

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

**APPROVED**

the academic council of the university,  
protocol No. 11 of June 22, 2016  
put into effect by order of the rector  
No. 220 dated August 30, 2016.

With changes and additions,  
approved by the Scientific Council  
University  
protocol No. 10 dated May 30, 2023  
put into effect by order of the rector  
№146-p dated May 30, 2023



Rector

Bohdan BUYAK

**EDUCATIONAL AND PROFESSIONAL PROGRAM**  
**"MANAGEMENT OF THE EDUCATIONAL INSTITUTION"**

Second (master's) level of higher education

in the specialty 073 Management

fields of knowledge 07 Management and Administration



## PREFACE

Educational and professional was changed and supplemented by the project group of Ternopil Volodymyr Hnatyuk National Pedagogical University consisting of:

**Bodnar Oksana Stepanivna**, Doctor of Pedagogical Sciences, Associate Professor, Professor of Department of Pedagogy and Management of Education, Ternopil Volodymyr Hnatyuk 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 Hnatyuk 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 Hnatyuk 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 Hnatyuk 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 Hnatyuk National Pedagogical University – *a member of the project team; from the scientific and pedagogical staff of the support group;*

**Nestayko Iryna Mykolayivna**, Candidate of Pedagogical Sciences, Associate Professor of Department of Pedagogy and Management of Education, Ternopil Volodymyr Hnatyuk National Pedagogical University, – *a member of the project team; from the scientific and pedagogical staff of the support group;;*

**Horishna Oksana Myroslavivna**, deputy director of the Ternopil Secondary School of I-III degrees No. 14 named after Bohdan Lepky, – *a member of the project team, an external stakeholder (employer);*

**Ruchakovskiy Andrii Mykhailovych**, Andrii Mykhailovych Ruchakovskiy, Director of the communal institution of the educational complex «General Education School of I-II Levels - Preschool Educational Institution of the village of Grabovets» of Velikohayiv Village Council, Ternopil Region, - *external stakeholder (employer);*

**Hanna Volodymyrivna Zvarych**, Deputy Director of the Department of Education and Science of the Ternopil Regional State Administration, Candidate of Pedagogical Sciences; – *external stakeholder (employer);*

**Alla Mykolaivna Hirska**, assistant judge of the Ternopil City District Court of the Ternopil Region, *external stakeholder, (employer).*

**Galina Dmytrivna Vasylenko**, director of the Professional Development Center of Berezovytskyi TG, external stakeholder, *(employer).*

**Tobonko Nadiya Mykhailivna**, master's student of MUNZ-13 group, *internal stakeholder.*

**Iryna Petrivna Soprun**, master's student of the ZMUNZ-14 group, teacher, Ternopil preschool institution (nursery-kindergarten) No. 31, *internal stakeholder*.

**Naumenko Iryna Anatoliivna**, master's student of the 14-14 group, geography teacher of the Communal Educational Institution "Secondary General Education School No. 62" of the Dnipro City Council, *internal stakeholder*.

**Reviews of external stakeholders:**

**Zvarych Hanna Volodymyrivna**, deputy director of the Department of Education and Science of the Ternopil Regional State Administration, Candidate of Pedagogical Sciences, employer.

**Oleksandr Mykolayovych Ostapchuk**, director of TNVK "Lyceum School No. 6 named after Nazariya Yaremchuk", employer.1. Profile of the educational program "Management of an educational institution" in the specialty 073 Management

<b>I - General information</b>	
<b>Full name of institution of higher education and structural subdivision</b>	Ternopil Volodymyr Hnatyuk National Pedagogical University, Institute of Pedagogics and Psychology, Department of Pedagogy and Management of Education
<b>Level of higher education</b>	The second (master's) level
<b>Degree assigned</b>	Master
<b>Name of the field of knowledge</b>	07 Management and Administration
<b>Specialty</b>	073 Management
<b>Specialization (if available)</b>	Absent
<b>The official name of the educational program</b>	Management of an educational institution
<b>Educational qualification</b>	Master of Management. Management of an Educational Institution
<b>Forms of obtaining higher education</b>	Institutional (full-time, part-time, dual)
<b>Language(s) of instruction</b>	English

<b>Program cycle/level</b>	NRK of Ukraine – 7th level, FQ-EHEA – second cycle, EQF LLL – 7th level
<b>Type of diploma and scope of the educational program</b>	Master's degree, single, 90 ECTS credits, term of study – 1 year 4 months
<b>Prerequisites</b>	Having a bachelor's or master's degree (educational and qualification level of a specialist) of higher education
<b>Availability of accreditation</b>	MES of Ukraine, Certificate of accreditation of the specialty: NDIU series № 2081556, dated March 13, 2017, validity: until 2022.
<b>Prerequisites</b>	Existence of a bachelor's or master's degree (educational and qualification level of a specialist) of higher education based on the results of entrance examinations in the specialty and a foreign language in accordance with «Rules of admission to Ternopil Volodymyr Hnatyuk National Pedagogical University». <a href="http://tnpu.edu.ua/abiturient/pdf/2021/Pravyla_pryiomu">http://tnpu.edu.ua/abiturient/pdf/2021/Pravyla_pryiomu</a>
<b>Internet address of the permanent placement of the description of the educational program</b>	<a href="http://tnpu.edu.ua/about/public_inform/akredytatsiia%20ta%201itsenzuvannia/osvitni_prohramy/magistr/fpp/073_menedzhment.php">http://tnpu.edu.ua/about/public_inform/akredytatsiia%20ta%201itsenzuvannia/osvitni_prohramy/magistr/fpp/073_menedzhment.php</a>
<b>2 – The purpose of the educational program</b>	
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.	
<b>3 – Characteristics of the educational program</b>	
<b>Subject area</b>	<p><b>The name of the field of knowledge</b> is 07 Management and administration.</p> <p><b>The name of the specialty</b> is 073 Management.</p> <p><b>The objects of study and activity</b> are the management of organizations and their divisions, the science of management and management in various forms and manifestations, which depend on the forms, technologies and areas of use, the mission and purpose of the organization, as well as on innovations in professional activity.</p> <p>The goals of training are the integral training of specialists</p>

