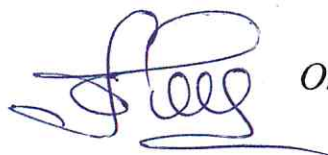


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**Tools for the development of postgraduate programs within a distributed  
university branch network**

Specialty-5.2.6. Management

**Abstract for the dissertation**

for the degree of Candidate of Economic Sciences

**Scientific Supervisor:**

Doctor of Economics, Professor

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### **Relevance of the research topic.**

The relevance of this study stems from the current priorities of Russia's state scientific and technological policy, as outlined in Presidential Decree No. 145 of February 28, 2024, "On the Strategy for Scientific and Technological Development of the Russian Federation." In the context of national development goals, establishing an effective system for training scientific and academic personnel—capable of ensuring the sustainable reproduction of the country's research potential—has become critically important. Rapid changes in the external environment, rising demands for the efficiency of postgraduate education, and the need to enhance the global competitiveness of Russian science necessitate the development of new managerial and organizational mechanisms for postgraduate programs, particularly within distributed university models.

The study is particularly relevant because it focuses on the tasks outlined by the President of the Russian Federation in his Addresses to the Federal Assembly, in terms of improving the status of leading universities and the effectiveness of training scientific personnel. Under these conditions, special attention should be paid to the development of postgraduate programs distributed in a network of university branches, where the problems of fragmented management, reduced effectiveness of dissertation defenses and insufficient integration of research activities of graduate students into the strategic goals of universities remain. Considering postgraduate programs as an educational ecosystem and developing tools for strategic management of its development allows us to ensure the practical applicability of the research results and their compliance with the current tasks of socio-economic, scientific and technological development of the country.

### **The degree of development and study of the problem.**

According to the Strategy of Scientific and Technological Development of the Russian Federation, one of the key tasks is to create an effective system of interaction between science, technology and production. Issues of strategic development of educational and scientific organizations are actively studied both in Russia and abroad. However, aspects of postgraduate management in the ecosystem

approach format and integration with the national innovation system remain insufficiently developed.

The theoretical basis of the study is based on the system-wide principles described in the works of A. Y. Nikitaeva, E. N. Antonovich, V. V. Velikorossov, Yu. N. Lapygin, A. T. Zuba, E. M. Isayeva, V. V. Kuimov, M. P. Kuropatkina, A. I. Prigozhin, G. S. Rosenberg, N. Yu. Rosinskaya, R. D. Serdyukov, D. H. Meadows, J. O'Connor, D. R. Abdrakhmanova.

The ecosystem approach developed in foreign studies by R. Adner, T. Andersson, H. Batelt, E. M. Bergman, Z. Wang, J. F. Moore, H. Niemi, L. Haibin, P. Hutapea, K. Zhang, as well as in the works of such domestic researchers as G. B. Kleiner, V. A. Karpinskaya, G. R. Latfullin, S. E. Martynova, M. V. Ovchinnikova, V. G. Smirnova, N. V. Plaksina, M. A. Rybachuk, G. V. Rybina, T. O. Tolstykh, allowed us to determine the prospects for the development of a network of graduate schools of the university.

Strategic prospects for the development of socio-economic systems are considered in the works of such foreign classics as D. A. Aaker, B. Alstrand, I. Ansoff, K. Bowman, P. Jenster, R. Koch, J. Lampel, J. Middleton, G. Mintzberg, B. Tregowe, M. Friedman. Among the works of Russian scientists, it is necessary to indicate the results of research on aspects of strategic analysis and organization strategy building by the following authors: A. S. Buzimova, R. D. Lapin, Yu. N. Lapygin, V. V. Makarova, A. Yu. Matveev, S. A. Shirokovskikh.

Significant interest in the strategic development of educational systems in general and the results of research on various aspects of the formation of educational ecosystems in particular are presented in scientific publications of such Russian researchers as M. E. Anokhina, N. I. Askarova, A. Yu. Asriev, M. A. Belogash, V. A. Borodulin, M. N. Vetchinova, E. S. Gavriluk, Yu. M. Gruzina, M. V. Dulyasov, A. G. Izotov, M. N. Kicherova, S. G. Kreneva, M. V. Melnichuk, S. V. Telnova, E. A. Terentyev, I. S. Trifonova, I. G. Khangeldieva, Yu. A. Shuvalov, as well as foreign authors: E. Cook, L. Crane, S. Kinash, T. Gatfield, K. S. Kwon, S. H. Kim, T. S. Park, T. Meinhard, G. Meles, V. Meles.

