AZERBAIJAN UNIVERSITY

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Rector S.N. Əliyeva

MASTER'S DEGREE SPECIALTY

E D U C A T I O N A L P R O G R A M M E

Specialty code and title: 7004003 - Business Organisation and Management (MBA)

Specialisation: Accounting

BAKU - 2025

1. General provisions

1.1. The educational programme for **the master's degree in specialty 7004003 - Business** Organisation and Management (MBA) (hereinafter referred to as the educational programme) has been developed in accordance with the Law of the Republic of Azerbaijan on Education, the relevant decisions of the Cabinet of Ministers of the Republic of Azerbaijan, the Classification of Master's Degree Specialties in Higher Education, the Ministry of Education's Framework Document for Educational Programmes for Master's Degree Specialties, international best practice and labour market requirements.

1.2. The objectives of the educational programme are to:

- define graduates' competencies in the specialty, the scope of the specialty, teaching and learning methods for courses, assessment methods, learning outcomes, requirements for the infrastructure and staffing needed to train specialists, and students' opportunities for practical training, employment and further education;
- inform students and employers of the knowledge, skills and learning outcomes acquired by graduates;
- inform the partners involved in evaluating whether specialist training under the educational programme complies with this programme.

1.3. The educational programme is mandatory for all higher education institutions operating in the Republic of Azerbaijan that provide master's degree training in this specialty, regardless of their affiliation, type of ownership or organisational and legal form.

1.4. A student's total weekly classroom and independent study workload over a 5 (five) day working week is 45 academic hours (except at special-purpose higher education institutions). Of these, 12–16 academic hours are classroom hours. The weekly workload may be adjusted for specialisations studied in greater depth for professional purposes.

1.5. The higher education institution must develop a separate educational programme for each specialisation in which it provides training within the specialty. In addition to the sections of the specialty's educational programme, each specialisation's programme must include sections on teaching and learning methods, learning outcome assessment methods, the organisation and assessment of practical training, etc.

2. Graduate competencies

2.1. By the end of the educational programme, graduates must acquire the following *general competencies*:

(for the 2-year Educational Programme)

• the ability to independently resolve unexpected and complex issues in their professional activities;
• the ability to propose and plan appropriate activities and methods and analyse their current and prospective outcomes;
• the ability to investigate the causes of problems in their field of work or study and resolve them within a specific time frame and with limited information;
• the ability to select and use appropriate technologies and methods to solve problems in their field of work or study, and to identify, appraise and assess the expected outcomes;
• the ability to critically evaluate their own performance when solving problems in their field of work or study;
• the ability to present and substantiate problems in their field of work or study orally and in writing in Azerbaijani and one foreign language, and participate in related discussions with specialists and non-specialists;
• the ability to transfer their knowledge and competencies to others using various methods;
• investigate problems creatively and effectively using research methods, conduct comparative analyses, substantiate findings academically and present them in an academic writing style;
• act in accordance with academic writing principles and research ethics and present research findings with well-founded arguments;

• acquire theoretical knowledge systematically, develop practical skills and apply this knowledge in teaching, research and professional activities;
• carry out analytical studies using economic and mathematical methods and models to solve business and economic problems and provide research-based justification for data-driven strategic decisions;
• develop the ability to conduct comprehensive analyses in business and management using analytical methods and make well-founded decisions;
• master financial accounting principles and tools to develop the ability to make strategic and management decisions based on financial information;
• master, evaluate and effectively apply modern management approaches and mechanisms in decision-making;
• develop the ability to analyse organisational dynamics, manage change effectively and make optimal decisions in uncertain environments;
• analyse resource allocation strategically and systematically and ensure efficient resource use;
• develop innovative business strategies in a sustainable and competitive environment and substantiate them through empirical analysis;
• develop independent research skills, comparatively analyse different fields of activity and propose research-based solutions;
• formulate digital strategies based on digital technologies and approaches;
• formulate enterprise-level sustainability and agility strategies and implement strategic transformation within them;
• develop organisational leadership skills, manage change and establish a collaborative environment.
• act in accordance with ethical standards in all circumstances and understand the ethical aspects, possibilities, limitations and social role of personal conduct;
• assess their own and others' needs for continuous learning and professional development, and use effective methods necessary for independent learning.

