

**PRIVATE JOINT-STOCK COMPANY "HIGHER EDUCATIONAL INSTITUTION
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"**

APPROVED:

The Academic Council
Private joint-stock company
«Higher education institution
«Interregional Academy of Personnel
Management»
Minutes No.5 of 16.07.2025
President _____ Rostyslav Shchokin

**STUDY PROGRAM
"MANAGEMENT"**

**Level of higher
education:** first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Qualification: Bachelor's degree in management

1 September 2025 Order No. _____ dated _____ 2025 p.

APPROVAL LETTER

DEVELOPED BY

Working (project) group
PJSC «Higher Educational Institution
«Interregional Academy of Personnel
Management»
Head of the working (project) group

Yulia Mazur

APPROVED

Rector
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26.06.2025 p.

APPROVED

Scientific and Methodological
Council of PJSC «Higher Educational
Institution «Interregional Academy
of Personnel Management»
Minutes no.6 from 26.06.2025
Chairman _____ Mykhailo
Goncharenko
(instead of the scientific and
methodological commission)

APPROVED

Academic Council of PJSC "IAPM"
Minutes no.5 from 16.07.2025 p.
Chairman of the Academic Council of PJSC
«Higher Educational Institution
«Interregional Academy of Personnel
Management»

Rostyslav Shchokin

PREFACE

The study program has been developed in accordance with the requirements of the Law of Ukraine "On Higher Education", the Standard of Higher Education in the specialty "Management" for the first (bachelor's) level of higher education, approved by the order of the Ministry of Education and Science of Ukraine of 29.06.2018, Order of the Ministry of Education and Science of Ukraine "On Amendments to Certain Standards of Higher Education" No. 842 of 13.06.24, Resolution of the Cabinet of Ministers of Ukraine of 30 August 2024 No. 1021 On Amendments to the List of Fields of Knowledge and Specialties for the Training of Higher and Professional Higher Education Applicants; Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Certain Issues of Military Service, Mobilization and Military Registration" (No. 3633-IX), which entered into force on 18 May 2024; Procedure for Basic General Military Training of Ukrainian Citizens Receiving Higher Education and Police Officers, approved by the Cabinet of Ministers of Ukraine.

Developed by the working (project) group consisting of:

- *Yulia Mazur* – PhD in Economics, Associate Professor, Associate Professor of the Department of Business Management of the Educational and Research Institute of Management, Economics and Business of PJSC Higher Educational Institution Interregional Academy of Personnel Management.
- *Anna Bratus* – D.Sc. in economics, Professor, Head of the Department of Business Management of the Educational and Research Institute of Management, Economics and Business of the PJSC Higher Educational Institution Interregional Academy of Personnel Management.
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- *Alla Kozlova* – PhD in Economics, Associate Professor, Deputy Head of the Department of Business Management, Educational and Research Institute of Management, Economics and Business, PJSC Higher Educational Institution Interregional Academy of Personnel Management.

Members of the working group from stakeholders and employers:

- *Oleksandr Demchyk* – Commercial Director of Inditex Ukraine LLC.
- *Oleg Nikitin* – Regional Director of Importmax LLC.
- *Yulia Lebedenko* – Head of the Department of Cooperation with Higher Education Institutions of the Training Centre of JSC "TASKOMBANK".
- *Taras Pompa* – student of the bachelor's study program in management.
- *Anastasiia Okhrimchuk* – student of the bachelor's study program in management.
- *Anastasiia Babitska* – student of the bachelor's study program in management.
- *Stasiuk Myroslava* – graduate of the study program "Economics and Business Management."
- *Valeria Sukhina* – graduate of the study program "Economics and Business Management."
- *Taras Khmeliar* – graduate of the study program "Economics and Business Management."

Reviews and feedback from external stakeholders:

- *Olena Lozhachevska* – D.Sc. in Economics, Professor, Head of the Department of Management of National Transport University.
- *Svitlana Vasylchak* – D.Sc. in Economics, Professor, Professor of the Department of

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- *Alla Stikovska* – PhD in Economics, Associate Professor, Professor of the Department of Management and Law, National University of Life and Environmental Sciences of Ukraine.

