

**LIMITED LIABILITY COMPANY
"HIGHER EDUCATIONAL INSTITUTION
"AMERICAN UNIVERSITY KYIV"**

APPROVED

By the Academic Council
LLC «Higher Educational Institution»
«American University Kyiv»
Minutes № 3 dated 19.03.2025

Put into effect

By order of the Rector
LLC «Higher Educational Institution»
«American University Kyiv»
№ 12-OD dated 19.03.2025

**EDUCATIONAL AND PROFESSIONAL PROGRAM
GLOBAL MANAGEMENT**

Higher education level:	Second (Master's)
Higher Education Degree:	Master
Field of Knowledge:	D Business Administration and Law
Speciality:	D3 Management

(with amendments)

Kyiv, 2025

1. Preamble

The educational and professional program (EPP) was developed in accordance with the standard of higher education of Ukraine in the specialty 073 Management for the second (master's) level of higher education, approved by the order of the Ministry of Education and Science of 10.07.2019, No 959.

Composition of the development group:

Surname, first name, patronymic	Academic degree, academic title, position
<i>Development team:</i>	
Shvindina Hanna	Doctor of Economics, Professor, Professor of the Department of Business and Management
Sheremeta Roman Vladislavovich	Doctor of Economics, Associate Professor, Associate Professor of the Department of Business and Management
Oksana Illienko	Doctor of Economics, Professor, Professor of the Department of Business and Management.

REVIEWED AND APPROVED:

at the meeting of the Department of Management and Business of LLC "Universities "American University Kyiv" Minutes No. 1 dated November 16, 2021.

Reviews and reviews of external stakeholders:

1. Vladimir BOAT, Head management Strategic development of the State Aviation Service.
2. Anna SATALKINA, Director of KIP YOR HOM WARM LLC.

CHANGES IN THE EDUCATIONAL PROGRAM

No/date of the minutes of the Academic Council	No/date of the order on enactment	Changes to the educational program
№. 5 dated May 31, 2023	18-OD dated June 14, 2023	– The term of study was changed from 1.4 years to 1.5 years; – The name of the educational component of GEN 100 "Professional English" has been changed to the name of GEN 100 "Academic and professional communication".
NN. 5 of May 13, 2024	19-OD dated May 13, 2024	–The term of study was approved 1 year 9 months. –The educational component (OK) GEN 500 "Academic and Professional Communication" (6 ECTS credits) has been changed to OK GEN 501 "Academic and Professional Communication" (3 ECTS credits);

		<p>–Approved OK SBA 580 "Research Seminar: Management" (3 ECTS credits);</p> <p>–Changed OK SBA 599 "Qualifying Work" MGM (6 ECTS credits) to OK SBA 599 Preparation of Qualification Work MGM (5 ECTS Credits) and OK SBA 599-D "Defense of Qualifying Work MGM" (1 ECTS Credits).</p>
№. 14 of December 19, 2024	46-OD dated December 19, 2024	<p>– In connection with the change in the "List of fields of knowledge and specialties in which applicants for higher and professional pre-higher education are trained" dated August 30, 2024, No. 1021Kyiv, the Code and name of the field of knowledge were changed to "D Business Administration and Law", Code and name of the specialty to "D3 Management".</p> <p>– In accordance with the standard of higher education of the specialty 073 Management for the second (master's) level of higher education, the subject area of the OPP has been adjusted.</p> <p>– In accordance with the standard of higher education of the specialty 073 Management, the formulation of the Integral, General and Special (Professional) Competencies of the OPP has been clarified.</p> <p>– Adjusted Structural and Logical Scheme of OPP and Matrix of Correspondence of Learning Outcomes and Competencies Determined by the Educational and Professional Program.</p>
№. 3 on March 19, 2025	12-OD dated March 19, 2025	Changed the form of education from «full-time and part-time» to «full-time (day, evening)» for students of 2025 admission

2. General characteristics

Full official name of the institution	Limited Liability Company "Higher Educational Institution "American University Kyiv"
Full name of the structural unit	Faculty of Management
Higher education level	Second (Master's)
Higher education degree you, qualification name	Master. Master of Management
Name of the field of knowledge	D Business Administration and Law
Name of specialty	D3 Management

