

**STATE BORDER GUARD SERVICE OF UKRAINE**  
**Bohdan Khmelnytskyi National Academy of**  
**the State Border Guard Service of Ukraine**

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**APPROVED**

**Rector of the National Academy of the State  
Border Guard Service of Ukraine**

**Major General**

**O. Shynkaruk**

“ \_\_\_ ” \_\_\_\_\_ 20 \_\_\_

**EDUCATIONAL PROGRAM**

**the second (master's) level of higher education**

<b>Specialty</b>	253 “Military Administration (by Branches of Armed Forces)”
<b>Branch of knowledge</b>	25 “Military Science, National Security, State Border Security”
<b>Qualification</b>	Master of military administration of the units of the State Border Guard Service of Ukraine
<b>Professional qualification</b>	Officer of operational and tactical level

**PASSED BY**

**the Academic Council of the Academy**

(Protocol No \_\_\_ of “ \_\_\_ ” \_\_\_\_\_ 20 \_\_\_ )

**Khmelnytskyi 2018**

## **PREFACE**

### **Developed by the working group consisting of:**

1. *Ivashkov Yurii Borysovych* – Doctor of Military Sciences, Associate Professor, Head of the Administration Department of the Faculty of Executive Staff Training of the Bohdan Khmelnytskyi National Academy of the State Border Guard Service of Ukraine (head of the project team – guarantor of the educational program).

2. *Zalozh Viktor Viktorovych* – Candidate of Military Sciences, Associate Professor, Associate Professor of the Department of Management of the Faculty of Executive Staff Training of the Bohdan Khmelnytskyi National Academy of the State Border Guard Service of Ukraine (member of the project team).

3. *Morozov Ihor Viktorovych* – Candidate of Military Sciences, Associate Professor, Honoured Worker of Education, Associate Professor of the Department of Management of the Faculty of Executive Staff Training of the Bohdan Khmelnytskyi National Academy of the State Border Guard Service of Ukraine (member of the project team).

### **Reviews of external stakeholders are provided by:**

1. Malanchii Mykola Oleksandrovych, Director of the Personnel Department of the Administration of the State Border Guard Service of Ukraine, Ph.D. in Public Administration.

2. Repilo Yurii Yevhenovych, Professor of the Department of Missile Forces and Artillery, Command and Staff Institute for the Deployment of Forces of the Ivan Cherniakhovskyi National Defence University, Doctor of Military Sciences, Professor, Honoured Worker of Education.

3. Mul Serhii Anatoliiovych, Deputy Director of the Department – Head of Operational Office of the State Border Protection Department of the Administration of the State Border Guard Service of Ukraine, Doctor of Psychological Sciences.

**Profile of  
the educational program in the specialty of  
253 “Military Administration (by branches of armed forces)”**

<b>1. General information</b>	
<b>Full name of higher educational institution and structural unit</b>	The Bohdan Khmelnytskyi National Academy of the State Border Guard Service of Ukraine The Department of Management
<b>Degree of higher education and the name of the qualification in the language of original</b>	Master of military administration of the units of the State Border Guard Service of Ukraine Officer of operational and tactical level
<b>Official name of the program</b>	State Border Security
<b>Type of diploma and program volume</b>	Single, 90 ECTS credits, 1 year 6 months of study based on the first (Bachelor's) level of higher education
<b>Accreditation available</b>	Ministry of Education and Science of Ukraine. 10 years
<b>Cycle/Level</b>	National Qualifications Framework of Ukraine – level 8, FQ-EHEA – cycle 2, EQF-LLL – level 7
<b>Preconditions</b>	a bachelor's degree
<b>Language (-s) of teaching</b>	Ukrainian
<b>Validity of the educational program</b>	2021
<b>Internet address of permanent location for the description of the educational program</b>	<a href="http://www.nadpsu.edu.ua">http://www.nadpsu.edu.ua</a>
<b>2. The purpose of the educational program</b>	
To educate in the field of 25 "Military Sciences, National Security, State Border Security" in the specialty of 253 "Military Administration (by branches of armed forces)", which provides employment in the State Border Guard Service of Ukraine. Training of officers at the operational and tactical level who are competent in the management of the border guard units and are personally responsible for their actions and capable of further training with a high level of autonomy	
<b>3. Characteristics of the educational program</b>	
<b>Subject area (branch of knowledge, specialty, specialization)</b>	Branch of knowledge – 25 “Military Science, National Security, State Border Security” Specialty – 253 “Military Administration (by branches of armed forces)”
<b>Orientation of the educational program</b>	The educational program has an applied orientation with a professional emphasis on the development of competencies necessary for solving the actual problems of ensuring the state border security at the operational and tactical level
<b>The main focus of the educational program and specialization</b>	Special education in the field of knowledge 25 "Military Sciences, National Security, State Border Security" in the specialty of 253 "Military Administration (by branches of armed forces)". Keywords: state border security, operative and service activities, management of units of the State Border Guard Service

