

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**УХВАЛЕНО**  
Рішенням вченої ради  
Харківського національного  
економічного університету імені  
Семена Кузнеця  
від 25.05.2022 р. протокол № 4

**ВВЕДЕНО В ДІЮ**  
Наказом ректора Харківського  
національного економічного університету  
імені Семена Кузнеця  
від 25.05.2022 р. № 123



Володимир ПОНОМАРЕНКО

**ОСВІТНЬО-НАУКОВА ПРОГРАМА  
«МЕНЕДЖМЕНТ»**

<b>РІВЕНЬ ВИЩОЇ ОСВІТИ</b>	<b>Третій (освітньо-науковий)</b>
<b>СТУПІНЬ ВИЩОЇ ОСВІТИ</b>	<b>Доктор філософії</b>
<b>ГАЛУЗЬ ЗНАНЬ</b>	<b>07 Управління та адміністрування</b>
<b>СПЕЦІАЛЬНІСТЬ</b>	<b>073 Менеджмент</b>

Харків, 2022

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED BY  
Resolution of the Academic Council  
Academic Council of  
Simon Kuznets Kharkiv  
National University of Economics  
25/05/2022 minutes № 4

ENACTED by  
Rector's of  
Simon Kuznets Kharkiv  
National University of Economics  
25/05/2022 № 123

  
Volodymyr PONOMARENKO

**EDUCATIONAL AND SCIENTIFIC PROGRAMME  
«MANAGEMENT»**

<b>STUDY CYCLE</b>	<b>third (educational and scientific)</b>
<b>HIGHER EDUCATIONAL DEGREE</b>	<b>Doctor of Philosophy (PhD)</b>
<b>FIELD OF KNOWLEDGE</b>	<b>07 Management and Administration</b>
<b>SPECIALTY</b>	<b>073 Management</b>

Kharkiv, 2022

## **PREAMBLE**

Developers of the Educational and Scientific Programme:

1. LEPEYKO Tetyana, Head of Management and Business Department, Dr. Sc. (Economic), Professor;
2. OTENKO Vasyl, First Vice-Rector of Simon Kuznets Kharkiv National University of Economics, Professor of Management and Business Department, Dr. Sc. (Economic), Professor;
3. GRUZINA Inna, Associate Professor of Management and Business Department, Cand. Sc. (Economic), Associate Professor;
4. YANIIEVA Daria, PhD student;
5. KHAUSTOVA Viktoriia, Director of the Research Centre for Industrial Problems of Development of the National Academy of Sciences of Ukraine, Dr. Sc. (Economic), Professor.

Considered at the meeting of Management and Business Department, 05/05/2022, minutes No. 14.

Considered by the Academic Council of Management and Marketing Faculty, 11/05/2022, minutes No. 8.

The Educational and Scientific Programme was updated based on:

1. Legislative and regulatory acts:

Laws of Ukraine "On Education," "On Higher Education," National Qualification Framework, approved by Resolution of the Cabinet of Ministers of Ukraine No. 1341 dated 23.11.2011 (as amended by Resolution of the Cabinet of Ministers of Ukraine No. 519 dated 26.06.2020); Procedure for training candidates for the degree of Doctor of Philosophy and Doctor of Science in higher education institutions (scientific institutions), approved by Resolution of the Cabinet of Ministers of Ukraine No. 261 dated 23/03/2016 (with amendments); Procedure for awarding the degree of Doctor of Philosophy and the cancellation of the decision of the one-time specialized academic council of a higher education institution, scientific institution on awarding the degree of Doctor of Philosophy, approved by Resolution of the Cabinet of Ministers of Ukraine No. 44 dated 12/01/2022; Professional standard for the group of professions "Teachers of higher education institutions" (Order of the Ministry of Economic Development, Trade and Agriculture of Ukraine No. 610 dated 23.03.2021); National Classifier of Ukraine.

2. Standard of Higher Education in the specialty 073 Management for the third (educational and scientific) level, approved by Order of the Ministry of

Education and Science of Ukraine No. 1436 dated 24/12/2021.

3. Labor market analysis, taking into account the regional context.
  4. Study of domestic and foreign experience.
  5. Proposals from employers.
  6. Recommendations following internal and external assessment procedures of the educational programme (accreditation by NAQA, international institutions, certifications, etc.).
- Reviews and feedback from external stakeholders (attached).
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## I. GENERAL CHARACTERISTIC

