

**NJSC "Kazakh National Research
Technical University named after K.I. Satpayev "
Institute for Project Management named after E. Turkebaeva
Research and Education Center Project Management**

**EDUCATIONAL PROGRAM
"MANAGEMENT"**

**Doctor of Philosophy PhD in Educational Program
"8D04102 Management"**

Almaty 2020

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Утверждено на заседании Учебно-методического совета Казахского национального, исследовательского технического университета им К.И. Сатпаева. Протокол №3 от 18.12.2018 г.

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Brief description of the educational program (EP)

1. The purpose of the educational program of doctoral studies "Management" is to prepare doctors of philosophy (PhD) for the system of higher, postgraduate education, research sector, for small and medium-sized businesses of the Republic of Kazakhstan.

2. Types of work. Graduates of this EP can conduct the following types of professional activities:

- Pedagogical, research and expert, as:
- teachers, researchers of higher educational institutions;
- leaders, employees of research centers;
- analysts, consultants, experts of information and analytical centers, research and experimental consulting organizations.

Administrative and managerial, project consulting and engineering, as:

- leaders, top managers, consultants, experts of domestic and international projects, enterprises of all forms of ownership and sectors of the national economy;
- heads, employees of state and local government bodies;
- managers and specialists in change management and the formation of effective business communications, etc.

3. Objects of professional activity. The objects of professional activity of the EP are:

- institutions of higher and postgraduate education;
- research;
- design and consulting organizations;
- offices of management of state programs and projects;
- analytical centers of state, quasi-state, commercial and public structures;
- credit and financial structures, including banks that have their own educational departments;
- corporate universities of national and large private companies, conducting their own educational and research activities;
- management companies and holdings with structures that carry out research activities;
- startups of innovative projects.

PASSPORT OF THE EDUCATIONAL PROGRAM

1 Scope and content of the program

The educational program for the preparation of a Doctor of Philosophy (PhD) has a scientific and pedagogical focus and involves fundamental educational, methodological and research training and in-depth study of disciplines in the relevant areas of science for the system of higher and postgraduate education and the scientific sphere.

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The educational program for the training of a doctor in the profile assumes fundamental educational, methodological and research training and in-depth study of disciplines in the relevant areas of science for the branches of the national economy, the social sphere: education, medicine, law, art, economics, business administration and in the field of national security and military affairs.

Educational programs for doctoral studies in terms of professional training are developed on the basis of studying the experience of foreign universities and research centers that implement accredited training programs for PhD doctors or doctors by profile.

The content of the educational program of specialized doctoral studies is established by the university independently.

The main criterion for the completeness of the educational process for the preparation of doctors of philosophy (PhD) (doctor in the profile) is the mastering by a doctoral student of at least 180 academic credits, including all types of educational and scientific activities.

The term of study in doctoral studies is determined by the amount of acquired academic credits. Upon mastering the established amount of academic credits and achieving the expected learning outcomes for obtaining a PhD or profile, the doctoral educational program is considered fully mastered.

The training of personnel in doctoral studies is carried out on the basis of educational master's programs in two areas:

- 1) scientific and pedagogical with a training period of at least 2 years;
- 2) specialized with a training period of at least 1 year.

Contents of the OP.

The trajectory of the educational program "Management" includes the following disciplines:

- Research methodology
- Quantitative research methods
- Qualitative research methods
- Topical issues of strategic management
- Academic writing

Graduates of the doctoral program must:

- independently plan, organize and conduct research in the field of management and implement the results obtained in practice;
- to demonstrate systemic knowledge of the current state of management, its problems and development prospects;
- to apply the latest theoretical and practical developments, scientific concepts and achievements of world and Kazakhstani science in the field of management;

- use the acquired systemic knowledge to develop projects and enhance their innovative component;

know:

- general methodological principles and methods of scientific research of business processes and strategic management;

- tools and management methods;

- service models in project management;

- methods and tools for making management decisions;

be able to:

- to carry out theoretical and / or applied research and development at a high level, making a significant contribution to the creation of new approaches and methods of economic development;

- to analyze socio-economic problems in relation to a wide range of political, institutional, psychological factors.