Official name of the educational and professional program	Global Management
Type of Diploma and Scope educational and professional program	Master's Degree, Single, 90 ECTS Credits,
Availability of accreditation	National Agency for Quality Assurance in Higher Education, Ukraine Accreditation Certificate No. 14794 dated 01.07.2030 educational and professional program "Global Management" in the specialty D3 Management Valid for July 01, 2030
Language(s) of instruction	Ukrainian, English
Form of education	full-time (daytime, evening).
Validity of the educational program	1 year 9 months
Internet address of permanent placement of the description of educational and professional Program	https://auk.edu.ua
Cycle/Level	NQF – Level 7, FQ-EHEA – Second Cycle, EQF LLL – Level 7
Requirements for the level of persons who can start training in the educational field Program	Bachelor's degree or master's degree (OCR specialist)
Purpose of the educational program	The program is designed in accordance with the strategy and mission of the university and is aimed at acquiring theoretical and practical knowledge and skills related to the areas of global management, and will teach them to manage change and identify inefficiencies in work, while developing innovations within the organization. The purpose of the training is to acquire educational and professional qualifications for the development of strategic global thinking, the ability to analyze and solve complex business problems and real business cases, and to prepare them for managerial, business and leadership functions in various sectors, industries and countries.
Subject area	<p>Object of study: management of organizations and their divisions under uncertainty of conditions and requirements. Learning objectives: training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve research and/or innovation and are characterized by uncertainty of conditions and requirements.</p> <p>Theoretical content of the subject area: paradigms, laws, patterns, concepts of systemic, situational, adaptive, anticipative, anti-crisis, innovation, project management, etc.;; functions, methods, technologies and management decisions in management.</p> <p>Methods, techniques, technologies and tools:</p>

	<ul style="list-style-type: none"> – general scientific and specific research methods (computational and analytical, expert assessment, factual, documentary, etc.); – methods and tools of scientific research in the field of management (methods of marketing research); – management methods, technologies and tools (strategic management, change management, project management, knowledge management, value management, etc.); – information and communication technologies for management of organizations and their divisions; – methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; control methods; methods of evaluating social, organizational and economic efficiency in management, etc.); management methods (administrative, economic, technological); technologies for justifying managerial decisions (economic analysis, simulation modeling, decision tree, etc.). – The tools and equipment include modern universal and specialized information systems (information and communication, information retrieval, information and analytical) and specialized software used in the activities of global management entities.
Orientation of the educational and professional program	Educational, professional, applied. The program is based on the formation of strategic thinking and expansion of business intelligence, the acquisition of practical skills in doing business in a global environment.
The main focus of the educational and professional program and specialization (if any)	<p>Professional training in the field of management with an increased focus on global management of business processes. Particular attention is paid to the development of the ability to think globally, the formation of leadership qualities, the ability to work in an international context, the ability to work autonomously, organize and plan the international activities of companies and their divisions.</p> <p>Keywords: Global management, international business, leadership in global business, innovative management methods, cross-cultural interaction, strategies of world development, global competition.</p>
Features of the educational and professional program	<p>The program is focused on training managers and heads of departments of enterprises of various forms of ownership and sectors of the economy with a new global approach to management.</p> <p>It provides for in-depth preparation of practice-oriented courses and conducting training sessions on global management. The difference between the program and others is the formation of professional competencies taking into account modern trends in the development of the theory and practice of global management using modern innovative management methods and databases. The content of disciplines, structural and logical scheme of teaching and syllabuses are developed by the teachers of Arisona State University in accordance with the best American educational standards and modified by AUK teachers taking into account the requirements of Ukrainian legislation.</p>