<b>Study cycle</b>	Third (educational and scientific)
<b>Higher education degree</b>	PhD
<b>Field of knowledge</b>	07 Management and administration
<b>Specialty</b>	073 Management
<b>Educational programme</b>	Management
<b>Forms of education, volume of the educational and scientific programme in ECTS and terms of study</b>	full-time (daily, evening) form – 55 credits, 4 years; part-time form – 55 credits, 4 years
<b>Availability of accreditation</b>	- National Agency for Higher Education Quality Assurance - Certificate No. 397 dated 16/06/2020 - 5 years
<b>Language of study/assessment</b>	Ukrainian, English
<b>Structural department responsible for the educational and scientific programme</b>	Management and Business Department of Simon Kuznets Kharkiv National University of Economics (S. Kuznets KhNUE)
<b>Requirements for enrollment</b>	To obtain the educational and scientific degree of Doctor of Philosophy in the specialty 073 Management, persons who have obtained a master's degree are eligible to apply. The program of professional entrance examinations for persons who have obtained a previous higher education degree in other specialties should include verification of the acquisition of competencies and learning outcomes defined by the higher education standard for the specialty 073 Management at the second (master's) level of higher education. According to the Rules for Admission to Postgraduate and Doctoral Studies at Simon Kuznets Kharkiv National University of Economics, persons who have obtained a master's (specialist) degree are admitted to postgraduate studies on a competitive basis. Persons who have submitted all necessary documents for admission in accordance with the Rules for Admission are allowed to take entrance examinations. Admission to postgraduate studies for the degree of Doctor of Philosophy is based on the results of an entrance exam in a foreign language (English, German, French – at the applicant's choice, at a level corresponding to B2 of the Common European Framework of Reference for Languages) in written form and an entrance exam in the specialty in written form according to examination papers. When calculating the applicant's competitive score for admission to postgraduate studies, the average grade of the master's (specialist's) diploma supplement and additional points awarded for previous research achievements in the specialty (in accordance with the Rules for Admission) are taken into account.
<b>Restrictions on forms of education</b>	None

<b>Educational qualifications</b>	PhD (Management)
<b>Professional qualification</b>	-
<b>Qualification in the diploma</b>	Higher education degree – Doctor of Philosophy (PhD) Field of knowledge – 07 Management and Administration Specialty – 073 Management
<b>The purpose of the educational and scientific programme</b>	Training of highly qualified, competitive specialists integrated into the European and global scientific space in the field of management through the formation and development of competencies for a deep rethinking of existing knowledge and the creation of new holistic knowledge, skills, and abilities to apply the latest methodology of scientific and pedagogical activity, conducting original scientific research, the results of which are distinguished by scientific novelty and have theoretical and practical significance for solving current complex problems in the management of organizations and their divisions.
<b>Focus and features (uniqueness) of the programme</b>	The programme places special emphasis on the acquisition by applicants of scientific, research, innovative, and intercultural competencies that deepen the educational and scientific component of professional activity; mastering practical skills in conducting scientific research in the field of management, taking into account the socio-economic transformations taking place in Ukraine, in close cooperation with scientific and educational institutions, the business sector, and foreign scientists, oriented towards integration into the European space. The uniqueness of the program is the possibility of its implementation additionally in English, participation in the training of students by leading foreign specialists as teachers, and during the attestation of scientists. Keywords: management, organizational management, scientific and research activities, scientific and pedagogical activities.
<b>Description of the subject area</b>	<p><b>Object of study:</b> management of organizations and their divisions.</p> <p><b>Learning objectives:</b> training specialists capable of producing new ideas, solving complex problems in the field of management and administration, which involves a deep rethinking of existing and the creation of new holistic knowledge and/or professional practice, applying the latest methodologies of scientific and pedagogical activity, conducting their own scientific research, the results of which have scientific novelty, theoretical and practical significance.</p> <p><b>Theoretical content of the subject area:</b></p> <ul style="list-style-type: none"> <li>– Theoretical content of the subject area:</li> <li>– paradigms, laws, patterns, principles, historical prerequisites for the development of management;</li> <li>– concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.;</li> <li>– functions, methods, technologies, and management decisions in management.</li> </ul> <p><b>Methods, techniques, and technologies:</b></p> <ul style="list-style-type: none"> <li>– research methods and techniques (computational and analytical,</li> </ul>

	<p>economic and statistical, economic and mathematical, expert evaluation, sociological, psychological, documentary, balance);</p> <ul style="list-style-type: none"> <li>– methods of implementing management functions (marketing research methods; economic diagnostics methods);</li> <li>– forecasting and planning methods; methods of designing organizational management structures; motivation methods;</li> <li>– control methods; methods of creating and developing organizational culture, methods of assessing social, organizational, and economic efficiency in management, etc.);</li> <li>– management methods (administrative, economic, socio-psychological, technological);</li> <li>– technologies for substantiating management decisions (economic analysis, DSS, modern artificial intelligence tools in the field of management).</li> </ul> <p><b>Tools and equipment:</b> information systems and software products used in management.</p>
<b>Academic mobility</b>	-
<b>Graduates' academic rights</b>	Obtaining a PhD degree and additional qualifications in the adult education system.
<b>Professional rights</b>	Work in the field of management in positions in departments of scientific and budgetary institutions, administrative and managerial activities in the business sphere, research and teaching activities in specialized departments of higher education institutions.
<b>Graduates' employment</b>	<p>Employment in research institutions, higher education institutions, other institutions, and organizations that conduct research and/or train specialists in the field of management.</p> <p>According to the current edition of the National Classifier of Ukraine: Classifier of Occupations (DK 003:2010), a candidate for a PhD degree after completing the educational and scientific programme "Management" can perform professional jobs:</p> <p>Research and teaching activities: 1237 – heads of research units; 231 – university and higher education teachers; 2351.1 – research assistants.</p> <p>Administrative activities in state institutions and educational institutions: 1229.1 – managers of the apparatus of central state authorities; 1229.3 – managers of the apparatus of local state authorities and local self-government.</p> <p>Administrative activities in the business sector: 12 – heads of enterprises, institutions, and organizations; 122 – heads of production and other main units; 13 – heads of small enterprises without a management apparatus; 14 – managers (directors) of enterprises, institutions, organizations, and their units.</p>

