HIGHER EDUCATION

UNIVERSITY OF ECONOMICS AND LAW "KROK"

EDUCATIONAL AND PROFESSIONAL PROGRAM

Second (master's) level of higher education

Project and Process Management

(full name of the educational and professional program)

HIGHER EDUCATION LEVEL	second
FIELD OF KNOWLEDGE	07 "Management and Administration"
SPECIALITY	073 "Management"

APPROVED

Academic Council of the University of Economics and Law "KROK"

Chairman of the Academic Council

_____ S.M. Laptiev

(Minutes No. 7)

From May 30, 2024

Kyiv – 2024

PREAMBLE

The educational and professional program "Project and Process Management" for the training of applicants for the second (master's) level of higher education – specialty 073 "Management" was developed in accordance with the requirements of the Laws of Ukraine "On Education" and "On Higher Education".

PREFACE

Developed by a working group consisting of:

1. Nataliia Litvin, Ph.D., Professor
2. Olena Danchenko, Doctor of Technical Sciences, Professor
3. Olga Karpova, Executive Director of KROK Business School, Master of Management and Administration
4. Oleksandr Kalinin, Doctor of Sciences (Economics), Head of the Department of Management and Innovative Development
5. Andriy Koreiba, Master of Economics, Postgraduate Student of the Department of Management Technologies
6. Oksana Sedashova, Ph.D., Associate Professor of KROK Business School

Reviews of external stakeholders:

1. Svitlana Nasyrova, Doctor of Philosophy, Director of Nasyrova Consulting

CONSIDERED:

1. The current standard of higher education in the specialty 073 "Management" for the second (master's) level of higher education (Order of the Ministry of Education and Science No. 959 of 10.07.2019)
2. Discussion of the results of internal self-analysis (minutes No. 5 of 27.02.2023), proposals from employers, graduates (minutes No. 4 of 20.02.2023) and students at teacher meetings (minutes No. 6 of 20.05.2023)

1. Profile of the educational and professional program "Project and Process Management" specialty 073 "Management"

1 - General information	
Higher education institution	Higher Educational Institution "University of Economics and Law "KROK" KROK Business School
Higher education level	Second (master's) level
Higher education degree	Master
Field of Knowledge	07 Management and administration
Speciality	073 Management
Form of study	Full-time, part-time
Educational qualification	Master of Science in Management
Qualifications in the diploma	Higher Education Degree – Master's Degree Specialty – 073 Management Educational program – **Project and Process Management**
Scope of the educational program	Educational and professional program 90 ECTS credits
Availability of accreditation	July 01, 2025
Program Cycle/Level	NQF of Ukraine – level 7 FQ-EHEA – second cycle, EQF-LLL – level 7
Prerequisites	Bachelor's, Specialist's, Master's degree
Language of instruction	Ukrainian, English
Internet address of permanent placement of the description of the educational program	https://bs.krok.edu.ua/en/master-of-science-in-project-and-process-management/
2 – Purpose of the educational program	
Formation of professional project-oriented thinking and development of integral competencies in project management of various scales, complexity, quality and duration among middle and senior managers of enterprises and organizations in various fields business and forms of ownership in the context of macroeconomic instability and global unpredictability	