Regarding the prospects for the development of educational ecosystems focused on the training of scientific and pedagogical personnel, the results of research by such authors as K. A. Artamonova, N. G. Bagdasaryan, B. I. Bedny, E. V. Brodovskaya, I. A. Vladimirov, S. A. Dianov, P. A. Dmitriev, M. A. Drozdova, S. V. Zhuchkova, E. V. Kolesnikov, and others are considered. V. Zaitseva, O. V. Zarubkina, Kamyshansky, E. V. Karavaeva, M. A. Kapshutar, A. S. Kelsina, Yu. V. Klimacheva, N. A. Kolesnikova, P. Luksha, N. G. Maloshonok, A. M. Margolin, R. M. Melnikov, V. V. Naumkina, I. N. Porsev, M. D. Rybakov, M. V. Seroshtan, N. V. Solovyeva, T. V. Urazhok, A. S. Finogenov, I. G. Khangeldieva, and I. N. Sharyi..

It is also necessary to note the results of research in the field of constructing scenarios for the implementation of strategically significant solutions, as well as building road maps that reflect the main aspects of implementing the developed solutions, in the works of R. V. Gabdreiev, V. V. Matsko, G. G. Mustafina, H. Muller, A. A. Poluboyarova and A. O. Topnikov.

The study fills in the gaps in this area, offering tools and mechanisms aimed at improving the effectiveness of the postgraduate development strategy and ensuring the personnel sovereignty of the country's universities. All of the above determined the purpose and objectives of the study.

**The purpose of the dissertation research** is to develop tools for forming a strategy for the development of postgraduate programs distributed in a network of university branches. The following research **tasks** were formulated to achieve this objective:

- determine the structure of the ecosystem as a model that reflects its main content in relation to postgraduate programs at the university;
- modify the tools for performing strategic analysis of environmental impact factors on graduate schools of the university;
- to develop an algorithm for constructing a strategy for the development of postgraduate programs of the university, distributed in the network of its branches;

– to formulate the principles of building the educational ecosystem of postgraduate programs of the university, distributed in the network of its branches.

**The object of research** is postgraduate programs of a higher educational institution distributed in a network of branches. **The subject of the research** is management relations that arise in the process of implementing strategic management methods aimed at developing postgraduate programs of a university distributed in a network of its branches. **The research** area corresponds to paragraphs 14, 25 and 32 of the Passport of scientific Specialties of the Higher Attestation Commission of the Ministry of Science and Higher Education of the Russian Federation 5.2.6-Management.

**The theoretical and methodological basis of the research** is based on works in the field of strategic planning, systems theory, decision theory, organization theory, as well as cluster, system and ecosystem approaches. The dissertation uses system and ecosystem approaches for strategic management of postgraduate programs distributed in a network of university branches, forecasting and scenario modeling methods that correspond to national development priorities, expert assessment tools to identify key problems and factors in the development of postgraduate programs, activate creative thinking and conduct sociological research, as well as methods of graphical, tabular and statistical analysis. The system-emergent approach to postgraduate programs is also applied. According to it, postgraduate programs are considered as an open system (ecosystem) with inputs (students, resources, information flows) and outputs (scientific results, personnel, innovations). In this system, the network of relations both within the university and with external actors is important.

**The information base** of the study is formed from a wide range of sources: current legislation and bylaws in the field of strategic planning, scientific and monographic publications, research results carried out by academic and applied institutes, data from news agencies, conference materials, as well as works presented in the international Scopus database. The author's observations and analytical calculations are taken into account.



**The degree of reliability of the provisions and results** of the conducted research is due to the fact that the study is based on the current legislation of the Russian Federation, uses a wide range of scientific works and publications. The dissertation research is supported by the author's direct participation in scientific and practical conferences and grant competitions, and is also implemented on the basis of methods of analysis, synthesis, principles of a systematic approach and modeling techniques.

**The scientific novelty** consists in the development of an algorithm for strategic management of postgraduate programs based on the methods of directed analysis of environmental factors, forecasting and scenario modeling. The study suggests adaptive strategic management tools aimed at ensuring the sustainable reproduction of highly qualified scientific personnel, which contributes to the formation of the country's human resources potential and creates conditions for the effective integration of science into the economy.

**Provisions that are submitted for defense and have a scientific novelty.**

1. 1. An original mental map of the ecosystem has been built, eight blocks of which give an idea of the characteristics of its subsystems, which allows us to reach the prerequisites for the formation of an educational ecosystem of postgraduate programs distributed in the university's branch network, ensuring the formation of an individual educational trajectory of graduate students through the implementation of new formats and opportunities created by innovative information platforms, remote forms of engagement and dissertation defense in one-time dissertation councils formed by leading experts from scientific schools of university branches. The similarity of the network of graduate schools of university branches with the cluster structure of a business organization is shown, but with the difference that not only graduate students and university employees can become participants in the network of graduate schools, but also representatives of subsystems of the external environment related to the results of dissertation research, dissertation defense and the implementation of graduate students' developments. In addition, the involvement

of stakeholders in the process of creating such an educational ecosystem will ensure the realization of synergistic effects both in the regions and in the country as a whole.