## II – LIST OF GRADUATE COMPETENCIES

<p><b>Integral competence</b></p>	<p>The ability to produce new ideas, solve complex problems in the field of management and administration, which involves a deep rethinking of existing and the creation of new holistic knowledge and/or professional practice, apply the latest methodologies of scientific and pedagogical activity, and conduct own scientific research, the results of which have scientific novelty, theoretical and practical significance.</p>
<p><b>General competencies</b></p>	<p>GC01. The ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities.</p> <p>GC 02. The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, setting and modeling of problems.</p> <p>GC03. The ability to work in an international context, to understand foreign language professional texts, to use foreign languages to present scientific results in oral and written form and for intercultural communication in a general, scientific and professional environment.</p> <p>GC04. The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management.</p> <p>GC05. The ability to find one's own ways to solve a problem, critically perceive and analyze existent thoughts and ideas, review publications and abstracts, conduct a critical analysis of one's own materials.</p>
<p><b>Special (professional, subject) competencies</b></p>	<p>SC01. The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; to plan, organize and conduct research and innovation activities.</p> <p>SC02. The ability to orally and in writing present and discuss the results of scientific research and/or innovative developments in Ukrainian and English, to study scientific literature on management and administration, effectively use new information from various sources.</p> <p>SC03. The ability to carry out scientific and pedagogical activities in the field of management in institutions of higher education.</p> <p>SC04. The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations.</p> <p>SC05. The ability to use the latest information technologies and tools, progressive software products, the possibilities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical results in the field of management and in teaching practice.</p>



In order to ensure the correlation of the defined competencies with the NQF competency classification, a matrix of correspondence between the defined competencies and NQF descriptors is used, which is an informational appendix (**Table 1 of the Explanatory Note**).

### **III. STANDARD CONTENT OF HIGHER EDUCATION STUDENTS' TRAINING IN TERMS OF LEARNING OUTCOMES IN THE SPECIALTY 073 "MANAGEMENT"**

LO01. Apply modern tools and technologies for searching, processing, and analyzing information, including statistical methods for analyzing large-volume and/or complex-structured data, specialized databases, and information systems.

LO02. Freely present and discuss research results, scientific and applied management issues with specialists and non-specialists in both the national and English languages; competently reflect research findings in scientific publications in leading international scientific journals; critically analyze foreign scientific literature in the specialty.

LO03. Develop and explore conceptual, mathematical, and computer models of processes and systems; effectively utilize them to acquire new knowledge and/or create innovative products in management and related interdisciplinary fields; apply existing methods for analyzing trends and patterns of macro- and microeconomic processes, including economic and mathematical modeling methods for making well-balanced managerial decisions; establish a justified system of indicators as a foundation for scientific research and forecast economic processes.

LO04. Develop and implement scientific and applied projects that enable the rethinking of existing knowledge and the creation of new holistic knowledge and/or professional practices in management and administration; address significant scientific and technological problems in management while adhering to academic ethics and considering social, ethical, economic, environmental, and legal aspects.

LO05. Demonstrate an in-depth understanding of general principles and methods of management sciences and scientific research methodologies; apply them in personal research in management and teaching practices; comprehend the content and functions of science as a social institution, general laws of scientific development, the structure and levels of scientific knowledge; consciously formulate the problems and objectives of specific scientific research in the professional field; master methodological techniques for proposing scientific hypotheses, their verification, and the construction of scientific theories.

LO06. Plan and conduct scientific and applied research in management and related interdisciplinary fields using modern tools; critically analyze one's own research results and those of other researchers in the context of contemporary knowledge on the studied problem; formulate proposals for research and/or project funding; understand the key characteristics of project-based scientific research, research methodology, principles of scientific work organization, and implementation of research findings while adhering to academic ethics norms.

LO07. Validate and implement the results of one's own research in the field of management; understand the essence of modern management theories and their evolution under the influence of external environmental changes; comprehend advanced achievements and trends in modern management; analyze global experiences in applying existing management theories in contemporary enterprises.

LO08. Develop and teach specialized educational disciplines in management within educational institutions; understand the principles and systems of management, regulatory and legal frameworks of the educational process organization, documentation requirements in educational institutions, the essence of educational activities and their characteristics, requirements for scientific and methodological support of educational activities, innovative forms, methods, and means of teaching, and modern pedagogical technologies.

LO09. Know, understand, and use professional terminology, scientific writing style, and grammatical structures of professional foreign language; apply text analysis models, translation strategies, translation procedures, and transformations; utilize methods of text content compression; comprehend the peculiarities of scientific communication in an intercultural context; understand the structure of foreign language scientific articles, citation standards, graphical representation requirements; use speech patterns for monologic and dialogic communication.

