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

УХВАЛЕНО
Рішенням вченої ради
Харківського національного
економічного університету
імені Семена Кузнеця
від 14.02.2023 року
протокол №2

ВВЕДЕНО В ДІЮ
Наказом ректора Харківського
національного економічного університету
імені Семена Кузнеця
від 14.02.2023 року №45

Володимир ПОНОМАРЕНКО

ОСВІТНЬО-НАУКОВА ПРОГРАМА
«МЕНЕДЖМЕНТ»

РІВЕНЬ ВИЩОЇ ОСВІТИ   третій (освітньо-науковий)

СТУПІНЬ ВИЩОЇ ОСВІТИ   доктор філософії

ГАЛУЗЬ ЗНАНЬ   07 Управління та адміністрування

СПЕЦІАЛЬНІСТЬ   073 Менеджмент

Харків
2023

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
14/02/2023 minutes № 2

ENACTED by
Rector's of
Simon Kuznets Kharkiv
National University of Economics
14/02/2023 № 45

_____ Volodymyr PONOMARENKO

EDUCATIONAL AND SCIENTIFIC PROGRAMME
«MANAGEMENT»

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

Kharkiv, 2023

PREAMBLE

Developers of the Educational and Scientific Programme:

OTENKO Vasyl, First Vice-Rector of Simon Kuznets Kharkiv National University of Economics, Professor of Management and Business Department, Dr. Sc. (Economic), Professor;

LEPEYKO Tetyana, Head of Management and Business Department, Dr. Sc. (Economic), Professor;

GRUZINA Inna, Associate Professor of Management and Business Department, Cand. Sc. (Economic), Associate Professor;

YANIIEVA Daria, PhD student;

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 the Management and Business Department, 08/02/2023, minutes No. 9.

Considered by the Academic Council of the Faculty of Management and Marketing, 01/03/2023, 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); 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. Resolution of the Cabinet of Ministers of Ukraine No. 261 dated 23/03/2016 "On approval of the Procedure for training candidates for the degree of Doctor of Philosophy and Doctor of Science in higher education institutions (scientific institutions)".

4. Resolution of the Cabinet of Ministers of Ukraine No. 44 dated 12/01/2022 "On approval of the 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".

5. Regulatory documents of S. Kuznets Kharkiv National University of Economics:

- Regulations on the training of candidates for the degree of Doctor of Philosophy and Doctor of Science in postgraduate (outside postgraduate) studies and doctoral studies at S. Kuznets KhNUE;

- Regulations on the organization of the educational process at S. Kuznets KhNUE;

- Regulations on the development, approval, monitoring, periodic review, and updating of educational programmes at S. Kuznets KhNUE (new edition).

5. Labor market analysis, taking into account the regional context.

6. Study of domestic and foreign experience.

7. Proposals from employers.

8. 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).

I. GENERAL CHARACTERISTICS

Study cycle	Third (educational and scientific)
Higher education degree	Doctor of Philosophy (PhD)
Field of knowledge	07 Management and Administration
Specialty	073 Management
Educational programme	Management
Forms of education, volume of the educational and scientific programme in ECTS and terms of study	Full-time (daily, evening) form – 55 credits, 4 years Part-time form – 55 credits, 4 years
Availability of accreditation	- National Agency for Higher Education Quality Assurance - Certificate No. 397 dated 16/06/2020 - 5 years
Language of study/assessment:	Ukrainian, English
Structural department responsible for the educational programme:	Management and Business Department of Simon Kuznets Kharkiv National University of Economics (S. Kuznets KhNUE)
Requirements for enrollment	To obtain the educational and scientific degree of Doctor of Philosophy in the specialty 073 Management, persons who have obtained a master's (specialist) 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 (hereinafter – the Rules), 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 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) and an entrance exam in the specialty in written form. When calculating the applicant's competitive score for admission to postgraduate studies, additional points awarded for previous research achievements in the specialty are also taken into account.
Restrictions on forms of education	None