3 - Characteristics of the educational program	
Subject area (field of knowledge, specialty, specialization (if any**)**	**07 "Management and Administration"** **073 "Management" Project and Process Management** *The object of study and activity is:* - management of enterprises and/or organizations and their subdivisions - Project management processes under conditions of uncertainty of the requirements of the external environment - principles and approaches of professional organizational activity in the field of design and improvement of management technologies for enterprises and/or organizations in the field of *Learning objectives:* - training of highly qualified project management professionals who have modern project-oriented thinking, special knowledge and "soft" skills capable of solving organizational and project tasks and problems of functioning of enterprises and organizations in the field of project management and processes of all forms of ownership *Theoretical content of the subject area:* - paradigms, laws, patterns, - principles, historical prerequisites for the development of management; - the values of project-oriented thinking, - principles of project management; - concepts of systemic, situational, adaptive, antisipative, anticrisis, innovation, project management, etc.; - functions, methods, technologies and management decisions in project management in the field of management; *Methods, techniques and technologies:* - general scientific and specific research methods (computational and analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance, etc.) in the field of project management; - methods of implementation of management functions (methods of marketing research, methods of economic diagnostics; methods of designing organizational structures of management; 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 managerial decisions (economic analysis, simulation modeling, decision tree, etc.); - methods, technologies and tools of project management; - Information and communication technologies of project management. *Tools and equipment:* - Modern Information Communications Equipment Information System and Software products, used in management and project management.
Orientation of the educational program	The orientation of the program is professional, applied
Main focus educational program	Development of integral competencies in the management of projects and processes of various scales, complexity, quality and duration in middle and senior managers of enterprises and organizations of various forms of ownership
Features of the program	Practice-oriented training
4 – Suitability of graduates for employment and further study	
Employability	A Master of the educational program "Project and Process Management" can hold positions in accordance with the professional titles of jobs according to the State Classifier of Professions: DK003-10: 1210.1 Heads of enterprises, institutions and organizations, 1229 - Heads of other main divisions; 1238 - Head of projects and programs in the field of tangible (intangible) production.
Aquademic rights of graduates	They have the right to continue their studies at the third (educational and scientific) level of higher education – Doctor of Philosophy, which corresponds to the eighth level of the NQF. Acquisition of additional qualifications in the system of postgraduate education.
5 – Teaching and Assessment	
Teaching and learning	Practice-oriented approach in the form of trainings, teamwork, individual presentations by students. The ratio of theory/practice/independent work is 30/40/30. Training is carried out by combining offline and online formats using the MOODLE Platform.
Evaluation	Presentations, tests, reports, practical work, project work, differentiated tests, exams. Final control – exams taking into account the accumulated points of the current control for

	rating system. Attestation is carried out in the form of public defense of the qualification master's thesis.
6 – Program competencies	
Integral competence	The ability of a person to solve complex tasks and problems in the field of management, professional project management activities, which involves conducting research and/or implementing innovations and is characterized by uncertainty of conditions and requirements.
General Competence (GC)	GC1. Ability to conduct research to establish relationships between phenomena and processes in projects; GC2. Ability to communicate with representatives of others professional groups of different levels (with experts from other fields of knowledge/types of economic activity); GC3. Skills in the use of information and communication technologies in project management; GC4. Ability to motivate people and move towards a common goal in project and process management; GC5. Ability to act in project management based on the principles of sustainable development; GC6. Ability to generate new ideas (creativity) in project and process management; GC7. Ability to abstract thinking, analysis, and synthesis in project management
Special (professional) competencies (SC)	SC1. Ability to choose and use concepts, methods and management tools in project management, including in accordance with defined goals and international standards; SC2. Ability to establish values, vision, mission, goals and criteria for project management, determine further directions for the development of enterprises and organizations of various forms of ownership of SK3. Ability to self-development, lifelong learning and effective self-management; SC4. Ability to use and develop effectively resources of enterprises and organizations of various forms of ownership; SC5. Ability to create and organize effective communication in the process of project and process management; SC6. Ability to form leadership qualities and demonstrate them in the process of managing project teams; SC7. Ability to develop projects, manage them, show initiative and entrepreneurship; SC8. Ability to use psychological technologies of working with personnel in the management of project teams SC9. Ability to analyze and structure problems into Process management projects, adopt effective management decisions and ensure their implementation

	SC10. Ability to manage the development of enterprises and organizations of various forms of ownership in conditions of macroeconomic instability and global unpredictability
7 – Program learning outcomes	
	PLO 1. To critically comprehend, select and use in project management the necessary scientific, methodological and analytical tools for management in unpredictable conditions; PLO 2. Identify problems in the organization and justify methods of solving them using project management; PLO 3. Design effective management systems for organizations; PLO 4. Justify and manage projects, generate entrepreneurial ideas; PLO 5. Plan the organization's activities in strategic and tactical contexts, applying project management; PLO 6. Have skills in making, justifying and ensuring the implementation of managerial decisions in unforeseen conditions, taking into account the requirements of the current legislation, ethical considerations and social responsibility in project and process management; PLO 7. Organize and implement effective communications within the team during the implementation of projects, with representatives of different professional groups and in the international context; PLO 8. Apply specialized software and information systems to solve management problems Organization; PLO 9. Be able to communicate in professional and scientific circles in state and foreign languages; PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems in project management; PLO 11. Be able to delegate authority and leadership of an organization (unit); PLO 12. Be able to plan project management and carry out informational, methodological, material, financial and personnel support of the organization (department) using project management tools.
8 – Resource support for the implementation of the program	

