

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN STATE UNIVERSITY
OF RAILWAY TRANSPORT

APPROVED

Minutes of the Academic Council meeting of
the Ukrainian State University of Railway
Transport

30 April 2025, No. 4

(As revised following review.

Minutes of the Academic Council meeting of
the Ukrainian State University of Railway
Transport

30 March 2026, No. 4)

To take effect

from the 2026/2027 academic year

Acting Rector

Serhii PANCHENKO

EDUCATIONAL AND PROFESSIONAL PROGRAMME

**SUSTAINABLE LOGISTICS AND SUPPLY CHAIN
MANAGEMENT**

Higher education level:	second
Higher education degree:	Master's
Field of study:	D Business, Administration and Law
Speciality:	D3 Management

Preamble

The Law of Ukraine 'On Higher Education' provides that:

1) an educational programme (educational and professional, educational and research, or educational and creative) is an integrated set of educational components (academic disciplines, individual assignments, placements, assessment activities, etc.) aimed at achieving the objectives and learning outcomes specified by the programme and entitling a learner to obtain the educational qualification, or educational and professional qualification(s), defined by that programme;

2) the Higher Education Standard establishes the following requirements for an educational programme:

a) the number of ECTS credits required to obtain the relevant higher education degree in the relevant speciality (for the third cycle of higher education, the volume of the taught component of the educational and research/educational and creative programme);

b) the minimum amount of practical training for educational and professional programmes;

c) a description of the subject area, including:

- information on the object(s) of study and/or professional activity;

- theoretical content;

- methods, methodologies and technologies required for practical application;

- tools and equipment that graduates must be able to use in their professional activities;

d) educational entry requirements for persons who may commence study on the programme;

e) the list of compulsory graduate competencies, including the fundamentals of national resistance;

f) the form(s) of final assessment of higher education students;

g) additional requirements and restrictions, where applicable, for interdisciplinary educational programmes;

h) legislative and/or professional-standard requirements necessary for obtaining the relevant professional qualification(s), where applicable.

3) an educational programme must include:

- the title of the educational programme;

- the higher education level;

- the field of study, or fields of study where required for interdisciplinary educational programmes;

- the speciality, or specialities for interdisciplinary educational programmes;

- the specialisation or subject speciality, where applicable;

- a description of the subject area;

- the objectives of the educational programme;

- the type of educational programme, namely educational and professional, educational and research, or educational and creative;

- the type of degree award, including a joint or double degree, where applicable;

- the name of the partner institution under an agreed joint educational programme, where applicable;

- the language(s) of instruction;

- the number of ECTS credits required to complete the educational programme;

- the modes of study available under the educational programme and the indicative duration of completion for each mode;

- the educational entry requirements for persons who may commence study on the programme, in accordance with the Higher Education Standards;

- the competencies and programme learning outcomes that confer entitlement to the educational qualification, or educational and professional qualification, specified by the programme;

- the form(s) of final assessment of higher education students;

- the list of compulsory educational components and their logical sequence;

- employment opportunities arising from the qualification obtained;

- procedures for awarding professional qualifications, where such qualifications are awarded.

4) on the basis of the relevant educational programme, a higher education institution develops a curriculum specifying the list and volume of educational components in ECTS credits, their logical sequence, forms of organisation of the educational process, types and volume of taught classes, the academic calendar, and forms of formative and summative assessment that ensure achievement of the programme learning outcomes required for the relevant higher education degree. On the basis of the curriculum, individual study plans are developed and approved for each higher education student for every academic year in accordance with the procedure established by the higher education institution.

The Educational and Professional Programme 'Sustainable Logistics and Supply Chain Management', as revised following review:

1) The Educational and Professional Programme 'Sustainable Logistics and Supply Chain Management' was developed by the project group of the Department of Management, Public Administration and HR Technologies of the Ukrainian State University of Railway Transport on the basis of the Higher Education Standard for the second (Master's) level in speciality 073 Management, field of study 07 Management and Administration, approved and enacted by Order No. 959 of the Ministry of Education and Science of Ukraine dated 10 July 2019, and Resolution No. 1021 of the Cabinet of Ministers of Ukraine dated 30 August 2024 'On Amendments to the List of Fields of Study and Specialities in which Higher and Professional Pre-Higher Education Students are Trained', with the following membership:

DYKAN Olena	– Professor, Department of Management, Public Administration and HR Technologies, Doctor of Economic Sciences - Head of the Project Group
SEMENTSOVA Olena	– Associate Professor, Department of Management, Public Administration and HR Technologies, Candidate of Economic Sciences
KRYKHTINA Yuliia	– Professor, Department of Management, Public Administration and HR Technologies, Doctor of Sciences in Public Administration
ROMANOVYCH Yevheniia	- Head of the Academic Affairs Department, Ukrainian State University of Railway Transport; Master's degree in Public Administration
Salman Ahmad	- Lecturer at the University of the West of Scotland, PhD, MSc, BSc, CMBE
Dr. Mehran Ullah	- Lecturer in Logistics and Supply Chain at the University of the West of Scotland, PhD in Industrial Management
Ibiyemi Omeihe	- Programme Leader, MSc Logistics and Supply Chain Management, University of the West of Scotland; PhD, MBA, BA (Hons), FHEA, PgCert, CMBE
Olamide Olusegun	- Lecturer in Supply Chain, University of the West of Scotland; MSc, BSc, CILT

with the involvement of, and due consideration given to the views and needs of, the following stakeholders:

NIKOVA Anna	- Associated Partner, Logistics and Partnerships, Global Ocean Link Lithuania UAB, Vilnius, Lithuania
KYRYLOVA Daryna	- Business Development Representative, Receptor.AI
MYRONOVSKYI Yurii	- Railway Projects Lead, Toronto Transit Commission (TTC), Canada
HALCHENKO Oleksii	- Project Chief, VALBEK Ukraine
BIELIAIEVA Anastasiia	- second-cycle (Master's) student on the 'Sustainable Logistics and Supply Chain Management' educational programme, speciality 'Management'

2) endorsed at the meetings of:

- the Department of Management, Public Administration and HR Technologies on 9 February 2026 (Minutes No. 7);
- the Methodological Committee of the Faculty of Economics on 20 February 2026 (Minutes No. 7);
- the Academic Council of the Faculty of Economics on 23 February 2026 (Minutes No. 7);

3) approved at the meeting of the Academic Council of the Ukrainian State University of Railway Transport on 30 March 2026 (Minutes No. 4).

1. Profile of the Educational and Professional Programme 'Sustainable Logistics and Supply Chain Management'

1. General Information	
Full name of the higher education institution and structural unit	Ukrainian State University of Railway Transport Department of Management, Public Administration and HR Technologies
Higher education level	Second (Master's) level
Higher education degree	Master's degree
Field of study	D Business, Administration and Law
Speciality	D3 Management
Official title of the educational programme	Sustainable Logistics and Supply Chain Management
Restrictions on access to education	No restrictions
Educational qualification	Master of Management
Qualification stated in the diploma	Higher education degree - Master's degree Speciality - D3 Management Educational Programme - Sustainable Logistics and Supply Chain Management
Type of diploma and volume of the educational programme	Master's diploma (double degree) The Educational and Professional Programme comprises 90 ECTS credits. At least 35% of the programme must be devoted to the acquisition of the general and special (professional) competencies in the speciality specified by the Higher Education Standard. Duration of full-time study: 1 year 4 months
Mode(s) of study	Full-time
Accreditation status	Educational Programme Accreditation Certificate IP-1237-1/1, valid until 30 September 2031
Cycle / level	National Qualifications Framework of Ukraine - Level 7 FQ-EHEA - second cycle

	EQF-LLL - Level 7
Entry requirements	Applicants must hold a Bachelor's or Master's degree (or the former Specialist qualification). Applicants must have English language proficiency at CEFR level B2 or above, evidenced by an appropriate certificate.
Language(s) of instruction	English
Period of validity of the educational programme	until 30 September 2031
Website address for permanent publication of the description of the educational programme	https://kart.edu.ua/department/kafedra-mia/osvitni-programi

2. Programme Aim

To provide professional education for highly qualified specialists in logistics and supply chain management who possess advanced analytical thinking, sound theoretical knowledge and applied skills in strategic decision-making, the use of modern technologies in sustainable logistics, and the implementation of innovative approaches to improve supply chain management performance, and who are capable of addressing research and management challenges relating to logistics systems at different levels in complex, volatile and uncertain external environments.