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I. Profile of the Study program
 "Management"
 specialty D3 Management

1 - General information	
Full name of the higher education institution and structural unit	Private Joint-Stock Company Higher Educational Institution Interregional Academy of Personnel Management (PJSC HEI IAPM).
Level of higher education	First (bachelor's) level
Degree of higher education	Bachelor's degree
Field of knowledge	D Business, administration and law
Specialty	D3 Management
Qualifications	Bachelor's degree in management
Qualification in the diploma	Degree of higher education: Bachelor's degree Specialty: D3 Management Study program: Management
Form of study	Institutional (full-time / part-time)
Language of instruction	Ukrainian language
Cycle/level	NQF of Ukraine - level 6 FQ-EHEA - first cycle, EQF-LLL - level 6
Type of diploma and scope of the study program	<p>Bachelor's degree, single, 240 ECTS credits, duration of study 3 years and 10 months.</p> <p>Scope of the study program: On the basis of complete general secondary education – 240 ECTS credits. On the basis of the degree of “professional junior bachelor,” “junior bachelor” (educational and qualification level “junior specialist”), the higher education institution has the right to recognize and re-credit no more than 60 ECTS credits obtained within the previous educational program of training for a professional junior bachelor, junior bachelor (junior specialist). Admission on the basis of the degrees “junior bachelor,” “professional junior bachelor,” or the educational and qualification level “junior specialist” is carried out based on the results of external independent testing in the manner prescribed by law.</p>
Accreditation status	Accredited until 01.07.2026
Prerequisites	Applicants must hold a complete secondary education.
Internet address of the permanent placement of the description of the Study program	https://maup.com.ua/eng/navchannya-u-maup/napryami-navchannya1.html
2 – Aim of the study program	
To train competent competitive specialists capable of solving complex specialized tasks and practical problems characterized by complexity and uncertainty of conditions in the field of management in accordance with the mission and values of PJSC "Higher Educational Institution "Interregional Academy of Personnel Management".	
3 - Characteristics of the Study program	

Description of the subject area	<p>The object of study: management of organizations and their units.</p> <p>Learning objectives: training of specialists capable of solving practical problems and complex specialized tasks characterized by complexity and uncertainty of conditions, in the field of business management, enterprises and organizations and their units.</p> <p>Theoretical content of the subject area: paradigms, laws, regularities, principles, historical background of management development; concepts of systemic, situational, adaptive, anti-sympathetic, anti-crisis, innovative, project management, etc. Technologies and administrative decisions in management.</p> <p>Methods, techniques and technologies: general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance sheet, etc.); methods of implementation of management functions (methods of marketing research; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of assessing social, organizational and economic efficiency in management etc.); methods of management (administrative, economical, psycho-social, technological); technologies for justification of managerial decisions (economic analysis, imitational modeling, the tree of decisions etc.).</p> <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management.</p>
Orientation of the study program	Educational, professional, applied
Focus of the study program	<p>The program combines general and specialized education in the field of management, providing students with comprehensive knowledge and practical skills for effective decision-making and organizational development. It ensures mastery of:</p> <ul style="list-style-type: none"> • key paradigms, principles, and historical foundations of management; • modern concepts of systemic, situational, adaptive, crisis, innovative, and project management; • methods and technologies of managerial decision-making in business and administration; • approaches to personnel management based on social responsibility and ethical principles; • practical tools for implementing management functions, including marketing research, economic diagnostics, forecasting and planning, organizational design, motivation, control, and evaluation of managerial effectiveness. <p>Key words: management, business management, business administration, management decisions, creative management, investment management, socially responsible management, management ethics, conflict management, start-up management.</p>
Program features	The program is designed to provide students with the knowledge and practical skills necessary to combine managerial flexibility with a deep understanding of modern business processes. It focuses on developing a project-based approach to management, emphasizing the ability to