- critically evaluate, analyze and process information from various sources;

- to carry out an adequate choice of instrumental methods of scientific research;

demonstrate:

- the presence of a significant amount of scientific knowledge acquired in a systematic way and reflecting the current state of management, its specific areas;

- the general ability to conceptualize, develop and manage both the operational and project activities of the company to create new knowledge or practical applications in relevant areas of macroeconomics and the ability to adapt projects to external challenges;

- understanding of the methods (mathematical, econometric, etc.) used for scientific research and research;

own:

- tools and methods of management in accordance with international and domestic standards for project management;

- skills of interpersonal relations of the manager;

- the ability to choose strategies of interpersonal interaction for solving economic problems of various levels;

- deep systemic knowledge and be able to critically evaluate problems, approaches and trends that reflect the current state of the scientific discipline, the field of scientific research and the sphere of professional practice;

- the ability to build professional activities, guided by the principles of social responsibility.

Objectives of the educational program:

- to form doctoral students' skills in organizing and conducting research in the field of management, strategic planning and innovation management.

To deepen the systemic knowledge of management, allowing to give a critical assessment of the problems studied and discussed in the framework of the modern economy;

- develop skills in analyzing and forecasting business processes based on the use of modern management tools;
- to develop management skills of operational and project activities in organizations of any sphere;
- to deepen the ability to work with modern foreign and domestic scientific literature and give their own assessment of macroeconomic events;
- to expand the skills of construction and self-assessment by existing macroeconomic models and concepts;
- to develop the ability to contribute to the development of the latest scientific trends in the management of the development of business systems and organizations;
- to deepen knowledge of the English language.

Requirements for applicants

Persons with a Master's degree and work experience of at least 1 (one) year or who have completed residency training are admitted to doctoral studies.

Enrollment in the number of doctoral students is carried out by the admissions committees of universities and scientific organizations based on the results of the entrance examination for groups of doctoral studies and a certificate confirming proficiency in a foreign language in accordance with the common European competences (standards) of foreign language proficiency.

When enrolling in universities, doctoral students independently choose an educational program from the corresponding group of educational programs.

The enrollment of persons for the targeted training of doctors of philosophy (PhD) under the state educational order is carried out on a competitive basis.

The procedure for admitting citizens to doctoral studies is established in accordance with the "Standard rules for admission to training in educational organizations that implement educational programs of postgraduate education."

The formation of the contingent of doctoral students is carried out by placing a state educational order for the training of scientific and pedagogical personnel, as well as paying for education at the expense of citizens' own funds and other sources. The state provides citizens of the Republic of Kazakhstan with the right to receive, on a competitive basis, in accordance with the state educational order, free postgraduate education, if they receive education of this level for the first time.

At the "entrance" the doctoral student must have all the prerequisites necessary for mastering the relevant professional doctoral curriculum. The list of required prerequisites is determined by the higher education institution independently.

In the absence of the necessary prerequisites, the doctoral student is allowed to master them on a paid basis. In this case, doctoral studies begin after the doctoral student has fully mastered the prerequisites.

3 Requirements for completing studies and obtaining a diploma

Persons who have mastered the educational program of doctoral studies and defended their doctoral dissertation, with a positive decision of the dissertation councils of the university with a special status or the Committee for Control in the Field of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan, based on the results of the examination, are awarded the degree of Doctor of Philosophy (PhD) or Doctor of Science profile and issued a state diploma with an attachment (transcript).

Persons who have received a PhD degree, in order to deepen scientific knowledge, solve scientific and applied problems on a specialized topic, carry out a postdoctoral program or conduct scientific research under the guidance of a leading scientist chosen by the university.

3.1 Requirements for key competencies of doctoral graduates:

1) *have an idea:*

- about the main stages of development and the change of paradigms in the evolution of science;
- on the subject, ideological and methodological specifics of the natural (social, humanitarian, economic) sciences;
- about scientific schools of the relevant branch of knowledge, their theoretical and practical developments;
- on the scientific concepts of world and Kazakh science in the relevant field;
- on the mechanism of implementation of scientific developments in practice;
- about the norms of interaction in the scientific community;
- about the pedagogical and scientific ethics of the scientist-researcher;