3. Characteristics of the Educational Programme

Description of the subject area	Object of study: management of organisations and their units; management processes in logistics systems and supply chains, taking account of sustainable development and modern technologies. Learning objectives: to prepare specialists capable of identifying and solving complex tasks and problems in management, including the design, management and improvement of logistics and supply chain systems, involving research and/or innovation and characterised by uncertainty in conditions and requirements. Theoretical content of the subject area: - paradigms, principles and patterns governing the development of logistics and supply chain systems; - principles and historical foundations of management development; - concepts of systems, situational, adaptive, anticipatory, crisis, innovation and project management, logistics management, and related approaches; - functions, methods, technologies and managerial decision-making in management, including logistics and supply chain management. Methods, methodologies and technologies: - general scientific and specialist research methods in logistics (calculation and analytical, economic and statistical, economic and mathematical, expert assessment, factual, documentary, balance-sheet and other methods); - methods for implementing management functions in supply chains (marketing research; economic diagnostics; forecasting and planning;
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	design of organisational management structures; motivation; control; and assessment of social, organisational and economic effectiveness in management, among others); - management methods in logistics systems (administrative, economic, socio-psychological and technological); - decision-support technologies (economic analysis, simulation modelling, decision trees, etc.). Tools and equipment: modern information and communication equipment, information systems and software used in management and logistics activities.
Orientation of the educational programme	Educational and professional. Applied orientation. The professional emphasis of the programme includes advanced study of strategic and operational management of logistics systems, supply chain optimisation, and the application of modern methods and technologies in logistics. It prepares highly qualified specialists to address complex management and administration challenges, supports graduates' employment in logistics companies, and develops their capacity to establish their own logistics businesses. The programme's professional orientation is delivered through a set of compulsory educational components that develop general and special professional competencies aligned with the subject area of the speciality.
Main focus of the educational programme and specialisation	Specialist education in field of study D 'Business, Administration and Law', speciality D3 'Management', Educational Programme 'Sustainable Logistics and Supply Chain Management'. The programme places particular emphasis on a comprehensive understanding of the concepts, principles and practices of sustainable logistics and supply chain management. Keywords: management, logistics, manager, logistician, logistics management, supply chain management, logistics systems, logistics infrastructure, sustainable logistics.
Distinctive features of the programme	The programme was designed in collaboration with the University of the West of Scotland (UWS) as part of a double-degree initiative under the Twinning programme. The programme is delivered in English and is aligned with contemporary educational components offered by leading European higher education institutions, thereby creating opportunities for academic mobility.
4. Graduate Employability and Further Study	
Suitability for employment	Graduates of the Master's programme in Management, Educational Programme 'Sustainable Logistics and Supply Chain Management', may be employed by enterprises and organisations of various legal forms and are qualified to hold entry-level positions in accordance with the National Classification of Occupations of Ukraine DK 003:2010, including: 1210.1 Heads of enterprises, institutions and organisations; 1229 Heads of other core organisational units; 1221.2 Logistics Department Manager, Head of Dispatch Service; 1226.2 Warehouse Manager, Head of Transport Department/Service, Head of Warehousing, Head of Supply Department; 1235 Head of Materials and Technical Supply Department; 1475.3 Logistics Manager; 1475.4 Supply Manager.

