«ТҰРАН» УНИВЕРСИТЕТІ»
МЕКЕМЕСІ

INSTITUTION
«TURAN»
UNIVERSITY»

ECONOMICS FACULTY
“MANAGEMENT” DEPARTMENT

Approved at
The meeting of the Academic Council
Of institution “Turan” University
Protocol №_____from«___»_____2023

Approved at the meeting EMC
Protocol № from «___»2023
Vice-rector for academic affairs
_____Tussupova L.A.

MODULAR EDUCATIONAL PROGRAM

Code and name of the educational program: 8D04102 - Management
Academic degree: Doctor of Philosophy PhD

Created		Approved		
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Considered at the meeting of the "Management"
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Protocol №_____from«_____»_____2023

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Almaty, 2023

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1 General characteristics of the educational program

1.1 Explanatory note

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, for branches of the national economy and social sphere: education, medicine, law, art, economics, business administration and in the field of national security and military affairs. The educational programme of doctoral studies in the part of professional training is developed on the basis of studying the experience of foreign universities and research centres implementing accredited PhD or doctoral programmes in the profile.

The duration of mastering the educational program of doctoral studies, depending on the profile and previous training, is at least 3 years.

The structure of the educational program of doctoral studies contains two equivalent components: educational and scientific, which determine the content of education, and reflects their ratio, measurement and accounting.

The doctoral educational program contains:

1) theoretical training, including the study of a cycle of basic and major disciplines;

2) practical training of doctoral students: various types of professional practices, scientific internships;

3) research work, including the implementation of a doctoral dissertation;

4) interim and final certification.

The main criterion for the completion of the educational process for the preparation of doctors of philosophy (PhD) is the mastering by a doctoral student of at least 75 credits, of which at least 15 credits of theoretical study, as well as at least 5 credits of practice and at least 50 credits of research work of a doctoral student, including the performance of a doctoral student's dissertation. When the prescribed number of academic credits have been completed and the expected learning outcomes for the Doctor of Philosophy (PhD) degree have been met, the degree is considered fully completed.

1.2 Objectives of the educational program

The goal of the educational program of postgraduate study "Management" (doctoral PhD) is to train highly qualified scientific, scientific and pedagogical workers, researchers for Kazakhstani and international universities and business schools, commercial companies and consulting firms, as well as government institutions in Kazakhstan and abroad, with a high level of general and professional culture, capable of self-development, social adaptation. The educational program for the preparation of a Doctor of Philosophy (PhD) involves fundamental educational, methodological and research training and in-depth study of management disciplines.

The main objectives of the doctoral program for the educational program "8D04102 - Management":

- training specialists of a modern formation with broad fundamental knowledge, proactive, adaptive to the changing requirements of the labor market and modern technologies, able to work both individually and in a team;
- strengthening the connection between the educational program and practice, which makes it possible to train high-level specialists for the needs of the domestic economy and business, education and science;
- training of specialists with a civic position and with a high level of professional culture, including the culture of professional communication;
- deepening the theoretical and practical individual training of doctoral students, providing conditions for students to receive a full and high-quality education, to achieve a high level of professional competence;
- providing opportunities for doctoral students to choose an individual educational path in modern areas of economics and management;
- creating conditions for mobile and flexible planning of the educational process,

- establishing interdisciplinary equivalents of the content of education, the optimal ratio of classroom and independent work;
- development of students' ability for self-improvement and self-development, needs and skills of independent creative mastery of modern knowledge

1.3 Description of the area of professional activity

The objects of professional activity of doctors of philosophy PhD on the educational program "8D04102 - Management" are:

- institutions of higher and postgraduate education;
- organisations and enterprises of all forms of ownership and sectors of the national economy;
- analytical centres of state, quasi-state, commercial and public structures;
- offices of state programmes and projects management;
- research and experimental-consulting organisations;
- corporate universities of national and large private companies conducting their own educational and research activities;
- information and analytical centres;
- domestic and international project organisations;
- startups of innovative projects.

Doctors of Philosophy PhD on the educational program "8D04102 - Management" can perform the following types of professional activities:
in the organizational and management area:

- heads, top managers of organizations and enterprises of all forms of ownership and branches 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.
- in the pedagogical, educational and research area:
- teachers, researchers of higher educational institutions;
- leaders, employees of research centers;
- analysts, consultants of information and analytical centers;
- analysts, consultants, experts of research and experimental consulting organizations;
- leaders, top managers, consultants, experts of domestic and international projects.

