

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

EDUCATIONAL AND PROFESSIONAL PROGRAM

The second level of higher education
in specialty 073 Management
in the field of knowledge: 07 Management and administration
Qualification: Master of management. Head of the enterprise and organization (in
the field of education and production training)

**APPROVED BY THE ACADEMIC
COUNCIL**

The Head of the Academic Council

_____ /V. P. Kravets/
(protocol № 13 dated "27" June 2017)

**Educational program enacts from
September «01» 2017
(order № 220-p dated August «30» 2017)**

**I. Profile of the educational and professional program in specialty
«073 Management»with specialization«Educational institution management»**

Full name of higher educational institution and structural unit	Ternopil Volodymyr Hnatyuk National Pedagogical University, Faculty of Pedagogy and Psychology, Department of Pedagogy and Management of Education
The degree of higher education and the name of the qualification in the language of the original	Master of Management. Manager. Head of the enterprise, institution and organization (in education and industrial training)
The official name of the educational program	Educational and professional program
Type of diploma and the volume of the educational program	The master's degree, unitary, 90 ECTS credits, the term of study – 1 year and 4 months
Availability of accreditation	Ministry of Education and Science of Ukraine, Certificate of Accreditation of the specialty: series HДІУ No 2081556, dated 13 March 2017 p., validity: till 2022
Cycle/Level	FQ-EHEA – second cycle, EQF LLL – level 7, NRC (NQF - national qualifications framework) of Ukraine – level 7
Prerequisites	Availability of the bachelor's degree
Teaching languages	Ukrainian
The duration of the educational program	till 2022
Internet address of the permanent description of the educational program	

2 - The purpose of the educational program

Training of highly skilled management personnel in the field of knowledge "07 Management and Administration". Successful graduates complete a master's study, tested and presented in a scientific society, gain a high level of experience in the interdisciplinary environment, develop and improve the general and subject-specific competencies necessary for obtaining new scientific knowledge, masterful performance of professional-management functions in accordance with socio-cultural and educational challenges, which will enable them to have broad access to employment and further education.

3 - Characteristics of the educational program

Subject area (branch of knowledge, specialty, specialization)	07 Management and administration, specialty 073 Management, specialization Management of an educational institution
The main focus of the educational program and specialization	<p>Research in vocational education.</p> <p><i>General.</i> Investigation of regularities and scientific and theoretical bases concerning:</p> <ul style="list-style-type: none"> – educational policy strategies; – innovative concepts and management systems; – psychological concepts of educational management; – assessment and management effectiveness in education; – information and communication technologies for searching, processing, analyzing information from different sources and making decisions. – personnel management systems in education; <p><i>Special in:</i></p> <ul style="list-style-type: none"> - theoretical and methodological principles of modernization of the system of management of educational institutions; - fundamentals of educational, financial and economic activity management; - functions, methods, technologies and managerial decisions in management in the conditions of globalization and integration; – information technologies in the management of the educational system; <p><i>Specialized in:</i></p> <ul style="list-style-type: none"> – legal aspects of the management of an educational institution; – the theoretical foundations of school management; – management of educational activities; – instrumentation of substantiation of managerial decisions; – audit and evaluation of management activities.

Peculiarities of the program

The program, as well as the educational modules, of which it is composed, are focused on the master, directed to results. This approach implies that the key competencies, valuable management experience that a graduate of the third cycle during the course of studying in the magistracy should possess, determine the content of the program. In a focused on a master, oriented program, all components are interconnected and mutually agreed. This applies not only to the curricula or modules that are the main / obligatory part of the program (general and vocational training cycles), but also to selective (optional) disciplines that deepen the program profile (cycle of disciplines of free choice of master student).

Studying outcomes and competencies focus on the requirements of both the knowledge management and administration, and society, in terms of masters' management, management education specialists. The final results of the third cycle training are designed at the program level and at the level of a separate discipline or module. Competences are developed by a number of academic disciplines at various stages of its implementation.

The modular structure of the program promotes transparency, facilitates mobility and mutual recognition, balances the educational load of the master student at different stages of study.

