

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
TERNOPIL VOLODYMYR HNATIUK NATIONAL PEDAGOGICAL
UNIVERSITY

**EDUCATIONAL AND PROFESSIONAL PROGRAM
«MANAGEMENT OF EDUCATION INSTITUTION»**

HIGHER EDUCATION LEVEL	Second (Master)
DEGREE OF HIGHER EDUCATION	Master
FIELD OF STUDY	07 Management and Administration
SPECIALITY	073 Management
QUALIFICATION	Master of Management. Management of Education Institution

APPROVED BY

the Academic council

The Head of the Academic council

 **/V.P.Kravets/**

Protocol № 13 of June 23, 2020

Order No. 135-r of June 23, 2020

With changes and additions approved by
the Academic council of the University

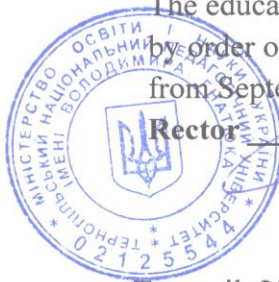
Protocol No. 1 of 31.08.2020

The educational program is implemented

by order of the rector No. 180-r of 31.08.2020

from September 1, 2020

 **Rector /B.B.Buyak/**



Ternopil 2020

LETTER OF APPROVAL
EDUCATIONAL PROFESSIONAL PROGRAM OF HIGHER
EDUCATION

FIELD OF STUDY	07 Management and Administration
SPECIALITY	073 Management
SUBJECT SPECIALIZATION	-
EDUCATIONAL- PROFESSIONAL PROGRAM	Management of an Educational Institution
LEVEL OF HIGHER EDUCATION	Second
DEGREE	Master
QUALIFICATION	Master of Management. Management of Education Institution

AGREED

Head of Educational and Methodical
Department of TNPU

  Tereshchuk H.V.
April 15, 2020.

DEVELOPED AND RECOMMENDED BY

The project group of Department of Pedagogy and Management of Education of
Ternopil Volodymyr Hnatiuk National Pedagogical University

Guarantor of the educational-
professional program
(Project Team Leader)

:

Doctor of Pedagogical Sciences,
Associate Professor, Professor of
Department of Pedagogy and
Management of Education, Ternopil
Volodymyr Hnatiuk National
Pedagogical University

 O.S. Bodnar
April 15, 2020.

PREFACE

DEVELOPED, SUPPLEMENTED AND MODIFIED by
the project group of Ternopil Volodymyr Hnatiuk National Pedagogical University,
consists of:

Bodnar Oksana Stepanivna, Doctor of Pedagogical Sciences, Associate Professor, Professor of Department of Pedagogy and Management of Education, Ternopil Volodymyr Hnatiuk National Pedagogical University – *a project team leader, guarantor of the educational-professional program*;

Meshko Halyna Mykhailivna, Doctor of Pedagogical Sciences, Professor, Head of the Department of Pedagogy and Management of Education, Ternopil Volodymyr Hnatiuk National Pedagogical University – *a member of the project team; from the scientific and pedagogical staff of the support group*;

Lytvyn Liubov Myroslavivna, Candidate of Economic Sciences, Associate Professor of Department of Philosophy and Social Sciences, Ternopil Volodymyr Hnatiuk National Pedagogical University – *a member of the project team; from the scientific and pedagogical staff of the support group*;

Hlavatska Olha Leonidivna, Candidate of Pedagogical Sciences, Associate Professor of Department of Social Pedagogy and Social Work, Ternopil Volodymyr Hnatiuk National Pedagogical University – *a member of the project team; from the scientific and pedagogical staff of the support group*;

Boiko Mariia Mykolaivna, Candidate of Pedagogical Sciences, Associate Professor of Department of Pedagogy and Methods of Primary and Preschool Education, Ternopil Volodymyr Hnatiuk National Pedagogical University – *a member of the project team; from the scientific and pedagogical staff of the support group*;

Sakevych Halyna Rostyslavivna, Head of the Methodical Office of the Department of Education of Pidvolochysk village council of Ternopil region – *an external stakeholder (employer)*;

Ostapchuk Oleksandr Mykolaiovych, Director of TNVK "School-Lyceum №6 them. Nazariy Yaremchuk" – *an external stakeholder (employer)*;

Ruchakovskiy Andrii Mykhailovych, head of the sector of information and organizational support of the State Service for Education Quality in Ternopil region – *external stakeholder (employer)*;

Kapeniak Svitlana Valentynivna, undergraduate, Deputy Director of Kamyanka Secondary School I-III centuries. Pidvolochysk village council of Ternopil region – *an internal stakeholder from among higher education seekers*;

Fedun Halyna Pavlivna, Master's student, Deputy Director for Educational Work of the Ternopil Municipal Methodological Center for Scientific and Educational Innovations and Monitoring – *an internal stakeholder of higher education*.

Reviews of external stakeholders:

Zvarych Hanna Volodymyrivna, Deputy Head of the Department of Education and Science of the Ternopil Regional State Administration – an *external stakeholder (employer)*.

Kravchenko Hanna Yuriivna, Doctor of Pedagogical Sciences, Associate Professor, Professor of the Department of Pedagogy, Foreign Philology and Translation; Semyon Kuznets Kharkiv National University of Economics – an *external stakeholder*.

Dobrovolska Oksana Mykhailivna, Director of the Bohdan Lepky Secondary School №14 in Ternopil – an *external stakeholder (employer)*.