who are able to identify and solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations and are characterized by the uncertainty of conditions and requirements.

**Theoretical content of the subject area:**

paradigms, laws, regularities; principles, historical prerequisites of management development; concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; functions, methods, technologies and managerial decisions in management.

**Methods, techniques and technologies** - general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance, etc.);

methods of implementing management functions (methods of marketing research; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; functions, methods, technologies and management decisions in management.

*Methods, techniques and technologies:*

- 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.).

**Tools and equipment** - equipment and equipment necessary for the formation of professional competences, computer, multimedia and technical means of education, necessary in the educational process for the formation of experience in acquiring methods of education and upbringing; modern information and communication equipment, information systems and software products used in education (SKYPE, ZOOM, etc.); use of databases of educational institutions for management practice

<p><b>Orientation of the educational program</b></p>	<p>The educational and professional program has an applied orientation. It focuses on modern scientific achievements in the field of management of socio-pedagogical systems, takes into account the specifics of work in the educational field, foresees a further professional and scientific career. OP is aimed at the general and professional training of a competitive specialist who will have the opportunity for wide access to employment and further education</p>
<p><b>The main focus of the educational program</b></p>	<p><b>General regarding:</b> study of regularities and scientific and theoretical bases regarding: construction of communications in state and foreign languages; using the achievements of pedagogy and psychology in the educational process; methods of organization of scientific and applied research, information technologies in education management.</p> <p><b>Special regarding:</b> theoretical and methodological principles of management of labor resources in educational institutions; using the 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; tools for audit and assessment of management activities; functions, methods, technologies of organization management, specifics of the system management of the quality and competitiveness of the educational institution.</p> <p>Keywords: management, management, educational institution, manager, organization, concepts, technologies, functions, methods, quality of education, competitiveness.</p>
<p><b>Forms of education</b></p>	<p><b>General regarding:</b> study of regularities and scientific and theoretical bases regarding: construction of communications in state and foreign languages; use of the achievements of pedagogy and psychology in the educational process; methods of organization of scientific and applied research, information technologies in education management.</p> <p><b>Special regarding:</b> theoretical and methodological principles of personnel management in educational institutions; legal aspects of educational institution management; concepts of educational policy; management of educational and financial and economic activities; tools for audit and assessment of management activities; functions, methods, technologies of organization management; specifics of the quality and competitiveness management system of the educational institution.</p> <p>Keywords: management, management, educational institution, manager, organization, concepts, technologies, functions, methods, quality of education, competitiveness.</p>

<b>Academic rights of graduates</b>	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.
<b>Features of the program</b>	<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 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> <p>Program results correspond to the Standard of Higher Education in the specialty 073 Management for the second master's level of higher education; National framework of qualifications; Professional standards "Head (director) of a general secondary education institution"; "Head (director) of a preschool education institution."</p>
4 – Employability of graduates and further education	