2.2. By the end of the educational programme, **graduates of the Accounting specialisation in specialty 7004003 – Business Organisation and Management (MBA) must** acquire the following *professional competencies*:

• apply international standards in the accounting system;
manage audit procedures and internal control systems to ensure the accuracy and reliability of accounting statements;
• optimise tax liabilities in accordance with tax legislation and establish a fair tax planning system;
• present results-oriented proposals based on financial indicator analysis and ensure that decisions are substantiated;
• oversee the use of modern software and digital tools in analysing accounting data;
• manage international financial transactions and global reporting requirements;
• manage currency risks and cross-border flows effectively;
• ensure compliance with accounting legislation.

3. Structure of the educational programme

3.1. Standard duration of the educational programme and the higher academic qualification

awarded to graduates:

Specialisation title	Degree awarded	Duration of full-time study	Number of credits
Accounting (MBA)**	Master's degree	2 years	120

3.2. The educational programme for the Accounting specialisation comprises 120 ECTS credits (2 years). Each semester provides for 30 credits, with no more than 5 courses. Credits are allocated as follows:

No.	Course title	ECTS credits	
1	**Research Methods**[1] This course focuses on the interdependence of quantitative and qualitative research methods, measurement, research		6
	design and analysis. The course aims to develop research competencies, the use of library and internet resources as information sources, and skills in examining and analysing data and presenting the findings.		
2	**Academic Writing and Ethics** This course aims to teach the fundamentals of academic writing, speaking and integrity, and to develop master's students' skills in writing research articles, dissertations, essays and other academic documents, speaking professionally at conferences, symposia, seminars and academic discussions, and observing publication ethics. The course will equip students with knowledge and competencies in academic style, the proper use of sources, citation conventions and ethical standards.		6
3	**Research Analytics**[1] This course covers the data analysis process, data types, data collection sources, developing a data analysis strategy, preparing and cleaning data for analysis, organising and visualising data, becoming familiar with software appropriate to the field (Excel, SPSS, Stata, R, MAXQDA, Matlab, Python, etc.), conducting analyses using methods applied in research in the specialty (statistical tests and analyses, quantitative and qualitative analyses, experimental analyses, questionnaire and survey analyses, etc.), and preparing relevant opinions based on the analyses.		6
	Compulsory courses determined by the higher education institution[3] depending on the specialisation, the courses included here are determined individually by each higher education institution and reflected in the educational programme for that specialisation.		54
4	**Leadership and Organisational Behaviour** The course aims to help students understand leadership and behaviour within organisations. Students will learn different leadership theories, how to develop leadership skills, and how organisational structure and culture affect work performance. Its main aim is to enable future leaders in various organisations to apply this knowledge. **Course content:** Different leadership theories, such as charismatic, transformational, transactional and servant leadership, etc.		6