	<p>initiate, design, and implement start-ups and innovative business projects through the use of strategic analysis tools, business intelligence, and digital technologies.</p> <p>Students acquire competencies in strategic thinking, enabling them to formulate business ideas, make informed investment decisions, and organize socially responsible enterprises that address the challenges of sustainable development and economic transformation. The program also fosters economic independence of thought, equipping students to identify economic problems in management, make forecasts, plan, and optimize managerial decisions using modern analytical and decision-making methods.</p> <p>The program's practical orientation is ensured through project assignments, business simulations, and the modeling of management situations, which collectively prepare graduates for professional activity in a dynamic and competitive business environment.</p>
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4 - Employability and further study

Employability	<p>Primary positions (according to the Catalogue of Standard Civil Service Positions (Ukraine):</p> <ul style="list-style-type: none"> ● Chief Administrator (at commercial enterprises). ● Director (Head) of a Small Industrial Enterprise (Firm). ● Professional in Personnel Development. ● Supply Organizer, Sales Organizer. ● Administrative Assistant, Personnel Organizer. ● Assistant to the Head of an Enterprise (Institution, Organization). ● Assistant to the Head of a Production Unit, Assistant to the Head of Another Core Department. ● Assistant to the Heads of Small Enterprises without a Management Apparatus, and others.
Academic rights	<p>Possibility to continue studying at the second (master's) level of higher education.</p> <p>Acquisition of additional qualifications in the system of postgraduate education.</p>

5 - Teaching and assessment

Teaching and learning	<p>The educational process is based on the principles of student-centered, competency-based, and practice-oriented learning.</p> <p>Teaching is carried out in the form of lectures, seminars, and practical classes. Lectures and seminars are interactive in nature. Practical classes are conducted in small groups, where situational tasks are solved, business games are held, and presentations are prepared. The focus of learning is placed on personal self-development and group work. Independent learning is encouraged through the use of the Moodle distance learning platform, problem-based learning, learning through academic and industrial internships, and participation in training sessions.</p> <p>Learning technologies: problem-based and differentiated learning technologies, individualized learning technology, programmed learning technology, information technology, developmental learning technology, credit transfer system of study organization, e-learning, and research-based self-learning.</p> <p>Elements of non-formal education are used during the study of individual course modules on educational online platforms, as well as through</p>
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	participation in scientific events, workshops, and professionally oriented activities.
Assessment	<p>A cumulative point-rating system that provides for the assessment of students for all types of classroom and extracurricular educational activities in the form of entrance, intermediate, final (semester) control, as well as certification. Assessment of academic achievements is carried out on a 100-point (rating) scale of ECTS.</p> <p>Types of assessment: ongoing, intermediate, final.</p> <p>Forms of assessment: ongoing control (oral and written questioning, test tasks including computer-based testing), interim control (oral questioning, written express control/computer-based testing, colloquium, module test), final semester control (tests, examinations), defense of internship reports, defense of research projects, certification (in the form of a public defense of the qualification work and certification examination).</p> <p>Assessment of higher education students is carried out in accordance with the "Regulation on the Procedure for Assessing the Knowledge of Students".</p>
6 - Program competences	
Integral competence	The ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.
General competences (GC)	<p>GC1. Ability to exercise one's rights and responsibilities as a member of society; understand the values of a civil (democratic) society and the need for its sustainable development, the rule of law, and human and civil rights and freedoms in Ukraine.</p> <p>GC2. Ability to preserve and enhance moral, cultural, and scientific values and contribute to the achievements of society based on an understanding of the history and regularities of development in the field, its place within the general system of knowledge about nature and society, and its role in the development of society, technology, and innovation; ability to use various types and forms of physical activity for active recreation and maintaining a healthy lifestyle.</p> <p>GC3. Ability for abstract thinking, analysis, and synthesis.</p> <p>GC4. Ability to apply knowledge in practical situations.</p> <p>GC5. Knowledge and understanding of the subject area and professional activity.</p> <p>GC6. Ability to communicate in the state language, both orally and in writing.</p> <p>GC7. Ability to communicate in a foreign language.</p> <p>GC8. Skills in using information and communication technologies.</p> <p>GC9. Ability to learn and acquire up-to-date knowledge.</p> <p>GC10. Ability to conduct research at the appropriate level.</p> <p>GC11. Ability to adapt and act in new situations.</p> <p>GC12. Ability to generate new ideas (creativity).</p> <p>GC13. Appreciation of and respect for diversity and multiculturalism.</p> <p>GC14. Ability to work in an international context.</p> <p>GC15. Ability to act based on ethical considerations (motives).</p> <p>GC16. Ability to make decisions and act in accordance with the principle</p>