Employment of graduates	<p>Professional activities in the field of international management, business, finance or leadership in global organizations in the private, public and non-profit sectors. A Master in Global Management, according to the National Classifier of Ukraine: "Classifier of Professions" DK 003:2010, is able to perform professional work and can occupy the following positions:</p> <ul style="list-style-type: none"> – Heads of enterprises, institutions and organizations", code KP 1210.1; – "Heads of production and other main divisions", Code KP 122; – Manager (manager) for foreign economic activity, code KP 1475.4 – "Heads of production units in commercial services", Code KP 1227; – "Heads of production departments in consumer services", Code KP 1228; – "Heads of functional departments (heads of financial, accounting, economic, legal and administrative departments, heads of personnel and social and labor relations departments, heads of marketing departments, heads of advertising and public relations departments, heads of logistics departments, heads of research departments and departments for scientific and technical preparation of production and other managers)", Code KP 123; – "Managers (managers) of enterprises, institutions, organizations and their subdivisions in various sectors of the national economy and types of economic activity (trade, financial activity, social sphere, etc.)", Code KP 14.
Further training	They have the right to continue their studies at the third (educational and scientific) level of higher education - Doctor of Philosophy. Acquisition of additional qualifications in the system of postgraduate education.
3. Teaching and Assessment	
Teaching and learning	Student-centered learning, problem-oriented learning, self-study, professional trainings. Teaching is carried out in the form of: thematic, problem, review lectures, including with the participation of practitioners, practical classes, seminars. Independent and team work with the possibility of consultations with the teacher, the use of the case-study method with the solution of real problems, group project work are also provided.
Evaluation	Student-centered learning, problem-oriented learning, self-study, professional trainings. Teaching is carried out in the form of: thematic, problem, review lectures, including with the participation of practitioners, practical classes, seminars. Independent and team work with the possibility of consultations with the teacher, the use of the case-study

	method with the solution of real problems, group project work are also provided.
4. List of competencies of the graduate	
Integral Competence (IC)	Ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.
General Competencies (GC)	<p>GC 01. Ability to conduct research at the appropriate level.</p> <p>GC 02. Ability to communicate with representatives of others professional groups of different levels (with experts from other fields of knowledge/types of economic activity).</p> <p>GC 03. Skills in the use of information and communication technologies.</p> <p>GC 04. Ability to organize and motivate people and move towards a common goal.</p> <p>GC 05. Ability to act on the basis of ethical considerations (motives).</p> <p>GC 06. Ability to generate new ideas (creativity).</p> <p>GC 07. Ability to abstract thinking, analysis and synthesis.</p> <p>GC 08. Ability to learn and willingness to increase the level of their knowledge.</p> <p>GC 09. Ability to act consciously and socially responsibly based on the principles of academic integrity.</p> <p>GC 10. Ability to manage socio-economic conflicts and the ability to independently resolve the most typical conflict situations.</p>

<p>Special (professional) competencies of the specialty</p>	<p>PC 01. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards.</p> <p>PC 02. An ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.</p> <p>PC 03. Ability to self-development, lifelong learning and effective self-management.</p> <p>PC 04. Ability to effectively use and develop human resources in the organization.</p> <p>PC 05. Ability to create and organize effective communications in the management process.</p> <p>PC 06. Ability to form leadership qualities and demonstrate them in the process of managing people.</p> <p>PC 07. Ability to develop and manage projects, take initiative and entrepreneurship.</p> <p>PC 08. Ability to use psychological technologies of working with personnel.</p> <p>PC 09. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.</p> <p>PC 10. Ability to manage the organization and its development.</p> <p>PC 11. Ability to make decisions in difficult and unpredictable conditions of organization and management of international business, which requires the use of new approaches in management, analysis and forecasting of demand and risk assessment.</p> <p>PC 12. Ability to conduct an economic assessment of the efficiency of business functioning, to determine the conditions and consequences of financial interaction of international business entities.</p> <p>PC 13. Ability to synchronize and coordinate business processes, calculate the parameters of their functioning and development using various models.</p> <p>PC 14. Ability to identify sources of losses and reserves for improving the efficiency of business processes in global multinational companies, to ensure transparency of resource and information exchange.</p>
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5. The normative content of the training of higher education applicants, formulated in terms of learning outcomes

