

BORYS GRINCHENKO KYIV UNIVERSITY**APPROVED**

By the decision of the Academic Council
of Borys Grinchenko Kyiv University
June 17, 2021, Protocol № 6
Chairman of the Academic Council, Rector

_____ Victor OGNEVYUK

EDUCATIONAL PROFESSIONAL PROGRAM**073.00.03 Management of an Educational Institution (by levels)****Second (master's) Level of Higher Education**

Area of Knowledge:	07 Management and administration
Specialty:	073 Management
Qualification:	Master of management

(new edition)

Entered into force on 01.09.2021
(order of 17.06.2021 № 432)

Kyiv-2021

LETTER OF AGREEMENT
For new edition of the educational and professional program

"Management of an educational institution (by levels)"

Department of Management

Protocol dated 06.04.2021 № 5

Head of the Department _____ (Lyudmila ILYICH)

(signature)

Academic Council of the Faculty of Information Technology and Management

Protocol dated 16.06.2021 № 7

Chairman of the Academic Council _____ (Alla MYKHATSKA)

(signature)

Scientific and methodical center of standardization and quality of education

Head _____ (Olga LEONTIEVA)

(signature)____.____ 2021

Vice-rector for scientific-methodical and educational work

_____ (Alexey ZHILTSOV)

(signature)____.____ 2021

PREFACE

The educational and professional program "Management of educational institutions (by levels)" is developed on the basis of the Laws of Ukraine "On Education", "On Higher Education" and the Standard of Higher Education of Ukraine in specialty 073 "Management" for the second (master's) level of higher education, put into effect by the Order of the Ministry of Education and Science of Ukraine of July 10, 2019 № 959.

DEVELOPED BY A WORKING GROUP IN THE COMPOSITION:

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The educational and professional program was put into effect on September 1, 2017.

Put into action:

Updated:					
Date of review EP					
Signature					

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RATIONALE

Changes to the educational and professional program 073.00.03 "Management of educational institutions (by levels)" approved by the decision of the Academic Council of Borys Grinchenko Kyiv University from 25.05.2017 protocol № 5 with changes from 25.04.2019 protocol № 4, 25.06.2020 protocol № 5 (orders dated 26.05.2017 № 348, 25.04.2019 № 295, 25.06.2020 № 359) are due to changes in the legislation of Ukraine and several factors that emerged in the process of implementing the educational program.

As a result of the analysis of the current version of the educational and professional program, changes were made, namely:

- the general characteristics of the program, program competencies, learning outcomes are specified;
- the structure of educational components was optimized;
- duplication in the teaching of individual educational components has been eliminated: their content has been clarified or expanded;
- Adjustments were made to section III "Forms of certification of applicants for higher education".

As a result of these changes, a new version of the educational and professional program "Management of educational institutions (by level)" was developed.

I. Profile of the educational and professional program
 073.00.03 Management of an educational institution (by levels)
 in specialty 073 "Management".

1 – General information	
Full name of higher education institution and structural unit	Borys Grinchenko Kyiv University Faculty of Information Technology and Management
Level of higher education	Second (Master`s)
Degree of higher education	Master
Area of knowledge	07 Management and administration
Specialty	073 Management
Educational program	Educational and professional program "Management of an educational institution (by levels)"
Qualification	Master of Management
Qualification in the diploma	degree of higher education - Master; specialty - Management educational program - Management of an educational institution (by levels)
Form of study	Institutional (part-time)
Language (s) of instruction	Ukrainian
Cycle / level	NRC of Ukraine - level 7, FQ-EHEA - second cycle, EQF-LLL - level 7
Type of diploma and scope of educational program	Master's degree, single the amount of OPP - 90 ECTS credits, term of study 1 year 4 months
Prerequisites	Availability of a master's degree (educational and qualification level "specialist")
Availability of accreditation	Ministry of Education and Science of Ukraine Certificate of accreditation of the Criminal Code №11007610 Educational and professional program "Management of an educational institution (by type)" in the specialty 073 Management Valid for July 1, 2024 National Agency for Quality Assurance in Higher Education, Ukraine /The deadline for submitting the program for accreditation is 2024.
Internet address of the permanent placement of the description of the educational program	https://kubg.edu.ua/images/stories/Departaments/vstupnikam/fitu/2020/master/master_opys_073_men_uzo.pdf

