

MINISTRY OF DEFENCE OF UKRAINE
NATIONAL DEFENCE UNIVERSITY OF UKRAINE



EDUCATIONAL AND SCIENTIFIC PROGRAM
"Military Management"

the third (educational and scientific) degree of higher education

Specialty No. 253 Military Management (by armed services)
Area of expertise No 25 Military Sciences, National Security, State Border Security

APPROVED BY THE SCIENTIFIC COUNCIL OF
THE NATIONAL DEFENCE UNIVERSITY OF
UKRAINE
(Protocol No. 9 dated 21.08.2023)

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PREFACE

The educational and scientific program "Military Management" of the third (educational and scientific) degree of higher education for teaching philosophy doctors of in the field of "Military Sciences, National Security, State Border Security" in the specialty "Military Management (by armed services)" is developed in accordance with the requirements of the Law of Ukraine "Higher Education" (as amended), resolutions of the Cabinet of Ministers of Ukraine dated 23.03.2016 No 261 "The procedure of training higher education applicants for the degree of Philosophy Doctor and Doctor of Sciences in higher educational institutions (research institutions)" (as amended); No 1341 dated 23.11.2011 "On approval of the National Qualifications Framework" (as amended by the resolutions of the Cabinet of Ministers of Ukraine dated 12.06.2019 No 509 and dated 25.06.2020 No 519); No. 44 dated January 12, 2022 "On approval of the Awarding procedure of Philosophy Doctor degree and decision cancellation of a one-time specialized scientific council of a higher education institution, scientific institution on awarding of Philosophy Doctor degree" and the Standard of Higher Education on the training at the third (educational and scientific) of higher education degree of Philosophy Doctors in the area of "Military Sciences, National Security, State Border Security" in the specialty "Military Management (by armed services)" came into the force by the order of the Ministry of Education and Science No. 640 dated 07/20/2022, the order of the Ministry of Defense of Ukraine dated 02/15/2019 No. 65 "On the distribution of the main directions of scientific research between scientific institutions, higher military educational institutions, military educational units of higher education institutions of the Ministry of Defense of Ukraine and the Armed Forces of Ukraine".

The educational and scientific program "Military Management " was developed with the recommendations and recognized scientific practices of scientific education of the European Educational Area, in particular: Salzburg I Conclusion and Recommendation from the Bologna Seminar on "Doctoral Programs for the European Knowledge Society", 2005 & Salzburg II "Initiative Recommendations of the European University Association", 2010).

Developed by the working group:

Head of the working group:

1. Leading researcher of the scientific and methodological center for the organization of scientific and research activities in the National Defense University of Ukraine, Doctor of Military Sciences, senior researcher, Colonel Oleksandr MAISTRENKO.

Members:

2. Professor of the National Security and Defense Strategy Department of the State Military Management Institute of the National Defence University of Ukraine, Doctor of Military Sciences, Professor, Anatoliy LOBANOV.

3. Deputy Head of Military-Strategic Studies Center of the National Defence University of Ukraine, Candidate of Military Sciences, Senior Researcher, Colonel

Andrii KORETSKYI;

Stakeholders involve:

4. Deputy Commandant of National Defence University of Ukraine of Ukraine for Scientific Work, Candidate of Military Sciences, Professor, Major-General Pavlo SHCHYPANSKYI;

5. Associate Professor of the Air Assault Troops and Special Operations Forces Department of the Command and Staff Institute of the National Defence University of Ukraine, Philosophy Doctor in the field of "Military Sciences, National Security, State Border Security" in the specialty "Military Management (by armed services)" Colonel Serhii SKORODID (graduated from the postgraduate course in 2020);

6. PhD student (full-time) of the Scientific and Methodological Center for the Organization of Scientific and Research Activities of the National Defence University of Ukraine Lieutenant Colonel Yaroslav YAROSHENKO.

Guarantor of the educational and scientific program:

Leading researcher of the scientific and methodological center for the organization of scientific and research activities in the National Defense University of Ukraine, Doctor of Military Sciences, senior researcher, Colonel Oleksandr MAISTRENKO.