I – The purpose of the educational program	
The purpose of the master's program is to train highly qualified, promising managers in the field of knowledge 07 "Management and Administration", able to skillfully perform professional management functions, solve practical problems and complex specialized tasks characterized by complexity and uncertainty in the management of organizations and their departments. to socio-cultural and educational challenges, which will give them wide access to employment and further education.	
II - General information	
Full name of institution of higher education and structural subdivision	Ternopil Volodymyr Hnatiuk National Pedagogical University, Institute of Pedagogics and Psychology, Department of Pedagogy and Management of Education
Level of higher education	The second (master's) level
Degree assigned	Master
Name of the field of knowledge	07 Management and Administration
Restrictions on forms of education	Absent
Educational qualification	Master of Management. Management of Education Institution
Qualification in the diploma	Degree of higher education - Master. Speciality - 073 "Management". Educational and professional program - "Management of Education Institution"
Availability of accreditation	MES of Ukraine, Certificate of accreditation of the specialty: NDIU series № 2081556, dated March 13, 2017, validity: until 2022.
Prerequisites	Existence of a bachelor's or master's degree (educational and qualification level of a specialist) of higher education based on the

	<p>results of entrance examinations in the specialty and a foreign language in accordance with «Rules of admission to Ternopil Volodymyr Hnatiuk National Pedagogical University».</p> <p>http://tnpu.edu.ua/abiturient/pdf/2021/Pravyla_pryiomu</p>
Language (s) of teaching	English
Internet address of the permanent placement of the description of the educational program	<p>http://tnpu.edu.ua/about/public_inform/akredytatsiia%20ta%20litse_nzuvannia/osvitni_prohramy/magistr/fpp/073_menedzhment.php</p>
Subject area	<p><i>Object of study:</i> management of organizations and their departments in different types and manifestations, depending on the forms, technologies and areas of use, mission and purpose of the organization, as well as innovation in professional activities.</p> <p><i>Objectives of training:</i> 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><i>Theoretical content of the subject area:</i></p> <ul style="list-style-type: none"> – paradigms, laws, patterns; – principles, historical preconditions of management development; – concepts of system, situational, adaptive, antisipative, anti-crisis, innovation, project management, etc .; – functions, methods, technologies and management decisions in management. <p><i>Methods, techniques and technologies:</i></p> <ul style="list-style-type: none"> – general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc.); – methods of realization of management functions (methods of marketing researches; methods of economic diagnostics; methods of forecasting and planning; methods of designing of organizational structures of management; methods of motivation; methods of control; methods of estimation of social, organizational and economic efficiency in management, etc.); – management methods (administrative, economic, socio-psychological, technological); – technologies for substantiation of management decisions (economic analysis, simulation modeling, decision tree, etc.).

	<i>Tools and equipment:</i> modern information and communication equipment, information systems and software products used in management (SKYPE, ZOOM, etc.).
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.
Orientation of the educational program	Educational and professional
Forms of education	Full-time, part-time
The focus of the educational program	<p><i>General</i> in relation to: study of regularities and scientific-theoretical bases concerning: construction of communications in state and foreign languages; philosophical aspects of education management.</p> <p><i>Special</i> on: theoretical and methodological principles of human resources management in educational institutions; use of achievements of pedagogy and psychology in the educational process; legal aspects of educational institution management; concepts of educational policy; management of educational and financial and economic activities; management audit and evaluation tools; functions, methods, technologies of management of organizations.</p> <p><i>Key words:</i> management, management, educational institution, head, organization, concepts, technologies, functions, methods.</p>
Features and differences	<p>The program, as well as the training modules of which it consists, are focused on the master's degree, focused on program results. This approach assumes that the key competencies, value management experience that the graduate must master while studying for a master's degree, determine the content and content of the program.</p> <p>The modular structure of the program promotes transparency, facilitates mobility and mutual recognition, balances the student's workload at different stages of study. The program is implemented in small interactive groups of undergraduates and provides a wide range of in-depth lecture courses, trainings, workshops, webinars, round tables, practice-oriented seminars, thematic meetings, conferences, individual and group counseling.</p> <p>The content of the program is focused on the implementation of principles and models of open education, integrating the main methodological approaches to student learning, including andragogical, competence, personality-oriented, acmeological, axiological, systemic, integrative, coaching approach, hermeneutic, praxeological. The program is designed taking into account the</p>

	<p>principles of continuity, system, modularity, variability, flexibility and mobility, individualization and differentiation, student-centeredness, advanced professional development, rational combination of independence and creative activity, manufacturability, scientific support.</p> <p>The uniqueness of the program lies in the implementation of student-centered approach, because applicants OP take an active part in the activities of structural units, which are approved by the decisions of the Academic Council: Career Bureau (Minutes № 8 from 29.01.2019); Center for Pedagogical Consulting (protocol №10 from 31.03.2020). Applicants are involved in the organization and conduct of various events, are speakers on discussion platforms, which provides the formation of hard skills and soft skills. The program is attractive for international students.</p>
Suitability for employment	<p>Professional titles of works according to the current edition of the National Classifier of Ukraine: Classifier of professions (DK 003: 2010).</p> <p>The specialist is able to perform the specified professional work:</p> <p>2310.2 Teacher of a higher education institution;</p> <p>1210.1 Head of an educational institution (secondary school, institution):</p> <ul style="list-style-type: none"> – head of a school, kindergarten, boarding school, orphanage, orphanage, boarding school and reception center for minors, special boarding school, lyceum, gymnasium, school of physical culture; educational-methodical, methodical, scientific-methodical institution, head of out-of-school institution; – director (manager, chief), head of department, laboratory, office; – head of a children's preschool institution of all types and names (except orphanages); – head of an educational institution; branch manager, deputy branch manager; head of the inclusive resource center, resource center to support inclusive education; – head, deputy head of the educational institution; – head, deputy head of the structural unit of the educational institution; – head of practice (production, training); <p>2351.1 Junior researcher (teaching methods);</p> <p>2351.2 Teacher;</p> <p>2351.2 Methodist;</p> <p>2352 School Inspector;</p> <p>2352 Inspector-Methodist;</p> <p>2359.2 Teacher-organizer;</p> <p>2310.2 Assistant;</p>