2 – Purpose of the educational program	
Theoretical and practical training of highly qualified specialists in the field of educational institution management, able at a high professional level to optimize the organizational structure of the educational institution, ensure its functioning in compliance with high standards of educational quality, promote the organization taking into account the educational policy priorities.	
3 – Characteristics of educational program	
Description of the subject area	<p>Object of study: management of organizations (educational institutions: preschool / full general secondary / out-of-school / specialized / professional / vocational-technical / professional advanced) and their structural subdivisions.</p> <p>Learning objectives: training of specialists capable of identifying and solving complex tasks and problems in the field of management of educational institutions or in the learning process, which involve research and / or innovation and are characterized by uncertainty of conditions and requirements.</p> <p>Methods, techniques and technologies: - general scientific and specific research methods (analytical, statistical, expert evaluation, factual, sociological, documentary, etc.); - methods of realization of management functions (methods of marketing researches; methods of diagnostics; methods of forecasting and planning, designing of organizational structures of management; methods of motivation; methods of control; methods of estimation in management of education, etc.); - methods of management (administrative, economic, socio-psychological); - technologies for substantiation of management decisions.</p> <p>Tools and equipment: modern information and communication equipment, information systems and software products used in the management of educational institutions.</p>
Structure	<p>Volume ratio: The obligatory part is 67 ECTS credits (74.4%), of which:</p> <ul style="list-style-type: none"> - cycle of disciplines aimed at providing general and special (professional, subject) competencies - 55 ECTS credits (61%); - practice - 6 ECTS credits (6.7%); - certification (master's qualification work) - 6 ECTS credits (6.7%). <p>Elective part - 23 ECTS credits (25.6%)</p>
4 – Suitability of graduates for employment and further study	
Suitability for employment	Specialists who have been educated under the educational-professional program "Management of an educational institution (by levels)" can work in

	the field of education; in administrative positions in educational institutions of different levels and their structural subdivisions (preschool / full general secondary / out-of-school / specialized / professional / vocational / professional higher).
Academic rights	Opportunity to continue education at the third (educational and scientific) level of higher education - Doctor of Philosophy. Acquisition of additional qualifications in the system of postgraduate education.
5 – Teaching and Assessment	
Teaching and learning	<p>The educational process is based on the principles of: student-centered, personality-oriented learning, competence, system-integrative approaches, learning-based learning.</p> <p>Teaching is carried out in the form of: lectures, practical and seminar classes. Independent work (performance of individual tasks) is provided; consultations with teachers; e-learning for individual educational components, internships, writing a master's thesis.</p> <p>E-learning, group project work, mentoring support for practitioners are being introduced. Encouraging self-study of higher education students and organization of group work in order to acquire teamwork skills and independent search for a solution to the problem, in particular, when solving practical cases .</p>
Assessment	<p>Accumulative point-rating system, which provides for the assessment of students for all types of classroom and extracurricular educational activities in the form of intermediate, final (semester) control, as well as certification.</p> <p>Intermediate control (oral examination, written express control / computer testing, etc.), modular control, final semester control (tests, exams in oral, written (testing), combined forms, defense of practice reports), certification (defense of master's qualification) work).</p> <p>Assessment of higher education seekers is carried out in accordance with the Unified system of assessment of academic achievement of students of Borys Grinchenko Kyiv University</p>
6 – Program Competencies (PC)	
Integrated Competence	Ability to solve complex problems and problems in the field of education management or in the learning process, involving research and / or innovation, as well as characterized by uncertainty of conditions and requirements

General Competencies	<p>GC 1. Ability to conduct research at the appropriate level.</p> <p>GC 2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).</p> <p>LC 3. Skills in the use of information and communication technologies.</p> <p>GC 4. Ability to motivate people and move towards a common goal.</p> <p>GC 5. Ability to act on the basis of ethical considerations (motives).</p> <p>GC 6. Ability to generate new ideas (creativity).</p> <p>GC 7. Ability to abstract thinking, analysis and synthesis.</p>
Special (professional, subject) competence	<p>SC 1. Ability to choose and use concepts, methods and tools of management, modern management practices of educational institutions, including in accordance with defined goals and international standards.</p> <p>SC 2. Ability to establish values, visions, mission, goals and criteria by which the organization (educational institution) determines further directions of development, to develop and implement appropriate strategies and plans.</p> <p>SC 3. Ability for self-development, lifelong learning and effective self-management.</p> <p>SC 4. Ability to effectively use and develop the resources of the organization (educational institution).</p> <p>SC 5. Ability to create and organize effective communications in the management of an educational institution.</p> <p>SC 6. Ability to form leadership qualities and demonstrate them in the process of managing people.</p> <p>SC 7. Ability to develop projects, manage them, show initiative and entrepreneurship.</p> <p>SC 8. Ability to use psychological technologies to work with staff.</p> <p>SC 9. Ability to analyze and structure the problems of the organization (educational institution), make effective management decisions and ensure their implementation.</p> <p>SC 10. Ability to manage the organization (educational institution) and its development.</p> <p>SC(U) 11. Ability to develop digital competence and media literacy of managers of educational institutions.</p> <p>SC(U) 12. Ability to create a universal educational environment and, in particular, to ensure equal</p>

