



**Institute of Project Management of the E. Turkebaev School of Management
Department of Management and Mathematical Economics**

**EDUCATIONAL PROGRAMS
8 D 04102 Management**

Code and classification of the field of education: 8D04 Business,
Management and Law

Code and classification of training areas: 8D041 Business and Management

Group of educational programs: D 072 Management and Administration

NQF level: 8

ORK level: 8

Duration of study: 3 years

Volume credits: 180

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Educational program **8 D 04102 Management** was approved at a meeting of the Academic Council of KazNITU named after K.I. Satpayev .

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Educational program **8 D 04102 Management**
Reviewed and recommended for approval at a meeting of the Educational and Methodological Council of KazNITU named after K.I. Satpayev .

Protocol No. 3 of December 12, 2024

Educational program **8 D 04102 Management**
developed by the academic committee for the 8D041 "Business and Management" program






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List of abbreviations and designations

OP – Educational Program
University - Higher educational institution
DBA – Doctor of Business Administration
NLP - Natural Language Processing
SDGs – Goals sustainable development
NQF – National Qualifications Framework
SQF – Sectoral Qualifications Framework
CBD – Cycle of Basic Disciplines
VK – University Component
KV – Component of choice

1. Description of the educational program

The doctoral program "Management" trains highly qualified academic and teaching staff through the integration of theoretical education and fundamental research in the fields of management methodology, technology, and practice. The program is offered in full-time and part-time formats, covering methodological, industry-specific, and elective modules. Students complete an individual research plan, publish their findings in peer-reviewed journals, and defend a dissertation containing scientifically substantiated solutions to current management challenges in the context of digital transformation and global challenges.

Training for a Doctor of Philosophy (PhD) in Management is based on a master's degree, or higher specialized education equivalent to a specialized master's degree. If the doctoral program's curriculum matches the master's program, the student's previous level of education is automatically recognized. If the doctoral program's curriculum does not match the master's program, prerequisites are established for completion. The dates for entrance examinations and enrollment in the Management program are determined by the university independently.

Management educational program includes:

- theoretical training;
- research work, including the completion of a doctoral dissertation; final certification.

2. The purpose and objectives of the educational program

Objective of the EP: The objective of the educational program is to prepare doctoral students capable of independently conducting research activities in order to deepen knowledge, synthesize theory and modernize practical processes in the field of business and management .

Tasks of the OP:

1. To develop doctoral students' skills in organizing and conducting scientific research in the field of management, including the analysis of management decisions through the prism of sustainable development, corporate responsibility, and inclusive approaches to management.

2. Identify key organizational and behavioral barriers to the transformation of the management system, taking into account the need for organizations to transition to sustainable, inclusive, and environmentally responsible models, and develop a methodology for overcoming these barriers with a focus on the principles of the SDGs.

3. Develop a concept and practical model of adaptive corporate governance that integrates elements of self-governance, agile practices, and data-driven management, and ensures sustainability, inclusiveness , equal opportunities, and responsible use of resources.

4. Test the developed model using case studies of companies and evaluate its impact on key indicators of organizational effectiveness, innovation ,

sustainability, social impact, and the level of inclusiveness of corporate culture.

5. Identify the key determinants of organizational sustainability at the strategic, structural and cultural levels, examining them through the prism of environmental sustainability, social responsibility, inclusiveness and circular economy principles.

6. Assess the effectiveness and ethical aspects of using such a system in management practices, including the impact on employee well-being, equal access to opportunities, compliance with ESG principles, and the organization's contribution to achieving the SDGs.

7. Develop the ability to contribute to the development of new scientific directions in the field of organizational management related to sustainable development, social innovation, inclusive management models and environmentally oriented strategies.

3. Requirements for the assessment of learning outcomes of the educational program

The educational program has been developed in accordance with the State Compulsory Standards of Higher and Postgraduate Education, approved by the Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2 (registered in the Register of State Registration of Regulatory Legal Acts under No. 28916) and reflects the learning outcomes on the basis of which curricula (working curricula, individual curricula for students) and working curricula in disciplines (syllabuses) are developed.

Assessment of learning outcomes is carried out using tasks developed within the educational program in accordance with the requirements of the state compulsory standard of higher and postgraduate education.