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, in particular, andragogical, competence, personally oriented, acmeological, axiological, systemic, integrative, coaching approach, hermeneutic, and praxeological. The program is designed taking into account the principles of continuity, systemicity, modularity, variability, flexibility and mobility, individualization and differentiation, student centered approach, proactive professional development, a rational combination of autonomy and creative activity, technology, and scientific support.

The final results of learning individual subjects or modules are part of the overall studying outcomes and the

	<p>development of a certain level of competence, taking fully into account the educational outcomes that should be achieved in other components of the program.</p> <p>The program is implemented in small interactive groups of masters and provides a wide range of in-depth lecture courses, trainings, master classes, webinars, round tables, practically oriented workshops, thematic meetings, conferences, individual and group consultation.</p> <p>Educational and qualification master's degree, which is confirmed by a document of a state standard.</p> <p>Ability to study foreign students.</p>
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4 – Eligibility of graduates for employment and further training

<p>Eligibility for employment</p>	<p>Professional titles in accordance with the current version of the National Classifier of Ukraine: Classification of occupations (SC 003: 2010):</p> <p>2310.2 Lecturer of a higher educational institution</p> <p>1210.1 Head of the educational institution (secondary educational institution):</p> <ul style="list-style-type: none"> • Head of the school, kindergarten, boarding school, orphanage, boarding school and admissions center for juveniles, special boarding school, lyceum, gymnasium, school of physical culture; • Head of an out-of-school institution; • Director (manager, chief) of the department manager, laboratory, cabinet; • Head of kindergarten of all types and names (except orphanages); • Head of the educational institution; • Head, deputy head of the educational institution; • Head, deputy head of the structural unit of the
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	<p>educational institution.</p> <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 Educator-organizer;</p> <p>2310.2 Assisstant.</p>
Further training	FQ-EHEA –thirdcycle, EQF LLL – level 8, NRC (NQF - national qualifications framework)ofUkraine – level 8.
5 – Teaching and assessment	
Teaching and studying.	<p>Student-centered learning, problem-oriented learning, e-learning in the Moodle system, self-learning, research-based learning, etc.</p> <p>Among training technologies are interactive, adaptive, case-method, training, game technologies, thematic discussions, conferences.</p> <p>Study of scientific methodology based on various interactive courses offered by the magistracy.</p> <p>Lecture courses, scientific seminars, small classes, independent work on the basis of educational literature and essays, individual and group consultations with teachers and relevant groups (graduates, employers, researchers), demonstration classes, self-training in the library and Internet sources, project work, distance learning (based on paper or ICT-based), problem-solving training, e-learning, fully online or mixed with the use of other techniques and learning environment, management practice.</p> <p>Methods of teaching and learning: participation in problem solving classes, summarizing, conducting research, performing individual or group projects of growing complexity, finding relevant materials in libraries and online, writing research papers, reports on independent research / work on the problem / project, master's thesis, preparation and scientific presentation, leadership or active participation in teams.</p>
Assessment	Written and oral examinations, seminars, scientific reports on the assessment of achievement, current

assessment through self-examination, colloquiums, defense of master's work with the participation of scientists from other higher educational institutions.

The final control of the student's progress is conducted in the form of:

exam – on the results of studying objective disciplines of the educational program;

credit– on the results of the study of the selective (on the choice of higher education institutions, at the choice of the master) disciplines of the educational program.

The final result of the study of the student is the properly completed manuscript of the master's work, its public defense and receiving a Master's degree in the field of 07 "Management and Administration", 073 "Management", specialization "Management of an educational institution".