<b>Particularities of the program</b>	Practical in-service training (in-service educational practice) in units of the State Border Guard Service is required
<b>4. Employability of graduates and adaptivity for further education</b>	
<b>Employability of graduates</b>	Positions of officers of the State Border Guard Service (other military formations and law enforcement bodies formed in accordance with the laws of Ukraine), according to the order of the Administration of the State Border Guard Service of Ukraine No. 770 of September 28, 2012
<b>Further training</b>	Further training under educational programs: training of Doctors of Philosophy (the ninth qualification level of the National Qualifications Framework); master's programs in national security, public management and administration for obtaining the professional qualification of operational and strategic level.
<b>5. Teaching and assessment</b>	
<b>Teaching and training</b>	Problem-based and context training. Activity and competency-oriented technologies. Practical execution of combat training missions, practical in-service training and daily activities
<b>Assessment</b>	Forms of control: oral and written questioning, tests (including computer testing), results presentation of practical in-service training (practice), reports for individual tasks, modular tests, credits, differentiated credits, examinations, certification (qualification work defence). Assessment of educational achievements is carried out as: - current control – according to the four-point scale ("excellent", "good", "satisfactory", "unsatisfactory"), verbal scale ("credited", "not credited"); - the final control – according to the four-point scale ("excellent", "good", "satisfactory", "unsatisfactory"), ECTS scale ("A", "B", "C", "D", "E", "FX", "F"); 100-point scale; verbal scale ("credited", "not credited").
<b>6. Program competencies</b>	
<b>6.1. Integral competence</b>	
<b>IC-1</b>	Ability to solve complex problems and problems in the field of military administration or in the process of study that involves research and/or innovations and is characterized by uncertainty of conditions and requirements
<b>6.2. General competencies</b>	
<b>GC-1</b>	Ability to think abstractedly, analyse and synthesize
<b>GC-2</b>	Ability to apply knowledge in practical situations under conditions of incomplete/insufficient information and contradictory requirements
<b>GC-3</b>	Ability to plan and manage time
<b>GC-4</b>	Ability to make informed decisions in complex and unpredictable conditions
<b>GC-5</b>	Ability to act socially and consciously
<b>GC-6</b>	Ability to communicate in a foreign language
<b>GC-7</b>	Ability to conduct research at the appropriate level
<b>GC-8</b>	Ability to learn further autonomously and independently