5	**Business Statistics** The course aims to teach students the application of statistical methods in business. It teaches data collection, analysis and interpretation, and the effective use of statistical tools in decision-making. The aim is to develop future managers' and analysts' ability to make evidence-based decisions. Course overview: Business Statistics teaches the application of statistical methods and analytical thinking in decision-making. It covers methods for collecting, processing and analysing data and interpreting findings in business. Alongside theoretical knowledge, the course is based on applying statistical methods to real business situations.		6
6	**Managerial Economics** The course aims to develop students' economic thinking and ability to analyse and optimise the economic foundations of management decisions. It teaches managers to apply economic principles in business processes, manage resources efficiently and make evidence-based strategic decisions. Course content: The course teaches the application of economic theory to management decisions. It covers the analysis of economic factors affecting enterprise performance, efficient resource use and optimal decision-making.		6
7	**Financial Accounting (F3)** The course aims to enable students to accurately account for an enterprise's financial activities, prepare financial statements and make decisions based on the resulting information. It prepares MBA students to think analytically, read financial statements and make management decisions based on them in accordance with international accounting principles. Course overview: Financial Accounting (F3) teaches the principles of accounting for enterprise financial activities, preparing statements and analysing financial information. It covers the recognition and measurement of assets, liabilities, equity, income and expenses under International Financial Reporting Standards (IFRS).		6
8	**Strategic Management and Innovation** The course aims to develop students' strategic thinking and an innovative approach to management. It enables MBA students to develop effective strategies for achieving enterprises' long-term objectives, improve decision-making in a changing business environment and introduce innovations into management systems. It also strengthens leadership, analytical and creative problem-solving skills Course content: The course covers the theoretical foundations of strategic management, strategic planning stages, analysis of organisations' internal and external environments, competitive strategies and innovation management.		6
9	**Management Accounting** The Management Accounting course aims to teach students the nature of accounting information used in internal enterprise management decisions and decision-making based on its analysis. It develops the knowledge and skills managers and accountants need for planning, cost management, budgeting, performance measurement and control mechanisms. The course covers the theoretical foundations and practical applications of management accounting. Key topics include cost types and behaviour, contribution margin and break-even analysis, budgeting and responsibility centres, standard costing, performance indicators and management reports.		6
10	**-Audit (ACCA Requirement)** The course aims to teach students international auditing principles and audit methodology consistent with ACCA (Association of Chartered Certified Accountants) standards. It develops the ability to assess		6

	financial statement accuracy, analyse internal control systems and formulate a professional opinion in accordance with international auditing requirements. Course content: The course covers the nature, purpose and types of audit, International Standards on Auditing (ISAs), audit planning and risk assessment, evidence collection and documentation, evaluation of internal controls, and principles of detecting errors and fraud.		
11	**Digital Accounting Technologies** The Digital Accounting Technologies course aims to equip students with knowledge and skills in modern digital accounting systems, technological innovations and their application principles. It develops practical and analytical thinking in accounting process automation and the integration of artificial intelligence, cloud technologies, blockchain and other innovative solutions into accounting and auditing. The course covers digitalisation of accounting systems, automation of data collection and processing, electronic document workflows, and the role of ERP (Enterprise Resource Planning) and CRM systems in accounting. Students become familiar with cloud-based accounting software, blockchain's transparency and reliability advantages, and the role of artificial intelligence and data analytics in financial statement preparation.		6
12	**Performance Management** The Performance Management course aims to teach students the theoretical and practical foundations of planning, measuring, evaluating and improving organisational performance. It develops skills in managing individual and collective results to achieve enterprise objectives, establishing motivation systems and linking performance indicators to strategic objectives. The course covers the conceptual foundations of performance management, its relationship with strategic planning and modern approaches. Students analyse the impact of performance indicators on financial and non-financial results and learn to evaluate operational effectiveness using accounting information. The course also covers employee motivation, the development of reward and feedback systems, ethical and social aspects of performance appraisal, and the application of digital analytics and technologies in performance management.		6

