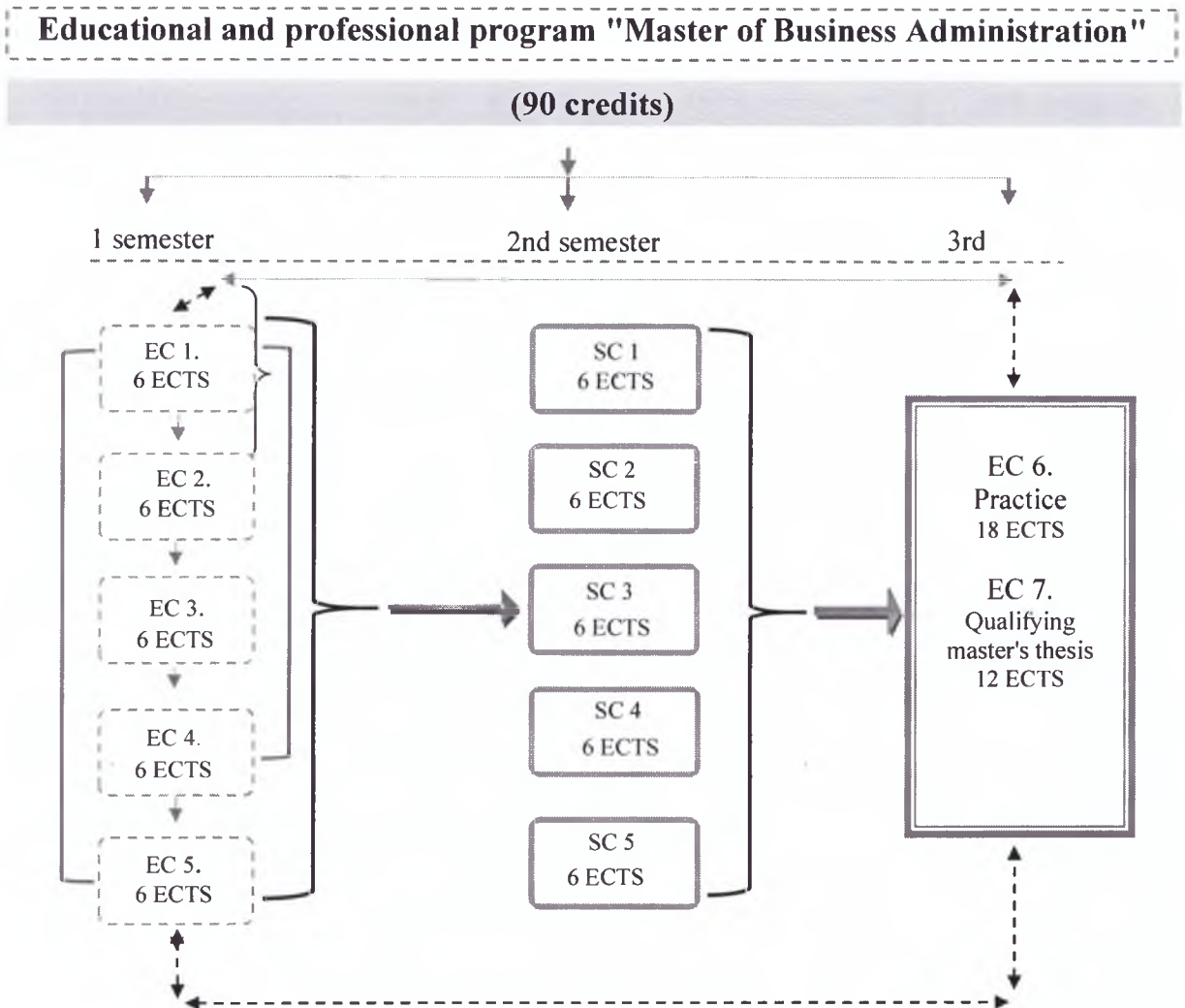
Communication training involves the ability to communicate with representatives of different professional groups and in an international context; to interact with people and influence their behavior. Entrepreneurial training involves justifying the choice of the most attractive areas of activity in various types of entrepreneurship; The analytical component of specialist training involves the ability to analyze data, business processes, identify their essential features and main characteristics, and conduct innovative activities in the enterprise.

The volume of the educational and professional program is 90 ECTS credits.