External reviews of stakeholders:

1. Director of the Department of Military Education and Science of the Ministry of Defense of Ukraine, Doctor of Technical Sciences, Professor, Honored Member of Education, Volodymyr MIRNENKO;

2. Head of the Armored Vehicles Department of Hetman Petro Sahaidachnyi Land Forces National Academy, Doctor of Technical Sciences, Senior Researcher, Colonel Oleksandr KUPRINENKO;

3. Deputy Head of the Management Training Faculty of the National Academy of the Bohdan Khmelnytsky State Border Guard Service, Doctor of Military Sciences, Professor, Colonel Dmytro KUPRIENKO.

**1. Educational and scientific program profile of
"Military Management " in specialty 253 "Military Management
(by armed services)"**

1 – General information	
Full name of the higher education institution and subdivision	National Defence University of Ukraine
Higher education degree and qualification	Philosophy Doctor, Philosophy Doctor of Military Management by Branches of the Armed Forces in the Sector of Military Sciences, National Security, State Border Security
The official name of the educational program	Military Management
Diploma Type for the educational program scope	Philosophy Doctor Diploma in the area of "Military Sciences, National Security, State Border Security" in the specialty "Military Management (by armed services)", single, the educational component scope is 46 ECTS credits. Training duration - 4 years
Accreditation availability	Certificate of accreditation of the National Agency for Quality Assurance No2021 dated 29.07.2021 valid until 01.07.2027
Cycle/degree	NRC of Ukraine – 3 cycle / 8 level, QF-EHEA – Third Cycle / EQF-LLL– Level 8
Preconditions	The second (master's) level of higher education
Language(s) of instruction	Ukrainian and English
The duration of the educational program	4 years
Internet address of permanent program placement	https://nuou.org.ua/
2 – The purpose of the educational program	
Training of highly qualified, competitive specialists capable to produce new ideas, solve complex, significant problems in the area of military management, which involves a deep rethinking of existing and creation of new holistic knowledge and / or professional practice, expansion and reassessment of existing knowledge and professional practice, the initiation, planning, implementation and correction of a consistent process of thorough scientific research, applying proper academic integrity, critical analysis, evaluation and synthesis of new and complex ideas.	

3 – Program characteristics	
Subject area (area of knowledge, specialty, specialization (if any))	<p><i>The study objects</i> are advanced conceptual and methodological knowledge of a research and professional nature in the area of military management.</p> <p><i>Training objectives:</i> acquisition of the ability to solve complex, significant problems in the area of military management, which involves a deep rethinking of existing and creation of new holistic knowledge and / or professional practice, expansion and reassessment of existing knowledge and professional practice, initiation, planning, implementation and correction of a consistent process of thorough scientific research, applying proper academic integrity, critical analysis, evaluation and synthesis new and complex ideas.</p> <p><i>The theoretical content of the subject area</i> is the basic laws, regularities, categories, concepts, concepts, principles, methods, models, information technologies used to ensure the functioning and development of military command in the security and defence sector of Ukraine.</p> <p><i>Ways, methods and technologies of scientific knowledge:</i> analysis, synthesis, system analysis, mathematical methods, modeling and information technologies of scientific research in the area of military management.</p> <p><i>Tools and equipment:</i> information and analytical tools, support systems and management decision-making, specialized software.</p> <p>(No 25 Military Sciences, National Security, State Border Security, No 253 Military Management (by type of armed forces))</p>
Educational program orientation	Educational and scientific (Philosophy Doctor), academic
The main educational program focus and specialization focus	The educational and scientific program "Military Management " is aimed at training highly qualified specialists capable of solving complex, significant problems in the field of military management, expanding and reassessing existing

	<p>knowledge and professional practices on the conceptual basis and methodological knowledge in the area of military sciences, national security and state border security.</p> <p>Keywords: military conflict, armed forces, security and defense sector of the state, military art, strategic and defence planning, command and control, construction of armed forces, military training and education, military economy, rear of armed forces, logistics support of military formations, military art history</p>
Program peculiarities	<p>The peculiarity of the program lies in its versatility, original conceptual approach that takes into account the country's strategic course towards Euro-Atlantic integration and ensures the integrity of training specialists capable of solving significant problems in the field of military management.</p> <p>The educational and scientific program allows to form an individual educational trajectory for the applicant for higher education; ensures his professional development as a scientist and military specialist; enables the applicant to balance their knowledge of research, scientific-pedagogical, scientific-practical and scientific-organizational activities.</p>
4 – Graduates applicability for further employment and education	
Graduates applicability	<p>Scientific and scientific-pedagogical positions in high education military institutions, military management and scientific institutions.</p>
Further education	<p>Training and self-improvement in scientific and professional fields of activity, as well as other related areas of knowledge:</p> <ul style="list-style-type: none"> - obtaining the degree of Doctor of Science; - educational programs, research grants and scholarships (including those abroad) containing additional educational components.