<p>Program Learning Outcomes (LO)</p>	<p>LO 01. Critically reflect, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.</p> <p>LO 02. Be able to communicate in professional and scientific circles in state and foreign languages.</p> <p>LO 03. Justify and manage projects, generate entrepreneurial ideas.</p> <p>LO 04. Plan the activities of the organization in strategic and tactical contexts.</p> <p>LO 05. Organize and carry out effective communications within the team, with representatives of different professional groups and in the international context.</p> <p>LO 06. Apply specialized software and information systems to solve organizational management problems.</p> <p>LO 07. Have the skills to make, justify and ensure the implementation of managerial decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.</p> <p>LO 08. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.</p> <p>LO 09. Provide personal professional development and planning of your own time.</p> <p>LO 10. Identify problems in the organization and justify methods for solving them.</p> <p>LO 11. Design effective management systems for organizations.</p> <p>LO 12. Be able to plan and carry out informational, methodological, material, financial and personnel support of the organization (unit).</p> <p>LO 13. Be able to plan and implement informational, methodological, material, financial and personnel support of the organization (division).</p> <p>LO 14. Apply marketing approaches to analyze the market of consumers and B2B customers, as well as solve ethical problems that arise in global marketing.</p> <p>LO 15. Be able to identify global security challenges for international companies, organizations, and social institutions within the country and form strategies for interaction with key actors and stakeholders.</p>
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6. Form of attestation of applicants for higher education

<p>Forms of attestation of applicants for higher education Education</p>	<p>Defense of qualification work. Certification is carried out openly and publicly.</p>
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Requirements for qualification work	<p>Qualification work should provide for the solution of a complex problem or problem in the field of management, which requires research and is characterized by complexity and uncertainty of conditions, using theories and methods of economic science.</p> <p>The qualification work must not contain academic plagiarism, falsification, fabrication.</p> <p>The qualification work must be published on the official website of the higher education institution or its subdivision, or in the repository of LLC "Higher Educational Institution "American University Kyiv".</p>
Requirements for public protection (demonstration)	<p>The defense of the master's qualification work is carried out openly and publicly through presentation.</p>
7. Resource provision and academic mobility	
Staffing	<p>The main teaching staff of the educational and professional program consists of the teaching staff of the Faculty of Business Administration, the Faculty of Digital Technologies of EPAM and the Institute of Behavioral Sciences. The practice-oriented nature of the educational program provides for the wide participation of world-class practitioners corresponding to the direction of the program, as well as the involvement of competent experts of international level, including international professors and teachers of Arizona State University, in teaching, which strengthens the synergistic relationship between theoretical and practical training.</p>
Logistics	<p>The educational process according to the educational program takes place in specialized classrooms equipped with audiovisual equipment and the necessary technical means. The areas and material and technical support of all departments involved in ensuring the educational process according to the program are used.</p>
Informational and educational and methodological support	<p>The official website of the educational institution https://auk.edu.ua contains information about educational programs, educational, scientific and organizational activities, structural units, admission rules, contacts, etc.</p> <p>Applicants for higher education under the educational program can use the databases of the information and reference system "ProQuest", O'Reilly databases, the "Cengage PH" network, access to "SAGE Publication", library software "Koha" and "ProQuest". Access to all library bases is provided through students' university accounts.</p> <p>Students and teachers can use the library fund and use methodological material prepared by teachers and posted in LMS Canvas: materials from textbooks, lecture presentations, video lecture materials, methodological instructions for practical, seminar classes, individual tasks, etc. Methodological material is provided both in printed form and in electronic form.</p> <p>The methodological material is periodically updated and adapted to the goals of the educational program.</p> <p>There is a system for remote monitoring of academic integrity</p>

	and proctoring of exams and milestone unit control (current testing) LockDown Browser, Respondus Monitor. Full online access to the O'REILLY library, as well as full online access to the relevant programs of Arizona State University. Access of students and teachers to the family of modern IDEs IntelliJ IDEA, Office 365, email services.
National Credit Mobility	Currently not carried out
International credit mobility	International credit mobility can be implemented by applicants for higher education in educational programs in accordance with the agreements concluded with partners of the University outside Ukraine. International academic mobility is implemented on the basis of partnership with the main partner of the university – Arizona State University.
Study foreign languages applicants for higher education	Assumed.