Structure of the educational and professional program	The amount of study load of a higher education student
-------------------------------------------------------	--------------------------------------------------------

	Hours/credits	%
1. Mandatory components of the EPP	900/30	33,4
2. Components of the practical training of the EPP	900/30	33,3
3. Selected components of the EPP	900/30	33,3
<b>Total</b>	<b>2700/90</b>	<b>100</b>

The structural and logical diagram of the educational and professional program "MASTER OF BUSINESS ADMINISTRATION" at the second (master's) level of higher education is shown in Fig. 1.



**Fig. 1 Structural and logical diagram of the educational and professional program "MASTER OF BUSINESS ADMINISTRATION" (MBA)**

### 3. Form of certification of higher education applicants

Certification of graduates of the educational and professional program "MASTER OF BUSINESS ADMINISTRATION" at the second (master's) level is carried out in the form of a public defense of a qualifying master's thesis.

Attestation is carried out by the Examination Commission for the Attestation of Higher Education Applicants, which may include representatives of employers and their associations. Attestation is carried out openly and publicly.

The procedure of public defense (demonstration) involves the publication of research results within the framework of a qualifying master's thesis at a meeting of the Examination Commission. It is mandatory to have a demonstration material with the use of multimedia and printed handouts.

The qualifying master's thesis must demonstrate the ability to solve complex taSC s and management problems in the activities of institutions and organizations, to determine the mechanisms of influence and interdependencies between the economic and managerial features that are analyzed and involve research and is characterized by uncertainty of conditions and requirements for the level of professionalism, adaptability and innovative approach to solving problems. This includes the ability to adapt to new conditions, efficiently use available resources, introduce new technologies and techniques into management practice, and demonstrate an innovative approach to solving complex managerial, economic and social problems.

The qualifying master's thesis is aimed at conducting research work by the applicant, conducting an independent search theoretical and experimental research, systematizing, consolidating and expanding the acquired knowledge. The work is performed using experimental or empirical data and must contain results with elements of scientific or applied novelty. In the qualification work, the mandatory taSC s are: conducting a theoretical study on the subject field of the problem selected for research, building an experimental research plan, determining the dependent and independent variables, justifying the feasibility of a diagnostic examination program, processing the data obtained, drawing up an interpretive analysis and building an effective impact program in accordance with the defined results, goals and objectives of the study.

The qualifying master's thesis must be checked for academic plagiarism. The procedure for checking for academic plagiarism is determined by the description of the requirements for a qualifying master's thesis and is regulated by the internal documents of the State University of Economics and Technology.

The certification ends with the issuance of a state-approved document on the award of a master's degree with the qualification: Master of Management.

**4. Matrix of correspondence of program competencies to the relevant components of the educational and professional program**

№ COMPONENTS	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC8	SC9	SC10	SC11	SC12
EC 1	+		+			+		+			+					+	+		+
EC 2		+		+		+				+		+	+		+		+	+	
EC 3	+	+	+	+		+		+	+			+	+	+	+			+	
EC 4	+		+		+	+	+		+		+		+			+			+
EC 5			+	+	+	+		+			+					+	+	+	
EC 6	+		+			+	+	+		+				+		+			+

**5. Matrix of providing program learning outcomes (PLOs) with relevant components educational and professional program**

№ COMPONENTS	PLO 1	PLO 2	PR3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	PLO 13	PLO 14	PLO 15
EC 1	+	+			+	+		+	+		+	+	+	+	+
EC 2						+	+		+	+	+	+	+		
EC 3	+	+	+	+		+	+		+	+	+	+			
EC 4	+		+		+			+							+
EC 5	+		+					+		+		+	+	+	
EC 6	+	+	+	+	+			+						+	+

Project team leader  
(guarantor of the educational program)


  
\_\_\_\_\_

Anna KUCHEROVA - Doctor of Economics, Professor, Professor of the Department of Business Management

Members of the project team

  
\_\_\_\_\_

Hanna Andrushchenko - Doctor of Sociology, Professor, Acting Head of the Department of Business Management

  
\_\_\_\_\_

Tetiana PETRISHINA, PhD in Economics, Associate Professor of Business Management

  
\_\_\_\_\_

Viktoriia SOLOVIOVA - PhD in Economics, Associate Professor, Associate Professor of Economics and Digital Business