

**PRIVATE JOINT-STOCK COMPANY
HIGHER EDUCATION INSTITUTION
INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT
CHERNIHIV KRUTY HEROES INSTITUTE**

APPROVED by
the Academic Council of
PJSC HEI IAPM
minutes of 30.01.2019 № 1
Chairman of the Academic Council
of PJSC HEI IAPM

_____ M.N. Kurko

**EDUCATIONAL-PROFESSIONAL PROGRAM
Administrative management**

Level of higher education	second (master's)
Branch of knowledge	28 Public management and administration
Major	281 Public management and administration
Qualification	Master in public management and administration with a concentration in administrative management

**APPROVED BY THE ACADEMIC COUNCIL of
Chernihiv Kruty Heroes Institute of PJSC HEI
IAPM**
minutes № 6 of January 29, 2019
Chairman of the Academic Council
_____ M.I. Murashko

Letter of approval of the educational-professional program

DEVELOPED by

The working group of the Subdepartment
of Public Administration of
PJSC HEI IAPM and Subdepartment of
Personnel Management and Labor
Economics of Chernihiv Kruty Heroes
Institute of PJSC HEI IAPM
Head of the working group,
_____ O.M.Nepomniaschy
December 20, 2018

RESOLVED at

a meeting of the Subdepartment of Personnel
Management and Labor Economics of the
Chernihiv Kruty Heroes Institute of
PJSC HEI IAPM
Minutes № 5 of December 26, 2018
Head of the Subdepartment
_____ S.M. Kadetov

RECOMMENDED by

the Scientific-methodological Council of the Academic Council
of PJSC HEI IAPM
Minutes № 1 of January 28, 2019
Chairperson _____ M. F. Honcharenko

Preamble

Developed by a working group composed of:

Head of the working group:

1. Nepomniaschy, Oleksandr Mykhailovych – full professor, Doctor of Science in public administration, professor of the Subdepartment of Public Administration of PJSC HEI IAPM.

Working group:

2. Pyvovarov, Kostiantyn Volodymyrovych – associate professor, Doctor of Science in public administration, professor of the Subdepartment of Personnel Management and Labor Economics of Chernihiv Kruty Heroes Institute of PJSC HEI IAPM.

3. Yarovoi, Tykhin Serhiyovych – PhD in public administration, associate professor of the Subdepartment of Public Administration of PJSC HEI IAPM.

4. Makarenko, Iryna Olehivna – PhD in public administration, associate professor of the Subdepartment of General Scientific, Social and Behavioral Disciplines of Chernihiv Kruty Heroes Institute of PJSC HEI IAPM.

1. Profile of the educational-professional program for the major 281 “Public management and administration” with a concentration in administrative management

1 – General information	
Full name of the higher education institution and structural unit	Private Joint-Stock Company Higher Education Institution Interregional Academy of Personnel Management Chernihiv Kruty Heroes Institute of PJSC HEI IAPM
Higher education level	Second (master’s) level
Higher education degree	Master
Branch of knowledge	28 Public management and administration
Major	281 Public management and administration
Qualification in the diploma	Master in public management and administration with a concentration in administrative management
Official name of the educational program	Administrative management
Diploma type and educational program scope	Master’s degree diploma, 90 ECTS credits, period of study: <i>18 months</i> based on bachelor’s, master’s degrees and the EQL of specialist in related branches of knowledge/majors; <i>2 years</i> based on bachelor’s, master’s degrees and the EQL of specialist in unrelated branches of knowledge/majors
Accreditation availability	Training of specialists under the EPP began in 2019
Cycle/level	FQ-EHEA – second cycle, QF-LLL – 7 th level, HPK – 7 th level
Prerequisites	Bachelor’s/specialist’s degree Other entrance requirements are set in the annually approved “Requirements for entrance to tertiary institutions” and “Rules for admission to the PJSC HEI IAPM”
Educational program duration	Until 01.07.2020
Internet address for constant hosting of the educational program description	Website: http://maupchern.pp.ua
2 -- Goal of the educational program	
Training of qualified specialists able to independently and effectively solve organizational-managerial, information-analytical, control, forecasting, design and innovative research tasks and problems of operation of enterprises and organizations of all forms of ownership, governmental organizations and	