	235 Director, consultant, psychologist of the center of professional development of pedagogical workers.
III - The volume of ECTS credits required to obtain an appropriate higher education degree	
The volume of the educational program	<p>The amount of EPP of the program is 90 ECTS credits (2700 hours).</p> <p>Term of study - 1 year 4 months.</p> <p>The program consists of two components: mandatory (CK) and optional (B).</p> <p>Volume of OK - 66 ECTS credits (1980), in particular: general training is 7 ECTS credits (210 hours), professional - 38 ECTS credits (1140 hours), management practice - 12 ECTS credits (360 hours), qualifying master's thesis - 9 ECTS credits (270 hours). Volume of VC - 24 ECTS credits (720 hours)</p> <p>73.3% of the educational program is aimed at providing general and special (professional) competencies in the specialty, defined by the standard of higher education.</p>
IV – Teaching and evaluation	
Teaching and education	<p>Based on personality-oriented and student-centered approaches. Student-centered learning, problem-oriented learning, e-learning in the Moodle system, self-study, research-based learning, etc. in accordance with the following regulations:</p> <p>«Regulations on the organization of the educational process at Ternopil Volodymyr Hnatiuk National Pedagogical University». http://tnpu.edu.ua/about/public_inform/upload/2020/Polozhennia_pro_orhanizatsiiu_osvitnoho_protseesu.pdf</p> <p>Student-centered learning is ensured by a general approach to its organization on the basis of cooperation pedagogy and the principles and mechanisms laid down in the regulations:</p> <p>"Regulations on the procedure and conditions for choosing elective subjects by higher education." http://tnpu.edu.ua/about/public_inform/upload/2019/Polozhennia_pro_poriadok_ta_umovy_obrannia_studentamy_dystsyplin_za_vyborom.pdf</p> <p>"Regulations on the individual curriculum of the applicant for higher education." http://tnpu.edu.ua/about/public_inform/upload/2020/Polojennya_pro_indyvidualnyi_navchalnyi_plan.pdf</p> <p>"Regulations on student self-government at Ternopil Volodymyr Hnatiuk National Pedagogical University". http://tnpu.edu.ua/about/samovryaduvannya/Students_government/Polozhennja_stud.pdf</p> <p>Among the learning technologies there are interactive, adaptive, case-method, training, game technology, thematic discussions, conferences in offline and online modes.</p> <p>Teaching is carried out using the following forms: lecture courses, seminars, practical classes in small groups, independent</p>

	<p>work based on educational literature and abstracts, individual and group consultations with teachers and relevant groups (graduates, employers, scientists), demonstration classes, self-training in the library and Internet resources, project work, distance learning (paper-based or ICT-based), problem-solving classes, e-learning, fully online or mixed with other methods and learning environments, management practice in institutions of general secondary and professional higher and higher education.</p> <p><i>Teaching and learning methods:</i> interactive teaching methods using technical means; research method; group work, brainstorming, discussions; case methods; information and illustrative methods; problem-based and interactive learning; video method; design and modeling methods; participation in problem-solving classes, research, individual or group projects, search for relevant materials in libraries and online, writing scientific articles, reports on independent research / work on the problem / project, master's thesis, preparation and scientific presentation with a presentation.</p>
Evaluation	<p>The following forms are used for assessment: current oral and written interview; current testing in the Moodle system; intermediate assessment by self-examination; self- and mutual evaluation; modular control; essay; presentations; defense of ITSA; defense of reports on management practice; final control: exams; offsets; defense of master's thesis.</p> <p>Final control of the success of undergraduate studies is carried out in the form of:</p> <ul style="list-style-type: none"> exam (based on the results of studying the mandatory disciplines of the educational program); credit (based on the results of studying certain compulsory and elective disciplines of the educational program, taking into account the accumulated points of current control). <p>At the stages of final and modular assessment, total assessment is used, in which the final or modular assessment is formed as the sum of points for all types of current educational activities (practical work, problem solving, activity in seminars, project implementation, IDPs; credit management activities; evaluation of educational activities, school documentation during management practice, etc.).</p> <p>If the undergraduate has passed a topic from another source, such as a webinar, and has a certificate, this topic can be recalculated in accordance with the "Regulations on the procedure for recalculation of learning outcomes at Ternopil Volodymyr Hnatiuk National Pedagogical University". http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennia_p_ro_poriadok_perezarakhuvannia_rezultativ_navchannia.pdf</p> <p>The procedure and procedures for assessment, passing and re-assembly, re-study of disciplines are standardized in accordance</p>