	<p>access to education for persons with special educational needs.</p> <p>SC (U)13. Ability to provide public administration in the field of education in order to meet the public interests of the community.</p>
7 - Normative content of higher education training, formulated in terms of learning outcomes (LO)	
<p>LO1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.</p> <p>LO2. Identify problems in the organization (educational institution) and justify methods for solving them.</p> <p>LO3. Design effective management systems for organizations (educational institutions).</p> <p>LO4. Substantiate and manage projects, generate business ideas.</p> <p>LO5. Plan the activities of the organization (educational institution) in strategic and tactical sections.</p> <p>LO6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility</p> <p>LO7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context.</p> <p>LO8. Use specialized software and information systems to solve problems of organization management (educational institution).</p> <p>LO9. Be able to communicate in professional and scientific circles in the state and foreign languages.</p> <p>LO10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.</p> <p>LO11. Provide personal professional development and planning your own time.</p> <p>LO12. Be able to delegate authority and management to the organization / unit (educational institution).</p> <p>LO13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization / unit (educational institution).</p> <p>LO (U) 14. Be able to select and use modern digital tools and educational technologies in the implementation of distance learning.</p> <p>LO (U) 15. Create a universal educational environment, in particular, an inclusive educational environment.</p> <p>LO (U) 16. Provide public administration in the field of education and cooperation with communities.</p>	
8 – Resource support for program implementation	
Staffing	

	<p>The staffing of the educational program mainly consists of the teaching staff of the Department of Management of the Faculty of Information Technology and Management. The teaching staff of the Department of Information Technologies and Mathematical Disciplines is involved in the teaching of certain disciplines in accordance with their competence and experience; Department of English and Translation, Institute of Philology.</p> <p>The practice-oriented nature of the educational-professional program presupposes a wide participation of specialists-practitioners who correspond to the specialty in which the educational program is implemented, which strengthens the synergetic connection of theoretical and practical training.</p> <p>The staffing of the EPP meets the requirements set out in the Licensing Conditions for Educational Activities.</p>
Logistics	<p>Teaching subjects are carried out in general and special purpose classrooms.</p> <p>The centers are specially equipped with hardware and software, visual and methodical materials, equipped with projection and media equipment for general use, as well as computers, where the appropriate software is installed for solving professional tasks and connecting to the INTERNET.</p> <p>The areas of the premises used in the educational process meet the requirements of accessibility, sanitary norms, requirements of fire safety rules.</p> <p>There are objects of social and household infrastructure (dining room, cafeterias, assembly halls, sports halls, stadium, sports grounds, medical center, swimming pool, dormitories).</p>
Information and educational and methodical support	<ul style="list-style-type: none"> -Official website of Borys Hrinchenko University of Kyiv https://kubg.edu.ua/, which contains information about educational programs, educational, scientific and educational activities, structural units, admission rules, contacts, etc; -Digital campus https://digital.kubg.edu.ua/, which contains information about: all digital education services, digital science with access to various platforms; digital management of normative bases, registers, document circulation; image and leadership; digital space with personal accounts and corporate mail; university infrastructure; - University e-learning system (Moodle);

	<ul style="list-style-type: none"> -services for organizing online classes: Google Meet (corporate), Google Chat, Google Hangouts, Google Classroom; -wireless access points to the Internet; - library, reading rooms; -electronic library, repository http://elibrary.kubg.edu.ua/; -access to electronic scientific databases Scopus, Web of Science, EBSCO, etc.; -training and working curricula; - schedule of the educational process; - working programs of academic disciplines; - internship programs; -methodical recommendations on writing and registration of qualifying master's theses, etc.
9 – Academic mobility	
National credit mobility	-
International credit mobility	-
Training of foreign applicants for higher education	-