1.4 Requirements for the level of preparation of an applicant for an educational program

The procedure for admitting citizens to doctoral studies is established by the Standard Rules for Admission to Educational Organizations that Implement Professional Curricula of Postgraduate Education.

Persons with an academic master's degree and wishing to master the educational program "8D04102 - Management" are enrolled on a competitive basis based on the results of entrance exams in a foreign language and specialty, the purpose of which is to establish that the applicant has the following competencies necessary for mastering the doctoral program "8D04102 - Management ":

- possession of the culture of thinking, the ability to generalize, analyze, perceive information, set a goal and choose ways to achieve it;
- the ability to understand and analyze worldview, socially and personally significant philosophical problems;
- the ability to logically correctly, reasonably and clearly build oral and written speech;
- the ability to analyze and interpret the data of domestic and foreign statistics on socio-economic processes and phenomena, to identify trends in changes in

socio-economic indicators.

- the ability to demonstrate a systematic mastery of the current state of management, its problems and development prospects;
- the ability to apply the latest theoretical and practical developments, scientific concepts and achievements of world and Kazakhstani science in the field of management;
- the ability to carry out theoretical and/or applied scientific research and development at a high level, making a significant contribution to the creation of new approaches and methods of economic development;
- to carry out an adequate choice of instrumental methods of scientific research; demonstrate: - Availability of a significant amount of scientific knowledge acquired in a systematic way and reflecting the current state of management;
- the ability to conceptualise, develop and manage both operational and project activities of the company to create new knowledge or practical applications on topical areas of macroeconomics and the ability to adapt projects to external challenges.

2 Requirements for expected learning outcomes in terms of competencies

2.1 Learning outcomes

LO1 - Able to plan, coordinate, organize, implement the process of scientific research, analyze and process information from various sources, develop hypotheses based on the information received, evaluate strategies in the context of sustainable development of the region and propose scientifically based solutions.
LO2 - Able to plan publishing activities, select and select journals in domestic and international publications that are most suitable for testing the results of scientific research.
LO3 - Able to design and model scientific research, based on the methods of mathematical analysis, using information and communication technologies.
LO4 - Able to contribute to the social, economic and cultural development of society, based on knowledge of the theory and practice of management, taking into account domestic and international experience, to apply in practice scientific discoveries and developments within the academic or professional context.
LO5 - Able to select and apply practical tools for developing corporate strategy, specific behavior patterns, manage virtual and global teams.
LO6 - Able to generate new knowledge, develop innovative programs, applied, sectoral and interdisciplinary research in the context of digitalization and technological modernization of the economy.
LO7 - Able to conduct independent scientific research, characterized by academic integrity, based on the analysis of modern theories and methods, generate their own scientific ideas, defend them in front of the scientific community, expanding the boundaries of scientific knowledge and improving cognitive and organizational skills.
LO8 - Able to freely publicly speak before the scientific community at domestic and international scientific forums, conferences, seminars, including in a foreign language.

2.2 Universal (general) competences

- to improve and develop their intellectual and general cultural potential, achieving moral, personal, professional and physical self-improvement (GC-1);
- independently master new research methods, change the cultural and social aspects of activities (GC -2);
- capable of analytical work, research and innovation activities in order to obtain new knowledge, ready to apply this knowledge for an expert assessment of real management situations (GC -3);
- to use in-depth theoretical and practical knowledge of their professional field, including the latest

achievements of economic science and information technology (GC -4);
- make organizational and managerial decisions within the framework of professional competence, assess their consequences, be responsible for their implementation (GC -5);
- show initiative, make non-standard decisions, resolve problem situations (GC -6);
- possess the skills of collegial communication, as well as oral and written business and scientific speech (GC -7);
- be fluent in a foreign language as a means of professional communication (GC -8);
- capable of teaching, ready to implement for various classrooms training courses and programs using modern educational technologies (GC -9);
- conducts scientific experiments related to professional activities, and evaluate research results (GC -10);
- use modern information technologies (GC -11)