When assessing learning outcomes, students are provided with uniform conditions and equal opportunities to demonstrate their level of knowledge, skills, and abilities.

4. Passport of the educational program

4.1. General information

No.	Field name	Note
1	Code and classification of the field of education	8D04 Business, Management and Law
2	Code and classification of training areas	8D041 Business and Management
3	Group of educational programs	D 072 Management and Administration
4	Name of the educational	Management

	program	
5	Brief description of the educational program	The doctoral program "Management" trains highly qualified academic and teaching staff through the integration of theoretical education and fundamental research in the fields of management methodology, technology, and practice. The program is offered in full-time and part-time formats, covering methodological, industry-specific, and elective modules. Students complete an individual research plan, publish their findings in peer-reviewed journals, and defend a dissertation containing scientifically substantiated solutions to current management challenges in the context of digital transformation and global challenges.
6	The purpose of the OP	The aim of the educational program is to prepare doctoral students capable of independently conducting research activities in order to deepen knowledge, synthesize theory, and modernize practical processes in the field of business and management.
7	Type of OP	New
8	NQF level	8
9	Level according to the ORK	8
10	Distinctive features of the OP	No
11	List of competencies of the educational program:	<p>Professional competencies:</p> <ul style="list-style-type: none"> • the ability to conduct large-scale, comprehensive research and on this basis, draw strategic conclusions and prove their significance; • the ability to make a significant contribution to the development of economics, business and management at an interdisciplinary level based on serious analytical research; • the highest level of "emotional intelligence", cross-cultural awareness, the ability to build strategic alliances at the inter-country, inter-industry and regional management levels; • in possession of outstanding leadership qualities, the ability to create an effective management team of senior executives, achieve mutual understanding and social partnership at all levels of management, etc. A developed sense of social responsibility for the consequences of economic, political and social decisions; • the ability to find unique solutions to non-standard economic problems in various sectors of the economy, under conditions of various forms of ownership and management, resource availability and the external environment; • the ability to successfully manage innovations and changes in conditions of risk and uncertainty and to predict their socio-economic consequences.; • ability to master the methodology of a systems approach to organization, modern approaches to management and analytical methods of management, methods of diagnosis, analysis and problem solving, as well as methods of decision-making and their implementation in practice;

		<ul style="list-style-type: none"> the ability to competently solve practical management problem and implement these solutions, to be prepared to carry out management functions and to be able to solve professional problem in the interests of the organization as a whole; the ability to possess the knowledge, skills and abilities necessary to occupy the relevant management position and based on a deep understanding of the characteristics of the market economy and its possibilities, the functions and economic role of the state, an understanding of environmental issues, an awareness of the social responsibility of business and a commitment to civilized ethical standards of its conduct; the ability to assess contemporary problems and prospects for the socio-economic development of Kazakhstan, understand contemporary trends in the development of the global economy and globalization, and navigate issues of international competition; the ability to substantiate the relevance, theoretical and practical significance of the chosen business research topic.
12	Learning outcomes of the educational program:	<p>PO1 - Conduct scientific research in the field of management, interpret and generalize their results, and prepare scientific publications in accordance with international academic standards.</p> <p>PO2 - Apply modern models and tools of business modeling and data analysis to evaluate, optimize and support management decisions in a complex economic environment.</p> <p>PO3 – Develop strategies and manage a portfolio of projects and programs in the context of organizational goals, ensuring risk management and the realization of innovative potential.</p> <p>PO4 – Evaluate and apply mechanisms for legal protection, commercialization and transfer of intellectual property at the national and international levels.</p> <p>PO5 - Develop and implement models for managing corporate knowledge and organizational change, promoting sustainable development and digital transformation of organizations.</p>
13	Form of study	full-time
14	Duration of study	3 years
15	Volume of loans	180
16	Languages of instruction	Kazakh, Russian, English
17	Awarded academic degree	Doctor of Philosophy PhD
18	Developer(s) and authors:	Turegeldinova Aliya Zhumabekovna, Candidate of Economic Sciences, PhD Head of the Department; Salina Aigul Pazenovna , PhD , professor.