Staffing	Full-time employees of the university, leading teachers of academic scientific institutions, teachers-practitioners who meet the qualification requirements in accordance with the specialty are involved in teaching.

Logistics	Complies with the licensing conditions for educational activities: – educational multimedia classrooms; – computer laboratories; library, including reading room; – sports halls; – dining room; – dormitory; – medical center.
Informational and Educational and methodological support	Complies with the licensing conditions for conducting educational activities. To access the educational and methodological support of disciplines, the Moodle platform is used.
9 – Academic mobility	
National Credit Mobility	Under academic mobility programs within the framework of programs and/or agreements between the University of Economics and Law "KROK" and higher education institutions of Ukraine.
International credit mobility	Under academic mobility programs within the framework of programs and/or agreements between the University of Economics and Law "KROK" and foreign higher education institutions.

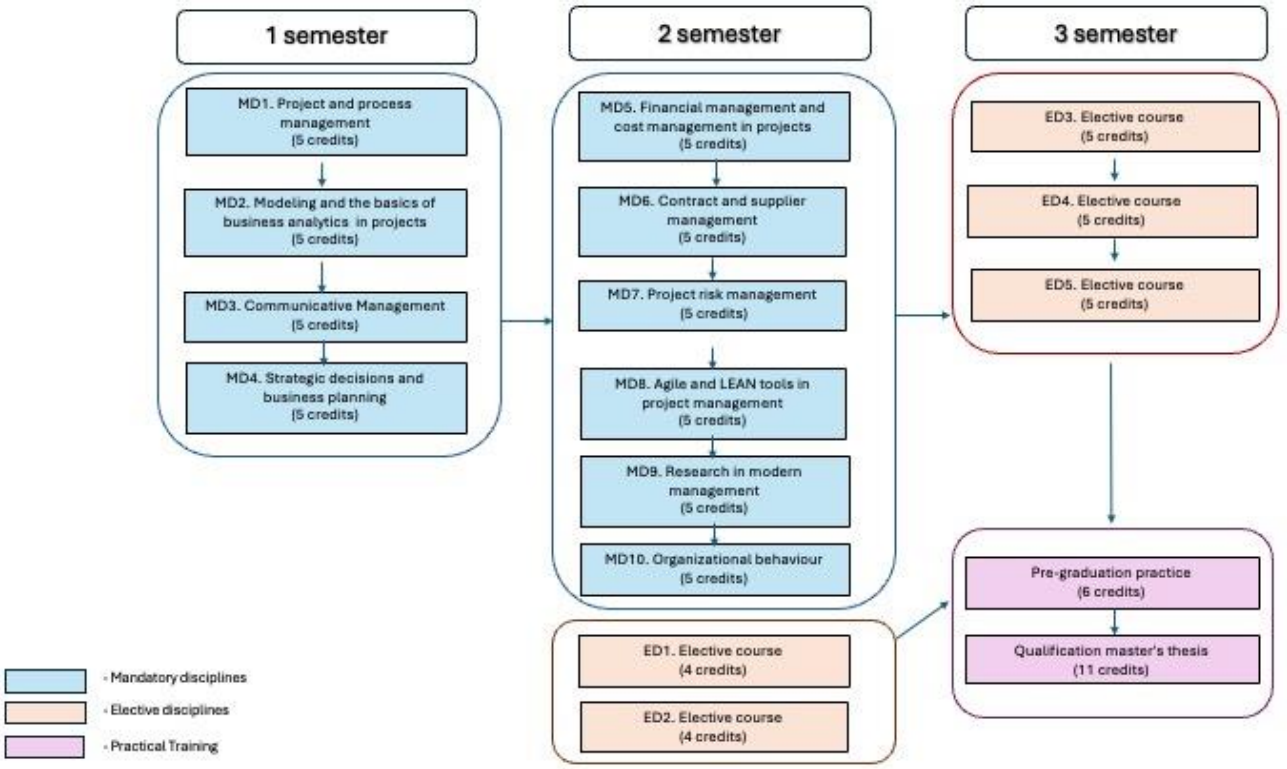
2. List of components of the educational and professional program and their logical sequence