...	**Elective courses determined by the higher education institution4** The relevant courses are determined individually by each higher education institution according to the specialisation and reflected in that specialisation's educational programme.		18
13	**- Financial Statement Analysis** The Financial Statement Analysis course covers analytical methods and approaches used to assess enterprises' financial position and performance. It teaches methods of analysing balance sheets, income statements, cash flow statements and statements of changes in equity. Students acquire skills in calculating profitability, liquidity, financial stability and asset turnover indicators and analysing their trends and interrelationships. The course also covers analytical methods consistent with International Financial Reporting Standards (IFRS), financial risk assessment and the use of analytical reports in decision-making. The main aim of the course is to enable master's students to read and analyse enterprise financial statements professionally and use them in management decision-making. **-Financial Accounting** The Financial Accounting course teaches the collection, processing, presentation and analysis of enterprises' financial information. It covers accounting principles and conceptual foundations, and the preparation of financial statements (balance sheet, income statement, cash flow statement and statement of changes in equity). Students become familiar with transaction accounting, income and expense recognition, asset and liability measurement and capital management under International Financial Reporting Standards (IFRS) and national accounting standards.		6
14	**-Tax and Taxation** The course aims to provide students with in-depth theoretical and practical knowledge of the nature and principles of the tax system and taxation mechanisms. It develops the ability to understand the role of taxes in state financial policy, assess the impact of tax policy on economic development and formulate effective taxation strategies. Course content: The course covers the concept of tax, the structure of the tax system, taxation principles, types of taxes and their economic functions. **- Strategic Cost Management and Control** The Strategic Cost Management and Control course covers the strategic aspects of cost planning, management and control systems to ensure enterprise financial sustainability and competitive advantage. It examines modern management accounting tools such as Activity-Based Costing (ABC), Target Costing, Kaizen Costing, the Balanced Scorecard and Value Chain Analysis. It also considers cost analysis, cost decision-making models, budgeting and performance measurement mechanisms.		6
15	**-International Financial Reporting Standards (IFRS)** The course aims to teach students the nature, objectives and application of International Financial Reporting Standards (IFRS). By developing skills in the accurate preparation, presentation and analysis of financial information under international accounting principles, it facilitates their work in the global business environment. Course content: The course covers the history, purpose and principles of		6

	IFRS and the structure and components of financial statements (balance sheet, income statement, cash flow statement, etc.). -Corporate Finance The course aims to teach students the key principles of enterprise financial decision-making, the objectives of financial management and strategies for increasing corporate value. Students acquire analytical thinking and decision-making skills in financial planning, investment decisions, capital formation and risk management. Course content: The course covers key corporate finance concepts, financial management functions, the cost and structure of capital, investment project appraisal, dividend policy, and risk and return.		
Practical training			
16	**Research and Teaching Practicum**		6
17	**Research Practicum[5]**		6
Dissertation			
18	**Master's Dissertation[6]**	0	18
TOTAL		**90**	**120**

[1] This course is intended for specialisations culminating in a master's dissertation.

[2] This course is intended for specialisations that do not culminate in a master's dissertation.

[3] Here, “courses” includes not only taught courses but also projects (including a Capstone project), creative work, laboratory work and other relevant learning activities, where applicable. These courses are determined by the higher education institution with regard to academic staff expertise, research infrastructure, and local and international employment opportunities, and are compulsory for students admitted to the relevant specialisation. This section must contain at least 4 courses.

[4] Here, “courses” includes not only taught courses but also projects (including a Capstone project), creative work, laboratory work and other relevant learning activities, where applicable. These courses are offered by the higher education institution with regard to academic staff expertise, research infrastructure, and local and international employment opportunities. Labour market proposals are also taken into account when determining these courses; for this purpose, it is recommended that a working group comprising representatives of higher education institutions and the labour market be established. The courses determined by the institution must be elective for students and facilitate their participation in international exchange programmes. This section must contain at least 3 courses.

[5] This type of practical training is intended for specialisations culminating in a master's dissertation.

[6] Intended for specialties (specialisations) culminating in a master's dissertation. Requirements for the content, writing, submission and defence of the master's dissertation are determined by the Ministry of Science and Education of the Republic of Azerbaijan.

4. Programme and course learning outcomes

4.1. Graduates of this educational programme must have a systematic general understanding and broad knowledge of the basic concepts, theoretical principles and research methods in their field of study or work, and acquire in-depth knowledge of their specific (specialised) field of study or work.

4.2. Determining learning outcomes for each course in the specialisation's educational programme and preparing each course syllabus fall within the authority of the higher education institution/academic staff.

4.3. Programme learning outcomes for the specialisation are set out in Appendix 1. Course learning outcomes are determined by each higher education institution. The learning outcomes matrix (Appendix 2) must show the relationship between courses and the educational programme's learning outcomes.

4.4. Course syllabi must be updated regularly to ensure that the educational programme provides academic and practical content responsive to the changing needs of society and the labour market.

5. Infrastructure and staffing capacity

5.1. Teaching, learning and assessment under the educational programme require the higher education institution to have the following infrastructure:

- academic and teaching support staff;
- classrooms equipped with the necessary facilities;
- a computer room and internet access;
- a research and teaching laboratory;
- host organisations for practical training;
- a research library;
- access to academic and professional electronic databases.