2) *know and understand:*

- modern trends, directions and patterns of development of domestic science in the context of globalization and internationalization;
- methodology of scientific knowledge;
- achievements of world and Kazakhstani science in the relevant field;
- to understand and accept the social responsibility of science and education;
- perfect foreign language for scientific communication and international cooperation;

3) *be able to:*

- organize, plan and implement the process of scientific research;

- analyze, evaluate and compare various theoretical concepts in the field of research and draw conclusions;
- analyze and process information from various sources;
- conduct independent scientific research, characterized by academic integrity, based on modern theories and methods of analysis;
- generate your own new scientific ideas, communicate your knowledge and ideas to the scientific community, expanding the boundaries of scientific knowledge;
- to choose and effectively use modern research methodology;
- plan and predict your further professional development;

4) have skills:

critical analysis, assessment and comparison of various scientific theories and ideas;

- analytical and experimental scientific activities;
- planning and forecasting research results;
- oratory and public speaking at international scientific forums, conferences and seminars;
- scientific writing and scientific communication;
- planning, coordinating and implementing research processes;
- a systematic understanding of the field of study and demonstrate the quality and effectiveness of the selected scientific methods;
- participation in scientific events, fundamental scientific domestic and international projects;
- leadership management and team leadership;
- responsible and creative attitude to scientific and scientific-pedagogical activities;
- conducting patent search and experience in transferring scientific information using modern information and innovative technologies;
- protection of intellectual property rights to scientific discoveries and developments;
- free communication in a foreign language;

5) be competent:

- in the field of scientific and scientific-pedagogical activity in conditions of rapid renewal and growth of information flows;
- in carrying out theoretical and experimental scientific research;
- in the formulation and solution of theoretical and applied problems in scientific research;
- in conducting a professional and comprehensive analysis of problems in the relevant area;
- in matters of interpersonal communication and human resource management;
- in matters of university training of specialists;

- in the examination of scientific projects and research;
- in ensuring constant professional growth.

3. 2 Requirements for R&D of a student under the PhD program:

- 1) compliance with the main problems of the educational program of doctoral studies, on which the doctoral dissertation is being defended;
- 2) is relevant and contains scientific novelty and practical significance;
- 3) is based on modern theoretical, methodological and technological achievements of science and practice;
- 4) is based on modern methods of data processing and interpretation using computer technology;
- 5) carried out using modern scientific research methods;
- 6) contains research (methodological, practical) sections on the main protected provisions.

3.3 Requirements for organizing practices:

The practice is carried out with the aim of developing practical skills in scientific, scientific, pedagogical and professional activities.

The educational program of doctoral studies includes:

- 1) teaching and research practice - for students of the Ph.D. program;
- 2) industrial practice - for students under the program of specialized doctoral studies.

During the period of pedagogical practice, doctoral students, if necessary, are involved in conducting classes in undergraduate and graduate programs.


The research practice of a doctoral student is carried out with the aim of studying the latest theoretical, methodological and technological achievements of domestic and foreign science, as well as consolidating practical skills, applying modern research methods, processing and interpreting experimental data in the dissertation research.

The industrial practice of a doctoral student is carried out in order to consolidate the theoretical knowledge gained in the training process and improve the professional level.

The content of research and industrial practice is determined by the topic of the doctoral dissertation.