8. Requirements for the Availability of a System of Internal Quality Assurance of Higher Education

LLC "Higher Educational Institution "American University Kyiv" has a system of quality assurance of educational activities and quality of higher education (internal quality assurance system), which provides for the implementation of the following procedures and measures:

- 1) definition of principles and procedures for quality assurance of higher education;
- 2) monitoring and periodic review of educational programs;
- 3) annual assessment of higher education applicants, scientific, pedagogical and pedagogical staff of the higher education institution and regular publication of the results of such assessments on the official website, on information stands and in any other way;
- 4) provision of advanced training of pedagogical, scientific and scientific-pedagogical staff;
- 5) ensuring the availability of the necessary resources for the organization of the educational process, including the independent work of students, according to the educational program;
- 6) ensuring the availability of information systems for effective management of the educational process;
- 7) ensuring the publicity of information about educational programs, higher education degrees and qualifications;
- 8) ensuring an effective system for preventing and detecting academic plagiarism in the scientific works of employees of the educational institution and higher education applicants;
- 9) At LLC "Higher Educational Institution "American University Kyiv", the system of quality assurance of educational activities and quality assurance of higher education (internal quality assurance system) is evaluated by the National Agency for Quality Assurance of Higher Education or independent institutions of evaluation and quality assurance of higher education accredited by it for its compliance with the requirements for the quality assurance system of higher education, approved by the National Agency for Quality Assurance higher education, and international standards and recommendations for quality assurance of higher education.

9. Explanatory note

Table 1

List of components of the educational and professional program

Code/ Sode	The educational component (academic discipline, types of practice, qualification work)	A few hundred chalks - Number of ECTS credits	Final control form
ОБОВ'ЯЗКОВІ КОМПОНЕНТИ / CORE COURSES			
1. Cycle of core general training		12	
SBA 500	Professional effectiveness	6	Exam
GEN 501	Academic and Professional Communication	3	Differentiated scoring
SBA 580	Research seminar: Management	3	Differentiated scoring
2. Cycle of core professional training		36	
SBA 513	Marketing Strategy and Management	6	Exam
SBA 501	Global Leadership and Personal Development	6	Exam
SBA 555	Global Security: Challenges and Actors	6	Exam
SBA 510	Countries and Markets in a Global Economy	6	Exam
SBA 512	Financial Management/Managerial Accounting	6	Exam
SBA 508	Communicating and Negotiating Across Cultures	6	Exam
3. Cycle of core practical training has context menu		12	
SBA 598	MGM Internship	12	Differentiated scoring
4. Attestation of higher education students		6	
SBA 599	Capstone Project MGM	5	Differentiated scoring
SBA 599-D	Capstone Project MGM Defense	1	Differentiated defense
Total ECTS Credits of Core Courses		66	
ELECTIVE COMPONENTS			
5. Cycle of general elective training Catalog 1		6	
MGM 1	Discipline 1 Catalog 1/ Course 1 Catalog 1	6	Exam
6. Cycle of professional elective training (Concentration or Catalog)		18	
6.1. MGM Concentration: Global Leadership and Strategy		18	
SBA 505	Leadership Theories and Practice	6	Exam
SBA 552	Global Strategy in a Competitive World	6	Exam
SBA 543	Strategic Management	6	Exam
6.2. MGM Concentration: Global Affairs		6	

SBA 509	Negotiation and Conflict Resolution	6	Exam
SBA 556	International Organizations	6	Exam
SBA 554	Global Affairs Theories and Practice	6	Exam
6.3. MGM Concentration: Global Entrepreneurship		6	
SBA 531	Strategic Enterprise Innovation	6	Exam
SBA 511	Managerial Finance	6	Exam
SBA 551	Technology Entrepreneurship	6	Exam
6.4. Elective Courses from Catalog 2 / Professional Elective Courses from Catalog 2		18	
MGM 2	Course 2 Catalog 2	6	Exam
MGM 2	Course 3 Catalog 2	6	Exam
MGM 2	Course 4 Catalog 2	6	Exam
Total by selective educational components		24	
Total ECTS Credits of Elective Courses		90	

* The choice of academic disciplines and the creation of an individual educational trajectory is regulated by the Law of Ukraine "On Higher Education" and internal regulatory documents. Elective components are selected by higher education applicants from the university-wide catalog and the catalog of alternative elective disciplines.