Educational qualification	Doctor of Philosophy in Management
Professional qualification	-
Qualification in the diploma	Higher education degree – Doctor of Philosophy Field of knowledge – 07 Management and Administration Specialty – 073 Management
The purpose of the educational and scientific programme	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.
Focus and features (uniqueness) of the programme	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.
Description of the subject area	**Object of study**: management of organizations and their divisions. **Learning objectives**: 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. **Theoretical content of the subject area**: – paradigms, laws, patterns, principles, historical prerequisites for the development of management; – concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.; – functions, methods, technologies, and management decisions in management. methods, techniques, and technologies: – research methods and techniques (computational and analytical, economic and statistical, economic and mathematical, expert evaluation, sociological, psychological, documentary, balance). **Methods of implementing management functions** (marketing research methods; economic diagnostics methods). Forecasting and planning methods; methods of designing organizational management structures; motivation methods. Control methods; methods of creating and developing organizational culture, methods of assessing social, organizational, and economic efficiency in management, etc. Management methods (administrative, economic, socio-psychological,

	technological).
	Technologies for substantiating management decisions (economic analysis, DSS, modern artificial intelligence tools in the field of management).
	Tools and equipment:
	Information systems and software products used in management.
Academic mobility	-
Graduates' academic rights	Obtaining a Doctor of Science degree and additional qualifications in the adult education system.
Professional rights	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.
Graduates' employment	Employment in research institutions, higher education institutions, other institutions, and organizations that conduct research and/or train specialists in the field of management.
	According to the current edition of the National Classifier of Ukraine: Classifier of Occupations (DK 003:2010), a candidate for a Doctor of Philosophy degree after completing the educational and scientific programme "Management" can perform professional jobs:
	Research and teaching activities:
	1237 – heads of research units.
	231 – university and higher education teachers.
	2351.1 – research assistants.
	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.
	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.

II – List of graduate competencies

Integral competence	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.
General competencies	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.
	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.
	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.

	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. 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.
Special (professional, subject) competencies	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. 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. SC03. The ability to carry out scientific and pedagogical activities in the field of management in institutions of higher education. 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. 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.

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.

IV. Structure of the educational programme of training doctor of philosophy

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

Code	Curriculum components (courses, internships)	ECTS credits	Form of the final assessment
CYCLE OF GENERAL TRAINING			
MANDATORY CURRICULUM COMPONENTS			
MC1	Foreign language*	6	Grading
MC2	Philosophy of science	4	Grading including Exam
MC3	Methodology and organization of scientific research	6	Grading
MC4	Mathematical methods and models in scientific research	5	Grading
MC5	Pedagogical internship	5	Report
MC6	Ukrainian as a foreign language**	4	Grading
ELECTIVE CURRICULUM COMPONENTS			
EC1	*Elective course* 1.1	5	Grading
CYCLE OF PROFESSIONAL TRAINING			
MANDATORY CURRICULUM COMPONENTS			
MC7	Contemporary management theories	4	Grading including Exam
MC8	Organizational behavior	5	Grading
ELECTIVE CURRICULUM COMPONENTS			
EC2	*Elective course* 2.1	5	Grading
EC3	*Elective course* 2.2	5	Grading
EC4	*Elective course* 2.3	5	Grading