<p><b>Suitability for employment</b></p>	<p>Professional types of work according to the current edition of the National Classifier of Ukraine: Classifier of Professions (DC 003:2010), valid, with changes introduced on 12/29/2022 by Order No. 5573 of the Ministry of Economy of Ukraine.</p> <p>Section 1. Legislators, senior civil servants, leaders, managers (managers) DK 003:2010) (codes 1110-1496).</p> <p>1210.1 Head (director) of a preschool education institution</p> <p>1210.1 Head (director) of a general secondary education institution</p> <p>1210.1 Head (director) of an extracurricular education institution</p> <p>1210.1 Head (director) of the inclusive resource center</p> <p>1210.1 Head (director) of the interschool resource center</p> <p>1210.1 Head (director) of the professional development center</p> <p>1210.1 The head (director, head, etc.) of the institution of vocational pre-higher education</p> <p>1210.1 Head (director, head) of a professional (vocational and technical) education institution</p> <p>1210.1 Head of the department</p> <p>1210.1 Director (head, manager, other manager) of a branch (branches)</p> <p>1477.1 Personnel manager</p> <p>1499 Manager (manager)</p> <p>Section 2. Professionals. Appendix A (mandatory), codes 2111.1–2490</p> <p>This section includes professions that require the employee (taking into account the scope and complexity of certain professional tasks and duties) to be qualified for:</p> <p>1) a diploma of complete higher education corresponding to the level of specialist, master;</p> <p>2.29.4 Heads of units in the field of education and industrial training</p> <p>231 Professionals in the field of education and training</p> <p>235 Other professionals in the field of education and training</p> <p>2351.2 Professional development center consultant</p> <p>235 Other professionals in the field of education and training</p> <p>2351.2 Professional development center consultant</p> <p>2351.2 Methodist inspector</p> <p>2352 Inspectors of educational institutions</p> <p>2359.2 Other professionals in the field of education</p> <p>33 Specialists in the field of education and training</p> <p>According to the ISCO-08 International Classification</p> <p>4 Managers</p> <p>1120. Managing directors and chief executives</p>
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	<p>1212. Human resource managers  1213. Planning managers  1223. Research and development managers  1345. Education managers</p>
<b>III - The volume of ECTS credits required to obtain an appropriate higher education degree</b>	
<b>The volume of the educational program</b>	<p>The amount of EPP of the program is 90 ECTS credits (2700 hours).  Term of study - 1 year 4 months.  The program consists of two components: mandatory (CK) and optional (B).  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)  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>
<b>IV – Teaching and assessment</b>	
<b>Teaching and education</b>	<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:  «Regulations on the organization of the educational process at Ternopil Volodymyr Hnatyuk National Pedagogical University».  <a href="http://tnpu.edu.ua/about/public_inform/upload/2020/Polozhennia_pro_orhanizatsiiu_osvitnoho_protseesu.pdf">http://tnpu.edu.ua/about/public_inform/upload/2020/Polozhennia_pro_orhanizatsiiu_osvitnoho_protseesu.pdf</a>  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:  "Regulations on the procedure and conditions for choosing elective subjects by higher education."  <a href="http://tnpu.edu.ua/about/public_inform/upload/2019/Polozhennia_pro_poriadok_ta_umovy_obrannia_studentamy_dystsyplin_za_vyborom.pdf">http://tnpu.edu.ua/about/public_inform/upload/2019/Polozhennia_pro_poriadok_ta_umovy_obrannia_studentamy_dystsyplin_za_vyborom.pdf</a>  "Regulations on the individual curriculum of the applicant for higher education."  <a href="http://tnpu.edu.ua/about/public_inform/upload/2020/Polojennya_pro_indyvidualnyi_navchalnyi_plan.pdf">http://tnpu.edu.ua/about/public_inform/upload/2020/Polojennya_pro_indyvidualnyi_navchalnyi_plan.pdf</a>  "Regulations on student self-government at Ternopil Volodymyr Hnatyuk National Pedagogical University".  <a href="http://tnpu.edu.ua/about/samovryaduvannya/Students_government/Polozhennja_stud_.pdf">http://tnpu.edu.ua/about/samovryaduvannya/Students_government/Polozhennja_stud_.pdf</a></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 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>
<p><b>Evaluation</b></p>	<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"> <li>exam (based on the results of studying the mandatory disciplines of the educational program);</li> <li>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).</li> </ul> <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</p>

	<p>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 Hnatyuk National Pedagogical University".  <a href="http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennia_pro_poriadok_perezarakhuvannia_rezultativ_navchannia.pdf">http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennia_pro_poriadok_perezarakhuvannia_rezultativ_navchannia.pdf</a></p> <p>The procedure and procedures for assessment, passing and re-assembly, re-study of disciplines are standardized in accordance with:</p> <p>"Regulations on the system of assessment of educational achievements of applicants for higher education."  <a href="http://tnpu.edu.ua/about/public_inform/upload/2018/Polozhennja_a_pro_systemu_otsinjuvannja.pdf">http://tnpu.edu.ua/about/public_inform/upload/2018/Polozhennja_a_pro_systemu_otsinjuvannja.pdf</a></p> <p>"Temporary procedure for certification of applicants for higher education with the use of distance learning technologies."  <a href="http://tnpu.edu.ua/about/public_inform/upload/2020/Tymchaso_vyi_poriadok_atestatsii_zdobuvachiv_vyshchoi_osvity_iz_zastosu_vanniam_dystantsiinykh_tekh">http://tnpu.edu.ua/about/public_inform/upload/2020/Tymchaso_vyi_poriadok_atestatsii_zdobuvachiv_vyshchoi_osvity_iz_zastosu_vanniam_dystantsiinykh_tekh</a></p> <p>The final result of the master's study is a properly designed manuscript of the qualification (master's) work, its public defense.  <a href="http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennja_pro_magistersku.pdf">http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennja_pro_magistersku.pdf</a></p>
<b>V – Teaching and assessment</b>	
<b>Academic integrity</b>	<p>Forms of assessment: oral survey, written essays, presentations, portfolios, cases, testing, control papers; presentation of scientific work; protection of management practice reports; assessments, exams; reports on the results of pedagogical and scientific-pedagogical practices and their protection; self- and mutual assessment.</p> <p>Certification of higher education applicants is carried out in the form of defense of a qualifying (master's) thesis in accordance with the "Regulations on Master's thesis of a student of TNPU".  <a href="http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennja_pro_magistersku.pdf">http://tnpu.edu.ua/about/public_inform/upload/2017/Polozhennja_pro_magistersku.pdf</a></p> <p>The following scales are used for control and evaluation purposes: 100-point ECTS scale – 100 points correspond to 100% of the total semester grade for the academic discipline (grades for practice, etc.); 5-point national scale - for transferring grades from the 100-point scale of ECTS in examination disciplines and educational disciplines, pedagogical practice, which end with a differentiated assessment; 2-level national scale - for transferring grades from the 100-point scale of ECTS from credit subjects.</p>