	<p>with:</p> <p>"Regulations on the system of assessment of educational achievements of applicants for higher education."</p> <p>http://tnpu.edu.ua/about/public_inform/upload/2018/Polozhennja_pro_systemu_otsinjuvannja.pdf</p> <p>"Temporary procedure for certification of applicants for higher education with the use of distance learning technologies."</p> <p>http://tnpu.edu.ua/about/public_inform/upload/2020/Tymchasov_yi_poriadok_atestatsii_zdobuvachiv_vyshchoi_osvity_iz_zastosuвання_dystantsiinykh_tekh</p> <p>The final result of the master's study is a properly designed manuscript of the qualification (master's) work, its public defense.</p> <p>http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennja_pro_magistersku.pdf</p>
V – Requirements for the availability of an internal quality assurance system for higher education	
Academic integrity	<p>Academic integrity is defined as the norm and one of the most important principles of the organization of the educational process, its observance by the participants of the educational process is regulated by:</p> <p>"Code of Honor".</p> <p>http://tnpu.edu.ua/naukova-robota/public%20information/Kodeks_chesti.pdf</p> <p>«Code of Academic integrity of Ternopil Volodymyr Hnatiuk National Pedagogical University».</p> <p>http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/kodeks_academich_dobroches.pdf</p> <p>"Regulations on the Academic Integrity Promotion Group".</p> <p>http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/polozhennia_pro_grupu_dobrochesn.pdf</p> <p>"Regulations on Academic Integrity and Ethics of Academic Relations at Ternopil Volodymyr Hnatiuk National Pedagogical University."</p> <p>http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/polozhennia_pro_academich_dobroches.jpg.pdf</p> <p>"Regulations on the Prevention and Detection of Plagiarism and Other Types of Academic Dishonesty in the Teaching and Research Work of Higher Education Applicants at Ternopil Volodymyr Hnatiuk National Pedagogical University".</p> <p>http://tnpu.edu.ua/about/public_inform/upload/2018/Polozhennia_pro_zapobihannia_i_vyivlennia%20plahiatu_ta_inshykh_vydiv_akademichnoi_nechesnosti_u_navchalnii_ta_naukovo-doslidnii%20roboti_ZVO.pdf</p> <p>"Regulations on the prevention and detection of plagiarism and other types of academic dishonesty in the teaching and research work</p>

	<p>of Ternopil employees at Volodymyr Hnatiuk National Pedagogical University."</p> <p>http://tnpu.edu.ua/naukova-robota/public%20information/Plagiat%20pracivn.pdf</p> <p>"Regulations on the Commission on Academic Integrity, Ethics and Conflict Management at Ternopil Volodymyr Hnatiuk National Pedagogical University".</p> <p>http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/po_lozhennia_pro_komisiyu_dobrochesn.jpg.pdf</p> <p>"Declaration of Academic Integrity of Ternopil Volodymyr Hnatiuk National Pedagogical University Student / Postgraduate / Doctoral Student".</p> <p>http://tnpu.edu.ua/naukova-robota/akadem-chna-dobrochesn-st.php</p> <p>"Declaration on the academic integrity of scientific and pedagogical, scientific, pedagogical worker Ternopil Volodymyr Hnatiuk National Pedagogical University."</p> <p>http://tnpu.edu.ua/naukova-robota/akadem-chna-dobrochesn-st.php</p> <p>"Declaration of Academic Integrity of the Stakeholder."</p> <p>http://tnpu.edu.ua/naukova-robota/akadem-chna-dobrochesn</p>
Internal quality assurance system of higher education	<p>The university has an internal quality assurance system, which operates in accordance with the "Regulations on the Internal Quality Assurance System":</p> <p>http://tnpu.edu.ua/about/public_inform/upload/2021/Polozhennia_pro_systemu_vnutrishnoho_zabezpechennia_yakosti.pdf</p> <p>The internal quality assurance system is implemented in accordance with the current institutional model at Ternopil Volodymyr Hnatiuk National Pedagogical University and provides for the implementation of the following procedures and measures by the university:</p> <ul style="list-style-type: none"> – monitoring and periodic review of educational programs; – providing the necessary resources for the organization of the educational process, in particular the independent work of applicants; – providing information support for the management of the educational process; – ensuring publicity of information about educational programs, levels of higher education and qualifications; – observance of academic integrity by research and teaching staff and graduates, in particular support for the system of prevention and detection of academic plagiarism. <p>The process of monitoring and evaluating the quality of education is regulated by the Center for Quality Assurance in Education, the Commission for Internal Quality Assurance and the student</p>

	<p>government. Continuous analysis and evaluation of educational programs is carried out by participants in the monitoring of the educational process: teachers and applicants after studying disciplines; graduates, after graduation; external stakeholders-graduates working in the specialty; employers, etc.</p> <p>The effectiveness of the system for ensuring the quality of educational activities and the quality of higher education is assessed by the National Agency for Quality Assurance in Higher Education.</p>
Annual evaluation of applicants for higher education, scientific and pedagogical staff of the Free Economic Zone and regular publication of the results of such evaluations on the official website, on information stands and in any other way	<p>A mechanism for evaluating the achievements of applicants for scholarships has been introduced; evaluation of research and teaching staff based on ratings of research, methodological and organizational work and ranking of teachers based on the results of questionnaires. It is laid down in the following regulations of TNPU:</p> <p>Regulations on the rating of higher education applicants in Ternopil Volodymyr Hnatiuk National Pedagogical University: https://cutt.ly/1gEnP8e</p> <p>The procedure for forming the rating of persons studying at the expense of the state (local) budget: http://tnpu.edu.ua/about/public_inform/upload/2017/Poriadok_formuvannia_reitynhu_osib_shcho_navchaiutsia_za_koshty_biudzhetu.pdf</p> <p>Rules for awarding scholarships at Ternopil Volodymyr Hnatiuk National Pedagogical University: https://cutt.ly/QgEnZNM</p> <p>Regulations on rating assessment of professional activity of scientific and pedagogical workers: http://tnpu.edu.ua/about/public_inform/upload/2018/polozhenja_pro_rejtyngove_otsinjuvannja.pdf</p>
Other procedures and measures	<p>At Ternopil Volodymyr Hnatiuk National Pedagogical University there are:</p> <p>Institutional model of the internal quality assurance system</p> <p>Institutional model of the internal quality assurance system of education: http://tnpu.edu.ua/about/pidrozdily/monitoring/Instytutysiina_model_systemy_vnutrishnoho_zabezpechennia_jakosti</p> <p>Program of measures to ensure the quality of education: http://tnpu.edu.ua/about/public_inform/upload/2019/Programa_zakhodiv_iz_zabezpechennia_ya_kosti_osvity.pdf</p>
VI – Software competencies	
Integral competence	Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation under uncertain conditions and requirements.
General competencies (GC)	<p>GC1. Ability to conduct research at the appropriate level;</p> <p>GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields)</p>