4 Working curriculum of the educational program

4.1. Working curriculum doctoral PhD "Management" Academic degree: Doctor of Philosophy (PhD)

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										Approved by: Rector of the Non-profit Joint Stock Company "KazNRTU named after K.I.Satpayev" Beyssembetov L.K. " " " 20__ y.			
WORKING CURRICULUM Education program "Management" enrolment for 2020 - 2021 academic year													
Academic Degree: Doctor of Philosophy (PhD)													
Term of study: 3 years													
year of	Code	Name of course	Component	ECTS Credits	Lecturer / labor	Pre-requisites	Code	Name of course	Component	ECTS Credits	Lecturer /	Pre-requisites	
1 semester						2 semester							
1	MNG313	Research methodology	BD IC	6	2/0/1/3		AAP345	Doctoral student research work, including internships and doctoral dissertations	DSRW	24			
	LNG304	Academic writing	BD IC	6	2/0/1/3		AAP350	Pedagogical practice	BD	10			
	MNG320	Quantitative research methods	PS OC	6	2/0/1/3								
	MNG321	Qualitative research methods	PS OC	6	2/0/1/3								
	MNG318	Advanced Topics of Strategic Management	PS OC	6	2/0/1/3								
	In total			30			In total			34			
3 semester						4 semester							
2	AAP345	Doctoral student research work, including internships and doctoral dissertations	DSRW	24			AAP346	Doctoral student research work, including internships and doctoral dissertations	DSRW	25			
	AAP350	Pedagogical practice	BD	11									
	In total			34			In total			25			
5 semester						6 semester							
3	AAP346	Doctoral student research work, including internships and doctoral dissertations	DSRW	25			AAP346	Doctoral student research work, including internships and doctoral dissertations	DSRW	25			
							ECA303	Writing and defending doctoral dissertation	FA	12			
	In total			25			In total			37			
In all										185			
Number of credits for the whole period of study													
Cycles of disciplines				ECTS	Credits								
The cycle of general education													
A cycle of basic disciplines (BD IC, BD OC)					12								
A cycle of principal subjects (PS IC, PS OC)					18								
All on the theoretical classes:					30								
Research scientific training PS					10								
Pedagogical practice BD					10								
DSRW					123								
Registration and defense of the master's thesis (RaDMT)					12								
In total					185								
Amount of classroom-based disciplines in the credits of theoretical classes					45								
Decision of the Academic Board of Satbayev University. Protocol No. 17 of 26.06.2020. Decision of the Academic Board of the PM Institute Protocol No. 8 of 27.04.2020.													
Vice-Rector for Scientific Work										A.Kh.Syzdykov			
Director of the Institute of Project Management										A.A.Aldashev			
Director of SEC IPM										A.P.Salina			

MODULAR CURRICULUM

Education program **8D04102 - Management**

Form of education: Full-time

Duration: 3 years

Academic degree: Doctor of philosophy PhD

The cycle	code	Name of disciplines	Semester	Acad. credits	lec.	lab.	prac	IWS	Type of control	Chair
Profile training module (45 credits)										
Basic disciplines (BD)										
University component										
BD 1.1.1	MET321	Research methods	1	6	2	0	1	3	Exam	SEC PM
BD 1.2.1	LNG304	Academic writing	1	6	2	0	1	3	Exam	EL
Choice component										
Research Methodology Module 1 (6 credits)										
BD 1.3.2.1	MNG320	Quantitative research methods	1	6	2	0	1	3	Exam	SEC PM
BD 1.4.2.1	MNG221	Management of stakeholders and project's communication								
Practice-oriented module										
BD 1.5.3	AAP350	Pedagogical practice	2	10	0	0	5	5	Report	SEC PM
Major disciplines (MD)										
Choice component										
Research Methodology Module 2 (6 credits)										
MD 2.6.1.1	MNG321	Qualitative research methods	1	6	2	0	1	3	Exam	SEC PM
MD 2.7.1.2	MNG320	Quantitative research methods								
Module Management (6 credits)										
MD 2.8.2.1	MNG318	Advanced Topics of Strategic Management	1	6	2	0	1	3	Exam	SEC PM
MD 2.9.2.2	MNG319	Advanced Topics of Project Management								
MD 2.10.2.3	MNG322	Seminars of Corporate Performance Management								
MD 2.11.2.4	MNG306	Project and program portfolio management								
Practice-oriented module										
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MD 2.12.3	AAP349	Research scientific training	3	10	0	0	5	5	Report	SEC PM
Research Module										
DSRW	AAP345	Doctoral student research work, including internships and doctoral dissertations	2	24	0	0	12	12	Report	SEC PM
DSRW	AAP345	Doctoral student research work, including internships and doctoral dissertations	3	24	0	0	12	12	Report	SEC PM
DSRW	AAP346	Doctoral student research work, including internships and doctoral dissertations	4	25	0	0	12	13	Report	SEC PM
DSRW	AAP346	Doctoral student research work, including internships and doctoral dissertations	5	25	0	0	12	13	Report	SEC PM
DSRW	AAP346	Doctoral student research work, including internships and doctoral dissertations	5	25	0	0	12	13	Report	SEC PM
Final attestation module										
FA	ECA303	Writing and defending doctoral dissertation	6	12	0	0	0	12	Defense of dissertation	SEC PM
Total				185						