Further study	Opportunity to continue to the third (educational and research) cycle of higher education leading to the degree of Doctor of Philosophy (PhD). Opportunity to obtain additional qualifications through postgraduate and continuing education.
5. Teaching and Assessment	
Teaching and learning	Teaching is based on student-centred learning and self-directed study, with elements of distance learning and interactive teaching methods. Particular attention is paid to the transformation of the learning environment in order to enhance students' autonomy and capacity for critical thinking, which entails new approaches to the design of educational components, teaching and learning. Moodle, the University's virtual learning environment, is used to support students' independent study.
Assessment	The principal forms of assessment are continuous assessment, module assessment and summative assessment (semester assessment and final certification). Continuous assessment evaluates students' knowledge, skills and abilities during lectures, seminars and practical classes through oral and written questioning, tests, essays, presentations and research reports. Module assessment is conducted twice per semester in the form of computer-based testing. Summative assessment takes the form of examinations, pass/fail assessments and the public defence of the qualification thesis. Student performance is evaluated using a rating-based assessment system. Its purpose is to provide a comprehensive assessment of the quality of students' academic performance while completing the educational programme. Performance in each educational component is assessed on a 100-point scale and then converted to the national grading scale and the ECTS grading scale. The rating system is based on continuous and module assessment, through which students accumulate rating points throughout the learning process.
6. Programme Competencies	
Integral Competence	Ability to solve complex tasks and problems in management, including logistics and supply chain management, or in the learning process, involving research and/or innovation under conditions of uncertainty and changing requirements.
General Competencies	GC1. Ability to conduct research at an appropriate level; GC2. Ability to communicate with representatives of other professional groups at different levels, including experts from other fields of knowledge and areas of economic activity; GC3. Skills in the use of information and communication technologies; GC4. Ability to motivate people and work towards a shared goal; GC5. Ability to act on the basis of ethical considerations; GC6. Ability to generate new ideas (creativity); GC7. Ability to think abstractly, analyse and synthesise information.
Special (Professional and Subject-Specific) Competencies	SC1. Ability to select and apply management concepts, methods and tools in accordance with defined objectives and international standards; SC2. Ability to define values, vision, mission, objectives and criteria that guide an organisation's future development, and to develop and implement appropriate strategies and plans; SC3. Ability to pursue self-development, lifelong learning and effective self-management; SC4. Ability to use and develop organisational resources effectively;

SC5. Ability to establish and organise effective communication in management processes;
 SC6. Ability to develop and demonstrate leadership qualities in managing people;
 SC7. Ability to develop and manage projects and demonstrate initiative and entrepreneurship;
 SC8. Ability to apply psychological techniques in working with personnel.
 SC9. Ability to analyse and structure organisational problems, make effective management decisions and ensure their implementation;
 SC10. Ability to manage an organisation and its development;
 SC11. *Ability to identify and address complex problems in logistics activities and solve challenging tasks in sustainable logistics and supply chain management;*
 SC12. *Ability to prevent inefficient use of the resource potential of logistics systems and identify opportunities to improve business-process efficiency under risk while complying with supply chain security standards;*
 SC13. *Ability to apply supply chain design and optimisation methods when managing projects for the development and implementation of logistics systems;*
 SC14. *Ability to understand the principles underlying international logistics systems and to identify and analyse complexity and uncertainty in global supply chains within a strategic context.*

7. Programme Learning Outcomes

1. Critically evaluate, select and apply appropriate scientific, methodological and analytical tools for management under unpredictable conditions;
2. Identify organisational problems and justify methods for resolving them;
3. Design effective organisational management systems;
4. Develop a rationale for and manage projects, and generate entrepreneurial ideas;
5. Plan organisational activities at strategic and tactical levels;
6. Make, justify and implement management decisions under unpredictable conditions, taking account of applicable legislation, ethical considerations and social responsibility;
7. Organise and maintain effective communication within teams, with representatives of different professional groups and in an international context;
8. Apply specialised software and information systems to solve organisational management tasks;
9. Communicate effectively in professional and academic contexts in Ukrainian and a foreign language;
10. Demonstrate leadership and teamwork skills, interact effectively with people and influence behaviour to address professional tasks;
11. Manage personal professional development and time effectively.
12. Delegate authority and manage an organisation or organisational unit;
13. Plan and provide information, methodological, material, financial and human-resource support for an organisation or organisational unit;
14. *Demonstrate critical awareness of technological, business and organisational issues associated with the design and management of supply chains in the context of sustainable logistics;*
15. *Formulate and implement logistics mission statements, strategies, objectives, tasks and decisions, and undertake integrated management activities across supply chains; identify opportunities to reduce total material, financial and labour costs throughout the logistics chain and assess its performance;*

16. *Demonstrate the ability to design, organise and monitor logistics activities within organisations, distribution channels and supply chains;*
17. *Identify patterns, conditions and factors in national and global economic processes that shape effective logistics strategies for supply chain development.*