6 – Program competencies

Integral competency	<p>Ability to solve complex problems in the field of professional, including research and innovation activities, which includes a deep rethinking of existing ones and creation of new integrated knowledge and professional practice for solving problem professional tasks in management and administration in the field of education management</p>
General competences, transferable skills	<p>GC1 The ability to abstract thinking, analysis, synthesis, and the establishment of interconnections between phenomena and processes.</p> <p>GC2 Ability to conduct research at the appropriate level.</p> <p>GC3 Ability to communicate with representatives of various professional groups and in the international context.</p> <p>GC4 Skills in using information and communication technologies to search, process, analyze information from different sources and make decisions.</p> <p>GC5 Ability to organize and motivate people to move towards a common goal, to work in a team.</p> <p>GC6 Ability to act on the basis of ethical considerations, socially responsible and consciously.</p> <p>GC7 Ability to identify and solve problems, generate new ideas.</p> <p>GC8 Ability to assess and ensure the quality of work performed.</p>
<p><i>Professional specific competences</i></p>	<p>Competences defined by the standard of higher education specialization</p> <p>PC1 Ability to choose and use concepts, methods and tools of management, including in accordance with international standards;</p> <p>PC2 To establish the criteria by which the organization determines the further directions of development, to develop and implement relevant strategies and plans of development in accordance with the directions of educational policy, requests of consumers of educational services in the philosophy of an educational institution, the peculiarities of the functioning of the educational environment of an educational institution; the legal basis of the organization;</p>

PC3 Ability to self-development, lifelong learning and effective self-management; the ability to understand management as a specific type of human activity, to provide a strategic vision, continuous development of knowledge, general purpose clarity, stability and coherence of the direction of vocational and pedagogical activity, which makes it possible to realize the significance of the functioning of modern scientific schools of education management (strategic, marketing, competence).

PC4 Ability to effectively use and develop human resources in the organization; the ability to develop personal responsibility and, to a large extent, an autonomous initiative; effectively use labor resources, form a successful team as a social entity;

PC5 Ability to create and organize effective communication in the management of the institution of education;

PC6 Skills of formation and demonstration of leadership qualities during the leadership of the pedagogical team;

PC7 Ability to develop and manage educational projects, to demonstrate initiative and entrepreneurship;

PC8 Ability to use psychological technologies of work with personnel, to introduce psychological principles of management activity in education, to form favorable psychological climate and positive image of educational institution;

PC9 Ability to analyze and structure organizational problems, to make managerial decisions and to provide conditions for their implementation in dynamic, unpredictable and uncertain conditions;

PC10 Ability to manage the organization, its changes, professionally control, monitor, evaluate and coordinate the management of education.

PC11 Ability to organize work in accordance with the requirements of safety of life and labor protection within the functional responsibilities of the head of an educational institution or manager of educational process, the ability to conduct training in the workplace on safety

	<p>and life safety.</p> <p>PC12 Ability to use methods of scientific and pedagogical research in various types of professional-pedagogical and managerial activities.</p>
<p>Competencies defined by the HEA</p>	
<p>Specialized competencies</p> <p>SC</p>	<p>SC1 <i>Management:</i> Ability to provide strategic, tactical, operational management of organizations and their associations; the ability to provide anti-crisis, parsipative, project, innovative, reflexive, adaptive management of organizations and their associations; ability to provide management of the competitiveness and investment attractiveness of organizations; the ability to effectively manage educational activities in accordance with official duties.</p> <p>SC2. <i>Project:</i> the ability to plan, organize, motivate employees, control and regulate the activities of organizations and their associations; the ability to formulate a model for the development of the educational institution in accordance with the directions of educational policy and the tasks of reforming education; the ability to plan its management activities in accordance with the current legislation on education.</p> <p>SC3 <i>Instrumental:</i> the ability to apply management methods to ensure the effectiveness of the activities of organizations and their associations; the ability to possess analytical and research tools for assessing the functioning environment of organizations and their associations..</p>