II. The list of components of the educational-professional program and their logical sequence

2.1. List of educational components of EP

Educational component code	Code of academic discipline, practice, course work, certification in the curriculum	Components of the educational program (academic disciplines, term papers / projects, practices, forms of certification)	Number of credits	Form of assessment
1	2	3	4	5
Required components of the educational program				
OK 1	ОД.01	Foreign language for professional purposes	4	credit
OK 2	ОД.02	Educational management: <i>Management theory</i> <i>Team management technologies in an educational institution</i> <i>Planning the activities of the educational institution</i> <i>Pedagogical Council as a collegial body of an educational institution</i>	5	exam
OK 3	ОД.03	Management psychology	4	credit
OK 4	ОД.04	Education and methodology of research activities	4	credit

OK 5	ОД.05	Personnel management: <i>Head of educational institution</i> <i>Human capital management and leadership development</i> <i>HR-management in the management of an educational institution</i>	5	exam
OK 6	ОД.06	Legal aspects of educational institution management	4	credit
OK 7	ОД.07	Educational policy	4	credit
OK 8	ОД.08	Management of the educational process in an educational institution: <i>Organization of the educational process in an educational institution</i> <i>The educational program is the main component of the educational process</i>	5	exam
OK 9	ОД.09	Management of inclusive education	4	credit
OK 10	ОД.10	State and public management of an educational institution	4	credit
OK 11	ОД.11	Management of financial and economic activities in the educational institution: <i>Management of financial and economic activities in an educational institution</i> <i>Financial autonomy of an educational institution</i>	4	credit
OK 12	ОД.12	Management of information relations in the educational institution	4	credit
1	2	3	4	5
OK 13	ОД.13	Audit and evaluation in the management of an educational institution: <i>Evaluation of the educational institution</i> <i>Institutional audit of an educational institution</i>	4	credit
OK 14	ОП 01	Pre-diploma practice	6	credit
OK 15	ОА.01	Preparation and defense of a master's thesis	6	defence
Total required components:			67	
Elective components (EC) of the educational-professional program (Annex 1)				
<i>Elective block "Expertise in the field of education"</i>				
BK 1.1	ВД 1.1	The essence and content of expert activity in the field of education	4	credit
BK 1.2	ВД 1.2	Normative and legal bases of expert activity in the field of education	5	credit
BK 1.3	ВД 1.3	Examination of documentary support of the educational institution	5	credit

BK 1.4	БД 1.4	Quality of education and examination of educational programs: <i>Quality of education</i> <i>Examination of educational programs</i>	5	credit
BK 1.5	БД 1.5	Osvitometry	4	credit
Total for the unit			23	
<i>Elective block "Management of innovative development of educational institutions"</i>				
BK 1.1	БД 2.1	Self-management	4	credit
BK 1.2	БД 2.2	Quality management in educational institutions	4	credit
BK 1.3	БД 2.3	Electronic document management of an educational institution	5	credit
BK 1.4	БД 2.4	Technologies of innovative development of educational institution: <i>Methods and tools for innovative development of educational institutions</i> <i>Academic diplomacy in an educational institution</i>	5	credit
BK 1.5	БД 2.5	International experience in managing educational institutions	5	credit
Total for the unit			23	
<i>Elective block – Choice from the catalogue of courses</i>				
BK 1	БД 3	choice of academic disciplines from the catalog for the appropriate number of credits	23	credits
Total for the unit			23	
Total number of components:			23	
TOTAL FOR THE EDUCATIONAL PROGRAM			90	

2.2. Structural and logical scheme of the educational and professional program

1 semester 30 credits	2 semester 34,5 credits	3 semester 25,5 credits
Foreign language for professional purposes (4 cr.)		
Educational management (5 cr.)	Personnel management (5 cr.)	
Management psychology (4 cr.)		
	Education and methodology of research activities (4 cr.)	
Educational policy (4 cr.)	State and public management of an educational institution (4 cr.)	
Legal aspects of educational institution management (4 cr.)		
Management of the educational process in an educational institution (5 cr.)		
Management of inclusive education (4 cr.)		
	Management of financial and economic activities in an educational institution (4 cr.)	
	Management of information relations in an educational institution (4 cr.)	
	Audit and evaluation in the management of an educational institution (4 cr.)	
	Elective components (5 cr.)	Elective components (18 cr.)
	Execution of a qualifying master's thesis (4.5 cr.)	Pre-diploma practice (6 cr.)
		Defense of qualifying master's thesis

Elective part (Appendix 1)

Elective block "Expertise in the field of education" (23 cr.)