institutions, local governments, non-profit organizations, and civic associations.	
3 – Description of the educational program	
Subject area (branch of knowledge, major, concentration)	Branch of knowledge 28 Public management and administration, major 281 Public management and administration, educational-professional program Administrative Management.
Educational program orientation	Educational-professional, application-specific. It is aimed at training professionals with fundamental theoretical knowledge and practical skills in analyzing management activity, public administration, strategic administration, administration of innovative activities, administrative activities in governmental and non-governmental institutions and organizations, methodology and organization of research, organization of activities in local governments, and in managerial analysis.
Primary focus of the educational program and concentration	Special education aimed at organizing public administration in governmental and non-governmental institutions and organizations. Key words: management, administration, public management, strategic program, concept, strategy, law, regulatory legal act, public policy, regional and local self-government, and public outreach.
Program specifics	It requires special on-the-job and undergraduate practical training with a mandatory analysis of the quantitative and qualitative indicators of the state of organization of economic and administrative activities of a given institution over the last three years.
Requirements to availability of an internal quality assurance system in higher education	Chernihiv Kruty Heroes Institute of PJSC HEI IAPM has a system ensuring quality of educational activities and higher education (internal quality assurance system) in accordance with the Regulations on the Internal Quality Assurance System in Higher Education at PJSC HEI IAPM Access mode: http://maupchern.pp.ua
4 – Suitability of graduates for job placement and further training	
Job placement of graduates	Graduates may work at state-owned and nongovernmental enterprises, institutions, and organizations, as well as hold executive positions at enterprises, institutions, and organizations of all forms of ownership. A master majored in 281 “Public management and

	<p>administration” according to ДК 003:2010 may hold the following primary positions:</p> <p>1120.1 Senior officials of executive bodies of state authority</p> <p>1120.2 Senior officials of local agencies of state power</p> <p>1143.2 Senior officials of other self-governing organizations</p> <p>1143.5 Senior officials of other self-governing organizations</p> <p>1229.1 Heads of enterprises, institutions and organizations</p> <p>1229.1 Top staffers of central</p> <p>1221.2 Head of division</p> <p>1229.3 Top staffers of local agencies of state power and local governments</p> <p>1231 Head of department</p> <p>2419.3 Career civil servants</p>
Academic rights of graduates	To continue education at the third (educational-scientific) level -- Doctor of Philosophy. Acquisition of additional qualifications within the postgraduate education system.
5 – Teaching and assessment	
Teaching and learning	Student-centered training, self-training, problem-oriented training, and learning through on-the-job practical training in the major.
Assessment	Oral and written exams, practical training, presentations, comprehensive exam, and project work. Assessment of students' academic achievement is performed on a four-point scale -- 4-point national scale (excellent, good, satisfactory, unsatisfactory); 2-level national scale (pass/fail); 100-point scale; ECTS scale (A, B, C, D, E, F, FX).

6. Number of ECTS credits required to obtain an appropriate higher education degree

The scope of the master’s educational-professional program based on the bachelor’s degree constitutes 90 ECTS credits.

47.7% of the scope of the educational program is intended to ensure general and special (professional) major-related competencies defined by the Higher Education Standard.