	of zero tolerance for corruption and any other forms of misconduct.
Special (professional, subject) competences (SC)	<p>SC1. Ability to identify and describe the characteristics of an organization.</p> <p>SC2. Ability to analyze the performance results of an organization and compare them with the influencing factors of the external and internal environment.</p> <p>SC3. Ability to determine the prospects for the organization's development.</p> <p>SC4. Ability to identify the functional areas of an organization and the interconnections between them.</p> <p>SC5. Ability to manage an organization and its divisions through the implementation of management functions.</p> <p>SC6. Ability to act in a socially responsible and conscious manner.</p> <p>SC7. Ability to select and apply modern management tools.</p> <p>SC8. Ability to plan organizational activities and manage time effectively.</p> <p>SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks.</p> <p>SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization's personnel.</p> <p>SC11. Ability to create and organize effective communication in the management process.</p> <p>SC12. Ability to analyze and structure organizational problems and develop well-founded decisions.</p> <p>SC13. Understanding the principles and norms of law and the ability to apply them in professional activities.</p> <p>SC14. Understanding the principles of psychology and the ability to apply them in professional activities.</p> <p>SC15. Ability to develop and demonstrate leadership qualities and behavioral skills.</p> <p>SC16. Ability to think strategically, formulate business ideas, manage investments, organize own entrepreneurial activities of socially responsible business.</p> <p>SC17. Ability to independently identify economic problems and propose ways to solve them for analysis, forecasting, planning and optimization in management.</p>

7 - Intended learning outcomes

ILO1. Know one's rights and responsibilities as a member of society; understand the values of civil society, the rule of law, and human and civil rights and freedoms in Ukraine.
ILO2. Preserve moral, cultural, and scientific values and contribute to the achievements of society; use various types and forms of physical activity to maintain a healthy lifestyle.
ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership.
ILO4. Demonstrate the ability to identify problems and justify managerial decisions.
ILO5. Describe the content of the functional areas of an organization's activities.
ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions.

ILO7. Demonstrate skills in organizational design.

ILO8. Apply management methods to ensure the effective operation of an organization.

ILO9. Demonstrate teamwork, leadership, and collaboration skills.

ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel.

ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity.

ILO12. Evaluate the legal, social, and economic implications of an organization's operations.

ILO13. Communicate effectively in oral and written form in the state and foreign languages.

ILO14. Identify causes of stress, adapt oneself and team members to stressful situations, and find ways to neutralize them.

ILO15. Demonstrate the ability to act in a socially responsible and civic-minded manner, guided by ethical considerations, and show respect for diversity and multiculturalism.

ILO16. Demonstrate self-directed work skills, flexible thinking, openness to new knowledge, and the ability to be critical and self-critical.

ILO17. Conduct research individually and/or in a group under the supervision of a leader.

ILO18. Demonstrate skills in analyzing the effectiveness of management of operational, marketing, foreign economic activity of the enterprise, justify the directions of its future development for the preparation and presentation of analytical reports.

ILO19. Demonstrate the ability to initiate, develop and implement business projects and start-ups using the principles of project management, methods of strategic analysis and business intelligence to ensure the competitiveness of the organization.