	Normative and legal bases of expert activity in the field of education (5 cr.)	The essence and content of expert activity in the field of education (4 cr.)
		Examination of documentary support of the educational institution (5 cr.)
		Quality of education and examination of educational programs (5 cr.)
		Osvitometry (4 cr.)

Elective block "Management of innovative development of educational institutions" (23 cr.)

	International experience in managing educational institutions (5 cr.)	Technologies of innovative development of an educational institution (5 cr.)
		Quality management in educational institutions (4 cr.)
		Electronic document management of an educational institution (5 cr.)
		Self-management (4 cr.)

Elective block - Selection from the catalog of courses (23 cr.)

	Choice of disciplines 5 cr.	Choice of disciplines for 18 cr.
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III. Form of certification of applicants for higher education

Certification of applicants for higher education according to the educational-professional program 073.00.03 Management of an educational institution (by levels) of the second (master's) level of higher education is carried out in the form of defense of a qualifying master's thesis.

Certification is carried out openly and publicly.

The master's thesis involves solving a complex problem or problem in the field of education management, which requires research and / or innovation and is characterized by complexity and uncertainty of conditions and requirements, using theories and methods of economics.

The master's thesis is tested for plagiarism. The master's thesis must not contain academic plagiarism, fabrication and / or falsification.

The qualifying master's thesis is published on the University website (in the institutional repository).

Execution of the educational-professional program in full is completed by issue to the graduate of the document of the established sample.

IV. Matrix of correspondence of program competences to components of the educational and professional program

	OK 1	OK 2	OK 3	OK 4	OK 5	OK 6	OK 7	OK 8	OK 9	OK 10	OK 11	OK 12	OK 13	OK 14	OK 15
GC 1		•	•	•	•	•	•	•					•	•	•
GC 2	•		•		•					•	•			•	
GC3	•	•	•			•			•			•	•		•
GC4			•	•	•		•		•	•		•			•
GC5					•			•		•		•		•	
GC6		•		•	•		•				•		•		•
GC7		•		•		•		•						•	
SC 1	•					•	•		•						•
SC 2			•					•		•		•		•	
SC 3			•			•	•			•			•		•
SC 4	•			•				•			•			•	•
SC 5	•	•				•			•			•	•		•
SC 6			•		•	•			•						•
SC7	•	•		•				•			•				•
SC 8					•			•				•	•	•	•
SC 9	•			•			•		•		•			•	
SC 10		•	•			•		•		•	•			•	•
SC(U)11		•	•			•		•		•	•			•	•
SC(U)12			•			•		•	•						•
SC(U)13					•	•	•			•					•

V. The matrix of correspondence of providing learning outcomes to the relevant components of the educational and professional program

	OK 1	OK 2	OK 3	OK 4	OK 5	OK 6	OK 7	OK 8	OK 9	OK 10	OK 11	OK 12	OK 13	OK 14	OK 15
LO 1		•	•	•	•	•				•	•	•		•	•
LO 2		•		•	•	•	•		•			•	•	•	•
LO 3		•	•		•			•						•	
LO 4	•		•	•			•						•	•	
LO 5		•		•		•	•	•		•		•	•	•	•
LO 6		•	•	•					•			•		•	
LO 7	•	•			•		•	•	•	•	•	•	•	•	
LO 8			•		•			•			•				•
LO 9	•	•				•		•				•			•
LO 10		•		•					•			•		•	
LO 11			•		•		•			•				•	•
LO 12			•		•		•			•				•	•
LO 13			•			•			•			•		•	•
LO(U)14		•					•	•		•		•	•		•
LO(U)15			•			•		•	•						•
LO(U)16					•	•	•			•					•

Annex 1 - ELECTIVE PART OF THE EDUCATIONAL PROFESSIONAL PROGRAM

Students exercise the right to free choice of disciplines, provided for in paragraph 15 of the first part of Article 62 of the Law of Ukraine "On Higher Education", Borys Grinchenko Kyiv University is in accordance with the Regulations on the procedure and conditions of choice of disciplines by students № 642.