<b>VI –Program competencies</b>	
<b>Integral competence</b>	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.
<b>General competencies (GC)</b>	<p><b>GC1.</b> Ability to conduct research at an appropriate level.</p> <p><b>GC2</b> Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity).</p> <p><b>GC3.</b> Skills in using information and communication technologies.</p> <p><b>GC4.</b> The ability to motivate people and move towards a common goal, the formation of a sustainable outlook and perseverance in achieving the goal.</p> <p><b>GC5.</b>The ability to act on the basis of ethical considerations (motives).</p> <p><b>GC6</b> Ability to generate new ideas (creativity).</p> <p><b>GC7.</b> Ability to abstract, critical thinking, analysis and synthesis of information from various sources, vision of complex development of events.</p> <p><b>GC8.</b>Ability to criticize and self-criticize, constructive reaction to comments.</p> <p><b>GC9.</b> Ability to adapt and act in a new situation, diagnose one's own conditions and feelings to ensure mental balance.</p>
<b>Subject Specific Competences (SC)</b>	<p><b>SC 1.</b> Ability to choose and use concepts, methods and tools of various types of management, in particular in accordance with international standards.</p> <p><b>SC 2.</b> Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans in accordance with the state and regional educational policy and legal bases of the organization's activities;</p> <p><b>SC3.</b> Ability to self-development, lifelong learning and effective self-management, ability to express national cultural identity, creative self-expression;</p> <p><b>SC4.</b> Ability to analyze the labor potential of the organization, its professional training and retraining; identification of reserves and implementation of measures to improve the efficiency of the use of intellectual and material resources of the organization.</p> <p><b>SSC5.</b> Ability to create and organize effective communications in the management process in off-line and online mode, keep</p>

electronic documentation and communicate in Ukrainian and foreign languages.

**SC6.** The ability to form leadership qualities and demonstrate the ability to work in a group in the process of managing the development and motivation of personnel.

**SC7.** Ability to develop projects, manage them in the educational process, show initiative and entrepreneurship for the development of autonomy and financial capacity;

**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;

**SC9.** Ability to create conditions that allow individuals to adequately respond to problems, analyze and structure the problems of the organization, make decisions and ensure their implementation;

**SC10.** Ability to manage the organization, its changes, professionally perform all management functions in accordance with educational policy, law and job responsibilities;

**SC11.** Ability to search, analyze scientific information, plan and perform scientific and applied research, and present results in a competitive market of educational services;

**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.

**SC13.** Ability to independently acquire new knowledge, use modern educational and research technologies in the field of management;

**SC14.** Ability to apply modern computer technology in management and teaching while solving professionally oriented and research tasks;

**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;

**SC16.** Ability to maintain the professional health of staff and create a safe educational environment.

**SC17.** The ability to master the skills and work skills of a

specialist and an expert-consultant on issues of education management.

**SC18.** The ability to respond to changes in the external environment, to take into account the requests and expectations of all participants in the educational process, in particular competitors, to use the possibilities of information technologies to increase the level of competitiveness and the image of the institution.

### VII – Program learning outcomes

**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.

**PLO 2.** To understand the connections between the elements of the organization's management system in unpredictable conditions, to identify and understand problems in the organization, to justify the methods of solving them; provide conditions for effective and open public supervision of the activities of the educational institution.

**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, conclude contracts.

**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.

**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, ensure the cooperation of the involved specialists (speech therapists, psychologists, teacher's assistants) in providing additional support to persons with special educational needs.

**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 and decency.

**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 own time, using self-management technologies, take responsibility for own 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 informational, methodical, material, financial and personnel support of the organization (unit); provide mentoring and supervision.

**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 educational disciplines in educational institutions, monitor and evaluate the effectiveness of management activities.

**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 various sources, search, process, analyze and synthesize the received information; to form a culture of academic integrity in the organization; work with modern bibliographic and reference 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; to form a safe educational environment and a favorable microclimate during the organization of subject-subject interaction in the management of an educational institution.

**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**

<b>Form of attestation of applicants for higher education</b>	Attestation is performed in the form of the public defense of qualification work.
<b>Qualification requirements- new work (if available)</b>	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**