## 4.2. Structure of the educational and scientific programme doctor of philosophy

### EDUCATIONAL AND SCIENTIFIC PROGRAMME OF TRAINING DOCTOR OF PHILOSOPHY

№	Curriculum components (courses, internships)	ECTS credits	Structure, %
<b>CYCLE OF GENERAL TRAINING</b>			
1	<i>MANDATORY CURRICULUM COMPONENTS</i>	26 (30**)	47 (51**)
2	<i>ELECTIVE CURRICULUM COMPONENTS</i>	5	9 (9**)
<b>CYCLE OF PROFESSIONAL TRAINING</b>			
3	<i>MANDATORY CURRICULUM COMPONENTS</i>	9	17 (15**)
4	<i>ELECTIVE CURRICULUM COMPONENTS</i>	15	27 (25**)
<b>TOTAL:</b>		<b>55 (59**)</b>	<b>100%</b>
<i>including: elective unit</i>		20	36 (34**)

Code	Curriculum components (courses, internships)	ECTS credits	Form of the final assessment
<b>CYCLE OF GENERAL TRAINING</b>			
<i>MANDATORY CURRICULUM COMPONENTS</i>			
<b>MC1</b>	Foreign language*	6	Grading
<b>MC2</b>	Philosophy of science	4	Grading including Exam
<b>MC3</b>	Methodology and organization of scientific research	6	Grading
<b>MC4</b>	Mathematical methods and models in scientific research	5	Grading
<b>MC5</b>	Pedagogical internship	5	Report
<b>MC6</b>	Ukrainian as a foreign language**	4	Grading
<i>ELECTIVE CURRICULUM COMPONENTS</i>			
<b>EC1</b>	<i>Elective course 1.1</i>	5	Grading
<b>ЦИКЛ ПРОФЕСІЙНОЇ ПІДГОТОВКИ</b>			
<i>MANDATORY CURRICULUM COMPONENTS</i>			
<b>MC7</b>	Contemporary management theories	4	Grading including Exam
<b>MC8</b>	Organizational behavior	5	Grading
<i>ELECTIVE CURRICULUM COMPONENTS</i>			

<b>EC2</b>	<i>Elective course 2.1</i>	5	Grading
<b>EC3</b>	<i>Elective course 2.2</i>	5	Grading
<b>EC4</b>	<i>Elective course 2.3</i>	5	Grading

\* - English, or German, or French

\*\* - for the preparation of foreigners and stateless individuals

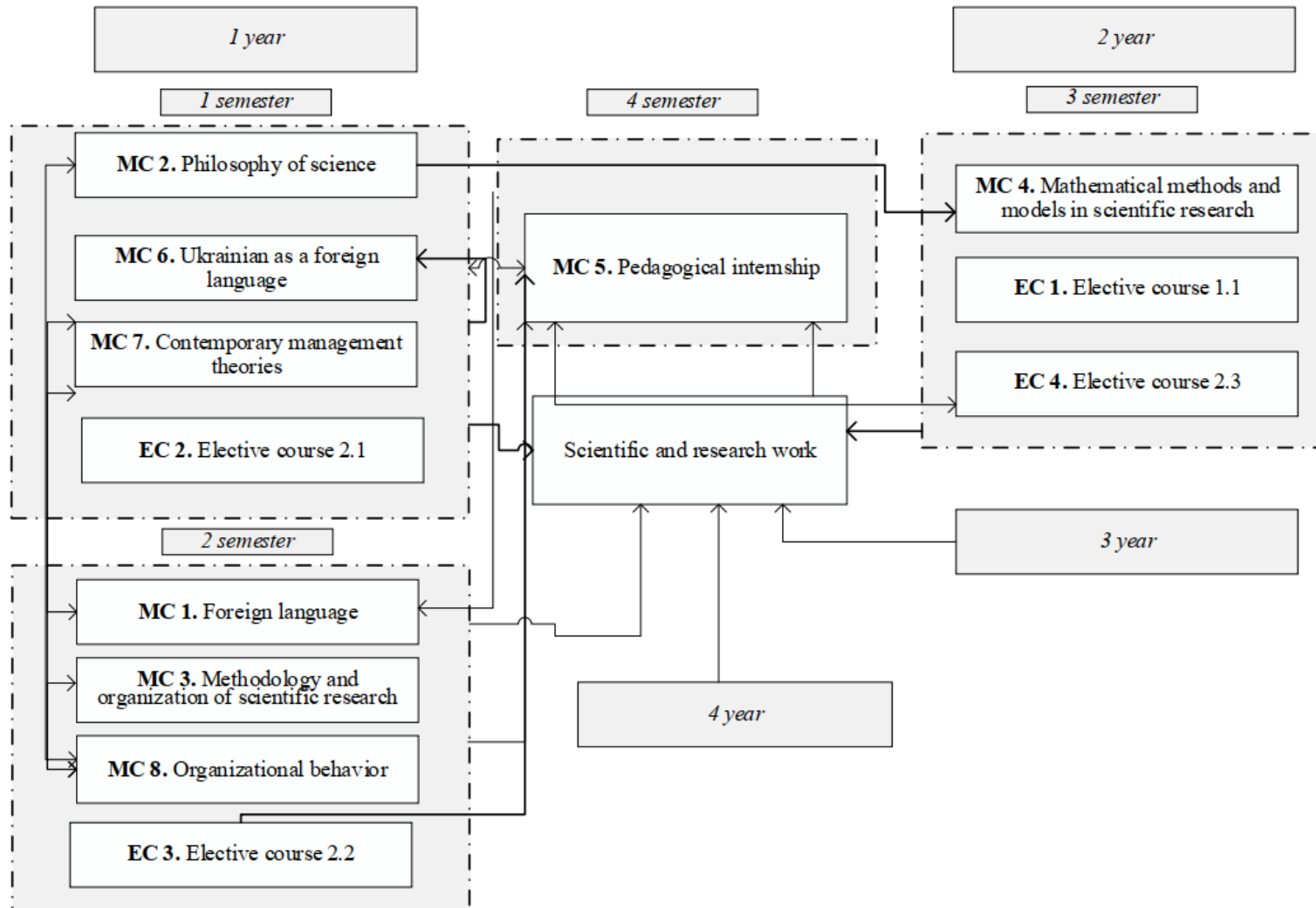
According to paragraph 4 of section 26 of the Procedure for the preparation of higher education students for the degrees of Doctor of Philosophy and Doctor of Science in higher educational institutions (research institutions), approved by the Cabinet of Ministers of Ukraine resolution No. 261 of March 23, 2016 (as amended), postgraduate students have the right to choose courses offered for other levels of higher education that are related to the topic of their dissertation research, in agreement with their scientific supervisor and the head of the postgraduate and doctoral department (in an amount that constitutes at least 25 percent of the total number of ECTS credits).