Vice-Rector for Research and Academic Affairs

D.K. Naurzybayeva

Chair of the APC

K.B. Tulegenova

Director of the IPM

M.A. Subalova

Director of the SEC PM

A.P. Salina

5 Descriptors of the level and amount of knowledge, abilities, skills and competencies

The third level descriptors within the Comprehensive Qualifications Framework of the European Higher Education Area (EC-EHEA) reflect learning outcomes that characterize the student's abilities:

- 1) demonstrate a systematic understanding of the field of study, mastering the skills and research methods used in the field of project management;
- 2) Demonstrate the ability to think, design, implement and adapt an essential research process with a scientific approach;
- 3) contribute with their own original research to expand the boundaries of the scientific field that deserves publication at the national or international level;
- 4) critically analyze, evaluate and synthesize new and complex ideas;
- 5) communicate their knowledge and achievements to colleagues, the scientific community and the general public;
- 6) to promote, in an academic and professional context, the technological, social or cultural development of a knowledge-based society.

6 ECTS Diploma Supplement

The application was developed according to the standards of the European Commission, Council of Europe and UNESCO / CEPES. This document is for academic recognition only and is not an official proof of education. Not valid without a university degree. The purpose of completing the European Annex is to provide sufficient information about the holder of the diploma, the qualification obtained, the level of this qualification, the content of the study program, the results, the functional purpose of the qualification, as well as information about the national education system. The application model that will be used to translate grades uses the European Credit Transfer or Transfer System (ECTS).

The European Diploma Supplement provides an opportunity to continue education at foreign universities, as well as to confirm national higher education for foreign employers. When going abroad for professional recognition, additional legalization of the educational diploma is required. The European Diploma Supplement is completed in English upon individual request and is issued free of charge.

Research methodology

CODE – MNG 313

CREDIT – 5

PRE-REQUISIT – Carrying out research in the preparation of master's thesis.

PURPOSE AND OBJECTIVES OF THE COURSE - The purpose and objectives of studying the discipline "Methodology of scientific research" is to form doctoral students, knowledge, skills and abilities to apply modern methodology of scientific research.

COURSE OUTLINE - Every successful research project requires two things: a meaningful research approach and an appropriate way of answering these research questions. The usefulness of this course is that undergraduates and doctoral students will gain the necessary knowledge and skills before they can begin the dissertation development process. This course promotes framework, process, and compositional approaches for developing qualitative, quantitative, and blended research methods. The course consists of two parts, where the first part focuses on the key elements of the research process: philosophical assumptions for all three approaches, a literature review, an assessment of the use of theory in research projects, and reflections on the importance of ethical considerations in scientific research. The second part is devoted to writing a detailed research plan.

KNOWLEDGE, ABILITY, SKILLS TO COMPLETE THE COURSE - Have a clear understanding of different research methodologies and methods: quantitative, qualitative and mixed research methods. Conduct a literature review. Formulate the relevance, research goal, research objectives. Pose research questions and hypotheses. Choose research design, methods and techniques. Observe ethical standards when conducting research. Make a critical review of a scientific article. Write a detailed Research Proposal for the dissertation.

Quantitative research methods

CODE – MNG 320

CREDIT – 5

PRE-REQUISIT – Research methodology

SHORT DESCRIPTION OF THE COURSE

PURPOSE AND OBJECTIVES OF THE COURSE - to acquaint students with quantitative research methods in order to acquire theoretical and empirical skills in research methods and create relevant dissertation research.

SHORT DESCRIPTION OF THE COURSE - Multidimensional random variables. Point assessment: assessment criteria, maximum likelihood method. Interval estimate:

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confidence interval. Hypothesis testing: Student's test, comparison of means, comparison of shares. Fundamentals of regression analysis. Dummy variables. Discrete selection methods.

KNOWLEDGE, ABILITY, SKILLS TO COMPLETE THE COURSE

Use statistical techniques to test hypotheses. Draw conclusions based on statistical evaluation of data. Understand the assumptions used in statistical analysis, be able to critically assess the plausibility of such assumptions when analyzing real-world problems, and also choose the most appropriate method from a wide range of statistical tools for each specific problem. Use statistical software to analyze real-world data.