<b>Staff support</b>	<p>All developers are full-time employees of Volodymyr Hnatyuk Ternopil National Pedagogical University. Guarantor of the educational and professional program: PhD, professor, professor of the department of pedagogy and management of education - Bodnar O.S.</p> <p>Scientific and pedagogical workers with scientific degrees and/or scientific titles, stakeholders, employers, master's students, as well as highly qualified specialists are involved in the implementation of the program.</p> <p>In order to improve their professional level, all scientific and pedagogical workers undergo an internship once every five years, in particular, foreign ones. OP teachers have active profiles in</p>
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	<p>professional scientific networks Scopus, Web of Science Core Collection, ORCID, Researcher ID, Google Scholar.</p>
<p><b>Material and technical support</b></p>	<p>The main components of the educational and material base of the university are: classrooms, educational, research and teaching-methodical laboratories, offices, a library, reading rooms, production workshops, a stadium, sports halls, which</p> <p>comply with sanitary and technical and fire prevention regulations. The bases of TNVK "School-Lyceum 6 named after N. Yaremchuk", Ivan Franko Ukrainian Gymnasium, Bohdan Lepky Secondary School No. 14, Ternopil City Council Technical Lyceum. The choice of bases for management practice is carried out by the students themselves.</p> <p>Material and technical support allows organizing the educational process throughout the entire cycle of training of higher education applicants.</p>
<p><b>Informational and educational and methodological support</b></p>	<p><i>Information support.</i> On the official website of TNPU <a href="http://tnpu.edu.ua/">http://tnpu.edu.ua/</a> in the section "Education" there is an information portal, which presents information of the faculty of pedagogy and psychology regarding the content and normative and methodological support of the OPP; the schedule of classes and final certification, the schedule of the educational process, modular and final controls, conducting individual classes, liquidation of academic debt of students; catalogs of elective subjects, etc.</p> <p>Through the section "Library" you can access all services of the scientific library of TNPU, in particular to the electronic catalog, repository, scientific publications of TNPU, specialized publications of Ukraine, international scientific and metric databases Scopus and Web of Science, etc.</p> <p>Currently, the university has 1,576 personal computers; 41 computer classrooms for 642 workplaces are equipped; there is a single computer network (optical fiber connection) with access to the Internet. The volume of library funds is sufficient for the independent and individual work of masters. The total fund is; 632,593 publications, in particular, books, brochures – 500,843; rare and valuable documents - 16109; scientific publications – 235,049; educational publications – 327,849 copies; periodicals – 79,600, of which 15 are Ukrainian management periodicals.</p> <p>There are wireless Internet access points in educational buildings of TNPU.</p> <p>Information about the educational and professional program, its evaluation, admission to the educational program, training of higher education applicants, evaluation of the quality of teaching is also presented on the website of the Faculty of Pedagogy and Psychology <a href="http://fpp.tnpu.edu.ua/">http://fpp.tnpu.edu.ua/</a>, on the page of the Department of Pedagogy and</p>

	<p>Management of education  <a href="https://tnpu.edu.ua/faculty/IPP/pedagogy.php">https://tnpu.edu.ua/faculty/IPP/pedagogy.php</a>.</p> <p>Educational and methodological support: educational and methodological complex of all educational disciplines (work program and syllabus of educational 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); programs of pedagogical and scientific-pedagogical practices.</p> <p>- To ensure equal access of all participants in the educational process, regardless of their place of residence and form of education, to high-quality educational and methodical materials, electronic educational and methodological complexes of educational disciplines (ENMKND) were created, the main component of which is an electronic educational resource (EER). EOR contains electronic educational, scientific, informational, reference materials posted on the local network of the university or the Internet; means of information communication for the interactive interaction of the subjects of the educational process during the entire time of studying the discipline. Storage, distribution, provision of access to ENMKND is carried out at TNPU using the educational resource management system Moodle.</p>
<b>X – Academic mobility</b>	
<b>National Credit Mobility</b>	<p>The possibility, within the framework of the academic exchange between TNPU and ZVO of Ukraine (in accordance with agreements concluded with partner universities), to study, intern, and practice at the base of a university that accepts students of higher education, with subsequent recognition of the academic results of educational and/or educational and scientific activities at the university using the European ECTS credit transfer and accumulation system.</p> <p>As part of the academic exchange between TNPU and V. Stefanyk Precarpathian National University, higher education applicants have the opportunity to participate in the "Open Online Lecture" project on the Cisco Webex Meeting platform <a href="https://tnpu.edu.ua/naukova-robota/pro-kt-v-dkritiy-online-lektor-y.php">https://tnpu.edu.ua/naukova-robota/pro-kt-v-dkritiy-online-lektor-y.php</a></p>
<b>International Credit Mobility</b>	<p>According to TNPU agreements on international credit mobility, in particular ERASMUS+:</p> <p>Agreement on conducting joint (parallel) training and issuing diplomas in cooperation with foreign universities: between the University of Natural Sciences and Humanities named after Jan Dlugosha Czestochovy (Poland) and Ternopil National Pedagogical University named after Volodymyr Hnatyuk, Ukraine (since 2016); Humanitas University (Sosnovets) (November 27,</p>

	<p>2018 – unlimited); Kuyavian-Pomeranian Higher School (Bydgoszcz) (October 27, 2014 – unlimited);</p> <p>Between the international charitable organization "Consortium for the improvement of management education in Ukraine" (from 16.12.2021).</p> <p>Exchange of information, internship and exchange of teachers, scientists; joint educational and research projects and programs are located at the following link:</p> <p><a href="http://tnpu.edu.ua/about/pidrozdily/partners.php">http://tnpu.edu.ua/about/pidrozdily/partners.php</a></p>
<p><b>Education of foreign students of higher education</b></p>	<p>The possibility of teaching foreign students within the licensed scope of the specialty with prior language training.</p>