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Table 2

General distribution of ECTS credits by blocks and cycles

Preparation cycle	Number of ECTS credits / % of the total number of ECTS credits		
	Compulsory educational components	Selective educational components	Just
General training cycle	12/13,3%	6/6,6%	18/20%
Cycle of professional training for Specialty of which.	54/60%	18/20%	72/80%
- Practical training	12/13,3%	-	12/13,3%
- Final certification	6/1,1%	-	6/1,1%
	66/73,3%	24/26.6%	90/100%

Table 3

Structural and logical scheme of the educational and professional program

1 semester	2 semester	3 semester	4 semester
General discipline			
GEN 501 Akademikal end Professional Communication (3 ECTS)	SBA 500 Professional effectiveness (6 ECTS)		
	SBA 580 Research seminar: Management (3 ECTS)		
Professional disciplines / Professional discipline			
SDT 513 Marketing Strategy and Management (6 ECTS)	SBA 510 Countries and Markets in a Global Economy (6 ECTS)	508 Communicating and Negotiating Across Cultures (6 ECTS)	
SBA 501 Global Leadership and Personal Development (6 ECTS)	SBA512 Financial Management/Managerial Accounting (6 ECTS)		
SBA 555 Global Security: Challenges and Actors (6 ECTS)			
Practical training			
	SBA 594 MTLAI Manufacturing Internship/ MGM Internship (12 ECTS)		
Elective Discipline			
		MGM 1.1 Catalogue 2 Discipline 2 (6 ECTS)	
	MGM 2.1 / Catalogue 1 Discipline 1 (6 ECTS)	MGM 2.2 / Catalogue 2 Discipline 3 (6 ECTS)	
		MGM 2.3/ Catalogue 2 Discipline 4 (6 ECTS)	
Certification			
			SEA 595 Mapstone Project MGM Qualification Paper Preparation (5 ECTS)
			SEA 595-D Capstone Project Defense MGM (1 ECTS)

**Matrix of correspondence of program competencies to the
components of the educational and professional program**

List of competencies-S&P	Mandatory components of the OP											
	SBA 500	GEN 501	SBA 580	SBA 513	SBA 501	SBA 555	SBA 510	SBA 512	SBA 508	SBA 598	SBA 599	SBA 599-D
GK 01			+	+			+			+	+	+
GK 02		+				+			+	+	+	+
GK 03			+			+		+			+	+
GK 04	+				+				+	+	+	+
GK 05	+				+	+				+	+	+
GK 06	+		+				+			+	+	+
GK 07	+		+	+			+			+	+	+
GK 08	+		+		+						+	+
GK09	+										+	+
GK 10						+				+	+	+
PK 01							+			+	+	+
PK 02							+			+	+	+
PK 03	+				+					+	+	+
PK 04					+				+	+	+	+
PK 05	+	+							+	+	+	+
PK 06	+								+		+	+
PK 07							+			+	+	+
PK 08	+									+	+	+
PK 09			+				+	+			+	+
PK 10					+						+	+
PK 11						+	+				+	+
PK 12				+				+		+	+	+
PK 13			+				+	+		+	+	+
PK 14							+	+			+	+

**Matrix of correspondence of learning outcomes and competencies
determined by the educational and professional program**

List of competencies	Mandatory components of the OP											
	SBA 500	GEN 501	SBA 580	SBA 513	SBA 501	SBA 555	SBA 510	SBA 512	SBA 508	SBA 598	SBA 599	SBA 599-D
LO 01	+						+	+		+	+	+
LO 02		+				+			+	+	+	+
LO 03			+				+			+	+	+
LO 04				+			+	+			+	+
LO 05		+							+	+	+	+
LO 06			+					+			+	+
LO 07	+					+	+			+	+	+
LO 08	+				+				+	+	+	+
LO 09	+				+						+	+
LO 10	+		+	+		+	+				+	+
LO 11	+							+			+	+
LV 12								+		+	+	+
LO 13	+	+									+	+
LO 14				+							+	+
LO 15						+	+		+		+	+

Students exercise the right to choose disciplines from the list of Selective Concentrations in accordance with Articles 10 and 62 of the Law of Ukraine "On Higher Education", Article 53 of the Law of Ukraine "On Education" and the Regulation on the Exercise of the Right to Choose Academic Disciplines by Applicants for Higher Education at ALC (new edition).