<b>6.3. Professional (specialized, subject) competencies</b>	
<b>6.3.1. Professional competencies in speciality</b>	
<b>PC<sub>1-1</sub></b>	Knowledge and understanding of standards for the training of military administration bodies, units of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine)
<b>PC<sub>1-2</sub></b>	Knowledge and understanding of the potential capabilities of units (divisions) of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine), armies of NATO member states and the enemy
<b>PC<sub>1-3</sub></b>	Knowledge and understanding of the bases, methods and techniques of organizing various types of interaction between units (divisions) of the State Border Guard Service (other military formations and law enforcement bodies formed in accordance with the laws of Ukraine) in the course of task execution for ensuring the security of the state border in conditions of uncertainty regarding the actions of the enemy
<b>PC<sub>1-4</sub></b>	Ability to effectively use various theories in the field of communication in the military administration
<b>PC<sub>1-5</sub></b>	Understanding of factors that have a positive or negative impact on communication, the ability to identify and take into account these factors in specific communicative situations
<b>PC<sub>1-6</sub></b>	Ability to effectively apply various theories for teaching military administration in practice
<b>PC<sub>1-7</sub></b>	Ability to be a mentor for younger colleagues in the process of acquiring and improving their pedagogical skills
<b>PC<sub>1-8</sub></b>	Ability to analyse the research problem using relevant sources and bibliography
<b>PC<sub>1-9</sub></b>	Ability to plan, organize and carry out operative and service (combat) activities of a unit of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine)
<b>PC<sub>1-10</sub></b>	Ability to command a unit of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine) during operational and service activities (combat deployment)
<b>PC<sub>1-11</sub></b>	Ability to organize and manage day-to-day activities of a unit of the State Border Guard Service
<b>PC<sub>1-12</sub></b>	Ability to organize subordinates to perform the assigned missions
<b>PC<sub>1-13</sub></b>	Ability to organize and evaluate the professional development of a team
<b>PC<sub>1-14</sub></b>	Ability to organize training of units (divisions) of the State Border Guard Service in accordance with the requirements of training standards (other military formations formed in accordance with the laws of Ukraine)
<b>PC<sub>1-15</sub></b>	Ability to act as a part of command and control organizations
<b>PC<sub>1-16</sub></b>	Ability to communicate with representatives of other professional groups of different levels (experts from other fields of knowledge)
<b>PC<sub>1-17</sub></b>	Knowledge and understanding of the basics of international cooperation, including in the context of NATO procedures and standards during the professional training of a unit (subdivision) of the State Border Guard Service
<b>6.3.2. Competencies selected by the educational institution</b>	
<b>PC<sub>2-1</sub></b>	Ability to build an effective system of information and analytical support to support decision-making processes for preventing, countering and neutralizing threats to border security at the level of a state border guard body
<b>PC<sub>2-2</sub></b>	Ability to carry out human resources management
<b>PC<sub>2-3</sub></b>	Ability to organize all types of combat, logistics and engineering support in everyday conditions, during operational and service activities and combat operations
<b>PC<sub>2-4</sub></b>	Ability to organize moral and psychological support in everyday conditions, during operational and service activities and combat operations

<b>6.3.3. Competencies selected by students</b>	
<b>PC3-1</b>	Ability to organize administrative and criminal and procedural activities in accordance with the requirements of the current legislation of Ukraine
<b>PC3-2</b>	Knowledge and understanding of the basics of international activities in the context of integrated border management and border representation work
<b>7. Program learning outcomes</b>	
<b>7.1. Program learning outcomes in specialty</b>	
<b>PLO-1</b>	To know and understand the standards of collective and individual training, the capabilities of units (divisions) of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine) and armies of NATO member states
<b>PLO-2</b>	To know and understand the combat capabilities of enemy troops (units), tactics of their actions, organization of management in the course of combat application. To predict the enemy's actions in the given conditions of the situation with high probability using simulation methods and on the basis of the obtained knowledge
<b>PLO-3</b>	To know and understand the basics, methods and techniques of organizing various types (including inter-branch) of the interaction of units (divisions) of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine) in the course of performing tasks of operational and service activities (combat tasks) in conditions of uncertainty about the actions of the enemy
<b>PLO-4</b>	To have basic knowledge of organization and carrying out safe daily activities of units (divisions) of the State Border Guard Service
<b>PLO-5</b>	To act as mentors for junior colleagues in the process of acquiring and improving their pedagogical skills, effectively using the various theories in the field of teaching military administration
<b>PLO-6</b>	To use different theories in the field of communication in the process of military administration, on the basis of the acquired understanding of the factors that have a positive or negative impact on communication, and be able to identify and take into account these factors in specific communicative situations
<b>PLO-7</b>	To understand the main ideas of clear messages submitted in a literary foreign language for professional communication; to communicate in most situations that may arise while performing tasks; to read non-adapted literature in a foreign language, retell the content of complex texts; to make a linked message on well-known or military-professional topics; describe impressions, events, hopes, aspirations; explain and justify own opinions or decisions and plans for the future
<b>PLO-8</b>	To use modern scientific methods for conducting and completing a scientific project that combines tools of related disciplines when solving an important scientific task related to military administration, and presenting achievements in the form of a report using references, appendices, documents according to the topic, present it before a commission of scholars
<b>PLO-9</b>	To have sufficient knowledge and a deep understanding of how scientific analysis and solving of military management tasks can be used within specific training programs and beyond
<b>PLO-10</b>	To have specialized conceptual knowledge and understanding of the processes of planning, preparation, conduct and support of operational and service activities of a unit of the State Border Guard Service (of a combat by a military unit of other military formations formed in accordance with the laws of Ukraine). In the future, after acquiring practical experience and raising the level of qualification in the system of course training, the volume of this knowledge and understanding will enable to successfully perform duties of a commander (deputy, chief of staff) of a unit of the State Border Guard Service and officers of the