2.3 Subject-specialized (professional) competencies: general professional, profile and special

research activities
- generalize and critically evaluate the results obtained by domestic and foreign researchers, identify promising areas, draw up a research program (PC-1);
- to substantiate the relevance, theoretical and practical significance of the selected topic of scientific research (PC-2);
- conduct independent research in accordance with the developed program (PC-3);
- submit the results of the research to the scientific community in the form of an article or report (PC-4);

design and economic activity
- independently prepare assignments and develop design solutions taking into account the uncertainty factor, develop appropriate methodological and regulatory documents, as well as proposals and measures for the implementation of the developed projects and programs (PC-5);
- evaluate the effectiveness of projects taking into account the uncertainty factor (PC-6);
- develop strategies for the conduct of economic agents in various markets (PC-7);

analytical activity
- prepare analytical materials for the assessment of measures in the field of economic policy and strategic decision-making at the micro and macro levels (PC-8);
- analyze and use various sources of information for economic calculations (PC-9);
- make a forecast of the main socio-economic indicators of the enterprise, industry, region and economy as a whole (PC-10);

organizational and management activities
- to manage economic services and divisions at enterprises and organizations of various forms of ownership, in state and local authorities (PC-11);
- develop options for management decisions and justify their choice based on the criteria of socio-economic efficiency (PC-12);

pedagogical activity
- to apply modern methods and techniques of teaching economic disciplines in higher educational institutions (PC-13);
- to develop curricula, programs and appropriate methodological support for teaching economic disciplines in higher educational institutions (PC-14).

Subject-specialized (professional) competencies:

	The assigned personality traits of the graduate
	GC 1 - have knowledge of the main stages of development and paradigm shift in the evolution of science, methodological specifics in the field of research
	GC 2 - apply mechanisms for the implementation and commercialization of scientific developments in practice
	GC 3 - to have an idea of the pedagogical and scientific ethics of the scientist-researcher, to be aware of and accept the social responsibility of science and education
	GC 4 - able to conduct independent scientific research, characterized by academic integrity, based on modern theories and methods of analysis
	GC 5 - plan, coordinate research, organize, and implement the process of scientific
	GC 6 - analyze and process information from various sources, carry out forecasts based on the information received
	GC 7 - generate your own new scientific ideas, communicate your knowledge and ideas to the scientific community, expanding the boundaries of scientific knowledge
	GC 8 - plan and predict your further professional development
	GC 9 - have the skills of public speaking at domestic and international scientific forums, conferences and seminars, free communication in a foreign language
	GC 10 - have the skills to participate in scientific domestic and international projects
	GC 11 - able to show leadership qualities in the implementation of various projects
	GC 12 - have experience in patent search and transfer of scientific information using modern information and innovative technologies
	GC 13 - is able to apply in practice legal norms for the protection of intellectual property for scientific discoveries and developments
	PC 1 - is able to generalize and critically evaluate the results obtained by domestic and foreign researchers, identify promising areas, draw up a program research
	PC 2 - is able to substantiate the relevance, theoretical and practical significance of the selected topic of scientific research
	PC 3 - able to conduct independent research in accordance with the developed program
	PC 4 - is able to present the results of the study to the scientific community in the form article or report
	PC 5 - is able to independently prepare tasks and develop design solutions taking into account the uncertainty factor, develop appropriate methodological and regulatory documents, as well as proposals and measures for the implementation of the developed projects and programs
	PC 6 - is able to assess the effectiveness of projects taking into account the uncertainty factor
	PC 7 - is able to develop strategies for the behavior of economic agents in various markets
	PC 8 - is able to prepare analytical materials for evaluating measures in the field of economic policy and making strategic decisions at the micro and macro levels
	PC 9 - able to analyze and use various sources of information for economic calculations
	PC 10 - able to forecast major socio-economic performance indicators of an enterprise, industry, region and economy as a whole

	PC 11 - able to manage economic services and departments at enterprises and organizations of various forms of ownership, in state and local authorities
	PC 12 - is able to develop options for management decisions and justify their choice based on the criteria of socio-economic efficiency
	PC 13 - is able to apply modern methods and techniques of teaching economic disciplines in higher education
	PC 14 - is able to develop curricula, programs and appropriate methodological support for teaching economic disciplines in higher educational institutions