	<p>SC4 Organizational and technological: Ability to choose and systematize the contents of educational material under different learning conditions; the ability to choose forms, means and methods of learning, taking into account specific conditions, interactive means of learning; the ability to organize individual and collective forms of methodological work with pedagogical staff on issues of didactics and pedagogical psychology.</p> <p>SC5 Presentative and representative: ability to represent the interests of an educational institution; the ability to demonstrate the communicative, research, technological and cross-cultural skills necessary to ensure the efficient and effective work of organizations and their associations.</p> <p>SC6 Analytical and expert: <i>здатність</i> the ability to develop managerial assessment procedures; determine the structure of management activity; to distinguish between technologies and methods of assessing the quality of education; the ability to conclude the main stages of audit, monitoring, diagnostics; the ability to determine the indicators of pedagogical objects.</p> <p>SC7 Organizational and regulatory: the ability to make rational selection and use the pedagogical staff taking into account their individual peculiarities; the ability to organize targeted training for teachers at school and abroad.</p> <p>SC8 Information and communication: the ability to use the capabilities of network software systems and Internet resources to solve experimental and practical tasks in the field of management and public relations and society in the educational environment of the institution; the ability to ensure the use of information technology in the educational process.</p> <p>SC9 Socio-psychological: the ability to create a positive psychological climate in a team; the ability to coordinate work with state and non-governmental organizations; the ability to strengthen the educational and material base of the institution..</p>
7 – Program outcomes of studying	
Program outcomes of studying identified by the Higher Education	POS1 Apply concepts, methods and tools of management for effective and efficient management of the organization

<p>Standard</p>	<p>POS2 Establish links between elements of the organization management system;</p> <p>POS3 Apply skills of substantiation and project management, generation of entrepreneurial ideas;</p> <p>POS4 Planning the organization's activities in strategic and tactical sections;</p> <p>POS5 Organize and communicate with representatives of various professional groups and in the international context;</p> <p>POS6 To practice the use of modern information and communication technologies in management;</p> <p>POS7 To argue their own point of view in a discussion based on ethical considerations, socially responsible;</p> <p>POS8 Demonstrate skills to interact with people and influence their behavior, work in a team;</p> <p>POS9 Identify the ability to self-development, lifelong learning and effective self-management;</p> <p>POS10 To be able to analyze and structure the organization's problems, to make managerial decisions and to provide conditions for their implementation, to manage time;</p> <p>POS11 To be able to manage an organization, its changes, carrying out their informational, methodical, material, financial and personnel support, in particular, in accordance with international standards and recommendations of models of perfection.</p> <p>POS12 Ability to communicate with representatives of other professional groups of different levels (with experts from other branches of knowledge / types of management activities).</p>
<p>Program outcomes of studying, identified by the higher education institution</p>	<p>POS1 Ability to design scientific and methodological support of the educational process, to model normative and legal acts of the functioning of the educational institution on the basis of legal and regulatory principles of education; the ability to design and manage educational projects; the ability to organize the rational use of school budgets and publicize information.</p> <p>POS2 Ability to use technology expertise, analytics, monitoring to assess the quality of school education; the ability to enter the criteria; the ability to analyze</p>

	<p>and evaluate the arrays of students' learning achievements, to use the methods of interpreting information, to prepare expert conclusions and suggestions based on the received data of evaluation and measurement of management activity; to prepare the institution for licensing and accreditation and to communicate in a foreign language with the international community.</p> <p>POS3 Ability to use upgraded management functions; to distribute pedagogical load of teachers and to fix it in normative documents; to control the organization of the educational process and extracurricular educational work; the ability to hold a council; to analyze lessons on different models, to implement in the management of the concept of educational policy of the state and the region</p> <p>POS4 Ability to provide certification of teachers, create conditions for the creative growth of teachers and their certification, the implementation of new psychological and pedagogical ideas of the New Ukrainian school, the carrying out of research work ability to ensure the implementation of pedagogical and managerial innovations; the ability to use business scientific speech for document management.</p> <p>POS5 Ability to apply organizations management technology to provide a favorable microclimate, to use psychodiagnostic methods; to promote information about organization of a healthy way of life; the ability to provide labor protection and sanitary and hygiene norms of training, creation and maintenance of living conditions in secondary schools and its territory, creation of conditions for inclusive education.</p>
8 - Resource support for the implementation of the program	
Personnel support	<p>Program developers: 3 doctors of sciences, 2 professors. All developers are full-time employees of the Ternopil National Pedagogical University. The Guarantor of the educational-professional program: Ph.D., prof. V.P. Kravets is a professor at the Department of Pedagogy and Management of Education. Scientific and pedagogical staff with academic degrees and / or academic degrees, as</p>