5 – Teaching and evaluation	
Teaching and studying	<p>The disciplines of the educational and scientific program encourage active work on the dissertation research, form the ability to organize it, implement, publish, test and implement scientific results in Ukrainian and English.</p> <p>In general, a problem-oriented approach to conducting classes is applied.</p> <p>Teaching is carried out on the principles of academic integrity, collegiality, responsibility and high academic culture.</p> <p>The main types of classes are a lecture, seminar, consultation, self-preparation</p>
Evaluation	<p>Routine control (survey, individual tasks in the form of research parts fulfillment).</p> <p>Final control (exams, differentiated tests).</p> <p>Public defense of scientific achievements in the form of a dissertation</p>
6 – Program competencies	
Integral competence	<p>The ability to produce new ideas, solve complex problems in the area of military command by armed services, other military formations and law enforcement agencies, apply the methodology of scientific and pedagogical activities, as well as conduct their own scientific research, the results of which have scientific novelty, theoretical and practical significance.</p>
General competencies	<p>GC01. Ability to abstract thinking, analysis and synthesis</p> <p>GC02. Ability to search, process and analyze information from various sources</p> <p>GC03. Ability to develop and manage projects</p> <p>GC04. Ability to solve complex problems of military command on the basis of a systematic scientific worldview and general cultural outlook in compliance with the principles of professional ethics and academic integrity.</p>
Special (professional, subject-orientated) competencies	<p>SC01. Ability to carry out original research, achieve scientific results that create new knowledge in the area of military management by armed services,</p>

other military formations and law enforcement agencies and related interdisciplinary areas and related areas and can be published in leading scientific magazines on military management.

SC02. Ability to interpret the experiments results and participate in discussions with experienced military command scientists regarding the scientific significance and potential implications of the results

SC03. Ability to develop science-based recommendations for the implementation and improvement of military command

SC04. Ability to apply and improve modern methodologies, methods and tools of empirical and theoretical research, information technology, databases and other electronic resources, specialized software in scientific and educational activities in the field of military command by types of armed forces, other military formations and law enforcement agencies

SC05. Ability to carry out scientific-pedagogical and / or scientific activities in higher education in the area of military management by armed services, other military formations and law enforcement agencies

SC06. Ability to identify, pose and solve research problems in the area of military management, evaluate and ensure the research quality

SC07. Ability to analyze and assess the current state, trends in the development of military command

SC08 Ability to identify problems in the functioning of the command and control system of troops (forces) during the preparation and conduct of joint operations (combat operations, combat actions) of groups of troops (forces) of armed services (branches) of troops, other components of the defence forces, set hypotheses, generate new ideas and propose practical ways for their comprehensive solution.

7 – Learning outcomes

LO01 Have advanced conceptual and methodological knowledge, research skills in the area of military command (by armed services), other military formations and law enforcement agencies and sufficient subject area knowledge, as well as research skills sufficient to conduct scientific and applied research at the level of the latest world achievements in the relevant area of military management, gain new knowledge and / or implement innovations

LO02 Present and discuss with specialists and non-specialists research results, scientific and applied problems of military command by armed services, other military formations and law enforcement agencies, publish research results in leading professional scientific magazines

LO03 Plan and carry out experimental and / or theoretical research on military management by armed services, other military formations and law enforcement agencies and related interdisciplinary areas using modern tools and compliance with the norms of professional and academic ethics, critically analyze the results of their own research and the results of other researchers in the context of the whole complex of modern knowledge about the studied problem

LO04 Develop, improve and explore conceptual, mathematical and computer models of processes and systems of military command, effectively use them to obtain new knowledge and / or create innovative products in the area of military management and related interdisciplinary areas

LO05 Identify scientific and practical problems in the field of military command by type of armed forces, other military formations and law enforcement agencies, deeply understand the general principles of military science, as well as the

methodology of scientific research, apply them in their own research and teaching practice

LO06 Organize and implement the educational process in the area of military management by types of the armed forces, other military formations and law enforcement agencies, its scientific, educational, methodological and regulatory support, apply effective methods of teaching disciplines

