

REVIEW REPORT
of the Educational and Scientific Programme
“Entrepreneurship and Business Management”
Third (Educational and Scientific) Level of Higher Education
(Doctor of Philosophy / PhD)
in the speciality D3 “Management”
in the field of knowledge D “Business, Administration and Law”
developed by Yuriy Fedkovych Chernivtsi National University

The relevance of the Educational and Scientific Program "Entrepreneurship and Business Management" in the speciality D3 “Management” in the field of knowledge D “Business, Administration and Law” (PhD level) is driven by contemporary challenges in the development of Ukraine's economy and the urgent need to train a new generation of scientific, academic, and teaching personnel. Amidst martial law, post-war recovery, and Ukraine's European integration, there is an exceptionally acute demand for highly qualified specialists capable of generating fundamental knowledge, developing innovative business management models, driving the digital transformation of enterprises, and enhancing their international competitiveness. Traditional approaches to doctoral training no longer fully align with the dynamic shifts in today's business environment, which is characterized by high levels of uncertainty, rapid technological progress, and globalization processes.

The reviewed program is designed to develop researchers who combine a profound theoretical foundation with the practical capacity to solve complex problems in strategic management, commercialize scientific findings, and ensure the sustainable development of business entities under crisis and uncertain conditions.

The mandatory educational components of the professional training cycle significantly strengthen the managerial, innovative, and entrepreneurial aspects of developing the competencies of future PhD candidates. The updated content of the Scientific Programme “Entrepreneurship and Business Management” fully complies with the state policy priorities in higher education and science, the Development Strategy of Yuriy Fedkovych Chernivtsi National University, as well as the real-world demands of business, the state, and society as a whole. The introduced changes are completely justified and timely, as they correlate with modern European trends, where entrepreneurship is viewed as an integral part of management, particularly within the framework of digitalization and institutional instability.

The uniqueness of the Scientific Program "Entrepreneurship and Business Management" lies in the synergy between a robust research component and a pronounced practical orientation. The program's working group has carried out a high-quality revision of the objectives, subject area, and curriculum structure, emphasizing strategic management in conditions of uncertainty. Particularly noteworthy is the updating of mandatory core and elective components that align with contemporary

global trends (specifically, ESG concepts, the application of artificial intelligence in management, and sustainable entrepreneurship).

The structure of the program is logical, balanced, and complies with the requirements of the Bologna Process. The workload of the educational component (48 ECTS credits), the clear distinction between the theoretical and research parts, and a sufficient number of elective courses provide ample opportunities for tailoring flexible individual learning pathways for the doctoral students.

Among the key positive aspects of the updated Educational and Scientific Programme, it is worth highlighting: a clear orientation towards training researchers who are capable not only of generating innovative ideas but also of managing their commercialization; a substantial strengthening of the international dimension; a strong focus on the practical significance of PhD dissertations for the real sector of Ukraine's economy.

The Educational and Scientific Program "Entrepreneurship and Business Management" of the third (educational and scientific) level of higher education, developed at Yuriy Fedkovych Chernivtsi National University, fully complies with European and national standards for PhD training. The program is modern, relevant, possesses a clear academic architecture, and can be unreservedly recommended for implementation in the educational process. As a reviewer, I confirm my readiness for further international cooperation, particularly in the areas of joint PhD supervision, academic mobility, and the implementation of collaborative research projects.

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