	well as highly skilled specialists, are involved in the program realization. In order to increase the professional level, all scientific and pedagogical workers undergo an internship once in five years, including overseas.
Material and technical support	The main components of the University's educational and material resources are: auditoriums, educational, research and teaching laboratories, offices, library, reading rooms, production workshops, stadiums, gyms that meet sanitary and technical standards and fire regulations.
Information and studying and methodological support	Now the university has 1,576 personal computers; 41 computer class is equipped with 642 workplaces; there is a single computer network (fiber-optic communication) with Internet access; put into operation software for creation of the electronic catalog of the university library (information about 12 thousand editions is included in the catalog); a bank of texts of rare and short-lived literature, which at present has 21,356 documents.
9 – Academic mobility	
National Credit Mobility	The volume of the educational program of master's degree in the field of knowledge 07 Management and administration of specialty 073 Management, specialization The management of the educational institution is 90 ECTS credits, including: modules of the general training cycle - 10 credits, modules of training - 57 credits, practical training - 14 credits, certification (diploma designing and thesis defense) - 9 credits.
International Credit Mobility	Improvement of qualification (internship) of scientific and pedagogical workers in domestic higher education partners.
Studying of foreign applicants for higher education	<p>Agreement on the Semester Academic Exchange between the Vienna School of Pedagogy in Vienna, Austria, and the Ternopil Volodymyr Hnatiuk National Pedagogical University named after, Ukraine (2017-2020).</p> <p>Agreement on conducting joint (parallel) training and issuance of diplomas in cooperation with foreign universities between the Yana DlugoshAcademy. in Czestochowa, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University (since 2016).</p> <p>Agreement on Semester Academic Exchange between the Academy of Special Pedagogy named after. M. Gzhezogozhevskaya in Warsaw, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (2015-2020).</p> <p>Agreement on conducting joint (parallel) training and issuance of diplomas in cooperation with foreign universities between the School of Informatics and Economics of the Common Knowledge Society in Olsztyn, Poland, and the Ternopil Volodymyr Hnatiuk</p>

	<p>National Pedagogical University, Ukraine (2015-2025). Agreement on conducting joint (parallel) training and issuance of diplomas in cooperation with foreign universities between Humanitas University, Sosnowiec, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (2015-2020).</p> <p>Agreement on semester academic exchange (the exchange of groups of students - up to 4 persons and a leader for up to two weeks, academic exchange - training during the first semester) between the Pomeranian Academy in Slupsk, Poland, and Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (2016-2021)</p> <p>Agreement on parallel study for students and obtaining a parallel (second) diploma between the Higher School of International Relations and American Studies in Warsaw, Poland, and the Ternopil Volodymyr Hnatiuk National Pedagogical University, Ukraine (since 2014).</p>
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2. List of components of the educational and professional program and their logical consistency

2.1. List of components of educational and professional program

Code / №	Components of the educational program (educational disciplines, course projects (works), practice, qualification work)	Number of credits	Assessment form
1	2	3	4
OBJECTIVE COMPONENTS OF EDUCATIONAL PROGRAM			
<i>A cycle of professional-oriented humanities and socio-economic training</i>			
OC1	Foreign language (in professional orientation)	4	Exam
OC2	Philosophy of science	3	Exam
OC3	Computer information technologies in education and science (training)	3	Credit
<i>A cycle of professional and practical training (MIII)</i>			
OC1.1	Psychology and pedagogy of higher education	3	Exam
OC1.2	Psychology of management	4	Exam
OC1.3	Management of human resources	4	Exam
OC1.4	Management of educational activities in educational institutions	4	Exam
OC1.5	Management of financial and economic activity of educational institutions	4	Credit
OC1.6	Audit and assessment of management activities	4	Credit
OC1.7	Management in education	3	Exam
OC1.8	Legal aspects of the management of the educational institution	3	Credit
OC1.9	State educational policy	3	Credit