The elective component of the educational and scientific programme consists of 20 ECTS credits and is included in the total number of credits. The individual curriculum of a postgraduate student, in addition to the mandatory components, includes a list of courses chosen by the postgraduate student.

The elective component involves the free selection of general and professional courses by postgraduate students, which are necessary for conducting the dissertation research. The postgraduate student also has the right to choose a course offered for other levels of higher education, with the consent of their scientific supervisor. All departments of the university can participate in the formation of the elective component.

### 4.3. Structural and logical scheme of educational programme

Structural and logical scheme of the Educational and Scientific Programme “Management”  
at the third (educational-scientific) level of higher education



## V. Forms of attestation of higher education students

<p><b>Forms of attestation of higher education students</b></p>	<p>The attestation of candidates for the degree of Doctor of Philosophy is carried out in the form of a public defense of the dissertation by a one-time specialized academic council.</p>
<p><b>Requirements for qualification work (if applicable)</b></p>	<p>A dissertation for the degree of Doctor of Philosophy is an independent, comprehensive study that proposes a solution to a complex problem in the field of management or at its interface with other specialties, the results of which constitute an original contribution to management theory and are published in scientific publications in reviewed scientific journals.</p> <p>The dissertation must meet the requirements established by the Ministry of Education and Science of Ukraine.</p> <p>The volume of the main text of the dissertation is 6.5 – 8.5 author's sheets.</p> <p>The dissertation must not contain academic plagiarism, falsification, or fabrication.</p> <p>The dissertation must be posted on the website of the higher education institution (scientific institution) where the defense takes place.</p>
<p><b>Requirements for public defense</b></p>	<p>The public defense of the dissertation is conducted at a meeting of the one-time specialized academic council (OSAC), which is considered legitimate if the full composition of the OSAC participates in it. OSAC members and/or the applicant may participate in the OSAC meeting using real-time video communication tools. The institution ensures the possibility of using video communication tools, including for persons with disabilities. In the absence of a quorum for the meeting, the one-time council decides to postpone the date of the dissertation defense, setting a new date no earlier than two weeks and no later than four weeks from the previous date. Within three working days from the date of the decision to change the date of the dissertation defense, information about the date, time, and place of the dissertation defense is published on the official website of the institution and entered into the information system. Requirements for the procedure and conditions for conducting a public defense are determined by the Procedure for Awarding the Degree of Doctor of Philosophy and Cancellation of the Decision of a One-Time Specialized Academic Council of a Higher Education Institution, Scientific Institution on Awarding the Degree of Doctor of Philosophy, approved by Resolution of the Cabinet of Ministers of Ukraine No. 44 dated 12/01/2022.</p>

## VI. Requirements for the availability of an internal quality assurance system for higher education

Determined in accordance with the European Standards and Guidelines for Quality Assurance in Higher Education (ESG) and Article 16 of the Law of Ukraine "On Higher Education".

<p><b>Policy on ensuring the quality of higher education</b></p>	<p>The main principles of internal quality assurance of education at S. Kuznets Kharkiv National University of Economics are: responsibility; compliance; adequacy; autonomy; measurability; academic culture; openness. The main procedures for internal quality assurance of education at S. Kuznets Kharkiv National University of Economics include: formalization of quality policy, strategic goals, and tasks of continuous quality improvement; ensuring publicity of information about educational programmes, degrees of higher</p>
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	<p>education, and qualifications; ensuring compliance with academic integrity by employees of higher education institutions and students; preparing and conducting marketing monitoring and socio-psychological studies to determine the needs of the labor market, the requirements of higher education stakeholders, the quality of educational services, satisfaction with the quality of educational activities, and the quality of education; involvement of higher education stakeholders (students, employers, representatives of the academic community, etc.) in decision-making in the areas of internal quality assurance; external evaluation of the quality of s. kuznets khnue's activity based on participation in national and international rankings of higher educational institutions, fulfillment of licensing requirements, and accreditation. Directions include: development, approval, monitoring, and periodic review of educational programmes; ensuring professional development of pedagogical, scientific, and scientific-pedagogical employees; ensuring student-centered learning, teaching, and assessment of higher education students; ensuring the availability of the necessary resources for the organization of the educational process; ensuring the availability of information systems for effective management of the educational process.</p>
<p><b>Ensuring the quality of development, approval, monitoring, revision, and updating of educational programmes</b></p>	<p>Monitoring and periodic review of educational programmes is carried out in accordance with the current regulations at S. Kuznets Kharkiv National University of Economics. The review of educational programmes is based on the analysis of educational needs, such as: the possibility of building an individual learning trajectory; observing academic freedoms in the educational process; satisfaction with the quality of the educational programme; employers' feedback regarding the formation of general and professional competencies, as well as actual and social skills (soft skills); input from other stakeholders. Tools for programme review include: online surveys; focus group research; document analysis; situation analysis. The periodicity of educational programme review is carried out: a) annually according to monitoring results; b) after the completion of the educational programme by higher education students; c) in the case of changes in the legislative and regulatory framework.</p>
<p><b>Ensuring enrollment, achievement, recognition, and attestation of students</b></p>	<p>Assessment of higher education students is consistent, transparent, and conducted in accordance with the procedures established by the University in line with regulations. Annual assessment is carried out according to the forms of control defined by the educational programme and is highlighted in: course work programmes; working plans (technological cards) of courses; course syllabuses. Accounting of learning outcomes is conducted using the information environment of the Personal Learning System (PLS) of the University. Assessment is carried out using a 100-point cumulative grading system.</p>
<p><b>Ensuring the quality of student-centered learning, teaching, and assessment</b></p>	<p>Planning, distribution, and provision of educational resources, as well as student support, take into account students' needs and the principles of student-centered learning. Internal quality assurance ensures that all necessary resources meet the learning objectives, are publicly available, and students are informed of their availability.</p>