	departments of the Regional Directorates
<b>PLO-11</b>	To plan, organize and carry out operative and service activities of the State Border Guard Service (combat deployment of military units of other military formations formed in accordance with the laws of Ukraine) by organizing subordinates for the accomplishment of tasks
<b>PLO-12</b>	To command a unit of the State Border Guard Service (other military formations formed in accordance with the laws of Ukraine) during operational and service activities (combat deployment) by taking effective decisions in an environment characterized by uncertainty of conditions and requirements
<b>PLO-13</b>	To organize and manage the daily activities of the State Border Guard Service, while acting socially and consciously
<b>PLO-14</b>	To use in practice various tools and strategies for assessing and ensuring the quality of work performed in the process of managing a unit of the State Border Guard Service in different conditions of the situation, as well as to make reports on them verbally and in writing
<b>PLO-15</b>	To organize training of a unit (division) of the State Border Guard Service in accordance with the requirements of training standards (other military formations formed in accordance with the laws of Ukraine) and assess the professional development of military teams
<b>PLO-16</b>	To act as a part of the military organizations, communicating with representatives of other arms and services, representatives of other professional groups of different levels in solving management tasks
<b>PLO-17</b>	To have sufficient knowledge and understanding of the basics of international cooperation including those for use of NATO procedures and standards during the professional training of a unit of the State Border Guard Service
<b>7.2. Program learning outcomes selected by educational institution</b>	
<b>PLOei-1</b>	To organize informational and analytical support of operative and service activities of the bodies of the State Border Guard Service, to use the applied software, methodical apparatus for information evaluation and risk management
<b>PLOei-2</b>	To perform the functions of management (decision-making, planning, organization, motivation and control) during daily and operational and service activities, combat operations in different conditions of the situation
<b>PLOei-3</b>	To organize staffing in the units of the State Border Guard Service
<b>PLOei-4</b>	To organize the integrated use of forces and facilities in different conditions of the situation, all types of combat, resource and engineering support of the State Border Guard Service
<b>PLOei-5</b>	To organize moral and psychological support, measures to prevent involving the personnel of the State Border Guard Service into illegal activities
<b>7.3. Program learning outcomes selected by students</b>	
<b>PLOst-1</b>	To organize administrative and criminal and procedural activities in accordance with the requirements of the current legislation of Ukraine
<b>PLOst-2</b>	To organize international cooperation in the context of integrated border management and border representation work
<b>8. Resource support for the program implementation</b>	
<b>Staffing</b>	The staffing meets the licensing requirements in terms of staffing requirements for conducting educational activities in the sphere of higher education, which is confirmed by such indicators: - to implement the educational program, the departments of operational art, administration, border security have been