5.2. Academic staff engaged in teaching at higher education institutions generally hold an academic degree; specialists without an academic degree but with at least 5 years of relevant professional experience may also teach;

5.3. Master's dissertations are generally supervised by persons holding an academic title or academic degree.

6. Career opportunities and lifelong learning

6.1. **Graduates of the Accounting specialisation in 7004003 - Business Organisation and Management** (MBA) will be able to work in the following fields and occupations:

- Accountant;
- Head of department;
- Tax adviser;
- Audit specialist (2-year Educational Programme);
- Corporate finance specialist (2-year Educational Programme);
- Financial analyst (2-year Educational Programme)
- Lecturer in the specialty/specialisation at business schools, etc. (2-year Educational Programme)
- Researcher at research organisations (2-year Educational Programme).

6.2. The higher education institution must regularly survey the employment of graduates of the educational programme and publish information on job vacancies on its website;

6.3. Persons who have completed a master's degree in higher education (and defended a master's dissertation), or whose education is recognised as equivalent (medical specialists in medical education), may be admitted to doctoral studies leading to a Doctor of Philosophy degree;

6.4. The knowledge, skills and approaches acquired during study are prerequisites for graduates' independent lifelong learning.

Appendix 1

Learning outcomes for the educational programme and teaching activities

For the Accounting specialisation in 7004003 - Business Organisation and Management (MBA), ***the programme learning outcomes*** are as follows:

Programme learning outcomes for the Accounting (MBA) specialisation (PLOs)
1. Oversees the application of international accounting standards
2. Manages internal control systems

3. Optimises the fulfilment of tax obligations
4. Ensures decisions are substantiated
5. Ensures the use of digital tools
6. Oversees compliance with global reporting requirements
7. Can manage currency risks
8. Can ensure compliance with accounting legislation

Appendix 2

COURSE LEARNING OUTCOMES (CLOs)

FOR RESEARCH-ORIENTED COURSES

Learning outcomes for Research Methods (CLOs)
CLO 1. Distinguishes between quantitative and qualitative research methods, their characteristics and areas of application, and applies them purposefully in research.
CLO 2. Formulates research questions, hypotheses and research designs (experimental or observational) in their field of activity.
CLO 3. Collects existing knowledge through the systematic use of academic sources (libraries, research databases, electronic resources, etc.) and develops a research framework based on it.
CLO 4. Measures, statistically processes, visualises and analyses collected data in line with the research objectives.
CLO 5. Presents research findings in a logical structure, writes research articles and reports, and communicates findings to an audience orally and in writing.
CLO 6. Conducts research independently or in groups in accordance with ethical and methodological principles and correctly applies methodological foundations in preparing projects and dissertations

Learning outcomes for Academic Writing and Ethics (CLOs)
CLO 1. Understands the purpose, structure and stylistic features of academic writing and writes academic essays, dissertations, articles and other academic documents logically and professionally.
CLO 2. Prepares content meeting the writing requirements of different academic genres (articles, dissertations, theses, reports, etc.) and expresses ideas coherently and with justification.
CLO 3. Demonstrates source-handling skills, uses different citation systems (APA, MLA, IEEE, etc.) correctly in academic writing and avoids plagiarism.
CLO 4. Masters academic speaking styles for research discussions, seminars, symposia and conferences and presents ideas professionally.
CLO 5. Masters copyright, publication ethics and academic integrity principles and observes them in research.
CLO 6. Analyses ethical dilemmas and appropriate conduct in research and writing and makes ethical decisions in academic settings.