	<p>of knowledge/types of economic activity);</p> <p>GC3. Skills in the use of information and communication technologies;</p> <p>GC4. Ability to motivate people and move towards a common goal; formation of a stable worldview and persistence in achieving the goal;</p> <p>GC5. Ability to act on the basis of ethical considerations (motives);</p> <p>GC6. Ability to generate new ideas (creativity);</p> <p>GC7. Ability to abstract thinking, analysis, and synthesis.</p> <p>GC8. Ability to criticize and self-criticize, constructive react to comments.</p>
<i>Subject Specific Competences (SC)</i>	<p>SC 1. Ability to choose and use concepts, methods and tools of different types of management, in particular in accordance with national and international standards;</p> <p>SC 2. Ability to establish values and develop a vision, mission, goals and criteria by which the organization determines further directions of development in accordance with state and regional educational policy and legal framework of the organization;</p> <p>SC3. Ability to take responsibility for lifelong learning, self-education, self-development and self-improvement throughout life;</p> <p>SC4. Ability to analyze the labor potential of the organization, its training, and retraining; identification of reserves and implementation of measures to increase the efficiency of use of intellectual and material resources of the organization;</p> <p>SSC5. Ability to create and organize effective communications in the management process offline and online, to maintain electronic documentation and communicate in Ukrainian and foreign languages;</p> <p>SC6. Ability to form leadership qualities and demonstrate the ability to work in a group in the process of managing the development and motivation of staff;</p> <p>SC7. Ability to develop projects, manage them in the educational process, show initiative and entrepreneurship for the development of autonomy and financial capacity;</p> <p>SC8. Ability to use psychological technologies that contribute to the formation of the value-motivational sphere of staff, to show creativity and inventiveness in its full professional and personal development;</p> <p>SC9. Ability to create conditions that allow individuals to adequately respond to problems, analyze and structure the problems of</p>

	<p>the organization, make decisions and ensure their implementation;</p> <p>SC10. Ability to manage the organization, its changes, professionally perform all management functions in accordance with educational policy, law and job responsibilities;</p> <p>SC11. Ability to search, analyze scientific information, plan and perform scientific and applied research, and present results in a competitive market of educational services;</p> <p>SC12. Ability to understand and apply the basics of pedagogy and psychology in educational activities in educational institutions for the development of the procedural component of the educational process and the effective use of traditional and innovative forms, methods, means of organizing educational activities with pupils, students, teachers.</p> <p>SC13. Ability to independently acquire new knowledge, use modern educational and research technologies in the field of management;</p> <p>SC14. Ability to apply modern computer technology in management and teaching while solving professionally oriented and research tasks;</p> <p>SC15. Ability to develop autonomy, financial capacity of the organization and to represent the interests of the educational institution in cooperation with state and public organizations;</p> <p>SC16. Ability to maintain the professional health of staff and create a safe educational environment</p>
VII – Normative content of training of higher education seekers, formulated in terms of learning outcomes	
<p>PLO 1. Critically comprehend, select and use the necessary scientific, methodological, and analytical tools for effective and efficient management of the organization in accordance with its specifics, in particular in an inclusive environment.</p> <p>PLO 2. Understand the links between the elements of the management system of the organization under unpredictable conditions, identify and understand the problems in the organization, justify the methods of solving them.</p> <p>PLO 3. Know the essence of the priority tasks of educational institutions, regulations of the organization, design effective management systems of the organization and develop the constituent documents of the institution taking into account the principles of educational policy and management.</p> <p>PLO 4. Understand the basic principles of projects, have a vision of their use in the educational process; participate in various projects, initiate projects to implement business ideas in order to gain competitive advantage.</p>	

PLO 5. Use knowledge and experience in planning the activities of the organization in strategic and tactical sections; develop different types of plans: long-term, annual, calendar, plan of a separate event; develop programs for the development and support of children with special educational needs in the educational environment.

PLO 6. Possess the skills to make, justify and ensure the implementation of constructive management decisions under unpredictable conditions based on universal values, logical arguments and verified facts, taking into account the requirements of current legislation, ethical considerations and social responsibility, coordinate the decisions with staff and local governments .

PLO 7. Organize and carry out effective communication within the team and outside the organization with representatives of various professional groups and in the international context, adhere to the moral and ethical aspects of professional activity, academic integrity.

PLO 8. Apply specialized software, digital management technologies and information systems to solve the problems of organization management and ensure the quality management system and competitiveness of the educational institution.

PLO 9. Be able to communicate in professional and scientific circles in the state and foreign languages; prepare public speeches and communicate with foreign colleagues at the formal and informal levels;

PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, be socially active, responsible for the results of the educational institution, tolerant attitude to different opinions and views in a multicultural environment.

PLO 11. Ensure personal professional development and planning of one's own time, using self-management technologies, take responsibility for one's job responsibilities, be an example in the management culture, demonstrate persistence in the mission and achieve the goals of the organization.

PLO 12. Delegate authority and management of the organization (unit); coordinate the work of collegial governing bodies, involve in management and stimulate the most active teachers.

PLO 13. Be able to form a system of labor relations, plan and implement information, methodological, material, financial and personnel support of the organization (unit).

PLO 14. Be able to plan, organize and conduct research, use basic knowledge of education management to process research results, prepare analytical materials, publish their results, design in the form of qualifying papers.