7. List of competencies of the master-level graduate

<p>Integral competency</p>	<p>Ability to solve complicated complex tasks and practical problems in the area of public management and administration in the process of training and professional activity, which provides for using modern theories, methods and innovations in the field of public management and local self-government under uncertainty of the conditions of professional activity and the need to take into account the full range of professional and ethical requirements.</p>
<p>General competencies (GC)</p>	<p>GC 1. Ability to communicate in the state language orally and in writing. GC 2. Ability to communicate in a foreign language (orally and in writing) at a sufficient level. GC 3. Ability to use modern information and communication technologies. GC 4. Ability to apply general knowledge of the profession. GC 5. Ability to adapt one's actions in new and uncertain situations and generate new ideas, plan time and one's own effectiveness. GC 6. Ability to behave ethically and avoid corrupt practices. GC 7. Ability to work within a team and motivate people to move towards a common goal. GC 8. Ability to be critical and self-critical, assume responsibility for the consequences of organizational and managerial decisions made. GC 9. Ability to identify, pose and solve complicated complex problems in educational and professional activities.</p>
<p>Special (professional) competencies (PC)</p>	<p>PC 1. Ability to select and use concepts, methods and tools of public management and administration, including those from international experience. PC 2. Ability to implement the basic functions of management and administration in the course of professional activity in various functional areas – personnel-related, financial, legal, organizational, technological etc. PC 3. Ability to apply modern methods of administrative management. PC 4. Ability and willingness to verify the implementation of administrative decisions,</p>

	<p>progress of public projects in accordance with existing regulatory legal acts in the field of public management and administration, sectoral regulation, plans and programs, financial control and administrative audit requirements.</p> <p>PC 5. Ability to assess the state of administrative management in institutions and organizations.</p> <p>PC 6. Ability to organize and improve administrative management of institutions and organizations.</p> <p>PC 7. Ability to apply modern technologies of administrative management in institutions and organizations.</p> <p>PC 8. Ability to participate in research in the field of public management and administration.</p> <p>PC 9. Ability to make independent decisions on issues of organization of management of administrative units and willingness to take responsibility for its results.</p> <p>PC 10. Ability to make grounded managerial decisions taking into account issues of European and Euro-Atlantic integration.</p> <p>PC 11. Ability to effectively use and develop human resources in the organization, create and organize effective communications in the process of management, develop and demonstrate leadership qualities, and use psychological technologies of HR management.</p> <p>PC 12. Ability to forecast business trends, risks and threats under conditions of economic development instability.</p> <p>PC 13. Ability to develop strategic, operational and ongoing administrative management measures.</p> <p>PC 14. Ability to effectively audit and assess managerial decisions.</p> <p>PC 15. Ability to organize effective teamwork of staff at all levels and forge information links.</p> <p>PC 16. Development of strategic documents, development strategies, plans, programs to solve problems of societal development.</p>
8 – Program learning outcomes	
<p>PLO 1. Specialized conceptual knowledge acquired in the course of the learning process at the level of the latest achievements, which are the basis for original thinking and innovative activities, in particular, in the field of public administration.</p>	

- PLO 2. To identify priority areas for organizing administrative activities, making effective managerial decisions.
- PLO 3. To forecast and develop organization strategies, design processes of organizing administrative management, and predict their results.
- PLO 4. To use regulatory legal acts governing the field of public management and administration.
- PLO 5. To examine and analyze risks and threats in the area of organizing administrative activities.
- PLO 6. To make independent decisions under complex and unpredictable conditions.
- PLO 7. To carry out research and innovative activities.
- PLO 8. To independently develop and make managerial decisions at various stages of manager's activities and at different levels of administrative activities.
- PLO 9. To independently develop mechanisms for functioning of the government administrative machinery.
- PLO 10. To introduce personnel policy, implement its tactics and strategies in public administration.
- PLO 11. To be able to forge information and communication links in the system of administrative management.
- PLO 12. To apply modern methods and information systems for planning the development of the organization and its competitiveness.
- PLO 13. To be able to pacify conflict situations and seek solutions based on ensuring a compromise between interests of various organizations, the public, and the state.
- PLO 14. To independently plan and organize personal activities in order to form effective flexible organizational management structures.
- PLO 15. To assess the effectiveness of existing economic and administrative management techniques based on the results of analysis of the activity (development) of a social facility using methods of comparative and institutional analysis.
- PLO 16. To adjust the purposes of activities and the structure of the administrative service in order to increase the efficiency of its activities.
- PLO 17. To be able to develop leadership potential, the entrepreneurial spirit and ability to take justified risks.
- PLO 18. To conduct research in the field of public administration.
- PLO 19. To use professional profile-related knowledge and practical skills in professional activities for research and development of managerial functions and routine tasks of professional activities.
- PLO 20. To carry out professional analysis of measures (or innovations).