Learning outcomes for Research Analytics (CLOs)
CLO 1. Develops an effective data collection strategy for research by identifying data types and collection methods appropriate to the research purpose.
CLO 2. Carries out initial data processing (cleaning, coding and structuring) and prepares data for analysis in line with the research objectives.
CLO 3. Analyses data using different software packages (Excel, EViews, SPSS, Python, R, Matlab, etc.) and draws conclusions based on simple and complex statistical indicators.
CLO 4. Obtains analytical findings by applying the main research analysis methods (quantitative, qualitative, mixed and experimental) appropriately to the field.
CLO 5. Presents analytical findings on a sound academic basis using visual tools (graphs, charts, tables, etc.) and interprets the results correctly.
CLO 6. Prepares research reports and academic documents by developing logical, evidence-based opinions, recommendations and generalisations from research findings.

Learning outcomes for the Research and Teaching Practicum (CLOs)

CLO 1. Acquires skills in preparing syllabi for academic courses in the specialty, drawing up lesson plans, organising lectures and practical classes, and selecting and preparing teaching materials.
CLO 2. Acquires the ability to plan teaching, work with an audience, select teaching strategies and use modern teaching methods to increase student engagement.
CLO 3. Develops the ability to shape and deliver course content based on current research developments in teaching practice.
CLO 4. Uses modern information and communication technologies (ICT) and educational software (CAD/CAM/CAE, simulation software and virtual laboratories) effectively.
CLO 5. Communicates openly and fluently in academic teaching and conveys knowledge and research findings to an audience clearly and with justification.
CLO 6. Identifies strengths and weaknesses in teaching practice, reflects on them and identifies areas for future development.

Learning outcomes for the Research Practicum (CLOs)

CLO 1. Identifies current research topics in the specialty and clearly formulates research aims and objectives.
CLO 2. Selects and effectively applies modern research methods (case analysis, operational and tactical analysis, modelling, statistical methods, etc.) appropriate to specific research objectives.
CLO 3. Processes and systematises experimental and theoretical data, processes findings, conducts statistical analysis and interprets results.
CLO 4. Applies research findings to process optimisation and to the application and development of innovative technologies.
CLO 5. Presents research findings as academic articles, reports and dissertations, speaks at research conferences and seminars, and participates in academic discussions.
CLO 6. Observes research ethics (preventing plagiarism, citing correctly, respecting copyright, etc.) and demonstrates academic responsibility.

Learning outcomes for the Master's Dissertation (CLOs)

CLO 1. Substantiates a research problem, defines aims and objectives precisely, develops a comprehensive plan and completes research using theoretical and analytical methods.
CLO 2. Demonstrates the ability to analyse theoretical and practical problems in the specialty in depth and presents independent solutions by applying modern research approaches to security risk assessment and operational decision-making.
CLO 3. Demonstrates competence in mathematical modelling, systematic analysis, examination and generalisation of experimental and theoretical results.
CLO 4. Justifies the application of research findings in the specialty, develops practical recommendations and presents innovative approaches.
CLO 5. Presents and defends the dissertation's content to an academic audience clearly, with justification and in a structured manner, and participates in academic discussions.
CLO 6. Demonstrates the ability to observe research ethics and academic discipline in the dissertation, respects copyright, follows citation conventions and takes responsibility for research.

Leadership and Organisational Behaviour

1. The student masters the theoretical foundations of leadership and organisational behaviour, different leadership styles and the mechanisms of human behaviour in organisations.
2. The student can apply effective leadership skills and strategic decision-making in management.
3. The student learns motivation, communication and teamwork principles and applies them in real organisational settings.
4. The student acquires skills in emotional intelligence, ethical conduct and managing professional relationships.
5. The student analyses the causes of internal organisational conflicts and identifies prevention and resolution strategies.
6. The student evaluates the role of leadership in shaping organisational culture and values.
7. The student masters change management and innovative leadership approaches and acquires the ability to adapt to changing environments.
8. The student analyses modern leadership models (transformational, servant and digital leadership) and applies them to improve organisational effectiveness.

Business Statistics

1. The student masters basic concepts of business statistics and analytical analysis and can explain statistical data types and their applications.
2. The student acquires database development skills by applying methods of statistical data collection, grouping and visualisation.
3. The student analyses business data using descriptive statistics (mean, median, variance, etc.) and interprets the findings.
4. The student applies correlation and regression analysis to identify relationships between variables and substantiate business decisions.
5. The student uses time series and forecasting methods to determine future trends in economic and financial indicators.
6. The student analyses real business data using statistical software (Excel, SPSS, etc.).
7. The student makes evidence-based decisions from statistical findings and identifies ways to improve business process efficiency.