Appendix 1

SELECTIVE COMPONENTS OF THE EDUCATIONAL PROGRAM

Sample concentration 1. Global Leadership and Strategy / MGM Concentration: Global Leadership and Strategy.

The student's choice of **the "Global Leadership and Strategy"** block creates conditions for

deepening and expanding professional knowledge within the selected educational program through the formation of additional professional competencies. The block of disciplines "Global Leadership and Strategy" includes the following courses: "Strategic Management", "Leadership Theories and Practice", "Global Strategy in a Competitive World", and a concentration-specific internship.

Purpose of training:

This block is aimed at: developing strategic management skills at the global level; understanding of modern theories and practices of leadership; mastering the tools for analyzing and implementing global strategies; integration of theoretical knowledge with practical experience through internships, which will ensure competitiveness and successful professional self-realization of students in an international environment.

Additional skills:

SBA 543: Strategic Management: Ability to make informed strategic decisions in the face of global competition, adapting business models and management approaches to the specifics of the international environment and cultural differences.

SBA 505 Leadership Theories and Practice: Ability to adapt different leadership styles to cultural and organizational characteristics in an international context, contributing to the effective management of global teams and the achievement of the organization's strategic goals.

SBA 552 Global Strategy in a Competitive World: Ability to recognize key concepts of competitive strategy, identify tools for competitive analysis, and analyze strategic, tactical, and organizational dilemmas faced by companies in a globalized environment, as well as the ability to identify the effects of globalization based on competitive strategy and understand the role of the leader in implementing the strategy in a competitive world. conditions of international competition.

Additional program learning outcomes:

1. Be able to monitor, analyze and evaluate global events and international relations in order to make managerial decisions on the strategic development of organizations in an international competitive environment, taking into account political, economic and cultural features.

2. Ability to develop and justify effective strategies for interaction with international organizations and partners, taking into account their structures, powers and influence on global processes, as well as possible consequences for the organization at the international and national levels.

3. Ability to develop and justify effective strategies for the development of the organization, the policy of interaction with other international organizations and partners, taking into account their structures, powers and influence on global processes, as well as possible consequences for the organization at the international and national levels.

4. Ability to develop and justify effective strategies for the development of the organization, the policy of interaction with other international organizations and partners, taking into account their structures, powers and influence on global processes, as well as possible consequences for the organization at the international and national levels.

5. Be able to independently organize and conduct comprehensive analytical research and strategic initiatives in the field of global management, integrating interdisciplinary approaches and taking into account the cultural, economic and political dynamics of different regions of the world, to make innovative decisions and adapt organizational strategy in the face of global uncertainty.

Selective concentration 2. Global Relations / MGM Concentration: Global Affairs

Global relations are a concentration that unites all subjects into a single, unified body of knowledge. Future global management professionals must use their expertise in all aspects of human, social, economic and political activities to find solutions that are truly multifaceted and respond to the complexities of the global environment. Global leaders lead international organizations, work across continents and geographies, and act as catalysts for global change, empowering people to become global citizens and create a better world for generations to come.

Purpose of training:

The Global Affairs concentration is specifically designed to equip individuals with the advanced tools and skills needed to lead organizations and businesses globally. By promoting openness at the global level of analysis and interaction, the program plays a key role in preparing the world leaders of the future.

Learning objectives:

Students will study fundamental principles, comprehensive frameworks, and contemporary approaches to analyzing political, military, economic, social, and cultural trends at the global level, prioritize their importance, distinguish their root causes, assess their second- and third-order implications, and develop viable strategies that could translate into practical solutions to these global challenges to reduce the risk of global and regional conflicts.

Additional skills:

SBA 509 Negotiation and Conflict Resolution: Develop critical thinking so that they can analyze global dynamics in different functional areas and geographic regions.

SBA 556 International Organizations: Gain a comprehensive understanding of the various subsystems and organizations within the global system and the mechanisms and rules that underpin their functioning.

SBA 554 Global Affairs Theories and Practice:

- To develop and present viable and practical strategies for solving the most acute and important problems of today's dynamic global system.

- Learn the main global theories that explain how a global system works to gain a solid understanding of global trends and processes, as well as their ongoing interactions and dynamic interactions.