PLO 15. Identify and classify new tasks in the field of management, identify psychological problems in organizations and analyze them; describe, analyze and evaluate relevant objects, phenomena and processes, choose the best methods for their study.

PLO 16. Manage the educational process, plan, teach and analyze academic

disciplines in educational institutions.

PLO 17. Autonomously and responsibly represent the interests of the organization in the information space and in cooperation with the subjects of the social environment; establish partnerships between the institution, family and community and present their competitive advantages.

PLO 18. Ability to work with different sources, search, process, analyze and synthesize the information obtained; work with modern bibliographic and abstract databases.

PLO 19. Professionally carry out control and diagnostic measures for training and education; to develop management evaluation procedures, to conduct scientific and methodological support and coordination of the internal system of quality assurance of education and to participate in the institutional audit.

PLO 20. Apply psychological technologies, goal-oriented and effective techniques, methods, techniques of influencing the staff of the institution and social groups to solve professional problems in accordance with the legal framework and educational policy.

PLO 21. Know the financial and economic principles of education management and education economics, be able to analyze methods and forms of financing of educational institutions, analyze models of financial autonomy of educational institutions.

PLO 22. Analyze occupational health as an integral characteristic of the employee's personality, features of the impact of pedagogical activities on the occupational health of the specialist; identify the factors of burnout and apply methods of prevention; to introduce modern technologies of health care into one's own life and professional activity; ability to create a safe educational environment and a favorable microclimate.

PLO 23. Explain your own point of view in the discussion on the basis of ethical considerations, accept criticism, advice and guidance; demonstrate ethical and socially responsible behavior in the management of the organization (or organizations) and their units.

VIII – Form of attestation of applicants for higher education

Form of attestation of applicants for higher education	Attestation is performed in the form of the public defense of qualification work.
Qualification requirements- new work (if available)	Qualification work should involve solving a complex problem or problem in the field of management, a task or problem in the field of management that requires research and / or innovation and is characterized by complexity and uncertainty of conditions, using theories and methods of economics. Qualification work should not contain academic plagiarism, falsification, fabrication. Qualification work must be published on the official website of the higher

	education institution or its subdivision, or in the repository of the higher education institution.
IX – Resource support for the implementation of the program	
The main characteristics of staffing	<p>Developers of the program: 2 doctors of sciences, 1 professor. All developers are full-time employees of Ternopil Volodymyr Hnatiuk National Pedagogical University. Guarantor of the educational-professional program: Doctor of Pedagogical Sciences., Associate Professor, Professor of Department of Pedagogy and Management of education, Bodnar O. S. The program involves scientific and pedagogical workers with scientific degrees and/or academic titles, stakeholders, employers, undergraduates, as well as highly qualified specialists.</p> <p>In order to raise the professional level, all scientific and pedagogical workers undergo internships once in five years, in particular, foreign ones.</p>
The main characteristics of material and technical providing	The main components of the educational material base of the university are: classrooms, educational, research and educational laboratories, offices, library, reading rooms, production workshops, stadium, gyms that meet sanitary and fire regulations.
The main characteristics of informational and methodical support	<p>The university has 1,576 personal computers; 41 computer classes with 642 workstations have been staffed; there is a single computer network (fiber-optic communication) with access to the Internet. The amount of library funds is sufficient for independent and individual work of masters. The general fund makes 632593 editions, including rare and valuable documents - 16109; scientific publications - 235049; educational publications - 327849 copies.</p> <p>All information about providing of the EPP is posted on the official website http://tnpu.edu.ua/. Page of the graduating department; http://tnpu.edu.ua/faculty/IPP/pedagogy.php; http://fpp.tnpu.edu.ua/pidrozdili/kafedri/kafedra-pedagogiki-ta-menedzhmentu-osviti; page of the graduating department on Facebook https://www.facebook.com/groups/628594017257329</p> <p>Educational and methodical support includes: educational and methodical complex of all academic disciplines, (working program and syllabus of the academic discipline; educational content, lectures, topics and content of laboratory (practical) works; cases for independent work, current and final control; topics of individual tasks, qualification works; provision of educational information sources); methodical recommendations, manuals.</p> <p>The "Library" of the official site of Ternopil Volodymyr Hnatiuk National Pedagogical University http://www.library.tnpu.edu.ua/ gives users access to the electronic catalog, repository, scientific publications of the university, professional publications of Ukraine,</p>

	international databases Scopus and Web of Science, etc.
X – Academic mobility	
National Credit Mobility	Carried out in accordance with the agreements of Ternopil Volodymyr Hnatiuk National Pedagogical University on national credit mobility (http://tnpu.edu.ua/naukova-robotakadem-chna-mob-inst.php), concluded with: National Pedagogical University named after MP . Drahomanov (since 2020); Kharkiv National Pedagogical University named after G.S. Frying pans (from 10.03.2020, №01 / 10-219); "Vasyl Stefanyk Precarpathian National University" (April 10, 2020).
International Credit Mobility	<p>Carried out in accordance with the agreements of Ternopil Volodymyr Hnatiuk National Pedagogical University on international credit mobility, http://tnpu.edu.ua/about/pidrozdyly/partners.php</p> <p>In particular:</p> <p>International credit mobility is carried out in accordance with the following agreements:</p> <p>Agreement on a semester academic exchange between the Vienna Pedagogical Higher School in Vienna, Austria, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (2017-2020).</p> <p>Agreement on joint (parallel) training and issuance of diplomas in cooperation with foreign universities between the Academy. Jan Dlugosz in Czestochowa, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (since 2016).</p> <p>Agreement on semester academic exchange (exchange of groups of students - up to 4 people and supervisor up to two weeks, academic exchange - study for 1 semester) between the Pomeranian Academy in Slupsk, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (2016-2021) .</p> <p>Agreement on parallel education for students and obtaining a parallel (second) diploma between the Higher School of International Relations and American Studies in Warsaw, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (since 2014).</p>
Teaching of foreign applicants for higher education	The possibility of teaching foreign students within the licensed scope of the specialty with prior language training.
XI – The list of normative documents on which the educational-professional program is based	
<ol style="list-style-type: none"> 1. Analytical note of the Ministry of Education and Science. On the issue of avoiding certain problems and mistakes in the practice of ensuring academic integrity. https://saiup.org.ua/novyny/analitichna-zapyska-mon-do-pytannya-unyknennya-problem-i-pomylok-u-praktykah-zabezpechennya-akademichnoyi-dobrochesnost 2. Law of Ukraine "On Higher Education". (2014) Database "Legislation of Ukraine". Verkhovna 	