8 - Resource support for the program implementation

Teaching staff	<p>All academic staff involved in the implementation of the study program possess qualifications corresponding to the program profile and the field of the courses they teach, as well as relevant experience in academic and teaching work and research outcomes that meet the requirements of current licensing conditions. In line with the schedule, faculty members regularly enhance their skills through training at higher education institutions, professional courses on online platforms (such as Coursera, Prometheus, Diya. Digital Education, Edera, and others). Both academic researchers and industry practitioners are also engaged in teaching.</p>
Infrastructure	<p>The area of the premises used for the implementation of the educational process under the program, the level of provision with hardware and software, visual and didactic materials, computer workstations and multimedia equipment, as well as the social and household infrastructure, meet the requirements established by the Licensing Conditions for the provision of educational activities.</p> <p>The material and technical resources of the institution fully comply with the licensing requirements for the provision of educational services in the field of higher education and are sufficient to ensure the quality of the educational process. The available infrastructure includes classrooms, computer laboratories, specialized laboratories, a gym, sports grounds, a library with reading rooms, wireless Internet access points, multimedia equipment, facilities for research and development, dormitories, and catering facilities etc.</p> <p>All necessary social and household infrastructure is available: library,</p>

	catering facilities, lounge areas for participants of the educational process, medical center, and dormitory.
Information and methodological support	<p>The official website http://maup.km.ua/ contains information about study programs, academic, research, and extracurricular activities, structural units, admission rules, contacts, and more.</p> <p>Classrooms and laboratories:</p> <ul style="list-style-type: none"> • equipped with modern furniture, multimedia equipment (projectors, interactive panels, computers); • training halls for practical classes, role-playing, training sessions. <p>Computer classrooms and IT infrastructure:</p> <ul style="list-style-type: none"> • equipped with modern computers with Internet access; • installed software for statistical analysis (SPSS, STATISTICA). <p>IAPM distance learning platform:</p> <ul style="list-style-type: none"> • training can be delivered partly or fully in an online environment; • access to video lectures, courses, e-journals, forums, and testing; • support for synchronous (Zoom, Google Meet) and asynchronous learning. <p>Library and information resources:</p> <ul style="list-style-type: none"> • a library with sufficient professional literature in management, psychology, pedagogy, sociology, and research methodology; • access to the IAPM electronic library and international information resources (Google Scholar, Scopus, Web of Science, etc); • reading rooms with Wi-Fi access. <p>Internship bases:</p> <ul style="list-style-type: none"> • business organizations where students undergo internships; • agreements with partner and internship bases. <p>Safety and accessibility of the educational environment:</p> <ul style="list-style-type: none"> • premises equipped with fire safety systems, security, and video surveillance; • access to classrooms for persons with disabilities (in compliance with inclusive requirements); • compliance with sanitary and hygiene standards. • for learning, self-development, and support, distance learning platforms Prometheus and EdEra (Education Era) are also used.
National credit mobility	<p>9 - Academic mobility</p> <p>The right to national credit mobility is exercised on the basis of the Law of Ukraine "On Higher Education" and the Resolution of the Cabinet of Ministers of Ukraine of August 12, 2015, No. 579 (as amended by the Resolution of the Cabinet of Ministers of Ukraine of May 13, 2022, No. 599) "On Approval of the Procedure for Exercising the Right to Academic Mobility." This provides all participants in the educational process with the right to participate in academic mobility programs with a clear definition of its types and forms, as well as the principle of credit transfer based on the European Credit Transfer and Accumulation System (ECTS).</p> <p>ECTS credits obtained at other higher education institutions of Ukraine, provided that agreements exist between higher education institutions (research institutions of Ukraine or their main structural units), are</p>