Additional program learning outcomes:

1. Managing and leading project teams at the global level.

2. Effective management of interpersonal dynamics and conflict resolution.

3 Preparing and providing clear, concise and convincing solutions for various global organizations, political, economic or military.

Sample concentration 3. MGM Concentration: Global Entrepreneurship

The Technological Entrepreneurship concentration is specifically designed to equip individuals with the necessary tools and skills to conduct and innovate in dynamic business environments. By fostering creativity and building comprehensive entrepreneurial skills, this program plays a key role in shaping a bright and prosperous future.

Learning objectives:

Students will learn fundamental principles, comprehensive frameworks, and modern approaches to advancing technological innovation through different stages of new venture development (e.g., ideas, customer conversations, value creation, business modeling, market proofing, tools and strategies for risk mitigation, scaling, etc.).

Additional skills:

SBA 551 Technology Entrepreneurship Management and Leadership of Cross-Functional Project Teams.

SBA 531 Strategic Enterprise Innovation: Effective management of interpersonal dynamics and conflict resolution.

SBA 511 Managerial Finance: Preparing and providing clear, concise, and compelling investor proposals.

Additional program learning outcomes:

1. Be able to use an entrepreneurial mindset and techniques to create value for the client.
2. Be able to conduct surveys and hypothesis testing for decision-making.
3. Be able to carry out complex business modeling to capture economic value.
4. Iteratively develop and present a commercially viable enterprise for criticism and promotion.

Practical training in concentration is implemented in the form of Industrial Practice, according to the curriculum of the OP, and at any concentration it is 12 ECTS credits and must correspond to the direction of concentration training.

Table 6

Structural and logical scheme of selective disciplines by concentration

1 semester	2 semester	3 semester	4 semester
Elective Discipline			
Концентрація: MGM Concentration: Global Leadership and Strategy			
	SBA 505 Leadership Theories and Practice	SBA 543 Strategic Management	
		SBA 552 Global Strategy in a Competitive World	
Концентрація MGM: MGM Concentration: Global Affairs			
	SBA 509 Negotiation and Conflict Resolution	SBA 554 Global Affairs Theories and Practice	
		SBA 556 International Organizations	
Концентрація MGM: MGM Concentration: Global Entrepreneurship			
	SBA Strategic Enterprise Innovation	SBA 551 Technology Entrepreneurship	
		SBA 511 Managerial Finance	

10. List of regulatory documents on which the educational and professional program is based

1. Law of Ukraine "On Higher Education" of 01.07.2014, No 1556-VII: Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL:<http://zakon2.rada.gov.ua/laws/show/1556-18>
 2. Law of Ukraine "On Education": Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL:<http://zakon5.rada.gov.ua/laws/show/2145-19>
 3. National Classifier of Ukraine: "Classifier of Professions" DK 003:2010// Database "Legislation of Ukraine"/Verkhovna Rada of Ukraine. URL:<http://zakon.rada.gov.ua/rada/show/va327609-10>
 4. On approval of the list of fields of knowledge and specialties in which higher education applicants are trained: Resolution of the Cabinet of Ministers of Ukraine. Database "Legislation of Ukraine". Verkhovna Rada of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/266-2015-p>
 5. Resolution of the Cabinet of Ministers of Ukraine "On Approval of the List of Fields of Knowledge and Specialties in Which Higher Education Applicants Are Trained" (edition of 30.11.2017)// Database "Legislation of Ukraine"/Verkhovna Rada of Ukraine. URL:<http://zakon4.rada.gov.ua/laws/show/266-2015-r>
 6. Methodological recommendations for the development of higher education standards. URL:<http://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>
- Useful links:
7. Standards and recommendations for quality assurance in the European area higher education (ESG). URL: [http://ihed.org.ua/images/pdf/standards-~~and~~recommendations-2015.pdf](http://ihed.org.ua/images/pdf/standards-andrecommendations-2015.pdf)
 8. Data for SustainableDevelopment Goals.ISCED (MCKO) 2011. URL: <http://www.uis.unesco.org/education/documents/isced-2011-en.pdf>
 9. Data for SustainableDevelopment Goals.ISCED-F (MCKO-G) 2013. URL: <http://www.uis.unesco.org/Education/Documents/isced-fields-of-educationtraining-2013.pdf>.