Rada of Ukraine. <https://zakon.rada.gov.ua/laws/show/1556-18#Text>

3. Law "On Education". (2017) Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL:<http://zakon5.rada.gov.ua/laws/show/2145-19>

4. Law of Ukraine "On Licensing of Economic Activities" (2015) based on the decision of the Licensing Commission of the Ministry of Education and Science (Minutes № 99-1 of January 22, 2019); № 863 dated August 3, 2018 p. <https://zakon.rada.gov.ua/laws/show/222-19#Text>

5. National Classifier of Ukraine: "Classifier of Professions" DK 003: 2010. (Edited on 11/30/2017). Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL:<http://zakon.rada.gov.ua/rada/show/va327609-10>

6. National qualifications framework. Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/1341-2011-п>.

7. Resolution of the Cabinet of Ministers of Ukraine "On approval of the list of branches of knowledge and specialties in which the training of applicants for higher education" (version of 30.11.2017). Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/266-2015-п>

8. Methodical recommendations for the development of higher education standards. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>

9. Recommendations for higher education institutions on the development and implementation of a university system to ensure academic integrity. http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/recomendacii_zvo_dobrochesn.pdf

10. Recommendations for the application of criteria for evaluating the quality of the educational program. Approved by the National Agency for Quality Assurance in Higher Education on November 17, 2020: Ukrainian Educational Publishing Center Orion. K., 2020. 66 p.

11. Standard of higher education in specialty 073 Management for the second master's level of higher education, approved by the order of the Ministry of Education and Science of Ukraine dated 10.07.2019 for №959. <https://mon.gov.ua/ua/npa/pro-zatverdzhennya-standartu-vishoyi-osviti-za-specialnistyu-073-menedzhment-dlya-drugogo-magisterskogo-rivnya-vish>

12. Letter of the Ministry of Education and Science of Ukraine № 111-8681 dated 15.08.2018 "Recommendations for the prevention of academic plagiarism and its detection in scientific papers (abstracts, dissertations, monographs, scientific reports, articles, etc.)". <https://kdpu.edu.ua/nauka/spetsializovana-vchena-rada/normativni-dokumenty/6800-lyst-mon-ukrainy-111>

13. Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). https://www.britishcouncil.org.ua/sites/default/files/standards-and-guidelines_for_qa_in_the_ehea_2015.pdf (last accessed: 25.09.2018).

14. «Tuning Educational Structures in Europe» <https://www.unideusto.org/tuningeu/>

15. (InTASC Model Core Teaching Standards) https://ccsso.org/sites/default/files/2017-11/InTASC_Model_Core_Teaching_Standards_2011.pdf

16. Data for Sustainable Development Goals. ISCED (MCKO) 2011 // <http://www.uis.unesco.org/education/documents/isced-2011-en.pdf> (last accessed: 25.09.2018).

17. Data for Sustainable Development Goals. ISCED-F (MCKO-Г) 2013 // URL:<http://www.uis.unesco.org/Education/Documents/isced-fields-of-educationtraining-2013.pdf> (last accessed: 25.09.2018).