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

### 12.1. List of components of the EP

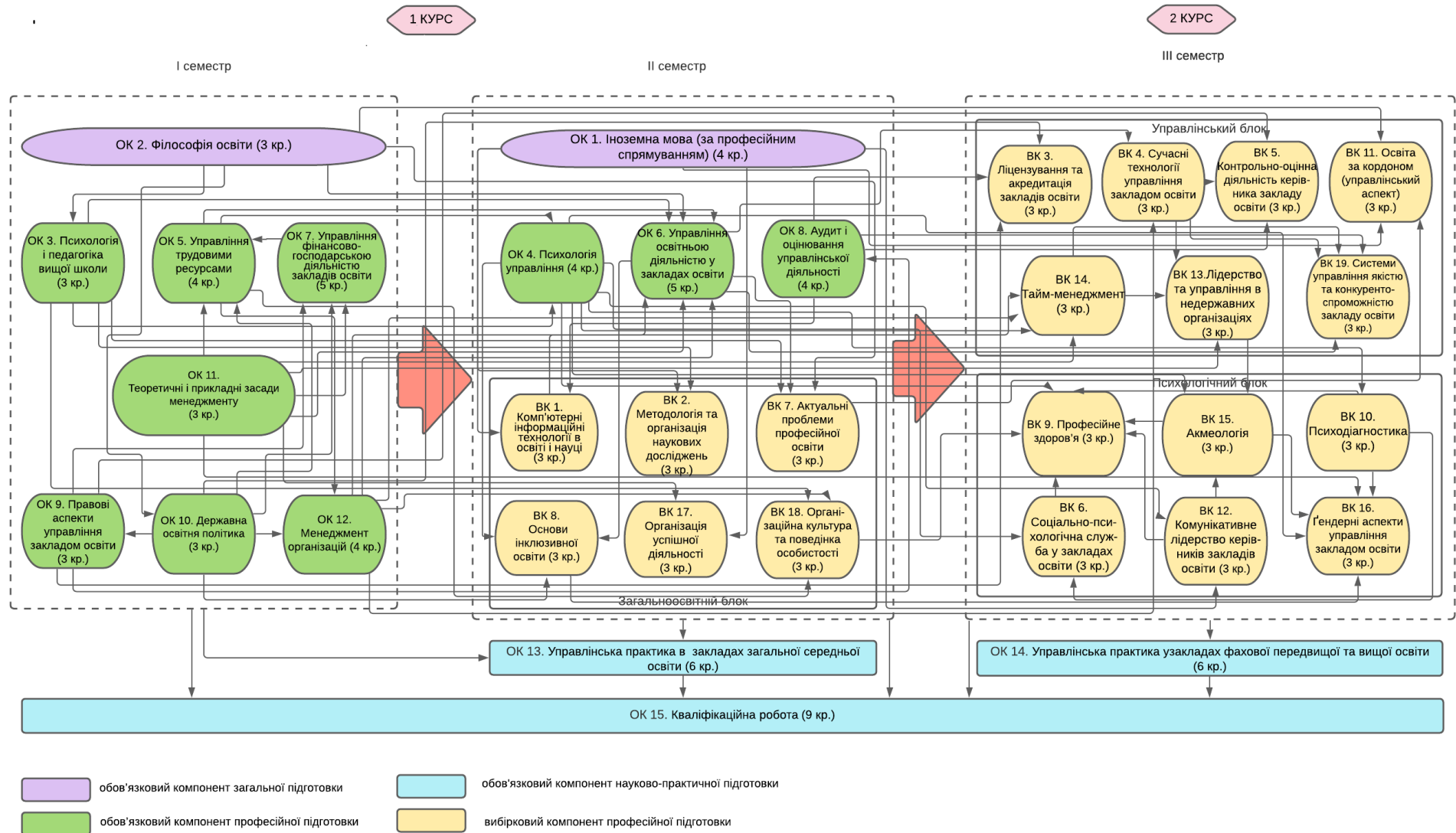
Code	Component' name EP	Components amount in credits ECTS	Form of final control
1	2	3	4
<b>MANDATORY COMPONENTS OF SPECIALTY (SK)</b>			
<i>1.1. General preparation cycle</i>			
<b>SK1</b>	Foreign language (for professional purposes)	4	exam
<b>SK2</b>	Psychology and pedagogy of high school	3	exam
<b>SK 3</b>	Methods of organization of scientific research		exam
<b>SK 4</b>	Digital technologies in education and science: training course		
<i>1.2. Cycle of professional and training preparation</i>			
<b>SK5</b>	Management psychology	4	exam
<b>SK6</b>	Personnel management	4	exam
<b>SK7</b>	Educational Activity of The Educational Institutions Management	5	exam
<b>SK8</b>	Financial and Economical Activity of The Educational Institutions Management	5	credit
<b>SK9</b>	Audit and Evaluation of Management Activities	4	credit
<b>SK10</b>	Legal Aspects of Educational Institution Management	3	credit
<b>SK11</b>	State Educational Policy	3	credit
<b>SK12</b>	Theoretical and Applied Principles of Management	3	credit
<b>SK13</b>	Quality and competitiveness management systems of educational institutions	3	credit
<b>In total:</b>		45	
<b>Training</b>			
<b>SK14.</b>	Management practice in general secondary education institutions	6	credit
<b>SK15</b>	Management practice in institutions of professional higher and higher education	6	credit
<b>SK16</b>	Qualification work	9	defense of qualification work
<b>Together for mandatory components:</b>		<b>66</b>	
<b>SELECTIVE COMPONENTS OF THE EDUCATIONAL-PROFESSIONAL PROGRAM (SC)</b>			
<b>OPTIONAL COMPONENTS * (SEE NOTE BELOW)</b>			
<b>2.1. Educational disciplines of general training</b>			
Optional components*		3	test
<b>2.1. General training</b> (one to choose from) from the university catalog of optional disciplines of humanitarian training and (1-2 disciplines from the catalog of optional disciplines of TNPU of other levels of			

higher education or educational programs / other higher education institutions under external or internal academic mobility programs)	
<b>2.2. Professional training.</b> Disciplines from the catalog of optional disciplines of OP or the catalog of optional disciplines of TNPU of other levels of higher education or educational programs / other higher education institutions under external or internal academic mobility programs)	
<b>The total amount of sample components</b>	<b>24</b>
<b>GENERAL SCOPE OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM</b>	<b>90</b>