2.4 Graduate qualification model

Professional type activities	Labor functions	Qualification Requirements	Personal and professional competencies	Job titles	Skill level
	Labor function 1 Educational	Knowledge: 1. Methodological knowledge in the field of psychological and pedagogical sciences. 2. Didactics of higher education. 3. Organization of the educational process in higher education. Skills and abilities: 1. To develop new knowledge in a special area, in the field of theory and methodology of vocational education. 2. To predict the results of ongoing scientific research, to foresee the social, economic, environmental consequences of the implementation of scientific results in practice. 3. To independently supervise the scientific research of students and undergraduates, doctoral students.	1. Pedagogical tact, democratic style of communication with students, responsibility for the quality of independent work and educational achievements of students in the relevant disciplines 2. Willingness to independently acquire new knowledge necessary for professional activity. 3. Ability to participate in scientific discussions in academic and professional environment, as well as publish the original research results in academic journals of different levels. 4. Ability to take responsibility for the results of professional activity. 5. Ability for successful and positive business communication on state and other languages. 6. Adherence to high moral, moral and spiritual values, national ideas of the Republic of Kazakhstan. 7. Commitment to higher social values, humanistic ideas of education.	Teacher in the system of higher and postgraduate education (professor, Associate Professor, Associate Professor)	Doctorate level 8 NQF
	Labor function 2 Scientific research	Knowledge: 1. Philosophy of science and education. 2. Methodology of higher education pedagogy. 3. Unique knowledge in a special area. Skills and abilities: 1. To develop new knowledge in a special area, in the field of theory and methodology of vocational education. 2. To predict the results of ongoing scientific research, to foresee the social, economic, environmental consequences of the implementation of scientific results in practice. 3. To independently supervise the scientific research of students and undergraduates, doctoral students.			
	Labor function 3 Scientific methodical	Knowledge: 1. Methodology of innovative and professional activities. 2. Methodology of pedagogical integration. 3. Methodology of pedagogical innovation. 4. Methodology of pedagogical management. 5. Methodology of pedagogy (didactics) of higher education. Skills and abilities: 1. To design the results of scientific research into the content of academic disciplines. 2. Develop new courses taking into account the social modernization of Kazakhstan and the development of the national economy. 3. To develop educational and methodological support of new courses in accordance with the objectives of the educational program. 4. To develop and implement copyright teaching technologies.			
	Labor function 4 Upbringing	Knowledge: 1. 1. Methodology of psychology and pedagogy of higher education. 2. 2. Modern theories and technologies of educating young people in education. Skills and abilities: 3. 1. To design educational programs, programs of educational disciplines, modules, taking into account universal and national values. 4. 2. Determine the strategy of scientific and pedagogical activities in accordance with the national development priorities of Kazakhstan.			

	Labor function 5 Social and organizational	Knowledge: 1. Integrated knowledge in the field of pedagogical, psychological, social sciences. 2. Modern information and communication technologies. Skills and abilities: 1. Project the results of sociological research into educational programs. 2. Apply methods, means of socio-economic adaptation of students to changes in society. 3. To form students' readiness for self-education throughout their lives.			
	Labor function 1 Planning Scientific research works	Knowledge: 1. The latest methods, tools and procedures for planning, organizing, conducting and implementing research and development. Skills and abilities: 1. To carry out scientific management of research on the most important scientific problems of a fundamental and applied nature. 2. To form new directions of research and development. 3. Organize the preparation of the research program. 4. Determine the methods and means of their implementation.	1. Ensuring high quality and timeliness of work. 2. Carrying out marketing research on the market of scientific and technical achievements and ideas under the guidance. 3. Legal protection of projects, copyright for intellectual property own. 4. Development of project proposals for participation in competitions scientific projects tenders. 5. Selling your ideas and achievements to interested consumers on the basis of studying the legal protection of new technologies and scientific projects. 6. Ensuring compliance of the developed projects with the current standards, as well as modern achievements of science and technology. 7. Responsibility for the high quality of scientific results research. 8. Responsibility for the social, environmental, economic consequences of scientific research. 9. Initiative in the search for domestic and foreign partners for holding joint research, attracting additional financing	Researcher (managers, employees scientific centers; analysts, consultants of information and analytical centers; analysts, consultants, experts from research and experimental consulting organizations; leaders, top managers, consultants, experts of domestic and international projects).	Doctorate level 8 NQF
	Labor function 2 Implementation of Scientific research works	Knowledge: 1. Actual problems of the relevant field of knowledge of science and technology. 2. Domestic and foreign achievements on these issues. Skills and abilities: 2. To generalize the obtained research results. 3. Conduct research expertise of completed research and development. 4. Determine the scope of application of the results of research and development. 5. Provide scientific guidance for the practical implementation of research results. 6. To carry out training and advanced training of scientific personnel in the relevant field of knowledge.			