LO07 Develop and implement scientific and/or innovative projects that provide an opportunity to rethink existing and create new holistic knowledge and/or professional practice and solve significant scientific and technological problems in the field of military command by type of armed forces, other military formations and law enforcement agencies, taking into account social, economic, environmental and legal aspects

LO08 Formulate and exercise hypotheses; use appropriate evidence to substantiate the conclusions, in particular, the results of empirical and theoretical studies of the military management, computer simulations, available data

LO09 Apply modern tools and technologies for searching, processing and analyzing information, in particular, statistical methods for analyzing data of large volume and / or complex structure, specialized databases and information systems

LO10 Be able to identify, find solutions to problems related to the management of the security and defense sector, command and control of troops (forces). Know the basics of the functioning of defense forces command and control systems during strategic actions, defense planning and command and control of troops (forces) during the preparation and conduct of joint operations (combat operations, combat) by

	groups of troops (forces), types (branches) of troops, other components of the defense forces;
8 – Program implementation resources	
Staffing/personnel	The program implementation involves pedagogical and scientific workers with a high level of professional and academic qualifications
Logistics	PhD students are provided with free access to all resources of the educational environment of the National Defence University of Ukraine, in particular, the classroom funds, educational libraries, computers and specialized classes, conference rooms, the Internet and the internal academic network Moodle; for leisure activities: sports grounds, stadiums, swimming pool, comfortable hostels
Information, education and methodology support	<p>The library of the National Defence University of Ukraine is provided with scientific professional periodicals of the appropriate profile, including in electronic form. There is access to databases of periodicals in English.</p> <p>There is an official website of the National Defence University of Ukraine (https://nuou.org.ua), which contains basic information about the educational and scientific programs, curriculum, syllabuses of educational components, educational, educational and scientific, publishing activities of the National Defense University of Ukraine and its structure, educational and scientific structural units and their composition, admission rules, contact information, etc.</p> <p>Available: Internet access; wireless Internet access points; Moodle learning environment.</p> <p>The National Defence University of Ukraine has: curriculum and working curriculum; educational process schedules; work programs of academic disciplines; educational and methodological support for each academic discipline of the curriculum;</p>