9 -- Resources for program implementation

Staffing	<p><i>Program developers:</i> 2 Doctors of Science (1 professor, 1 associate professor), 2 PhDs. They are IAPM full-time employees.</p> <p><i>Head of educational program:</i> full professor, Doctor of Science in public administration,</p>
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	<p>professor of the Subdepartment of Personnel Management, Labor Economics and Public Management Nepomniaschy, Oleksandr Mykhailovych.</p> <p>Research and educational personnel with academic degrees and/or academic ranks are involved in the program implementation. In order to raise their professional level, all research and educational personnel members serve internships once every five years.</p> <p>Two <i>subdepartments</i> ensure implementation of the educational program: that of Personnel Management, Labor Economics and Public management and that of General Scientific, Social and Behavioral Disciplines.</p>
Logistics	Academic buildings; dormitories; thematic classrooms; specialized laboratories; computer classes; food services areas; wireless Internet network access points; multimedia equipment; a gymnasium, and sports fields.
Information and educational-methodological support	Official site of Chernihiv Kruty Heroes Institute of PJSC HEI IAPM: http://maupchern.pp.ua ; wireless Internet network access points; unlimited access to the Internet network; scholarly library, reading rooms; curricula and work plans; academic calendars – study packs for disciplines; educational and work programs of disciplines; teaching materials for independent and individual work of students in disciplines; practical training programs; methodological guidelines for execution of term projects (theses), diploma projects (theses); criteria for assessing the training level.
10 -- Academic mobility	
National credit mobility	Advanced training (internship) of research and educational personnel members at domestic and foreign tertiary institutions.
11 -- Forms of final assessment of tertiary students	
Forms of final assessment of tertiary students	Final assessment is conducted in the form of public defense (demonstration) of a diploma master's thesis (project) and a qualifying (comprehensive) examination.
Qualifying paper requirements	A diploma master's thesis (project) provides for independently solving a complicated task or complex problem in the field of administrative

	<p>management, which is accompanied by conducting research and/or applying innovative approaches and characterized by uncertainty of conditions and requirements.</p> <p>The thesis may contain no academic plagiarism, fabrication and falsification.</p> <p>The diploma master's thesis (project) should be posted on the website of the higher education institution or its structural unit, or in the repository of the higher education institution.</p>
Qualifying examination requirements	<p>A qualifying examination in the major subject should check the achieved learning outcomes defined by this Standard of Higher Education and the educational program.</p>

12. Requirements as to availability of an internal quality assurance system in higher education

The higher education institution has a system ensuring quality of educational activities and higher education (an internal quality assurance system), which provides for implementing the following procedures and measures:

- 1) defining the principles and procedures for higher education quality assurance;
- 2) monitoring and periodically reviewing educational programs;
- 3) annually assessing tertiary students, research and educational personnel and teaching staff of the higher education institution and regularly publishing the results of such assessments on the official website of the higher education institution, on information stands and in any other way;
- 4) ensuring advanced training of teaching staff, researchers and research and educational personnel;
- 5) ensuring the availability of necessary resources for organization of the educational process, including independent work of students, under each educational program;
- 6) ensuring the availability of information systems for effective management of the educational process;
- 7) ensuring openness of information on educational programs, higher education degrees and qualifications;
- 8) ensuring an effective system for prevention and detection of academic plagiarism in scholarly works of employees of higher education institutions and tertiary students; and
- 9) other procedures and measures.