		Knowledge: Methodological knowledge in the field of innovative and professional activities Skills and skill: Generating ideas, predicting the results of innovative activities, implementing large-scale changes in the professional and social sphere, managing complex production and scientific processes	Самостоятельность: Управленческая деятельность, Предполагающая создание стратегии функционирования и развития структур предприятия. Ответственность: за планирование, разработку и результаты процессов деятельности, которыемогут привести к существенным изменениям или развитию предприятия. Сложность :деятельность, Предполагающая решение задач развития, разработку новых подходов, использование разнообразных методов. Управление ресурсами для достижения стратегических целей предприятия.	Директор / Руководитель предприятия / организации (Руководители, топ-менеджеры организаций и предприятий всех форм собственности и отраслей национальной экономики; руководители, служащие органов государственного и местного управления; руководители и специалисты по управлению изменениями и формированию эффективных бизнес коммуникаций и др.)	Докторантура 8 уровень НРК

2.5 Learning outcomes matrix

	LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8
Research methodology	+							
Scientometrics		+						
Mathematical modeling methods in economic research			+					
Foreign management experience				+				
Modern leadership					+			
Modern management concepts					+			
Digital Entrepreneurship Management						+		
Technological modernization and its role in economic management						+		
Research Seminar (NIS)							+	
Teaching practice								+
Research practice								+
Research work of a doctoral student -I								+
Research work of a doctoral student -II								+
Research work of a doctoral student -III								+
Research work of a doctoral student -IV								+
Doctoral student research work - V								+
Final examination								+

2.6 Competence matrix

Disciplines	Socio-personal, general cultural													Professional													
	GC-1	GC-2	GC-3	GC-4	GC-5	GC-6	GC-7	GC-8	GC-9	GC-10	GC-11	GC-12	GC-13	PC-1	PC-2	PC-3	PC-4	PC-5	PC-6	PC-7	PC-8	PC-9	PC-10	PC-11	PC-12	PC-13	PC-14
Methodology of scientific research	+								+					+													
Research seminar for doctoral students - I		+													+												
Foreign management experience						+										+			+								
Mathematical modeling methods in economic research				+																		+					
Concept of modern management			+																				+			+	
Modern leadership											+													+			
Digital management entrepreneurship					+					+											+						
Technological modernization and its role in economic management												+								+					+		
Scientometrics								+					+						+								
Research seminar for doctoral students - II							+											+									+

3 Policy for assessing learning outcomes (current, midterm and final control)

The academic achievements of doctoral students are assessed using various forms of control and certification, determined by the Rules for ongoing monitoring of progress, intermediate and final certification of students in higher education and include ongoing monitoring of progress, intermediate and final state certification.

The current certification of doctoral students is a test of the mastery of educational material, regularly carried out throughout the semester. Monitoring current progress includes the implementation of control and independent work. Intermediate certification is carried out at the end of the semester and can complete the study of both a separate discipline and its section (s), which makes it possible to evaluate larger sets of knowledge and skills, in some cases even the formation of certain general cultural and professional competencies. The main form of intermediate certification is exams in accordance with the curriculum of the program.

Control of knowledge, abilities, skills and competencies of doctoral students is carried out during their final certification.

The final certification of a doctoral student is carried out within the timeframes provided for by the academic calendar and curricula of specialties in the form of passing a comprehensive exam and defending a doctoral dissertation in accordance with:

1) Standard rules for the current monitoring of progress, intermediate and final certification of students in higher educational institutions, approved by order of the Minister of Education and Science of the Republic of Kazakhstan dated March 18, 2008 No. 125 (with amendments and additions to the status of July 12, 2018)

No. 17182);

2) Rules for awarding academic degrees, approved by order of the Minister of Education and Science of the Republic of Kazakhstan dated March 31, 2011 No. 127 (with amendments and additions as of 05/30/2013);

3) Model regulations on the dissertation council, approved by order of the Minister of Education and Science of the Republic of Kazakhstan dated March 31, 2011 No. 126 (with amendments and additions as of January 21, 2016).

With a positive decision of the Committee for Control in the Sphere of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan, based on the results of the examination, persons who have fully completed the educational program of doctoral studies and successfully defended their doctoral dissertation are awarded the degree of Doctor of Philosophy (PhD) and a state diploma with an attachment (transcript).

4 Learning content for the educational program

4.1 The curriculum of the doctoral study program (according to the modular system) for the entire period of study *