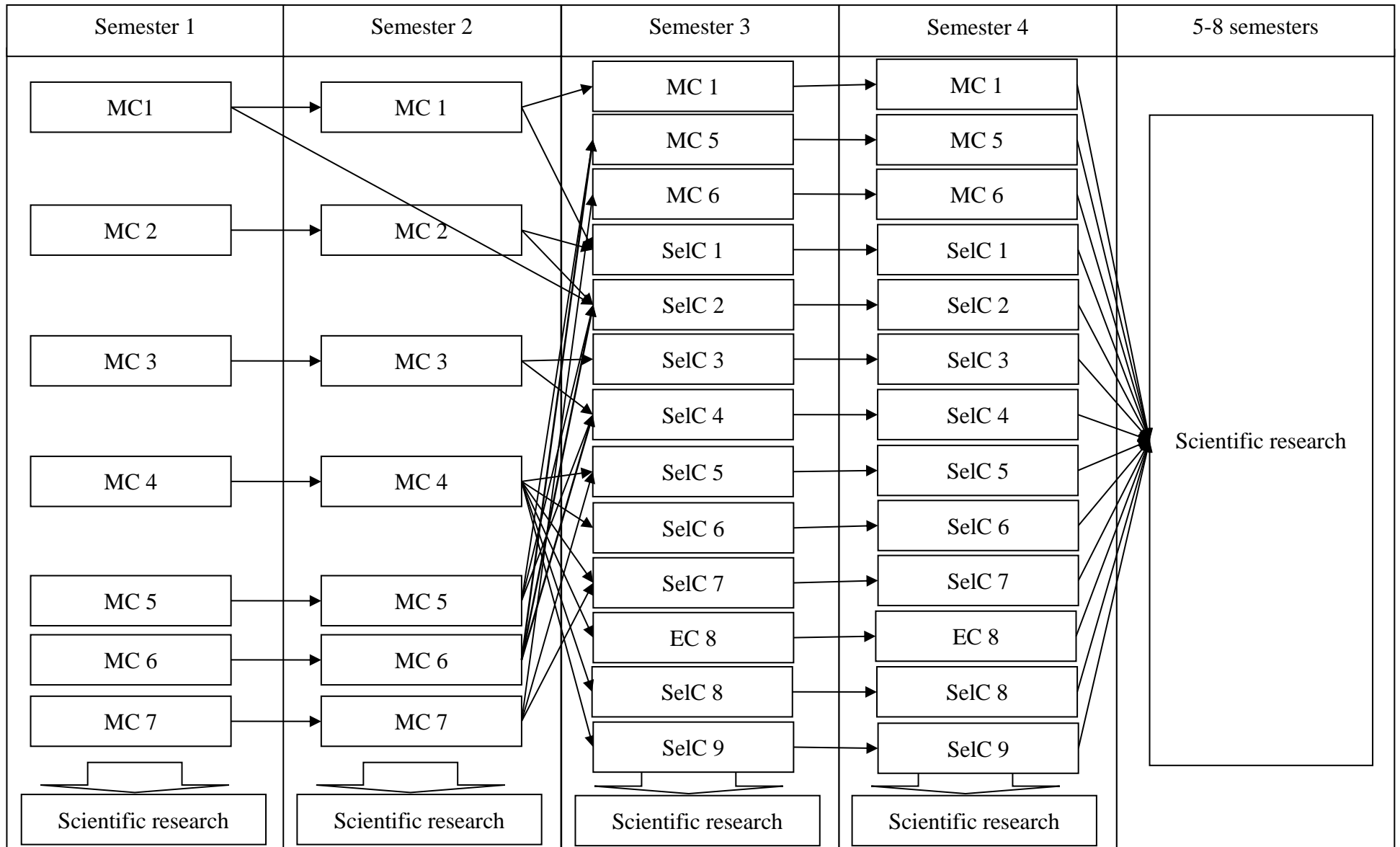
	<p>didactic materials for independent and individual work of applicants in disciplines; textbooks, textbooks, lecture notes, etc. in accordance with the list of recommended literature in each academic discipline, the number of which meets the established requirements.</p> <p>Access of applicants to information and educational and methodological support is free of charge.</p>
9 – Academic mobility	
National credit mobility	It is carried out in accordance with agreements and memorandums on scientific and scientific-technical cooperation with institutions of the National Sciences Academy of Ukraine, universities and scientific organizations
International credit mobility	It is carried out in accordance with the requirements established by the legislation of Ukraine for the preservation of state secrets within the limits. In accordance with cooperation agreements with foreign military universities, joint educational and scientific projects (ERASMUS +, DEEP UKRAINE Programme), involvement in international conferences
Training of foreign applicants for higher education	According to special agreements within the framework of educational and research projects

2. The list of educational and scientific program components and its logical sequence

N/A code	Educational program components (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form summary. Control
1	2	3	4
Mandatory components of the educational and scientific program			
1. Gaining in-depth knowledge of military management by type of armed forces			
MC 1	The Security and Defence Sector Joint Management Art in the frame of the Hybrid War against Ukraine	6	E
MC 2	Armed Forces of Ukraine Military Management during operation	6	E
2. Obtaining general scientific (philosophical) competencies			
MC 3	Philosophy and methodology of science	3	E
MC 4	Methodology of scientific and pedagogical activity	3	E
3. Gaining universal researcher skills			
MC 5	Work fundamentals of scientific projects and scientometric databases	3	D
MC 6	Application of modern information technologies in scientific activity	3	E
4. Getting language competencies			
MC 7	Foreign language in scientific activity	6	E
5. Practice			
MC 8	Pedagogical (research) practice	4	Report
Total required components		34	
6. Scientific component			
	Scientific research	194	Protection
Selective components of the educational and scientific program			
1. Obtaining advanced knowledge of military management by armed services			
SelC 1	Organizing and conducting expert reviews of military management decisions, operational standards, analytical materials, proposals, and reports	3	D
SelC 2	groups of troops (forces) of the Armed Forces in military conflicts military management: historical experience	3	E
2. Obtaining general scientific (philosophical) competencies			
SelC 3	Philosophy of war and peace	3	D
SelC 4	Basics of evaluating the effectiveness of management processes and their optimization	3	D
3. Obtaining universal researcher skills			
SelC 5	Modern pedagogical rhetoric	3	E
SelC 6	Teaching methods in higher education	3	D
SelC 7	Methods of military-applied research and modeling, application packages (programs)	3	D
4. Practice			