	<p>transferred in accordance with the “Regulations on the Organization of the Educational Process at PJSC ‘HEI ‘IAPM’” and internal documents regulating the internationalization strategy, in particular:</p> <ul style="list-style-type: none"> • Regulations on the Organization of the Educational Process at IAPM. • Regulations on the Academic Mobility at IAPM.
International credit mobility	<p>The participation of students and staff in academic mobility is regulated by the Regulations on the Academic Mobility.</p> <p>International credit mobility may be implemented on the basis of relevant agreements between the university and foreign higher education institutions.</p> <p>IAPM operates a Center for International Academic Mobility, which facilitates participation in bilateral and multilateral interstate and interuniversity academic mobility programs for both students and academic staff.</p>
Training of foreign students	<p>The education of international students is carried out under general conditions with additional language training.</p>

II. List of courses of the study program and their logical sequence

2.1. List of courses

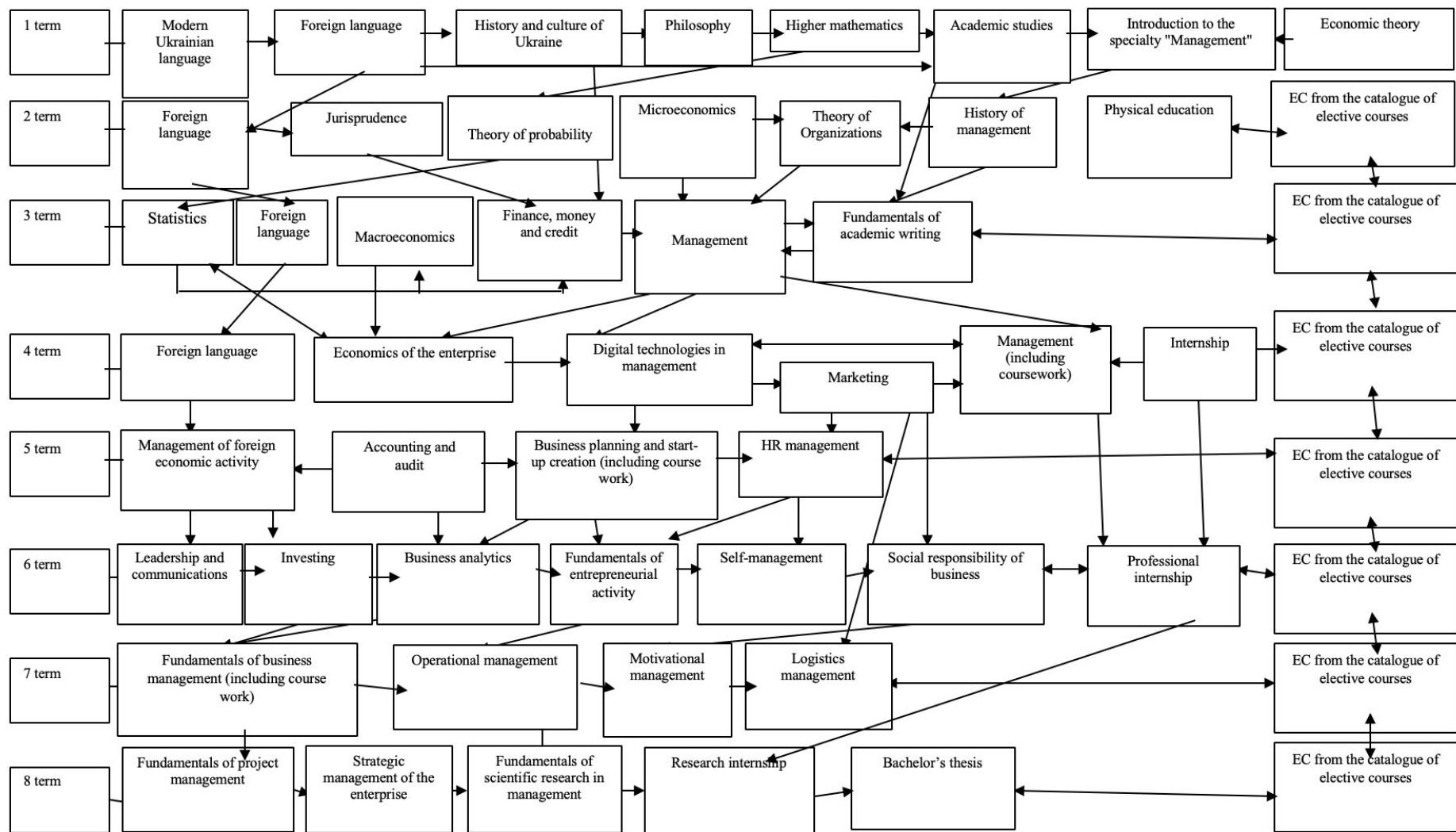
Component code	Components of the Study program (academic disciplines, research projects, internships, thesis)	Number of credits	Form of control
1	2	3	4
Compulsory courses			
CC 1	Academic studies	3	pass/fail
CC 2	History and culture of Ukraine	4	exam
CC 3	Foreign language	12	pass/fail, exam
CC 4	Modern Ukrainian language	4	exam
CC 5	Higher mathematics	4	pass/fail
CC 6	Philosophy	4	exam
CC 7	Economic theory	4	pass/fail
CC 8	Introduction to the specialty "Management"	4	exam
CC 9	Physical education	4	pass/fail
CC10	Jurisprudence	4	pass/fail
CC11	Microeconomics	5	exam
CC12	History of management	5	exam
CC13	Theory of organizations	5	exam
CC14	Probability theory	4	pass/fail
CC15	Statistics	4	exam
CC16	Fundamentals of academic writing	3	pass/fail
CC17	Digital technologies in management	3	pass/fail
CC18	Management	8	pass/fail, exam, research project
CC19	Finance, money and credit	3	exam
CC20	Macroeconomics	4	exam
CC21	Economics of the enterprise	4	exam
CC22	Marketing	3	exam
CC23	Management of foreign economic activity	4	exam
CC24	HR management	3	exam
CC25	Business planning and start-up creation	5	exam
CC26	Accounting and audit	3	exam
CC27	Fundamentals of entrepreneurial activity	4	exam
CC28	Investing	4	exam
CC29	Social responsibility of business	3	pass/fail
CC30	Leadership and communications	3	exam
CC31	Business analytics	3	exam
CC32	Fundamentals of business management	5	exam, research project
CC33	Self-management	3	pass/fail
CC34	Motivational management	3	exam
CC35	Operational management	4	exam
CC36	Logistics management	3	pass/fail
CC37	Fundamentals of project management	4	exam