1. 1. Elective block "Expertise in the field of education"

The student's choice of the block "Expertise in the field of education" creates conditions for deepening and expanding professional knowledge within the selected educational program through the formation of additional professional competencies. The block of disciplines "Expertise in the field of education" is aimed at: expanding professional competencies taking into account the current state of development of the educational field; creation of an institution responsible for monitoring the activities of educational institutions; creation of an institution responsible for monitoring the activities of educational institutions; development of normative support for conducting an institutional audit as a comprehensive inspection and evaluation of educational and management processes of an educational institution for its effective operation and sustainable development; examination of documentary support of the educational institution; introduction of the newest technologies of educational measurements.

Additional competencies formed by elective components of the unit		
Additional special (professional) competence	ASC 1	Ability to navigate in the legal support of expert activities in the field of education to determine its essence and content
	ASC 2	Ability to conduct an examination of the documentation of the activities of the educational institution using the latest technologies of educational measurements
	ASC 3	Ability to inspect and evaluate educational and management processes to ensure the quality of education, examination of educational programs
Additional learning outcomes		
Additional learning outcomes	ALO 1	Demonstrate deep knowledge and understanding of regulatory and legal support of the essence and content of expert activity in the field of education
	ALO 2	To organize and carry out examination of documentary support of activity of educational institution with use of the newest technologies of educational measurements
	ALO 3	Develop and use tools for evaluating educational and management processes to ensure the quality of education, examination of educational programs

Correspondence matrix of program competencies to elective components of block 1					
	БДЦ.1.01	БДЦ.1.02	БДЦ.1.03	БДЦ.1.04	БДЦ.1.05
ASC 1	•	•	•	•	•
ASC 2	•	•	•	•	•
ASC 3	•	•	•	•	•

Support matrix Correspondence of learning outcomes to the relevant elective components of block 1					
	БДЦ.1.01	БДЦ.1.02	БДЦ.1.03	БДЦ.1.04	БДЦ.1.05
ALO 1	•	•	•	•	•
ALO 2	•	•	•	•	•
ALO 3	•	•	•	•	•

2. Elective block "Management of innovative development of educational institutions"

The student's choice of the block "Management of innovative development of educational institutions" creates conditions for deepening and expanding professional knowledge within the selected educational program through the formation of additional professional competencies. The block of disciplines "Management of innovative development of an educational institution" is aimed at: expansion of professional competencies taking into account the current state of development of the educational sector, focused on the humanitarian and innovative approach, ensuring competitiveness in Europe and the world; updating the legal framework for innovative activities of educational institutions as a basis for intellectual development of citizens; formation of values and necessary conditions for successful self-realization of competencies; introduction of technologies of innovative development, international experience in quality management of education and creation of a universal educational environment.

Additional competencies formed by the elective components of block 2		
Additional special (professional) competence	ASC 1	Ability to implement educational and management processes to ensure the quality of education in educational institutions using technologies of innovative development and electronic document management.
	ASC 2	Ability to analyze the international experience of management of educational institutions, current trends in the formation of the content of Ukrainian school education and the creation of a universal educational environment based on a competency-based approach.
	ASC 3	Ability to self-management for the successful self-realization of the individual, the formation of its competencies
Additional learning outcomes		
Additional learning outcomes	ALO 1	Understand the essential characteristics of the quality of educational and management processes and apply technologies of innovative development and electronic document management

	ALO 2	Ability to form the content of Ukrainian school education and create a universal educational environment of educational institutions using the best international and domestic practices
	ALO 3	Ability to use theoretical principles of self-management as a basis for intellectual development and career growth

Correspondence matrix of program competencies to elective components of block 2					
	БДІС.2.01	БДІС.2.02	БДІС.2.03	БДІС.2.04	БДІС.2.05
ASC 1	•	•	•	•	•
ASC 2	•	•	•	•	•
ASC 3	•	•	•	•	•

Support matrix of learning outcomes to the relevant elective components of block 2					
	БДІС.2.01	БДІС.2.02	БДІС.2.03	БДІС.2.04	БДІС.2.05
ALO 1	•	•	•	•	•
ALO 2	•	•	•	•	•
ALO 3	•	•	•	•	•

2. Selective block - Selection from the catalog of courses

The choice of disciplines from the Catalog of courses taking into account individual needs and interests gives the chance to the applicant to deepen professional knowledge and to gain additional competences, in particular within related specialties of knowledge, and / or to get acquainted with a modern level of scientific researches of various branches of knowledge. special (professional) competencies.