OC1.10	Theoretical and applied principles of management	3	Credit
OC1.11	Methodology and organization of scientific research	3	Credit
OC1.12	Management of organizations	3	Credit
Practice			
1.	Management practice in institutions of secondary education	6	Credit
2.	Management practice in higher educational institutions of 1-4 accreditation levels	6	Credit
Total amount of objective components		63	
SELECTIVE COMPONENTS OF EDUCATIONAL PROGRAM			
<i>A cycle of professional and practical training (BMIII)</i>			
Selective (by the choice of the student)			
SC1	Licensing and accreditation of educational institutions	3	Exam
	Comparative pedagogy		
SC2	Psychodiagnostics	3	Credit
	Professional pedagogy		
SC3	Design and ergonomics	3	Credit
	Control and evaluation activity of the head of the educational institution		
SC4	Social-psychological service in educational institutions	3	Credit
	Basics of inclusive education		
SC5	Professional health of a teacher	3	Credit
	Gender pedagogy		
SC6	Modern technologies of educational institution management	3	Credit
	Contemporary Ukrainian scientific speech		
Total amount of selective components:		18	
Master's thesis		9	
GENERAL AMOUNT OF EDUCATIONAL PROGRAM		90	

3. Form of certification of higher education applicants

The certification of the graduate of the educational-professional program of the specialty 073 "Management" of the specialization "Management of an educational institution" is carried out in the form of defense of the master's degree work and ends with the issuance of the document of the established model for awarding a master's degree with the qualification "Master of Management. Head of the enterprise and organization (in the sphere of education and industrial training)".

The certification is carried out openly and publicly. The state certification of the master's degree involves the defense of master's thesis, which is an independent final qualification writing paper that confirms the appropriate level of theoretical knowledge and practical training, as well as the ability to work independently in the chosen specialty.

Masters degree paper is one of the types of individual student work, original, completed scientific research in the field of knowledge "Management and Administration" and contains a set of results, provisions that are proposed for public defense.

Master's thesis is a completed scientific research, it must have internal cohesion and evidence of the author's readiness to perform professional duties using the acquired integrated knowledge, skills and practical skills. The examination committee must submit materials characterizing the scientific (creative) and practical significance of the work performed - a certificate on the approbation of the results of the research and / or abstracts of reports at scientific and practical conferences, etc.

For all the information contained in the master's thesis, the procedure for the use of the actual material and other information during its writing, the substantiation of the conclusions and the provisions in it is the responsibility of the student directly - the author of the qualifying work. In accordance with the Law of Ukraine "On Higher Education", a higher educational institution is obliged to take measures, including through the introduction of appropriate new technologies, in preventing and detecting academic plagiarism in scholarly work of higher education graduates.

To implement these provisions, the student-author of the master's thesis adds to the printed version of the CD explanatory note with an electronic version in PDF format.

The defense of the master's work takes place in the form of a report of the HEA in the presence of the members of the examination board. The report should be accompanied by a demonstration of the graphic part in the form of a presentation with a handout or posters.

The defense of qualifying work takes place in open sessions of the examination board. The duration of defense is usually set to 30 minutes. The duration of the report is 8-10 minutes. In the course of the report, the HEA should use the developed presentation, which contains illustrative materials for a clear demonstration of the main provisions of their work.

The report ends with the formulation of conclusions, where the master student should clearly identify the main results of the work, make comparisons with known analogues and tell about the prospects for further developments in this direction and the practical application of the results. The defense procedure provides:

- announcements of reviews, feedback from the supervisor and decisions on the admission of work to defense;
 - the speech of the master student;
 - questions of the members of the examination board, which are aimed at determining the level of its professional training and erudition in general;
 - master's answers in oral form, which are added to the protocol of the session;
- for all questions the student must give an argumented answer;

- reading the response of the scientific supervisor and reviewer the qualification thesis;

- Master's answers to comments of the reviewer;

- possible speeches of the participants of the meeting (with the permission of the chairman of the SEB);

-discussion at the meeting of the Examination Committee on the results of the work defense;

-the decision of the Examination Commission on the assessment of the work and assignment of the relevant qualification to the master.

On the basis of the defense of the thesis, the Examining board (EB) decides on the assignment of its author a qualification and the issuance of a Master's degree.