8. Resources for Programme Delivery

Staffing provision	The educational and/or professional qualifications of academic staff involved in delivering the educational components of the Educational and Professional Programme comply with the Licensing Conditions for Educational Activities approved by Resolution No. 1187 of the Cabinet of Ministers of Ukraine dated 30 December 2015, as amended by Resolution No. 1134 of the Cabinet of Ministers of Ukraine dated 31 October 2023.
Material and technical provision	Complies with the Licensing Conditions for Educational Activities: multimedia teaching rooms; computer laboratories; hardware and software for distance-learning technologies; a library, including a reading room; a sports hall; a canteen; and halls of residence. Under martial law, to mitigate the effects of power outages, the University has installed generators and high-capacity charging stations to meet energy needs, and students have been provided with portable power banks. The University has an equipped air-raid shelter to protect against shelling.
Information and teaching and methodological provision	Complies with the Licensing Conditions for Educational Activities: The official website, https://kart.edu.ua , provides relevant information on educational programmes, teaching, research and student-development activities, structural units, admissions rules, contact details and other information. All resources of the Scientific and Technical Library are available through the University website: http://lib.kart.edu.ua/home.jsp?locale=uk Virtual online courses are used to support the educational process and are available to students through the University's Moodle virtual learning environment. Zoom videoconferencing is used for synchronous distance learning.

9. Academic Mobility

National credit mobility	Academic mobility agreements may be concluded in accordance with current Ukrainian legislation. Agreements on academic exchange programmes with other higher education institutions and partners are envisaged.
International credit mobility	The programme provides for a double-degree pathway, enabling students to develop competencies with teaching staff from both the Ukrainian State University of Railway Transport and the University of the West of Scotland (UWS). On successful completion, graduates will receive degrees from both universities.
Education of international higher education students	International students may study on the programme in accordance with applicable legislation.

2. List of Educational Components of the Programme and Their Logical Sequence

2.1. List of Educational Components and Their Logical Sequence

No.	Educational component	Number of credits ECTS	Semester (logical sequence)	Form of summative assessment
	1. General Training Cycle			
EC01	Research Methodology and Organisation	3,0	1	pass/fail
EC02	Communication, HR Management and Management Psychology	6,0	2	examination
	Total compulsory educational components	9,0		
	Elective educational components within the general training cycle			
EL 1	Educational Component 1**	3,0	*	*
EL 2	Educational Component 2**	3,0	*	*
	Total elective educational components	6,0		
	Total educational components in the cycle	15,0		
	2. Professional Training Cycle			
EC3	Sustainable Logistics and Organisational Resource Management	6,0	1	examination
EC4	Supply Chain Management: Theory and Practice	19,0	1	examination
EC5	Coursework in Supply Chain Management: Theory and Practice	1,0	1	defence
EC6	Logistics Management and Supply Chain Design	6,0	2	examination
EC7	Coursework in Logistics Management and Supply Chain Design	1,0	2	defence
EC 8	International Logistics Systems	6,0	1	pass/fail
EC 9	Pre-degree Placement	4,0	3	pass/fail
EC10	Preparation and Defence of the Qualification Thesis	14,0	3	defence
	Total compulsory educational components	57,0		
	Elective educational components within the professional training cycle			
EL3	Educational Component 3**	6,0	*	*
EL 4	Educational Component 4**	6,0	*	*
EL 5	Educational Component 5**	6,0	*	*
	Total elective educational components	18,0		
	Total educational components in the cycle	75,0		
	Total volume of the Educational and Professional Programme	90,0		