<p><b>Ensuring the quality of scientific and pedagogical employees</b></p>	<p>Annual rating assessment of the activities of scientific and pedagogical employees, departments, and faculties of the University is carried out through mechanisms for evaluating and self-assessing the effectiveness of scientific and pedagogical activity. The assessment focuses on priorities for the development of the national higher education system, the University's development strategy, and the personal professional development of scientific and pedagogical employees.</p> <p>The results of the rating assessment are summarized based on the results achieved during the calendar year. The results of the annual assessment of scientific and pedagogical employees, departments, and faculties are announced at a meeting of the academic council of the University.</p>
<p><b>Resource provision of the educational process (educational resources and student support)</b></p>	<p>The higher education institution provides the educational process with the necessary and available resources (personnel, methodological, material, informational, etc.) and offers appropriate support to students. Organizational and methodological support for students' independent work includes: Development of methodological, didactic, and instructional materials; providing opportunities to consolidate, deepen, and systematize knowledge and skills acquired during classroom lessons; facilitating self-preparation and self-monitoring of mastering the educational programme. This is implemented through the Personal Learning System (PLS) of S. Kuznets Kharkiv National University of Economics.</p>
<p><b>Information support (information management)</b></p>	<p>An effective information management policy has been developed for managing the educational process, supported by an integrated information system. This system automates key management functions, including: ensuring the enrollment campaign; planning and organizing the educational process; access to educational resources; tracking and analyzing student performance; administering key and auxiliary processes for ensuring educational activities; managing personnel.</p>
<p><b>Publicity of information about educational programmes, educational and scientific activities</b></p>	<p>Reliable, objective, up-to-date, timely, and easily accessible information about the educational programme is published on the website of S. Kuznets Kharkiv National University of Economics. This includes information for potential students, graduates, and other stakeholders. Public information about educational activities includes: selection criteria for studies; planned learning outcomes for the programme; learning, teaching, and assessment procedures.</p>
<p><b>Ensuring academic integrity</b></p>	<p>Preventing and detecting academic plagiarism in the scientific works of university employees and students is implemented through the policy, standards, and procedures of compliance with academic integrity. These processes are regulated by the following documents of S. Kuznets Kharkiv National University of Economics: Code of Academic Integrity; Code of Professional Ethics and Organizational Culture of Employees and Higher Education Students; Regulations on the Commission on Academic Integrity. The verification of scientific works is carried out using internet services based on open internet resources and the StrikePlagiarism.com system, operating under a License Agreement for the use of anti-plagiarism software.</p>



## Explanatory Note

The matrix of correspondence of the competencies defined by the Standard (if available) to the NQF descriptors and the matrix of correspondence of the learning outcomes and competencies defined by the Standard are presented in Tables 1 and 2.