Qualitative research methods

CODE – MNG 321

CREDIT – 5

PRE-REQUISIT – Research methodology

PURPOSE AND OBJECTIVES OF THE COURSE - to acquaint students with qualitative research methods in order to acquire theoretical and empirical skills in research methods and create relevant methods and techniques for their research topics. Provide doctoral students with high-quality research methods interpreted by the world's leading experts in this field for the successful writing of an article or dissertation for the purpose of their successful publication or defense.

SHORT DESCRIPTION OF THE COURSE - The course is intended for doctoral students related to writing a doctoral dissertation in management. He studies qualitative research methods in depth. Qualitative research methods are presented as a set of methods that arise in the process of the research itself with the formulation of open questions. The procedure for conducting interviews, collection of documents, audio and video data, analysis of textual material, interpretation of topics and features identified during the interview is considered. This course promotes frameworks and compositional approaches for developing qualitative research methods.

KNOWLEDGE, ABILITY, SKILLS TO COMPLETE THE COURSE - Identify and explain the most commonly used qualitative research method designs. Select and evaluate different methodologies for conducting surveys and interviews. Interview procedure. Apply thematic analysis techniques and tools to specific situations and interpret their results.

Topical issues of strategic management

CODE MNG 318

CREDIT 5

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PRE-REQUISIT Management

PURPOSE AND OBJECTIVES OF THE COURSE - The purpose of studying the discipline "Topical issues of strategic management" is to study modern approaches and tools of strategic management to use the acquired skills in the development, implementation and changes of the enterprise development strategy. This course will help students explore how managers use strategic management to understand where their organizations are at present and determine where they want to go in the future.

SHORT DESCRIPTION OF THE COURSE - Students will be able to study the main components of the paradigm (concept) of strategic management as opposed to the paradigm of operational management; basic principles of strategic management. The main stages of corporate planning: budgeting, long-term planning, strategic planning, strategic management. The main components of strategic management. Strategic marketing. Situational analysis. Analysis of strategic environmental factors. Management analysis. Portfolio analysis. Competitive advantages. Goals and motives of diversification. Integration and diversification. Types of diversification. Linked and unrelated diversification, vertical and horizontal integration, forward and backward integration. Possible ways to implement diversification.

KNOWLEDGE, ABILITY, SKILLS TO COMPLETE THE COURSE

The process of studying the discipline is aimed at the formation of the following competencies: the ability to analyze the relationship between the functional strategies of companies in order to prepare balanced management decisions; the ability to participate in the development of a strategy for human resource management of organizations, to plan and implement activities aimed at its implementation; willingness to participate in the development of the organization's strategy using the strategic management toolkit; possession of methods of making strategic, tactical and operational decisions in the management of the operational (production) activities of organizations.

Academic writing

CODE LNG 304

CREDIT 5

PRE-REQUISIT

Doctoral thesis defense
CODE – MNG 323

The purpose of the doctoral dissertation is to assess the scientific-theoretical and research-analytical level of the doctoral student, the formed professional and managerial competencies, the readiness to independently perform professional tasks and the compliance of its preparation with the requirements of the professional standard and the educational program of doctoral studies.

SHORT DESCRIPTION Doctoral dissertation is a scientific work of a doctoral student, which is an independent research, in which theoretical provisions are developed, the totality of which can be qualified as a new scientific achievement, or a scientific problem is solved, or scientifically grounded technical, economic or technological solutions are stated, the implementation of which makes a significant contribution to development the country's economy.

A doctoral dissertation is the result of the research / experimental research work of a doctoral student, carried out during the entire period of study of a doctoral student.

The defense of a doctoral dissertation is the final stage of the master's preparation. A master's thesis must meet the following requirements:

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The defense of a doctoral dissertation is the final stage of the master's preparation. A master's thesis must meet the following requirements:

- The topic of the dissertation should be related to priority areas of development of science and / or government programs or programs of fundamental or applied research.
- The content of the dissertation, the goals and objectives, the scientific results obtained must strictly correspond to the topic of the dissertation.
- The dissertation is carried out in compliance with the principles of independence, internal unity, scientific novelty, reliability and practical value.

CONTENT

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