Managerial Economics

1. The student masters the theoretical foundations of managerial economics and economic decision-making mechanisms and understands the role of economic principles in management.
2. The student analyses supply and demand, elasticity and market structure and applies this knowledge in business decision-making.
3. The student applies production and cost theory to identify ways of using enterprise resources efficiently.
4. The student learns pricing strategies and how to determine optimal prices under competition.
5. The student analyses macroeconomic and microeconomic indicators and assesses their impact on management decisions.

6. The student develops analytical and critical thinking skills for management decision-making in digitalisation and the global economic environment.

Financial Accounting (F3)

1. The student acquires theoretical and practical knowledge of the purpose, principles and elements of financial accounting.
2. The student understands and can apply the structure of accounting systems and the stages of preparing financial statements.
3. The student acquires the ability to record financial transactions in accordance with international standards (IFRS).
4. The student correctly documents transactions involving assets, liabilities, equity, income and expenses and reflects them in financial statements.
5. The student prepares and can analyse balance sheets, income statements, cash flow statements and statements of changes in equity.
6. The student makes well-founded decisions about an enterprise's financial position and performance based on financial statement analysis and interpretation.

Strategic Management and Innovation

1. The student masters the key concepts, stages and methodology of strategic management and learns to formulate organisational strategic objectives.
2. The student acquires the ability to analyse internal and external environments strategically and use SWOT, PESTEL and Porter's Five Forces models.
3. The student understands the development and implementation of strategic decisions and evaluates alternative strategies.
4. The student acquires the ability to manage innovation and formulate innovative development strategies.
5. The student uses innovative approaches to create competitive advantage and implement sustainable development strategies.
6. The student assesses the effects of digitalisation and technological innovation on strategic management and makes decisions suited to the modern business environment.

Audit (in accordance with ACCA requirements)

1. The student masters in depth the theoretical and legal foundations of auditing, International Standards on Auditing (ISAs) and ACCA's professional ethical principles.
2. The student acquires the ability to plan audits, identify risks and develop audit strategies.
3. The student analyses financial statements, identifies errors and inconsistencies and evaluates the reliability of financial information.
4. The student evaluates internal control systems and risk management mechanisms, identifies weaknesses and develops improvement proposals.
5. The student acquires the ability to collect, document and analyse audit evidence and prepare an audit opinion.
6. The student can make professional decisions consistent with international practice while

observing ethical conduct, professional responsibility and independence.

Management Accounting

1. Explains the theoretical foundations and functions of management accounting and evaluates its role in enterprise management.
2. Applies cost classification and accounting methods and analyses cost behaviour in different fields of activity.
3. Calculates the cost of products and services using traditional and modern costing methods.
4. Evaluates profit and profitability indicators and analyses performance by responsibility centre.
5. Prepares and interprets management reports and produces analytical reports for management.
6. Applies strategic management accounting tools and evaluates decision effectiveness in a competitive environment.
7. Processes management accounting data using modern information technologies and applies digital solutions in decision-making.

Digital Accounting Technologies

1. Explains the theoretical foundations and development trends of digital accounting and evaluates digitalisation's impact on accounting systems.
2. Uses modern accounting software and carries out accounting transactions electronically.
3. Applies cloud-based accounting technologies and compares data storage and processing capabilities.
4. Conducts digital processing and analysis of accounting data and organises and interprets information for decision-making.
5. Organises electronic document workflows and digital reporting and proposes accounting process improvements.
6. Evaluates the use of artificial intelligence and automation tools in accounting and analyses their advantages and limitations.
7. Explains the application of blockchain and new financial technologies in accounting and adapts innovative solutions to practical situations.