* - English, or German, or French

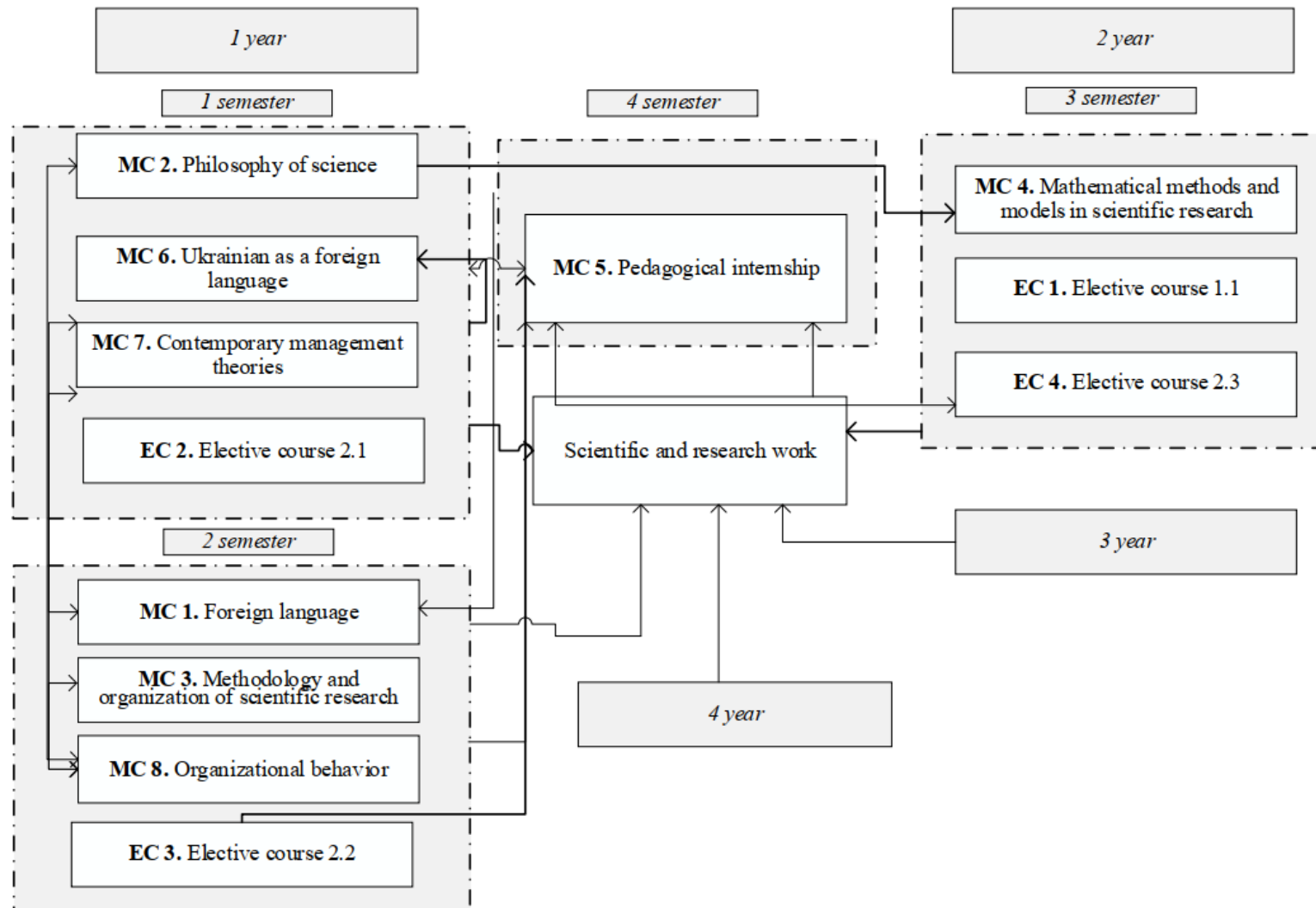** - for the preparation of foreigners and stateless individuals

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

1 year	*2 year*

1 semester	*4 semester*	*3 semester*

MC 2. Philosophy of science

MC 6. Ukrainian as a foreign language

MC 7. Contemporary management theories

EC 2. Elective course 2.1

MC 5. Pedagogical internship

MC 4. Mathematical methods and models in scientific research

EC 1. Elective course 1.1

EC 4. Elective course 2.3

Scientific and research work

3 year

2 semester

MC 1. Foreign language

MC 3. Methodology and organization of scientific research

MC 8. Organizational behavior

EC 3. Elective course 2.2

4 year

V. Forms of attestation of higher education students

Forms of attestation of higher education students	The attestation of higher education students for the degree of Doctor of Philosophy is carried out by a one-time specialized academic council of a higher education institution or scientific institution based on a public defense of scientific achievements in the form of a dissertation.
Requirements for qualification work (if applicable)	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 intersection with other specialties, the results of which constitute an original contribution to management theory and are published in scientific publications in peer-reviewed scientific journals. The dissertation must not contain academic plagiarism, falsification, or fabrication. The procedure for plagiarism detection is determined by the National Agency for Higher Education Quality Assurance. The requirements for dissertation formatting are established by the Ministry of Education and Science of Ukraine. The volume of the main text of the dissertation is 6.5–8.5 author's sheets. The dissertation must be posted on the website of the higher education institution (scientific institution) where the defense takes place.
Requirements for public defense	The requirements for the procedure and special conditions for conducting the 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 January 12, 2022. 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.

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".