CC38	Strategic management of the enterprise	3	exam
CC39	Fundamentals of scientific research in management	3	exam
CC40	Internship	4	pass/fail
CC41	Professional internship	4	pass/fail
CC42	Research internship	4	pass/fail
CC43	Bachelor's Thesis	7	defense
Total amount of compulsory educational components		177	
Elective courses			
EC.01	*Basic general military training (theoretical training) / **Additional elective course from the course catalogue	3	pass/fail
EC. 02-31.	Elective courses from the course catalogue for the appropriate number of credits	60	pass/fail
Total volume of elective components:		63	
The total volume of the study program:		240	

* - the educational component is mandatory for inclusion in the individual study plans of students for whom it is required by law.

** - An elective educational component for students who are not required to undergo basic general military training

2.2. Structural and logical scheme of the study program



III. Forms of certification

Forms of certification	The certification is carried out in a form of public defense (demonstration) of bachelor's thesis.
Requirements for bachelor's thesis	<p>The bachelor's thesis must provide for the solution of a complex specialized task or practical problem in the field of management, characterized by complexity and uncertainty of conditions, with application of theories and methods of economic science.</p> <p>The bachelor's thesis must not contain academic plagiarism, falsification, or fabrication.</p> <p>The bachelor's thesis must be published on the official website or in the Academy's repository.</p>

4. Matrix of compliance of program competences with the educational components of the study program

5. Matrix of compliance of intended learning outcomes with the educational components of the study program