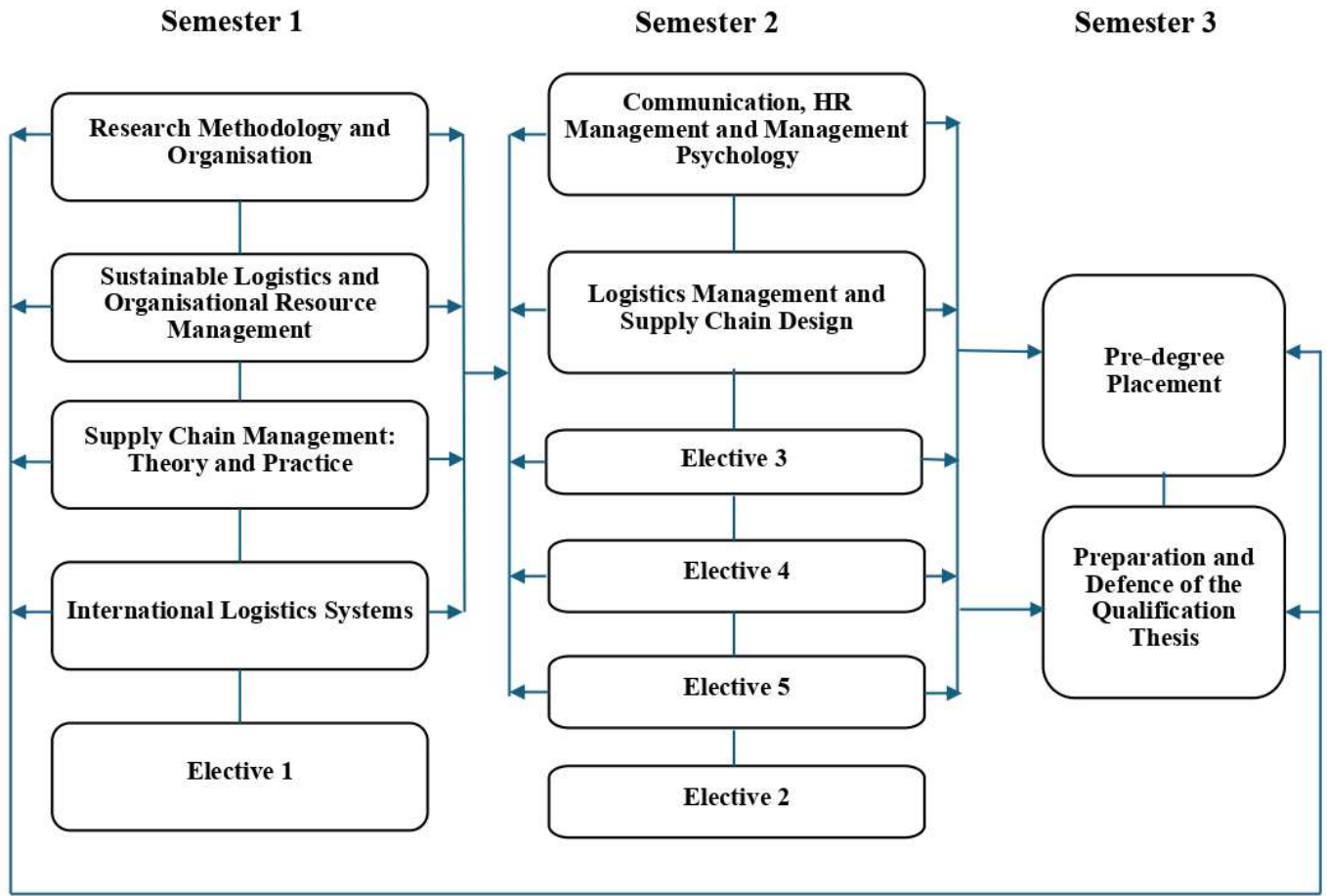
* - the form of summative assessment is determined by the curriculum

** - the educational component is determined on the basis of students' choices in accordance with the established procedure.

The following educational components are offered within the **general training cycle**: Freight Forwarding Activities, Management of Railway Transport System Operations, Innovative Transport Technologies, Intelligent Business, Intellectual Property and Contract Law, Claims and Dispute Management.

The following educational components are offered within the **professional training cycle**: Optimisation of Logistics Decisions, Business Analytics in Logistics, Business Process Management in Logistics, Financial Flows in Logistics Systems, Humanitarian Logistics, Corporate Logistics, Cross-Border Logistics, Logistics under Full-Scale Warfare, Operational Logistics Management in Supply Chains, Supply Chain Modelling, Contemporary Challenges in Supply Chain Management, Global Supply Chain Management.