2.1. List of components of the EPP

N/A code	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form of final control
1	**2**	**3**	**4**
Mandatory disciplines of the EPP			
MD1	Project and process management	5	Exam
MD2	Modeling and basics of business analytics in projects	5	Exam
MD3	Communicative Management	5	Exam
MD4	Strategic decisions and business planning	5	Exam
MD5	Financial management and cost management in projects	5	Exam
MD6	Contract and supplier management	5	Exam
MD7	Project risk management	5	Exam
MD8	Agile and LEAN tools in project management	5	Passed
MD9	Research in Modern Management	5	Passed

N/A code	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form of final control
1	**2**	**3**	**4**
MD10	Organizational behavior	5	Passed
MD11	Pre-graduation practice	6	Credit based on the results of the defense of the practice report
MD12	Qualification master's thesis	11	Public defense of qualification work
The total volume of mandatory disciplines:		**67**	
Elective components of the EPP			
ED1.1.	Elective discipline	5	Passed
ED1.2.	Elective discipline	5	Passed
ED1.3.	Elective discipline	5	Passed
ED1.4.	Elective discipline	4	Exam
ED1.5.	Elective discipline	4	Passed
Total volume of elective components		**23**	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAM		**90**	

2.2. Structural and logical scheme of the Educational and Professional Program



2. Forms of attestation of applicants	
Forms of attestation of higher education applicants	Certification of applicants for the degree of "Master" of specialty 073 "Management" of the educational program "Management of Projects and Processes" is carried out on the basis of the assessment of learning outcomes and the level of formation of competencies specified in sections 6-7 of the Educational Program and is carried out in the form of public defense of the final qualification work of the master.
Qualification work	The structure of the final qualification work is determined by the graduate department, and the content is determined by the applicant in agreement with the supervisor. Attestation is carried out by the attestation commission, which may include representatives of employers and their associations. Certification is carried out openly and publicly. The procedure for checking for plagiarism is determined by the university. Publication of the results of the final qualification work is carried out by posting an abstract by the applicant on the official website of KROK University.

3. Form of attestation of applicants for higher education

Certification of applicants for the degree "Master" in the specialty 073 "Management" of the educational program "Management of Projects and Processes" is carried out on the basis of an assessment of learning outcomes and the level of competence formation, namely the ability of a person to solve complex tasks and problems in a certain field of project management and , which involves research and/or innovation and is characterized by uncertainty of the conditions and requirements of the activities of enterprises and organizations of various forms of ownership in conditions of macroeconomic instability and global unpredictability. Attestation is carried out in the form of public defense of the qualification work. Attestation is carried out by the attestation commission in compliance with the requirements of transparency. The attestation commission may include representatives of employers and their associations. The procedure for checking for the absence of academic plagiarism, falsification, fabrication is determined by the internal rules of the University "University of Economics and Law "KROK" defined in the Code of Academic Integrity of the https://www.krok.edu.ua/download/nakazi/2018-10-18_kodeks-akademichnoi-dobrochesnosti.pdf.

Publication of the results of the qualification work is carried out by posting it on web resources and/or in the repository of the KROK University.

Requirements for qualification work

Qualification work is the final stage of achieving the program results of undergraduates' education. The qualification work should certify the professional maturity of the graduate, reveal the level of his general professional and special training, demonstrate the ability to apply the acquired knowledge to solve project problems. The main requirement is the independent and creative performance of the tasks of the master's thesis, aimed at achieving the goal set in the work.