\* Elective components of Educational and Professional Program According to the Law of Ukraine "On Higher Education", students have the right to "choose academic disciplines within the limits provided by the educational program, in the amount of at least 25% of the total number of ECTS credits. At the same time, applicants have the right to choose academic disciplines offered for other levels of higher education, in agreement with the head of the relevant faculty or unit." Institutions of higher education independently determine the mechanisms for realizing the right of students to choose academic disciplines.

Elective components (academic disciplines) from the university-wide catalog of elective academic disciplines of general training and the catalog of elective disciplines of professional training of the educational program (<https://tnpu.edu.ua/navchannya/dystypliny/magistr/magistr.php>), as well as academic disciplines from other educational programs or other levels of higher education of TNPU / other higher education institutions under external or internal academic mobility programs.

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









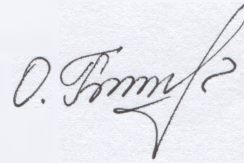
## 6. List of normative documents on which the educational program is based

1. Аналітична записка МОН. До питання уникнення окремих проблем і помилок у практиках забезпечення академічної доброчесності. <https://saiup.org.ua/novyny/analitichna-zapyska-mon-do-pytannya-unyknennya-p-roblem-i-pomylok-u-praktykah-zabezpechennya-akademichnoyi-dobrochesnost>
2. Закон України «Про вищу освіту». (2014) База даних «Законодавство України». ВР України. <https://zakon.rada.gov.ua/laws/show/1556-18#Text>
3. Закон «Про освіту». (2017). База даних «Законодавство України»/ВР України. URL:<http://zakon5.rada.gov.ua/laws/show/2145-19>
4. Закон України «Про ліцензування видів господарської діяльності» (2015) на підставі рішення Ліцензійної комісії МОН (протокол № 99-л від 22.01.2019 р.); № 863 від 03.08.2018 р. <https://zakon.rada.gov.ua/laws/show/222-19#Text>
5. Класифікатор професій ДК 003:2010: Національний класифікатор України: наказ Держспоживстандарту України від 28.07.2010 №327 / Державний комітет України з питань технічного регулювання та споживчої політики. URL: [https://hrliga.com/docs/327\\_KP.htm](https://hrliga.com/docs/327_KP.htm)
6. Ліцензійні умови провадження освітньої діяльності, затверджені постановою Кабінету Міністрів України від 30 грудня 2015 р. № 1187 (в редакції постанови Кабінету Міністрів України від 24 березня 2021 р. № 365). URL: <https://zakon.rada.gov.ua/laws/show/365-2021-%D0%BF#Text>
7. Національний класифікатор України: «Класифікатор професій» ДК 003:2010.(Редакція від 30.11.2017). База даних «Законодавство України». ВР України. URL:<http://zakon.rada.gov.ua/rada/show/va327609-10>
8. Національна рамка кваліфікацій, затверджена постановою Кабінету міністрів України від 23.11.2011 № 1341 (зі змінами). URL: <http://zakon0.rada.gov.ua/laws/show/1341-2011-п>
9. Постанова Кабінету Міністрів України «Про затвердження переліку галузей знань і спеціальностей, за якими здійснюється підготовка здобувачів вищої освіти» (редакція від 30.11.2017). База даних «Законодавство України». ВР України. URL:<http://zakon4.rada.gov.ua/laws/show/266-2015-п>
10. Методичні рекомендації щодо розроблення стандартів вищої освіти. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>
11. Положення про акредитацію освітніх програм, за якими здійснюється підготовка здобувачів вищої освіти (наказ Міністерства освіти і науки України від 11.07.2019 №977. URL: <https://zakon.rada.gov.ua/laws/show/z0880-19#Text>
12. Професійний стандарт «Керівник (директор) закладу загальної середньої освіти», затвердженого наказом МОН України № 568-21 від 17.09.2021р. URL: <https://mon.gov.ua/storage/app/media/news/2021/09/22/Nakaz-568-zatverdzh.standartu.keriv.22.09.pdf>
13. Професійний стандарт «Керівник (директор) закладу дошкільної освіти», затвердженого наказом МОН України № 620-21 від від 21.09.2021 року. URL: <https://mon.gov.ua/ua/npa/pro-zatverdzhennya-profesijnogo-standartu-kerivnik-direktor-zakladu-doshkilnoyi-osviti>
14. Рекомендації для закладів вищої освіти щодо розробки та впровадження університетської системи забезпечення академічної доброчесності. [http://tnpu.edu.ua/about/public\\_inform/academ\\_dobrochesnist/recomendacii\\_zvo\\_dobrochesn.pdf](http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/recomendacii_zvo_dobrochesn.pdf)
15. Рекомендації щодо застосування критерії оцінювання якості освітньої програми. Затверджено Національним агентством із забезпечення якості вищої освіти 17 листопада 2020 року: ОВ «Український освітянський видавничий центр «Оріон»». К., 2020. 66 с.
16. Стандарт вищої освіти за спеціальністю 073 Менеджмент для другого магістерського рівня вищої освіти, затверджених наказом МОН України від 10.07.2019 року за №959. URL: <https://mon.gov.ua/ua/npa/pro-zatverdzhennya-standartu-vishoyi-osviti-za-specialnistyu-073->

