

*Approved  
by the decision of the Academic  
Council of the Academy  
March 29, 2023  
Protocol №13*

**Doctoral Educational Program  
«8D04113 - Public Administration»**

**1. Program Name:** Doctoral Educational Program «8D04113 - Public Administration» (training direction «8D041 – Business and Management»).

**2. Duration:** 3 years

**3. Total Credits (ECTS):** 185

**4. Program description:**

The program is developed on the basis of the best international practices and is aimed at training highly qualified specialists, civil servants, analysts who are ready to conduct comprehensive interdisciplinary research, analyze and assess the problems of public administration, the socio-economic development of the country and make effective managerial decisions at the state level.

**5. Program Purpose and Objectives:**

*Purpose:* Training of management specialists who are capable to apply analytical and research skills in studying the problems and prospects for the development of the public administration system, make effective management decisions at a strategic level to form a qualitatively new model of public administration.

*Program Objectives:*

- development of competence to apply strategic, project and operational management tools at the scale of a state body, sphere, industry, region or country when conducting applied research in the field of public administration;
- formation of competence to analyze and implement innovative approaches to ensuring the activities of a state body based on the principles of a "hearing", effective, accountable, professional and pragmatic state;
- improving the skills of effective planning and organization of the state body work based on setting specific tasks in accordance with strategic goals and priorities;
- increasing the level of competence of analytical thinking and strategic vision for the study and analysis of big data and the ability to make effective management decisions based on proven facts.

**6. Program Benefits:**

- interdisciplinary, individual and competency-based approach to learning, providing an opportunity to gain knowledge and skills in related fields;
- result-oriented learning and research through the analysis and solution of specific economic problems of the public administration system;
- implementation of experimental research work (dissertation) focused on solving urgent economic problems of the development of the region, industry, national economy;
- a unique combination of theoretical and applied disciplines, project and research work at scientific and research seminars;
- learning in the state, russian, english languages;
- individual learning trajectory based on the results of scientific and experimental research;
- involvement of leading analysts, researchers, invited lecturers and experts from the public and quasi-public sectors;
- development of professional and expert networking, interaction with civil servants from various state bodies, mutual learning.

## 7. Expected Learning Outcomes:

Research management - possesses the methodology of scientific knowledge of management processes and the abilities to integrate existing knowledge and competencies in the field of forming a long-term development strategy of the state for conducting experimental research activities and ensuring continuous professional growth.

Activity management - sets specific tasks and gives instructions in accordance with strategic goals, creates conditions and orients the team to high-quality and timely fulfillment of tasks by the unit, effectively organizes the work of the unit, setting priorities.

Building effective communications - has the abilities to coordinate his activities with colleagues, is open to communication, shows readiness for business cooperation, helps colleagues if necessary, has the abilities to resolve conflicts with benefit for the common cause, at the same time reasonably conveys his point of view and takes into account the opinion of colleagues, builds effective work of the group/team/with stakeholders.

Following ethical standards and principles - strictly follows the rules of ethical behavior in all situations in accordance with the Code of Ethics, adheres to the principles of integrity, honesty, goodwill, respect for colleagues and stakeholders, does not get lost in a stressful situation, seeks and finds solutions.

Change management - positively relates to changes in the organization, adapts the tactics of its actions in accordance with the changed situation, analyzes the reasons for failure and changes approaches or strategies, supports and encourages the initiatives of employees.

Result orientation - sets difficult goals and achieves them, makes additional efforts to complete tasks, takes responsibility for achieving results.

Autonomy and decision-making skills - capable to analyze opportunities, risks, as well as calculate and plan resources, act effectively in conditions of uncertainty, offers several options for solving the tasks, considering possible risks.

Leadership qualities - demonstrates enthusiasm and talent, faith in his own beliefs, charismatic, uses the strength of his personality to motivate subordinates, is determined to motivate staff, correctly chooses the ratio of encouragement and blame.

Cooperation - orients employees to build effective interaction with state bodies and organizations within their competence, uses the potential of each employee to achieve the tasks set, implements plans together with the structural divisions of the state body and achieves overall results.

Efficiency - timely brings new priorities to the team, develops effective measures for timely response to changes, effectively manages the unit and achieves results with internal and external changes.

Self-development - identifies and makes proposals for the promotion of promising employees, takes systematic measures for the development of employees, demonstrates by personal example the desire for self-development.

Initiative - considers and develops proposals for the introduction of innovative approaches and solutions aimed at improving the efficiency of activities, analyzes and makes proposals for the implementation of innovative approaches and solutions aimed at improving the efficiency of activities, initiates projects to improve the state body activities.

## 8. Program Structure and Academic Content:

Semester	Discipline Name	ECTS
1	Academic Writing	2
	Methods of Scientific Research	3
	Modern Theories and Practices of Public Administration	3
	Management and Strategic Planning	3
	<i>Total Theoretical Training</i>	<i>11</i>
	<i>Experimental Research Work of a Doctoral Degree (hereinafter - ERWD)</i>	<i>19</i>

<b>TOTAL FOR SEMESTER 1</b>		<b>30</b>
<b>2</b>	Methods of Scientific Research	3
	Audit and Evaluation in the Public Administration System	3
	<i>Practice</i>	10
	<i>Total Theoretical Training</i>	16
	<i>ERWD</i>	15
<b>TOTAL FOR SEMESTER 2</b>		<b>31</b>
<b>3</b>	Research Seminar	2
	Selectable Component	2
	<i>Practice</i>	10
	<i>Total Theoretical Training</i>	14
	<i>ERWD</i>	18
<b>TOTAL FOR SEMESTER 3</b>		<b>32</b>
<b>4</b>	Research Seminar	3
	Selectable Component	4
	<i>Total Theoretical Training</i>	7
	<i>Internship</i>	4
	<i>ERWD</i>	20
<b>TOTAL FOR SEMESTER 4</b>		<b>31</b>
<b>5</b>	Research Seminar	1
	<i>Total Theoretical Training</i>	1
	<i>ERWD</i>	30
<b>TOTAL FOR SEMESTER 5</b>		<b>31</b>
<b>6</b>	<i>ERWD</i>	18
	<i>Final Attestation (Design and Defense of a Doctoral Dissertation)</i>	12
<b>TOTAL FOR SEMESTER 6</b>		<b>30</b>
<b>Total Theoretical Training + Practice</b>		<b>49</b>
<b>Final Attestation (Design and Defense of Doctoral Dissertation)</b>		<b>12</b>
<b><i>ERWD + Internship</i></b>		<b>124</b>
<b>TOTAL CREDITS FOR COMPULSORY DEVELOPMENT</b>		<b>185</b>