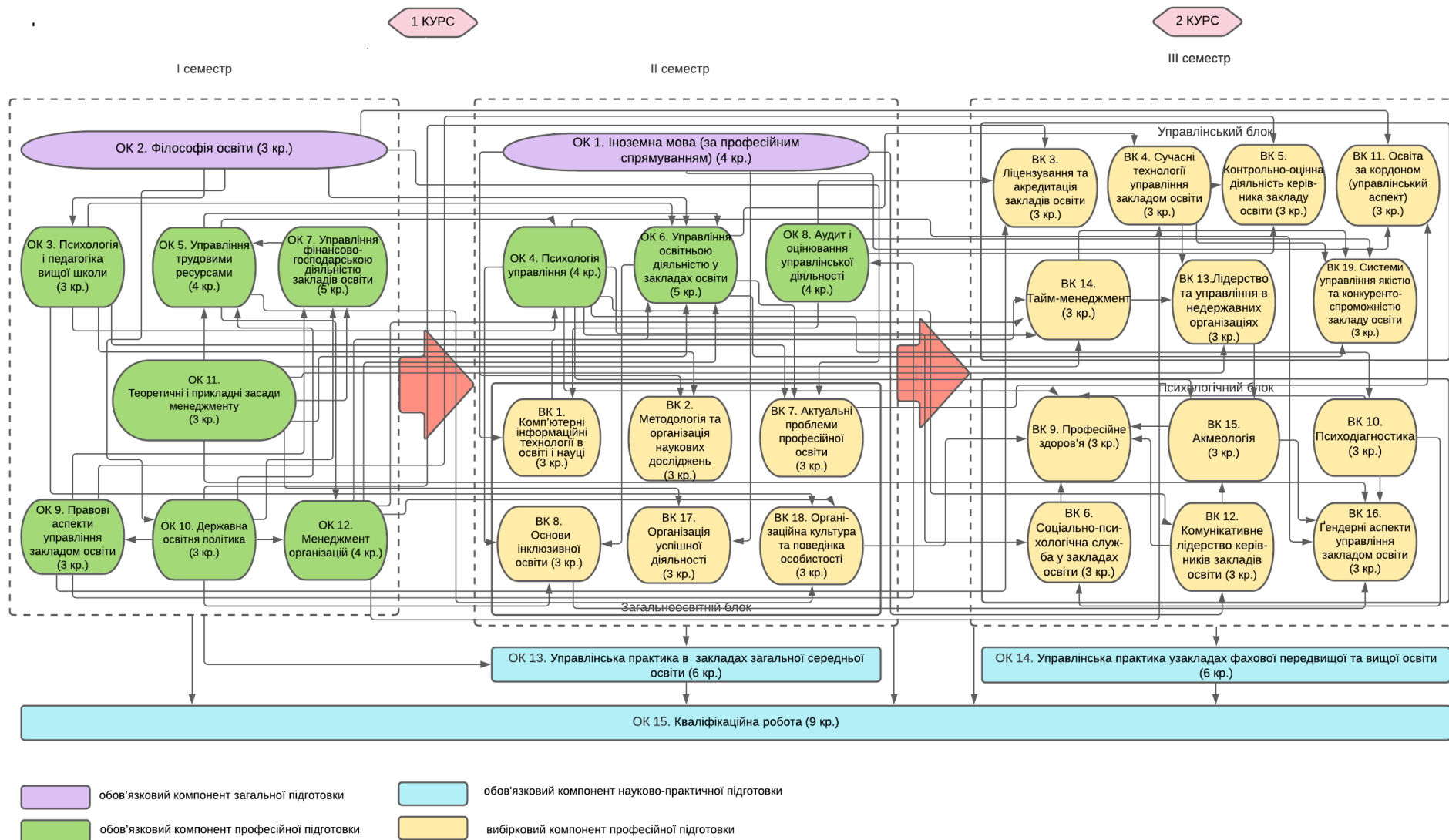
XII. List of components of the Educational and professional program and its logical sequence

12.1. List of components of the EP

Code	Component' name EP	Components amount in credits ECTS	Form of final control
1	2	3	4
COMPULSORY COMPONENTS OF SPECIALITY (SK)			
<i>1.1. General training cycle</i>			
SK1	Professional Foreign Language	4	exam
SK2	Philosophy of Education	3	exam
<i>1.2. Cycle of professional training</i>			
SK3	Psychology and Pedagogy of Higher School	3	exam
SK4	Psychology of Management	4	exam
SK5	Human Resource Management	4	exam
SK6	Educational Activity of The Educational Institutions Management	5	exam
SK7	Financial and Economical Activity of The Educational Institutions Management	5	credit
SK8	Audit and Assessment of Management	4	credit
SK9	Legal Aspects of The Educational Institutions Management	3	credit
SK10	State Education Policy	3	credit
SK11	Theoretical and Applied Fundamentals of Management	3	credit
SK12	Management of Organizations	4	credit
In total:		45	
Practice			
SK13.	Management Practice at Secondary Education Institutions	6	credit
SK14	Management Practice at Professional Pre-Higher and Higher Education Institutions	6	credit
SK15	Qualification work	9	exam
Together for mandatory components:		66	
ELECTIVE COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM (BC)			
<i>Cycle of professional training</i>			
B1	Computer Information Technologies in Education and Science	3	credit
B2	Methodology and Organization of Scientific Research	3	credit
B3	Licensing and Accreditation of Educational Institutions	3	credit
B4	Modern Technologies of Educational Institutions Management	3	credit

B5	Control and Evaluation Activity of The Head of The Educational Institution	3	credit
B6	Social-psychological Service in Educational Institutions	3	credit
B7	Actual Problems of Professional Education	3	credit
B8	Fundamentals of the Inclusive Education	3	credit
B9	Professional Health	3	credit
B10	Psychodiagnostics	3	credit
B11	Education abroad (management aspect)	3	credit
B12	Communicative Leadership of The Head of The Educational Institution	3	credit
B13	Leadership and Management in Non-Governmental Organizations	3	credit
B14	Time-management	3	credit
B15	Acmeology	3	credit
B16	Gender Aspects of the Educational Institutions Management	3	credit
B17	Organization of Successful Activity	3	credit
B18	Corporate Culture and Behavior of Personality	3	credit
B19	Systems of Management of Educational Institutions Quality and Competitiveness	3	credit
In total with the elective components		24	
IN TOTAL FOR EDUCATIONAL and PROFESSIONAL PROGRAM		90	

12.2. STRUCTURAL AND LOGICAL SCHEME OF TRAINING OF HIGHER EDUCATION APPLICANTS EPP "Management of Education Institution" of the second (master's) level of higher education



Guarantor of the educational-professional program
(Project Team Leader)



O.S. Bodnar

The program was approved at the meeting
of the Department of Pedagogy and Management of Education
Protocol No. 9 of April 14, 2020

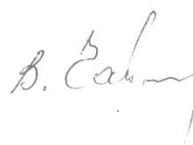
Head of the Department of Pedagogy
and Management of Education



H.M. Meshko

The program is approved by the Academic Council
of the Faculty of Pedagogy and Psychology
Protocol № 10 of June 17, 2020

Chairman of the Academic Council of the Faculty



V.M. Chaika

The educational program is recommended for implementation
by the Academic Council of Ternopil Volodymyr Hnatiuk
National Pedagogical University
Protocol No. 13 of June 23, 2020
With changes and additions approved
by the Academic Council of the University
Protocol No. 2 of September 29, 2020

Academic Secretary of the University



V.R. Hevko