Performance Management

1. Explains the concept, objectives and key principles of enterprise performance management.
2. Applies methods for selecting and evaluating key performance indicators (KPIs).
3. Analyses organisational performance using financial and non-financial indicators.
4. Uses the Balanced Scorecard and other modern performance measurement tools.
5. Evaluates performance by responsibility centre and conducts comparative analysis.
6. Processes and visualises performance data using modern digital technologies.
7. Links the performance management system to the enterprise's overall management strategy and identifies development priorities.

FOR ELECTIVE COURSES

Course: Tax and Taxation

1. The student masters the economic nature and functions of taxation and the structure of the tax system.
2. The student explains key principles and types of taxation and evaluates the role of taxes in state financial policy.
3. The student learns and can apply mechanisms for calculating and collecting different taxes (personal income tax, corporate income tax, value added tax, excise tax, etc.).
4. The student understands tax administration processes and taxpayers' rights and obligations and explains procedures for overseeing their fulfilment.
5. The student analyses the impact of tax policy on economic development, the investment environment and entrepreneurship.
6. The student masters international tax relations, tax treaties and mechanisms for eliminating double taxation.

Corporate Finance

1. The student masters the key concepts, objectives and functions of corporate finance and can explain how financial decisions affect business value.
2. The student can apply principles of capital formation, capital structure optimisation and cost of capital calculation.
3. The student learns investment project appraisal methods (NPV, IRR, payback, etc.) and can make effective investment decisions.
4. The student analyses the relationship between risk and return and applies financial risk mitigation and management methods.
5. The student understands corporate financial markets and instruments and uses them in decision-making.
6. The student can assess how digital financial technologies and global financial trends affect corporate financial management.

International Financial Reporting Standards (IFRS)

1. Explains the nature, purpose and application principles of International Financial Reporting Standards (IFRS) developed by the IFRS Foundation in accounting.
2. Applies the conceptual foundations and methodological framework of IFRS in financial statement preparation.
3. Analyses IFRS rules for recognising and measuring assets, liabilities, equity, income and expenses.
4. Applies principles and methods for preparing consolidated financial statements.
5. Practically applies standards relating to financial instruments, inventories, revenue recognition and property, plant and equipment.
6. Analyses financial statements presented under IFRS and interprets the findings.
7. Evaluates the role of IFRS in global financial reporting and makes professional decisions on their application.

Financial Statement Analysis

1. Explains the content, structure and preparation principles of financial statements.
2. Analyses the main financial statements to assess an enterprise's financial position.
3. Interprets balance sheet, income statement and cash flow statement indicators.
4. Calculates and evaluates liquidity, solvency, profitability and business activity indicators.
5. Identifies risks and potential problems from financial statements.
6. Develops well-founded proposals for management decisions using financial statement findings.
7. Explains the role of International Financial Reporting Standards in the analysis process.

Appendix 2

Learning outcomes matrix for the educational programme and teaching activities

Research-oriented courses

Courses	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
Research Methods	G	G	O	O	O		G	O
Academic Writing and Ethics	O	O	G	G	G		O	O
Research Analytics	G	G	O		G		G	O
Research and Teaching Practicum	O	O	O	G	G	G	O	O
Research Practicum	G	G	O	O	G	O	G	G
Master's Dissertation	G	G	G	G	G	O	G	G

Specialty courses

Courses	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
Leadership and Organisational Behaviour	O	O				G	O	G
Business Statistics	G	G	O		O		G	
Managerial Economics	G	G				O	O	
Financial Accounting (F3)	G	O	G	O	O			G
Strategic Management and Innovation	O	G			O	G	G	O
Management Accounting	G	G	O		O	O	O	
Audit (ACCA Requirement)	G	G	G	G	O			G
Digital Accounting Technologies	O	O	O		G		G	O
Performance Management	G	G	O		O	G	O	
Financial Statement Analysis	G	G	G	O	O		O	
Financial Accounting	G	O	G	G	O			G
Tax and Taxation	G	O	O	G				G
Strategic Cost Management and Control	G	G	O		O	O	G	
IFRS	G	O	G	G	O		O	G
Corporate Finance	G	G	G	O	O	O	O	

Key:

G – strong alignment

O – moderate alignment

Agreed:

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