1	2	3	4
SelC 8	Pedagogical practice (additional)	3	Report
SelC 9	Research practice (additional)	3	Report
The total amount of selective components that the applicant can choose		12	
The total amount of the educational components of the educational and scientific program		46	
The total components amount		240	
<p>Possible order of choice of academic disciplines. The applicant chooses academic disciplines from the list of selective disciplines from this educational and scientific program or other educational programs. Or the applicant can form his block of selective disciplines. Moreover, the applicant has the right to choose individual modules (topics) in academic disciplines in agreement with the teacher and supervisor, the form and procedure for reporting for a separate module (topic).</p> <p>The total amount of selective components is 12 ECTS credits.</p>			

2.2 Organizational and logical scheme of the educational and scientific program



3. Form of certification of higher education applicants

Public presentation of research results in the form of a dissertation. The number of pages should be 110-155 pages (from 4.5 to 7 copyright sheets).

Certification is carried out openly and publicly, subject to compliance with the requirements of the legislation of Ukraine in the field of protection of state secrets.

A mandatory requirement for dissertation admission is the successful completion by the applicant of his/her individual curriculum and individual research plan.

Certification ends with the issuance of a document of the established sample on awarding the degree of Philosophy Doctor to the applicant.

5. Matrix of correspondence of program competencies to the components of the educational and scientific program

	MC 1	MC 2	MC 3	MC 4	MC 5	MC 6	MC 7	MC 8	SeIC 1	SeIC 2	SeIC 3	SeIC 4	SeIC 5	SeIC 6	SeIC 7	SeIC 8	SeIC 9
GC01	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
GC02	+	+		+	+	+	+	+	+	+		+	+	+	+	+	+
GC03	+			+	+	+		+	+			+			+		+
GC04				+			+	+					+	+	+	+	+
SC01	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
SC02	+	+		+	+	+	+	+	+	+		+	+	+	+	+	+
SC03	+	+	+	+				+	+	+	+		+	+	+	+	+
SC04				+	+	+	+	+	+			+		+	+	+	+
SC05	+			+	+	+	+	+				+	+	+	+	+	+
SC06	+								+	+							
SC07		+							+	+							
SC08		+	+						+	+				+			

6. Matrix of providing program learning outcomes with relevant components of the educational and scientific program

	MC 1	MC 2	MC 3	MC 4	MC 5	MC 6	MC 7	MC 8	SeIC 1	SeIC 2	SeIC 3	SeIC 4	SeIC 5	SeIC 6	SeIC 7	SeIC 8	SeIC 9
PO01		+								+							
PO02				+			+						+	+	+		
PO03					+	+			+			+			+		
PO04				+	+	+						+					
PO05	+	+	+						+	+	+						
PO06				+				+						+	+	+	
PO07	+							+									+
PO08	+	+							+	+							
PO09	+	+	+						+	+	+				+		
PO10		+							+		+						

7. List of research areas for higher education applicants

1. Research of the military-political situation in the world and around Ukraine, forecasting its development, analysis of external and internal factors influencing the security of the state in the military sphere, substantiation of the principles of military policy of strategic and defense planning.

2. Study of the problems of military strategy development, conceptual foundations of training and use of armed forces, types, functional structures of the armed forces and their comprehensive support.

3. Research of globalization processes in the modern world, forecasting their consequences for Ukraine's military security.

4. Substantiation of ways to improve the management of state defense in peacetime, in a special period.

5. Research on: military political science, military art, military law and international peacekeeping.

6. Study of the problems of ensuring defense needs, financial and economic support of the armed forces.

7. Research on the problems of military education, new teaching methods, educational activities of military educational institutions, scientific, scientific and technical activities of the security and defense sector.

8. Research is related to the training of highly qualified specialists for the needs of higher military educational institutions and scientific institutions of the security and defense sector.

9. Creation of mathematical, algorithmic and software for modeling processes, situations and threats to military security of Ukraine, forecasting their development on the basis of promising methods of information processing in conditions of uncertainty.

10. The study of the development of the theory of command and control of the armed forces, ways of developing the system of command and control of troops (forces).

11. Study of strategic planning of armed forces development.

12. Study of the development of theoretical and regulatory foundations of civil-military relations, evaluation of the effectiveness of transformation processes in the armed forces.

13. Research of information security and substantiation of new ways of implementing military policy in the information sphere.

14. Study of the problems of conducting international peacekeeping and security operations.

15. Research of strategic communications problems.

16. Research on the problems of preventing corruption in the Armed Forces of Ukraine.