Policy on quality assurance	The University's quality assurance policy is implemented through internal quality assurance processes involving all structural units of the University and participants in the educational process. It is public and open to all participants in the educational process, as well as various stakeholders.

	The main principles of internal quality assurance of education at S. Kuznets Kharkiv National University of Economics include: responsibility, compliance, adequacy, autonomy, measurability, academic culture, and 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;
	Development, approval, monitoring, and periodic review of educational programmes;
	Ensuring professional development of pedagogical, scientific, and scientific-pedagogical staff;
	Ensuring student-centered learning, teaching, and assessment of higher education students;
	Ensuring the availability of necessary resources for the organization of the educational process;
	Ensuring the availability of information systems for effective management of the educational process;
	Ensuring the publicity of information about educational programmes, degrees of higher education, and qualifications;
	Ensuring compliance with academic integrity by employees of higher education institutions and students;
	Conducting marketing monitoring and socio-psychological research to determine labor market needs, higher education stakeholders' requirements, the quality of educational services, and satisfaction with the quality of educational activities and education;
	Engaging higher education stakeholders (students, employers, representatives of the academic community, etc.) in decision-making on internal quality assurance;
	External evaluation of the quality of S. Kuznets KhNUE's activities based on participation in national and international rankings of higher education institutions, fulfillment of licensing requirements, and accreditation.
Ensuring the quality of development, approval, and updating of educational programmes	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 is based on analyzing the satisfaction of educational needs, including: for students: opportunities for building an individual learning trajectory, ensuring academic freedoms in the educational process, and overall satisfaction with the quality of the educational programme; for employers: the quality of general and professional competencies, as well as relevant social skills (soft skills); for other stakeholders. The tools used for programme review include online surveys, focus group research, document analysis, situational analysis, and self-assessment by the working group based on structural and content requirements of the educational programme. The periodic review of educational programmes is conducted: a) annually, based on monitoring results; b) after students complete the programme. Monitoring and periodic review ensure the programme meets the needs of students and society. The monitoring process aims at continuous programme improvement. All stakeholders should be informed of any planned or implemented actions resulting from the review.
Ensuring enrollment, achievement, recognition, and attestation of students	Assessment of higher education students is consistent, transparent, and conducted in accordance with the University's established procedures and regulatory acts. Annual assessment follows the control methods defined by the educational programme and is outlined in course syllabi, course work programmes, and technological maps.
	The recording of learning outcomes is maintained using corporate information system software (electronic grade book) and the University's Personal Learning System (PLS). Publication of academic performance results and assessment outcomes is available through the report "Information on Current Academic Performance and

	Attendance by Semester Courses" on the University's website and the Personal Learning Systems portal. Assessment is conducted using a 100-point cumulative grading system. For students pursuing a Doctor of Philosophy degree at the third (educational and scientific) level of higher education, attestation is completed through a specialized academic council (either at the University or another higher education institution). This council is formed for a one-time defense of research achievements, which is conducted publicly in the form of a dissertation defense.
Ensuring the quality of a student-centered educational process	Student-centered learning is implemented through an educational process that: encourages students to act as autonomous and responsible participants in the educational process; creates an educational environment focused on meeting student needs and interests, including opportunities for developing an individual learning trajectory; establishes the educational process on the principles of mutual respect and partnership between participants; provides students with the ability to choose the content, pace, method, and place of learning, while ensuring that the planned academic workload remains realistic and manageable.
Ensuring the quality of scientific and pedagogical employees	The 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. Scientific and pedagogical employees of the University can improve their qualifications through various forms, types, and providers of professional development. This process includes: Enhancing previously acquired and/or acquiring new competencies within the scope of professional activity or knowledge domain, considering the requirements of the relevant professional standard (if available); Gaining experience in performing additional tasks and responsibilities within the specialty and/or profession, and/or held position; Developing digital, managerial, communication, media, inclusive, and linguistic competencies, among others. The results of the rating assessment are summarized based on achievements during the academic 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.
Resource provision of the educational process (educational resources and student support)	The higher education institution provides the educational process with the necessary and accessible resources (personnel, methodological, material, informational, etc.) and offers appropriate support to students. Planning, allocation, and provision of educational resources, as well as student support, take into account their needs and the principles of student-centered learning. 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. Internal quality assurance of higher education ensures that all necessary resources meet learning objectives, are publicly available, and that students are informed of their availability.
Information support (information management)	To manage the educational process, an effective information management policy has been developed, along with an integrated information system for managing the educational process. This system automates key management functions, including: Conducting 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.