The educational activities and higher education quality assurance system (the internal quality assurance system) of a higher education institution, as requested by the higher education institution, is assessed by the National Agency for Higher Education Quality Assurance or by independent institutions it accredited and charged with assessing and ensuring higher education quality for its compliance

with the requirements imposed on the higher education quality assurance system approved by the National Agency for Higher Education Quality Assurance and with the international standards and recommendations regarding higher education quality assurance.

13. List of regulatory documents governing the educational program

-- Law of Ukraine of 01.07.2014 No 1556 VII “On Higher Education” [Access mode: <http://zakon5.rada.gov.ua/laws/show/2145> -- 19]

-- Law of Ukraine of 05.09.2017 “On Education” – [Access mode: <http://zakon5.rada.gov.ua/laws/show/2145> -- 19]

-- Resolution of the Cabinet of Ministers of Ukraine of 29.04.2015 No 266 “On Approving the List of Branches of Knowledge and Majors in which Tertiary Students are Trained” [Access mode: <http://zakon4.rada.gov.ua/laws/show/266> -- 2015 -- п]

-- Resolution of the Cabinet of Ministers of Ukraine of 23.11.2011 No 1341 “On Approving the National Qualifications Framework” [Access mode: <http://zakon4.rada.gov.ua/laws/show/1341>-- 2011 -- п]

-- National Classifier of Ukraine: “Occupational classification” ДК 003:2010ДК 003:2010 [Access mode: <http://www.dk003.com>]

-- Guidelines for Development of Higher Education Standards Approved by the Order of the Ministry of Education and Science of Ukraine of June 01, 2016 № 600 (as amended) [Electronic resource]. — Access mode: <https://mon.gov.ua/ua/osvita/visha-osvita/naukovo-metodichna-rada-ministerstva-osviti-i-nauki-ukrayini/metodichni-rekomendaciyi-vo>

14. List of components of the educational program for the major 281 “Public management and administration” with a concentration in “Administrative management” and their logical sequence

Code of the a/d	Components of the educational program (academic disciplines, term projects (theses), practical training sessions, qualifying paper)	Number of credits	Form of summative assessment
1	2	3	4
Compulsory components of the EP			
CC 1.	Foreign language (professionally oriented)	3	Test
CC 2.	Global economy	3	Exam
CC 3.	Corporate social responsibility	3	Test
CC 4.	Civil protection	3	Test
CC 5.	Personnel management in administrative management	4	Exam
CC 6.	Corporate management	4	Exam
CC 7.	Public administration	4	Exam
CC 8.	Business law	4	Exam
CC 9.	Administrative management	5	Exam, term thesis
CC 10.	Strategic management	4	Exam

CC 11.	Undergraduate training	10	
CC 12.	Preparation of the diploma thesis (project)	20	
Total compulsory components:		67 credits	
Elective components of the EP			
EC 1.	The administrative system of Ukraine*	4	Test
	Public management*		
EC 2.	Training course on business administration*	4	Test
	Administrative activity techniques*		
EC 3.	Investment management*	5	Exam
	Innovation management*		
EC 4.	Methodology and organization of scientific research in management*	5	Test
	Scientific research in administrative management*		
EC 5.	Audit and evaluation of management activities*	5	Test
	Head of the administrative service*		
Total elective components:		23 credits	
Total scope of the educational program:		90 credits	

IX. Forms of final assessment of tertiary students

The final certifying examination of graduates under the educational program for the major 281 “Public management and administration” with a concentration in administrative management is held in the form of a comprehensive exam and public defense of the diploma thesis (project) and ends with delivering a document of a standard form that certifies awarding the master’s educational degree in public management and administration with a concentration in administrative management.

The final certifying examination is held after completion of training at a certain level in order to assess knowledge and actual preparedness to work in the major in accordance with the educational program requirements.

The final certifying examination at the master’s level is conducted by the Examination Board. Students who have fulfilled all requirements of the syllabus are allowed to take a comprehensive exam in the major subject.