	<p>organized at the faculty of executive staff training of the NASBGS. The Administration Department is responsible for the training of higher education trainees in this specialty;</p> <ul style="list-style-type: none"> <li>- the working group, which is responsible for the training of higher education trainees in this specialty, consists of three workers of academic staff;</li> <li>- the head of the working group (guarantor of the educational program) – Ivashkov Yuriy Borysovykh – Doctor of Military Sciences, Associate Professor, Head of the Administration Department of the Bohdan Khmelnytskyi National Academy of the State Border Guard Service of Ukraine), Colonel, 17 years of experience as scientific and pedagogical worker.</li> </ul> <p>Other scientific and pedagogical workers, who are planned to be involved in the implementation of the educational program, have degrees and/or academic ranks, as well as a confirmed level of scientific and professional activities.</p> <p>It is possible to involve foreign experts and specialists of other educational and scientific institutions, establishments and organizations in the educational process on the basis of agreements / contracts / memoranda / protocols / consents concluded within the framework of international and inter-university cooperation, as well as representatives of the relevant level of qualification of the state border guard institutions, Regional Directorates, Administration of the State Border Guard Service of Ukraine.</p>
<b>Materiel and technical support</b>	<p>The materiel and technical support meets the licensing requirements in terms of technological requirements for conducting educational activities in the sphere of higher education, which is confirmed by such indicators:</p> <ul style="list-style-type: none"> <li>- provision of premises for conducting training sessions and control activities is 5.5 square meters per person for the declared contingent of students;</li> <li>- provision of multimedia equipment for simultaneous use in classrooms – 100%;</li> <li>- available social infrastructure: libraries with a reading room, dining rooms, a cultural centre, an assembly hall, sports halls and playgrounds, an occupational health facility;</li> <li>- provision of higher education trainees with hostels – 100%.</li> </ul>
<b>Information, teaching and training support</b>	<p>The information, teaching and training support meets the licensing requirements in terms of technological requirements for conducting educational activities in the sphere of higher education, which is confirmed by such indicators:</p> <ul style="list-style-type: none"> <li>- provision of the library with domestic and foreign specialized periodicals of the corresponding or related profile – 45 publication names;</li> <li>- access to databases of periodical scientific publications in English of the corresponding or related profile;</li> <li>- description of the educational program;</li> <li>- curriculum and explanatory note.</li> </ul>
<b>9. Academic mobility</b>	
<b>National credit mobility</b>	<p>Individual academic mobility is realized within the framework of inter-university agreements / contracts / memoranda on the establishment of scientific and educational relations to meet the</p>



	<p>needs of the development of education and science with such institutions: the National Academy of National Guard of Ukraine (Kharkiv), the Ivan Cherniakhovskyi National Defence University of Ukraine (Kyiv), the Ivan Ohienko National University of Kamianet-Podilskyi, the Lviv State University of Internal Affairs, the Institute of Information Technologies and Training Resources of the National Academy of Pedagogical Sciences of Ukraine (Kyiv), the Hetman Petro Sahaidachnyi National Army Academy (Lviv), the Kirovohrad Flying Academy of the National Aviation University, National Prosecution Academy of Ukraine (Kyiv), the Academician Stashis Scientific Research Institute for the Study of Crime Problems of the National Ukrainian Academy of Law Sciences (Kharkiv), the Institute of Department of State Guard of Ukraine of the Taras Shevchenko National University of Kyiv.</p> <p>In addition, leading experts from the relevant higher educational institutions of Ukraine may be involved in the management of the scientific work of the trainees on the individual conditions.</p> <p>It is allowed to transfer credits received in other higher educational institutions of Ukraine, provided that the acquired competencies are relevant.</p>
<p><b>International credit mobility</b></p>	<p>International credit mobility and international educational and scientific and technical cooperation of educational institutions are provided in accordance with signed international documents, in particular:</p> <p>The Memorandum of Understanding and Cooperation between Educational Institutions in a number of EU Member States and Eastern Partnership Countries (since 2017);</p> <p>The Protocol between the NASBGS and the High School of International Relations and Public Communication (Chelm, Republic of Poland, 2011);</p> <p>The Memorandum of Understanding between NASBGS and the Higher School of Police (Szczytina, Republic of Poland, 2011);</p> <p>Annual plan of cooperation between NASBGS and the Training Centre named after the Soldiers of Border Guards (Kętrzyn, Republic of Poland).</p>
<p><b>Training of foreign students obtaining higher education</b></p>	<p>It is provided in case of conclusion of international agreements with observance of information security procedures.</p>