Publicity of information about educational programmes, educational, and scientific activities	Reliable, objective, up-to-date, timely, and easily accessible information about educational activities is published on the website of S. Kuznets Kharkiv National University of Economics. This includes information for potential students, current students, graduates, and other stakeholders. Publicly available information about the educational activities of the 073 "Management" specialty and the "Management" educational and scientific programme is available at: https://www.hneu.edu.ua/aspirantura-073-menedzhment/. The published information includes: educational programmes; selection criteria for studies; planned learning outcomes; qualifications; learning, teaching, and assessment procedures; passing scores and learning opportunities available to students.
Ensuring academic integrity	Preventing and detecting academic plagiarism in the scientific works of university employees and students is implemented through policies, standards, and procedures for 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. 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. S. Kuznets Kharkiv National University of Economics adheres to Ukrainian legislation in the areas of corruption prevention, gender equality, and non-discrimination. The Regulations on Policy and Procedures for Resolving Conflict Situations establish measures for identifying and preventing conflicts, the algorithm for addressing such situations, and ways to resolve them. In particular, in scientific publications and oral statements, discriminatory language, hate speech, and discriminatory expressions are prohibited. The importance of gender equality and non-discrimination principles, as well as corruption prevention, is encouraged where appropriate. Analytical materials should incorporate gender and non-discriminatory components in their analysis.

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Explanatory Note

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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.

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Table 1

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

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Classification of competencies according to the NQF	Knowledge	Skills	Communication	Autonomy and responsibility
	KN1 Conceptual and methodological knowledge in a field or at the border of fields of knowledge or professional activity	**SK1** 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 **SK2** Initiating, planning, implementing, and adjusting a consistent process of sound scientific research with due academic integrity **SK3** Critical analysis, evaluation, and synthesis of new and complex ideas	**C1** Free communication on issues related to the field of scientific and expert knowledge with colleagues, the wider scientific community, and society in general **C2** Use of academic Ukrainian and foreign languages in professional activities and research	**AR1** 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 **AR2** Ability for continuous self-development and self-improvement
General competencies				
GC01	KN1	SK1; SK3	C2	AR1; AR2
GC02	KN1	SK2; SK3		AR1; AR2
GC03		SK3	C1; C2	AR1
GC04	KN1	SK1; SK2	C1	AR1; AR2
GC05	KN1	SK1; SK2; SK3	C1; C2	AR1; AR2
Special (professional) competencies				
SC01	KN1	SK1; SK2; SK3	C1	AR1
SC02	KN1	SK1; SK2; SK3	C1; C2	AR1; AR2
SC03	KN1	SK1	C1; C2	AR1; AR2
SC04	KN1	SK1; SK2	C1; C2	AR1; AR2
SC05		SK1; SK2	C1	AR1

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**		
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			MC5	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   **Vasyl OTENKO**

ЛИСТ ПОГОДЖЕННЯ
освітньо-наукової програми «Менеджмент»

Назва структурного/функціонального підрозділу	Дата, підпис
1. Завідувач відділу аспірантури і докторантури	
2. Керівник відділу забезпечення якості освіти	
3. Завідувач кафедри менеджменту та бізнесу	
4. Проректор з навчально-методичної роботи	
5. Перший проректор	

на освітньо-наукову програму «Менеджмент»

третього (освітньо-наукового) рівня вищої освіти

Спеціальності 073 «Менеджмент»

Освітньо-наукова програма «Менеджмент» спрямована на формування компетентностей здобувачів третього (освітньо-наукового) рівня шляхом підготовки висококваліфікованих фахівців як в освітній сфері, так і бізнес-середовищі, здатних продукувати нові ідеї для розв'язання комплексних проблем менеджменту, проводити оригінальні фундаментальні та прикладні дослідження, що передбачають переосмислення наявних знань, створення нових знань та професійних практик, здійснювати науково-педагогічну діяльність на високому якісному рівні.