The comprehensive exam program in the major subject gives an opportunity to reveal the ability of a specialist of the second (master’s) educational degree to demonstrate the acquired skills in solving complex tasks and problems in the field of administrative work or in the process of training, which provides for carrying out research and/or implementing innovations and is characterized by uncertainty of conditions and requirements.

The diploma thesis (project) in the major is a final qualifying paper, which allows to reveal the student's level of acquisition of theoretical knowledge and practical training, ability to work independently in the major 281 “Public management and administration.”

The purpose of the diploma thesis (project) is to solve a set of scientific and applied problems based on applying the system of theoretical knowledge and practical skills acquired during the whole period of study.

The diploma thesis (project) should be of a logical, evidence-based, well-argued nature and meet the following requirements: to contain system scientific analysis of the research subject; results of personally conducted complex research and analysis of methodological and applied problems of the sphere of psychological work in accordance with the generalized object of activity; to make and substantiate tangible proposals of an innovative character on improvement of various aspects of professional activity according to the research subject; to be properly executed and have all the necessary supporting documents.

The content of the diploma thesis (project) in the major is determined by its theme and formulated in accordance with the requirements applicable to scientific papers.

Procedural requirements imposed on the content, structure of the main body, conclusions, list of references, annexes, order of execution, completion, preparation and defense of the diploma thesis (project) in the examination board are stated in the diploma thesis guidelines, the main provisions of which meet the Diploma Thesis Requirements that are approved by the Scientific Methodological Commission of Chernihiv Kruty Heroes Institute of PJSC HEI IAPM.

The diploma thesis (project) as a method of assessing the master's training quality level should demonstrate that the master in the major 281 "Public management and administration" with a concentration in administrative management possesses a system of knowledge acquired at the level of the latest achievements of social and behavioral sciences, which is a guarantee of his/her scientific thinking and creative professional, research and educational activities and knows how to:

- solve complex professional tasks and problems, which requires continuous updating and integration of knowledge and practical experience, often in a context of uncertainty, incomplete/insufficient information and conflicting requirements;

- work with information sources (legislative and regulatory documents, scientific specialized literature, including in foreign languages, materials of global information networks, and statistical reporting data);

- deliver material in a logical and well-argued manner;

- use scientific methods to analyze problems and justify decisions concerning the object of professional activity;

- master modern scientific methods for conducting empirical research;

- use the acquired skills to develop proposals and recommendations regarding the research subject; and

- draw conclusions about the results of the research conducted.

A diploma thesis (project) in the major subject is defended in public at an open meeting of the examination board.

The Matrix of compliance of the educational program-defined competencies and the Matrix of correspondence of the program-defined learning outcomes and competencies are presented in Tables 1, 2, and 3.

Table 1

4. Matrix of correspondence of the program-defined competencies to the educational program components

General competencies

	CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9	CC 10	CC 11	CC 12	EC 1	EC 2	EC 3	EC 4	EC 5
GC 1	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
GC 2			+	+		+	+	+							+		
GC 3					+		+	+							+		+
GC 4			+	+	+	+	+		+	+	+						+
GC 5					+		+				+						
GC 6			+										+			+	
GC 7													+			+	
GC 8		+	+									+					
GC 9												+					

Table 2

Professional competencies

	CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9	CC 10	CC 11	CC 12	EC 1	EC 2	EC 3	EC 4	EC 5
PC 1	+	+							+	+	+						
PC 2			+										+				
PC 3			+	+	+								+				+
PC 4			+							+			+				+
PC 5		+	+	+			+			+	+						
PC 6										+	+			+			+
PC 7			+					+	+		+			+			
PC 8			+	+			+	+	+					+		+	
PC 9			+	+	+	+	+	+	+	+	+			+		+	
PC 10			+	+			+	+		+	+					+	+
PC 11				+					+	+	+				+		+
PC 12			+	+		+	+		+					+	+		
PC 13			+	+		+	+		+			+			+	+	+
PC 14					+					+		+			+	+	
PC 15						+				+			+			+	
PC 16			+				+						+			+	