**Table 1**

**The Matrix of correspondence of the defined competencies to the NQF descriptors**

Classification of competencies according to the NQF	Knowledge	Skills	Communication	Autonomy and responsibility
	<p style="text-align: center;"><b>KN1</b></p> <p>Conceptual and methodological knowledge in a field or at the border of fields of knowledge or professional activity</p>	<p><b>SK1</b> Skills and methods necessary to solve significant problems in the field of professional activity, science and/or innovation, expand and reassess existing knowledge and professional practice</p> <p><b>SK2</b> Initiating, planning, implementing, and adjusting a consistent process of sound scientific research with due academic integrity</p> <p><b>SK3</b> Critical analysis, evaluation, and synthesis of new and complex ideas</p>	<p><b>C1</b> Free communication on issues related to the field of scientific and expert knowledge with colleagues, the wider scientific community, and society in general</p> <p><b>C2</b> Use of academic Ukrainian and foreign languages in professional activities and research</p>	<p><b>AR1</b> Demonstrated significant authority, innovation, a high degree of independence, academic and professional integrity, and a consistent commitment to developing new ideas or processes in cutting-edge professional and scholarly contexts</p> <p><b>AR2</b> Ability for continuous self-development and self-improvement</p>
<b>General competencies</b>				
<b>GC01</b>	<b>KN1</b>	<b>SK1; SK3</b>	<b>C2</b>	<b>AR1; AR2</b>
<b>GC02</b>	<b>KN1</b>	<b>SK2; SK3</b>		<b>AR1; AR2</b>
<b>GC03</b>		<b>SK3</b>	<b>C1; C2</b>	<b>AR1</b>
<b>GC04</b>	<b>KN1</b>	<b>SK1; SK2</b>	<b>C1</b>	<b>AR1; AR2</b>
<b>GC05</b>	<b>KN1</b>	<b>SK1; SK2; SK3</b>	<b>C1; C2</b>	<b>AR1; AR2</b>
<b>Special (professional) competencies</b>				
<b>SC01</b>	<b>KN1</b>	<b>SK1; SK2; SK3</b>	<b>C1</b>	<b>AR1</b>
<b>SC02</b>	<b>KN1</b>	<b>SK1; SK2; SK3</b>	<b>C1; C2</b>	<b>AR1; AR2</b>
<b>SC03</b>	<b>KN1</b>	<b>SK1</b>	<b>C1; C2</b>	<b>AR1; AR2</b>
<b>SC04</b>	<b>KN1</b>	<b>SK1; SK2</b>	<b>C1; C2</b>	<b>AR1; AR2</b>
<b>SC05</b>		<b>SK1; SK2</b>	<b>C1</b>	<b>AR1</b>

**Table 2**

**Correspondence matrix of defined learning outcomes, competencies and curriculum components**

Programme learning outcomes	General competencies					Special (professional) competencies				
	01	02	03	04	05	01	02	03	04	05
1	2	3	4	5	6	7	8	9	10	11
LO01. Apply modern tools and technologies for searching, processing, and analyzing information, including statistical methods for analyzing large-volume and/or complex-structured data, specialized databases, and information systems.		MC4		MC4				MC4 MC5		MC4
LO02. Freely present and discuss research results, scientific and applied management issues with specialists and non-specialists in both the national and English languages; competently reflect research findings in scientific publications in leading international scientific journals; critically analyze foreign scientific literature in the specialty.			MC1 MC6			MC1 MC6 MC7	MC1 MC6			
LO03. Develop and explore conceptual, mathematical, and computer models of processes and systems; effectively utilize them to acquire new knowledge and/or create innovative products in management and related interdisciplinary fields; apply existing methods for analyzing trends and patterns of macro- and microeconomic processes, including economic and mathematical modeling methods for making well-balanced managerial decisions; establish a justified system of indicators as a foundation for scientific research and forecast economic processes.	MC4	MC3				MC3		MC4 MC5		
LO04. Develop and implement scientific and applied projects that enable the rethinking of existing knowledge and the creation of new holistic knowledge and/or professional practices in management and administration; address significant scientific and technological problems in management while adhering to academic ethics and considering social, ethical, economic, environmental, and legal aspects.		MC3	MC1	MC7	MC7	MC7 MC8		MC5	MC8	
LO05. Demonstrate an in-depth understanding of general principles and methods of management sciences and scientific research methodologies; apply them in personal research in management and teaching practices; comprehend the content and functions of science as a social institution, general laws of scientific development, the structure and levels of scientific knowledge; consciously formulate the problems and objectives of specific scientific research in the professional field; master methodological techniques for proposing scientific hypotheses, their verification, and the construction of scientific theories.	MC2 MC5	MC2 MC3				MC2 MC7	MC1 MC3 MC6	MC5	MC3	






1	2	3	4	5	6	7	8	9	10	11
LO06. Plan and conduct scientific and applied research in management and related interdisciplinary fields using modern tools; critically analyze one's own research results and those of other researchers in the context of contemporary knowledge on the studied problem; formulate proposals for research and/or project funding; understand the key characteristics of project-based scientific research, research methodology, principles of scientific work organization, and implementation of research findings while adhering to academic ethics norms.	MC3	MC2		MC3	MC3	MC7			MC3	
LO07. Validate and implement the results of one's own research in the field of management; understand the essence of modern management theories and their evolution under the influence of external environmental changes; comprehend advanced achievements and trends in modern management; analyze global experiences in applying existing management theories in contemporary enterprises.				MC3 MC7		MC3 MC7 MC8			MC3 MC7	MC4 MC7
LO08. Develop and teach specialized educational disciplines in management within educational institutions; understand the principles and systems of management, regulatory and legal frameworks of the educational process organization, documentation requirements in educational institutions, the essence of educational activities and their characteristics, requirements for scientific and methodological support of educational activities, innovative forms, methods, and means of teaching, and modern pedagogical technologies.		MC4 MC5		MC5 MC7			MC6	MC5		
LO09. Know, understand, and use professional terminology, scientific writing style, and grammatical structures of professional foreign language; apply text analysis models, translation strategies, translation procedures, and transformations; utilize methods of text content compression; comprehend the peculiarities of scientific communication in an intercultural context; understand the structure of foreign language scientific articles, citation standards, graphical representation requirements; use speech patterns for monologic and dialogic communication.			MC1				MC1			