ОНП «Менеджмент» складається з наукової та освітньої складових й дозволяє сформувати у здобувачів як спеціальні (фахові) компетентності, зокрема, здатність виконувати оригінальні дослідження, досягати наукових результатів, ініціювати, розробляти, реалізовувати та управляти науковими проектами у менеджменті і дотичних до нього міждисциплінарних напрямах, здійснювати науково-педагогічну діяльність у сфері менеджменту в закладах вищої освіти, так і інтегральну компетентність, як то: здатність продукувати нові ідеї, розв'язувати комплексні проблеми у галузі управління та адміністрування з глибоким переосмисленням наявних та створенням нових цілісних знань, застосовувати новітні методології наукової та педагогічної діяльності, здійснювати власні наукові дослідження, результати яких мають наукову новизну, теоретичне та практичне значення.

ОНП «Менеджмент» має чітку та логічну побудову, яка дозволяє врахувати взаємозв'язок освітніх компонент у контексті забезпечення якісної освіти. Зміст програми відповідає предметній галузі спеціальності 073 «Менеджмент», Стандарту вищої освіти за спеціальністю, вимогам Законодавства щодо навчального навантаження здобувачів, спрямованого на досягнення освітніх цілей та програмних результатів навчання.

Якість освітнього процесу контролюється системою внутрішнього забезпечення якості освітньої діяльності, що орієнтується на задоволення потреби у безперервному вдосконаленні якості ОНП «Менеджмент», включаючи якість навчання та викладання, ресурсного забезпечення відповідно до національних та міжнародних стандартів, потреб стейкхолдерів, органів, що здійснюють зовнішнє забезпечення якості.

Можна підтвердити доцільність провадження ОНП «Менеджмент» третього (освітньо-наукового) рівня вищої освіти за спеціальністю 073 «Менеджмент» галузі знань 07 «Управління та адміністрування» у Харківському національному економічному університеті імені Семена Кузнеця.

РЕЦЕНЗЕНТ

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Іван БЛАГУН

РЕЦЕНЗІЯ

на освітньо-наукову програму «Менеджмент»
третього (освітньо-наукового) рівня вищої освіти
Спеціальності 073 «Менеджмент»

Освітньо-наукова програма «Менеджмент», що реалізується Харківським національним економічним університетом ім. Семена Кузнеця, враховує та повністю відповідає вимогам вищої освіти та тенденціям ринку праці з даної спеціальності. Стратегічний план діяльності МОН України до 2024 року одним із найголовніших пріоритетних напрямів розвитку освіти в Україні визначає її якісний рівень, зокрема, розвиток освіти дорослих й науки, що є потужним стимулом соціально-економічного розвитку держави. Це обумовлює необхідність розвитку освітньо-наукових програм, головною метою яких є підготовка кваліфікованих фахівців, спроможних виконувати оригінальні наукові дослідження та розробки, здійснювати викладацьку діяльність на високому професійному рівні та бути конкурентоспроможними у сфері менеджменту.

Освітньо-наукову програму «Менеджмент» відрізняють логічна структура, відповідність заявлених дисциплін цілям програми, її завданням, результатам навчання та набутим компетентностям. Якісна підготовка здобувача вищої освіти ступеня доктора філософії до майбутньої науково-викладацької діяльності забезпечується відповідними освітніми компонентами циклів загальної та професійної підготовки. Передбачена у програмі педагогічна практика сприяє формуванню вмінь та навичок викладання навчальних дисциплін у закладах вищої освіти, організації педагогічної роботи тощо. Достатньо уваги в освітньо-науковій програмі відведено гуманітарній складовій, що є однією з основних вимог для отримання ступеня вищої освіти доктора філософії.

Серед переваг програми можна зазначити про можливість: формування індивідуальної освітньої траєкторії навчання за рахунок наявності вибіркових освітніх компонентів; реалізації результатів неформальної освіти та академічної мобільності.

Можна констатувати про повну відповідність освітньо-наукової програми «Менеджмент» третього (освітньо-наукового) рівня вищої освіти спеціальності 073 «Менеджмент» галузі знань 07 «Управління та адміністрування» вимогам, що висуваються до подібного типу документів; реалізацію нею комплексного та цільового підходів до підготовки фахівців з необхідними навиками та компетентностями для подальшої професійно-наукової діяльності, отже, про доцільність провадження освітньо-наукової програми у Харківському національному економічному університеті імені Семена Кузнеця.

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