4.2. The relationship between the attainability of the learning outcomes formed under the educational program and the educational

No.	Name of the discipline	Brief description of the discipline	Number of credits	Formed learning outcomes (codes)				
				PO1	PO2	PO3	PO4	PO5
Cycle of basic disciplinesUniversity component								
1	Academic writing	To develop systemic competencies in academic writing as a key tool for scholarly communication and publishing among doctoral students and young researchers. Contents: Scientific discourse and academic communication; Typology of scholarly texts: from dissertation to publication; Creation of original scholarly content; Scholarly text: structure and logic of construction; Comparative analysis of sources and preparation of literature reviews; Working with metadata and scientometric tools; Preparing articles for international peer-reviewed journals; Working with reviews and the scientific community; Academic mobility and grant support for research; Abstracts, patents, reports: science beyond the article; Planning a publication strategy and research career; English for scholarly communication.	5	v			v	
2	Methods of scientific research	The purpose of this course is to develop knowledge and understanding of scientific research methods to assist doctoral students in both planning and managing the research process and successfully	5		v			v

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		writing their doctoral dissertation. Upon completion of the course, doctoral students should be able to define a research design, formulate the purpose, research questions, and hypotheses, and select appropriate techniques, procedures, and methods for data collection and analysis. Upon completion of the course, they should be able to write a research paper. Proposal for his doctoral dissertation.						
Cycle of Basic Disciplines Elective Component								
3	Data analysis and business modeling	Objective: To prepare doctoral students to apply data analysis and business modeling methods to make informed management decisions and improve business performance. Contents: During this course, doctoral students will study methods for collecting, processing, and analyzing data, business modeling tools and techniques, developing and evaluating business models, and using analytical tools to forecast and optimize business processes. Particular attention is paid to integrating data into strategic planning and management decisions.	5	v				
4	Intellectual property and the global market	Objective: To train specialists in intellectual property law who are able to analyze and forecast trends in the global marketplace and develop strategies for the protection and commercialization of intellectual property. Contents: global aspects of intellectual property and its role in international trade and economics,	5			v		v

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		analysis of international agreements and conventions, IP management strategies, and cases of intellectual property protection and infringement in various jurisdictions.						
5	Project and program portfolio management	Objective: To prepare doctoral students for strategic project and program portfolio management to achieve long-term organizational goals. Contents: During this course, doctoral students will master methods for selecting, prioritizing , and balancing projects within a portfolio, techniques for monitoring and evaluating progress, and risk and resource management. They will also explore strategies for aligning the portfolio with business goals, developing and implementing portfolio management systems, and approaches to optimizing and improving program effectiveness.	5			v	v	
Cycle of core disciplines Elective component								
6	Current issues in project management	Objective: To prepare doctoral students to address current project management issues to improve project success and achieve organizational strategic goals. Content: During this course, doctoral students will examine current trends and challenges in project management, innovative	5	v				

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		methods and approaches, risk and resource management, stakeholder management, and change management. Particular attention is paid to project performance evaluation methods, flexible project management methodologies (Agile , Scrum), and the use of digital tools and technologies.						
7	Current issues in strategic management	Objective: To prepare doctoral students to understand and address current strategic management issues to achieve competitive advantage and sustainable organizational development. Content: During this course, doctoral students will examine modern theories and models of strategic management, analysis of the external and internal environment, change management, innovation and entrepreneurship, corporate social responsibility, and sustainable development. They will also discuss issues of globalization, digital transformation, and strategic leadership.	5	v	v			
8	Managing Change in the Digital Economy	Objective: To prepare doctoral students for effective change management in the digital economy to ensure the competitiveness and adaptability of organizations. Contents: During this course, doctoral students will examine strategies and models for change management in the digital environment, the impact of digital technologies on business processes, methods for managing digital transformation, as well as managing	5		v			v

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		organizational change and innovation. Particular attention is paid to the development and implementation of digital strategies, managing corporate culture change, and overcoming resistance to change.						
0	Corporate knowledge management	Objective: To prepare doctoral students for effective corporate knowledge management to enhance an organization's innovative potential and competitiveness. Content: This course will examine theories and models of knowledge management, as well as methods for creating, storing, disseminating, and using knowledge within an organization. Particular attention will be paid to knowledge management strategies, the implementation of knowledge management systems, and the role of information technology in knowledge management. Issues of organizational learning, knowledge sharing, and knowledge culture will also be considered.	5		v		v	