**Head of educational and scientific programme**  
**Dr. Sc. (Economics), Professor**



**Tetyana LEPEYKO**

**ЛИСТ ПОГОДЖЕННЯ**  
**освітньо-наукової програми «Менеджмент»**

<b>Назва структурного/ функціонального підрозділу/ посадова особа</b>	<b>Дата, підпис</b>
1. Завідувач відділу аспірантури і докторантури	
2. Керівник відділу забезпечення якості освіти та інноваційного розвитку	
3. Завідувач кафедри менеджменту та бізнесу	
4. Проректор з навчально-методичної роботи	
5. Проректор з наукової роботи та міжнародного співробітництва	

## REVIEW

of the educational and scientific program "Management"  
of the third (educational and scientific) level of higher education  
in the Specialty 073 "Management"

Presented educational and scientific program "Management" is implemented by Simon Kuznets Kharkiv National University of Economics according to the Order of Ministry of Education and Science of Ukraine № 590 dated 30.05.2016. It takes into account the existing need for the development of the specialty in the labor market, the interests and recommendations of stakeholders, the growing requirements for the quality characteristics of employees in higher education institutions that meet the chosen course of Ukraine in accordance with the Law of Ukraine "On Amendments to Certain Laws of Ukraine on Improving Educational Activities in Higher Education". The constantly growing need for employees of educational and research institutions, qualified managers of business structures necessitates the development of educational and research programs aimed at training such specialists.

Educational and professional program "Management" is distinguished by the logical language of instruction; disciplines of general and professional training cycles fully correspond to the program focus and orientation, as well as to the specified program results and learning competencies. The program takes into account the interests and requests of higher education seekers in improving the quality of the program as a whole and for individual educational components. Focusing the program on the results of applicants regular surveys allows to form an individual educational trajectory by choosing the educational components that best take into account the applicants needs and meet their scientific interests and personal potential.

In general, the educational and scientific program "Management" of the third (educational and scientific) level of higher education in the specialty

073 Management of the field of knowledge 07 Management and Administration meets the requirements for this type of documents, implements a comprehensive and targeted approach to the training of specialists who have the skills and competencies necessary for further professional activity. Hence, it is recommended for Simon Kuznets Kharkiv National University of Economics.

Vice-President for International Relations,  
University of Applied Sciences Upper Austria,  
Professor, Phd



Andreas Zehetner



## РЕЦЕНЗІЯ

на освітньо-наукову програму «Менеджмент»,  
за спеціальністю 073 «Менеджмент»,  
третього (освітньо-наукового) рівня вищої освіти  
Харківський національний економічний університет імені Семена Кузнеця

Представлена ОНП «Менеджмент» реалізується Харківським національним економічним університетом імені Семена Кузнеця відповідно до вимог нормативно-правових актів у галузі освіти та науки (Закони України «Про освіту», «Про вищу освіту», Національна рамка кваліфікації, Професійний стандарт на групу професій «Викладачі закладів вищої освіти», Стандарт вищої освіти зі спеціальності 073 Менеджмент для третього (освітньо-наукового) рівня вищої освіти, Постанова КМУ № 261 від 23.03.2016 р. «Про затвердження Порядку підготовки здобувачів вищої освіти ступеня доктора філософії та доктора наук у закладах вищої освіти (наукових установах)», Постанова КМУ № 44 від 12.01.2022 р. «Про затвердження Порядку присудження ступеня доктора філософії та скасування рішення разової спеціалізованої вченої ради закладу вищої освіти, наукової установи про присудження ступеня доктора філософії») та нормативних документів університету (Положення про підготовку здобувачів вищої освіти ступеня доктора філософії та доктора наук в аспірантурі (поза аспірантурою) та докторантурі ХНЕУ ім. С. Кузнеця, Положення про організацію освітнього процесу у ХНЕУ ім. С. Кузнеця, Положення про розроблення, затвердження, моніторинг, періодичний перегляд та оновлення освітніх програм у ХНЕУ ім. С. Кузнеця (нова редакція), Кодекс академічної доброчесності ХНЕУ ім. С. Кузнеця).

Особливістю програми є врахування актуальних тенденцій ринку праці, зокрема, зростаючої потреби у розвитку спеціальності, у працівниках освітніх та науково-дослідних закладів, кваліфікованих менеджерах бізнес-структур з одночасним підвищенням вимог до якісних характеристик працівників ЗВО, що

обумовлює необхідність розвитку ОНП, спрямованих на підготовку фахівців, спроможних ефективно діяти в умовах динамічного та непередбачуваного зовнішнього середовища.

Освітньо-професійна програма «Менеджмент» відрізняється логікою побудови та подання освітніх компонентів циклів загальної та професійної підготовки у чіткій відповідності до фокусу та орієнтації програми, зазначеним програмним результатам та компетентностям навчання. Орієнтація програми на результати регулярного аналізу думок здобувачів дозволяє врахувати їх інтереси та побажання, сформувати індивідуальну освітню траєкторію шляхом вибору освітніх компонентів, забезпечити високий рівень якості програми, що найповніше відповідає науковим інтересам й особистісному потенціалу здобувачів.

В цілому рецензована освітньо-наукова програма «Менеджмент» третього (освітньо-наукового) рівня вищої освіти за спеціальністю 073 «Менеджмент» реалізує комплексний та цільовий підхід до підготовки фахівців, забезпечуючи опанування навиками та компетентностями, необхідними для подальшої професійної діяльності, отже, рекомендується для провадження у Харківському національному економічному університеті імені Семена Кузнеця.

#### РЕЦЕНЗЕНТ:

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