## 6. List of normative documents on which the educational program is based

1. Analytical note of the MES. To the issue of avoiding certain problems and errors in the practices of ensuring academic integrity. <https://saiup.org.ua/novyny/analychna-zapyska-mon-do-pytannya-unyknennya-p-roblem-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"/BP of Ukraine. URL: <http://zakon5.rada.gov.ua/laws/show/2145-19>
4. Law of Ukraine "On Licensing of Types of Economic Activity" (2015) based on the decision of the Licensing Commission of the Ministry of Education and Culture (protocol No. 99-1 dated January 22, 2019); No. 863 dated August 3, 2018 <https://zakon.rada.gov.ua/laws/show/222-19#Text>
5. Classifier of professions DK 003:2010: National classifier of Ukraine: Order of the State Consumer Standard of Ukraine dated 28.07.2010 No. 327 / State Committee of Ukraine on Technical Regulation and Consumer Policy. URL: [https://hrliga.com/docs/327\\_KP.htm](https://hrliga.com/docs/327_KP.htm)
6. Licensing conditions for carrying out educational activities, approved by Resolution No. 1187 of the Cabinet of Ministers of Ukraine dated December 30, 2015 (as amended by Resolution No. 365 of the Cabinet of Ministers of Ukraine dated March 24, 2021). URL: <https://zakon.rada.gov.ua/laws/show/365-2021-%D0%BF#Text>
7. National Classifier of Ukraine: "Profession Classifier" DK 003:2010. (Editorial dated November 30, 2017). Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL: <http://zakon.rada.gov.ua/rada/show/va327609-10>
8. The national framework of qualifications, approved by the resolution of the Cabinet of Ministers of Ukraine dated November 23, 2011 No. 1341 (as amended). URL: <http://zakon0.rada.gov.ua/laws/show/1341-2011-%D0%BF>
9. Resolution of the Cabinet of Ministers of Ukraine "On approval of the list of fields of knowledge and specialties for which higher education applicants are trained" (edited on November 30, 2017). Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL: <http://zakon4.rada.gov.ua/laws/show/266-2015-p>
10. Methodological recommendations for the development of higher education standards. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>
11. Provisions on the accreditation of educational programs for the training of higher education applicants (order of the Ministry of Education and Science of Ukraine dated 11.07.2019 No. 977. URL: <https://zakon.rada.gov.ua/laws/show/z0880-19#Text>
12. Professional standard "Head (director) of a general secondary education institution", approved by order of the Ministry of Education and Culture of Ukraine No. 568-21 dated September 17, 2021. URL: <https://mon.gov.ua/storage/app/media/news/2021/09/22/Nakaz-568-zatverdzh.standartu.keriv.22.09.pdf>
13. Professional standard "Head (director) of a preschool education institution", approved by order of the Ministry of Education and Culture of Ukraine No. 620-21 dated September 21, 2021. URL: <https://mon.gov.ua/ua/npa/pro-zatverdzhennya-profesijnogo-standartu-kerivnik-direktor-zakladu-doshkilnoyi-osviti>
14. Recommendations for institutions of higher education regarding the development and implementation of a university system for ensuring academic integrity. [http://tnpu.edu.ua/about/public\\_inform/academ\\_dobrochesnist/recomendacii\\_zvo\\_dobrochesn.pdf](http://tnpu.edu.ua/about/public_inform/academ_dobrochesnist/recomendacii_zvo_dobrochesn.pdf)
15. Recommendations regarding the application of criteria for evaluating the quality of the educational program. Approved by the National Agency for Quality Assurance of Higher Education on November 17, 2020: OJ "Ukrainian Educational Publishing Center "Orion". K., 2020. 66 p.
16. Standard of higher education in the specialty 073 Management for the second master's level of higher education, approved by the order of the Ministry of Education and Culture of Ukraine dated 07.10.2019 No. 959.  
URL: <https://mon.gov.ua/ua/npa/pro-zatverdzhennya-standartu-vishoyi-osviti-za-specialnistyu-073->

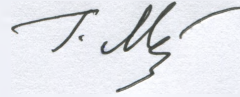
Guarantor of the educational-professional program  
(Project Team Leader)



Oksana BODNAR

The program was approved at the meeting  
of the Department of Pedagogy and Management of Education  
Protocol No. 1 of April 27, 2023

Head of the Department of Pedagogy  
and Management of Education



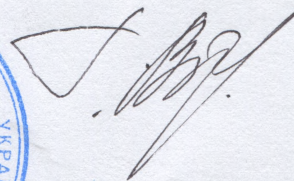
Halyna MESHKO

The program is approved by the Academic Council  
of the Faculty of Pedagogy and Psychology  
Protocol № 9 of May 4, 2023

Chairman of the Academic Council of the Faculty  Volodymyr CHAIKA

The educational program is recommended for implementation  
by the Academic Council of Ternopil Volodymyr Hnatyuk  
National Pedagogical University  
Protocol No. 10 of may 30, 2023

Academic Secretary of the University



Victoria HEVKO