2.2. Structural and Logical Scheme of the Programme



3. Form of Final Assessment of Higher Education Students

Forms of final assessment of higher education students	Final assessment is conducted in the form of a public defence of the qualification thesis.
Requirements for the qualification thesis	The qualification thesis must address a complex task or problem in management that requires research and/or innovation, is characterised by complexity and uncertainty, and applies relevant theories and methods of economics. The qualification thesis must not contain academic plagiarism, falsification or fabrication. It must be made publicly available on the official website of the higher education institution or its relevant unit, or in the institution's repository.

4. Requirements for the Internal Quality Assurance System in Higher Education

The Ukrainian State University of Railway Transport operates a system for assuring the quality of educational activities and higher education (the internal quality assurance system), which provides for the following procedures and measures:

- 1) establishing principles and procedures for higher education quality assurance;
- 2) monitoring and periodic review of educational programmes;

3) annual evaluation of higher education students and academic and teaching staff of the higher education institution, with regular publication of the results on the institution's official website, information boards and by other appropriate means;

4) ensuring continuing professional development for teaching, research and academic staff;

5) ensuring the availability of the resources required to organise the educational process, including students' independent study, under the educational programme;

6) ensuring the availability of information systems for effective management of the educational process;

7) ensuring public availability of information on the educational programme, higher education degree and qualification;

8) maintaining an effective system for preventing and detecting academic plagiarism in the scholarly work of staff and higher education students.

Table 1 - Matrix Mapping Programme Competencies to Educational Components

	EC 1	EC 2	EC 3	EC 4	EC 5	EC 6	EC 7	EC 8	EC 9	EC 10
GC 1	+			+	+	+	+		+	+
GC 2		+	+					+	+	+
GC 3	+			+	+	+	+	+	+	+
GC 4		+				+	+		+	+
GC 5	+	+	+	+	+				+	+
GC 6	+	+	+	+	+			+	+	+
GC 7	+			+	+	+	+		+	+
SC1	+		+	+	+	+	+	+	+	+
SC2			+	+	+	+	+		+	+
SC3	+	+	+					+	+	+
SC 4		+	+	+	+	+	+		+	+
SC 5		+	+			+	+		+	+
SC 6		+	+			+			+	+
SC 7	+			+	+	+	+		+	+
SC 8		+	+						+	
SC 9	+		+	+	+	+	+	+	+	+
SC 10			+	+	+	+	+		+	+
SC 11			+	+	+	+	+		+	+
SC 12			+	+	+	+	+	+	+	+
SC 13				+	+	+	+	+	+	+
SC 14				+	+	+	+	+	+	+

Table 2 - Matrix Mapping Programme Learning Outcomes (PLOs) to Educational Components

	EC 1	EC 2	EC 3	EC 4	EC 5	EC 6	EC 7	EC 8	EC 9	EC 10
PLO 1	+			+	+	+	+		+	+
PLO 2			+	+	+	+	+		+	+
PLO 3			+			+			+	+

	EC 1	EC 2	EC 3	EC 4	EC 5	EC 6	EC 7	EC 8	EC 9	EC 10
PLO 4				+	+	+	+		+	+
PLO 5			+	+	+	+	+		+	+
PLO 6		+	+	+	+	+	+		+	+
PLO 7		+	+	+		+			+	+
PLO 8		+	+	+		+			+	+
PLO 9	+	+	+	+	+	+	+	+	+	+
PLO 10		+	+			+			+	+
PLO 11	+	+							+	+
PLO 12		+	+						+	+
PLO 13	+		+	+	+	+	+	+	+	+
PLO 14			+	+	+	+	+	+	+	+
PLO 15			+	+	+	+	+	+	+	+
PLO 16			+	+	+	+	+	+	+	+
PLO 17			+	+	+	+	+	+	+	+

Professor, Department of Management,
Public Administration and HR Technologies



Olena DYKAN

Associate Professor, Department of
Management, Public Administration and HR
Technologies



Olena SEMENTSOVA

Professor, Department of Management,
Public Administration and HR Technologies



Yuliia KRYKHTINA

Head of the Academic Affairs Department



Yevheniia
ROMANOVYCH

Chair of the Student Self-Government Body
of the Faculty of Economics



Anastasiia KRYLOVA