The structure of the qualification work is determined by the section of project management, processes, formed as part of the graduate department of management technologies, the content - by the applicant in agreement with the supervisor. The educational and methodological manual for the qualification work is located at the link _____

Guarantor of the educational program Litvin N.M.

Appendix 1

Matrix of compliance of competencies with NQF descriptors

Classification of competencies according to the NQF	Knowledge	Skill	Communication	Autonomy and responsibility
General competencies				
GC1. Ability to conduct research to establish relationships between phenomena and processes in projects	**K2**	**S1**	**C1**	**AR3**
GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/economic activities)	**K1, K2**	**S1**	**C1**	**AR3**
GC3. Skills in using information and communication technologies in project management			**C1**	
GC4. Ability to motivate people and move towards a common goal in project and process management		**S1**	**C2**	**AR1**
GC5. Ability to act in project management based on the principles of sustainable development		**S1**	**C1**	**AR1, AR2**
GC6. Ability to generate new ideas (creativity) in project and process management			**C2**	**AR2**
GC7. Ability to abstract thinking, analysis, and synthesis in project management		**S1**		**AR3**
Special (professional) competencies				
SC1. Ability to choose and use management concepts, methods and tools in project management, including in accordance with defined goals and international standards	**K1**	**S1**		
SC2. Ability to establish values, vision, mission, goals and criteria project management, determine further directions for the development of enterprises and organizations of various forms of ownership	**K2**	**S1**		
SC3. Ability to self-development, lifelong learning and effective self-management				**AR3**
SC4. Ability to effectively use and develop resources of enterprises and organizations of various forms of ownership			**C2**	**AR2**
SC5. Ability to create and organize effective communications in the process of project and process management		**S1**	**C1, C2**	**AR1**
SC6. Ability to form leadership qualities and demonstrate them in the process of managing project teams			**C1**	**AR2**
SC7. Ability to develop, manage projects, take initiative and entrepreneurship		**S1**	**C1, C2**	**AR1**
SC8. Ability to use psychological technologies of working with personnel in the management of project teams	**K2**	**S1**	**C1**	**AR1**
SC9. Ability to analyze and structure problems in the project management process, make effective management decisions and ensure their implementation	**K1**	**S1**	**C1**	**AR1**
SC10. Ability to manage the development of enterprises and organizations of various forms of ownership in conditions of macroeconomic instability and global unpredictability	**K2**	**S1**		**AR3**

Appendix 2

Matrix of correspondence between learning outcomes and competencies

Program learning outcomes	General competencies							Special (professional) competencies									
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10
1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions in project management	+							+			+					+	+
2. Identify problems in the organization and substantiate methods of solving them using project management	+											+					
3. Design effective management systems for organizations				+							+			+			
4. Justify and Manage Projects generate entrepreneurial ideas									+								
5. Plan the organization's activities in strategic and tactical contexts using project management		+			+							+					
6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility in project and process management			+									+					
7. Organize and carry out effective communications within team in the implementation of projects, with representatives of different professional groups and in an international context;					+												
8. Apply specialized software and information systems to solve organizational management problems										+			+		+		
9. Be able to communicate in professional and scientific circles in state and foreign languages										+							
10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems in project management		+	+	+		+		+	+						+	+	+
11. Be able to delegate authority and management of the organization (unit)		+		+									+	+			
12. Be able to plan project management and provide informational, methodological, material, financial and personnel support to the organization (unit) using project management tools	+				+									+		+	+

Appendix 3

Matrix of Providing Program Learning Outcomes (PLO) to the Mandatory disciplines of the educational program

	MD1	MD2	MD3	MD4	MD5	MD6	MD7	MD8	MD9	MD10	MD11	MD12
PLO1.							+		+			+
PLO2.							+		+			+
PLO3.	+	+									+	+
PLO4.	+										+	+
PLO5.	+	+		+	+	+						+
PLO6.				+			+	+				
PLO7.			+			+				+		
PLO8.				+				+				
PLO9.			+									
PLO10.			+					+		+		
PLO11.			+		+					+		
PLO12.				+	+							