This scientific result corresponds to the Passport of the scientific specialty 5.2.6 "Management", in particular item 25 " Formation, training and development of management personnel. Career management and professional and official promotion of managerial personnel. Models and methods of stimulating managers" and item 32 " Management of social organizations (culture, science, education, healthcare)".

2. A modification of the analysis of external and internal environmental factors affecting the development of postgraduate programs as an object of management in a distributed network of university branches is proposed and revealed in a meaningful way.

Unlike traditional SWOT analysis, which begins with identifying environmental factors and then selecting the most significant ones, the developed procedure is based on the management logic "goals – problems – factors – solutions – goals". At the first stage, a target block is formed (vision, mission, and strategic goals), which sets the criteria for the relevance of the analysis. Further, the problems that hinder the development of postgraduate programs are identified, and key (priority) problems are identified from them. For each key problem, the possibilities of its resolution, internal potential and limitations (resource, organizational, personnel), as well as threats and barriers that need to be overcome when implementing changes are determined.

The specifics of postgraduate programs in the branch network are taken into account through the multi – level management (head university – branches-regional partners) and heterogeneity of the resource base of branches (differences in scientific supervisors, research infrastructure, digital support and partnerships). Opportunities and threats are recorded taking into account the regional variability of the external environment, and the results of the analysis are translated into a morphological decision matrix and a "solutions – goals" matrix, which provides verification of the feasibility and consistency of management decisions in the network. At the final stage,

goal statements are grouped into a goal tree and adjusted to match the original goal block, ensuring logical closure and reproducibility of the proposed tools.

This scientific result corresponds to the Passport of the scientific specialty 5.2.6 "Management", item 14 " Strategic management, methods and forms of its implementation. Business models of the organization. Corporate strategies. Strategic resources and organizational abilities of the firm".

3. An algorithm for forming a strategy for the development of postgraduate programs distributed in a network of university branches is developed, the initial procedures of which are based on the collection and processing of secondary information, based on the results of which a survey of stakeholders and subsequent directional analysis of environmental factors are implemented, and then the construction of morphological decision matrices that allow determining the direction of The distinctive aspect of the algorithm is that the obtained solutions, on the one hand, are evaluated by stakeholders in terms of forming the initial stage of development of postgraduate programs to solve the main problems, and on the other hand, in terms of building an ecosystem at the subsequent stage.

The transition from decisions to goals is performed by constructing morphological matrices, and structuring goals gives an idea of the target orientation of the university in the development of postgraduate programs both at the initial stage of change and at the next stage of building an educational ecosystem of postgraduate programs focused on achieving goals, which are defined in a sequence similar to the initial stage: from decisions-to goals, from goals to the hierarchy of goals and to the strategy itself.

The developed algorithm for constructing an integral tree of strategic goals differs in that the strategy and hierarchy of strategic goals are filled with content both by decisions and goals for the development of postgraduate programs, and by decisions and goals for the formation of an educational ecosystem of postgraduate programs distributed over a network of university branches. At the same time, it is established that the content and orientation of this kind of strategy fits into the practice of training scientific and pedagogical personnel in the country and abroad



and allows us to formulate a strategy for the development of the ecosystem of postgraduate programs at the university, reflecting both the solution of accumulated strategically significant problems and the future based on the ecosystem approach.

It is proved that the alignment of the goals of the initial and subsequent stages of ecosystem formation is facilitated by the construction of an integral tree of goals of the first and second stages, and the keywords of the goal formulations of the top level of decomposition make it possible to formulate the strategy slogan, while its content is filled with these solutions.

This scientific result corresponds to the Passport of the scientific specialty 5.2.6 "Management", item 14 " Strategic management, methods and forms of its implementation. Business models of the organization. Corporate strategies. Strategic resources and organizational abilities of the firm", item 25 " Formation, training and development of management personnel. Career management and professional and official promotion of managerial personnel. Models and methods of stimulating managers" and item 32 " Management of social organizations (culture, science, education, healthcare)".

4. The principles of building the educational ecosystem of postgraduate programs are defined, which differ in the specifics of training scientific and pedagogical personnel in the conditions of distribution across the branch network of the university:

- vertical network consistency, reflecting the balance of centralization and autonomy, where strategic guidelines and standards are determined by the parent university, and branches implement them taking into account regional specifics;
- digital connectivity and academic circulation, in which the digital environment connects branches, graduate students and managers into a single system for planning and monitoring research, and academic circulation provides mobility and knowledge exchange between branches and the parent university, forming a single research environment;

— partner integration with regional entities, interaction with which becomes a stable mechanism for the formation of research directions of university branches and the practical implementation of the results of dissertations;

— co-evolutionary development of management levels based on the coordinated renewal of branches and the main campus through the introduction of innovations as drivers of network improvement;

— graduate student-centricity in a networked environment, which means active participation of the graduate student in managing the research trajectory, forming feedback and project activities through digital tools and mentoring programs throughout the country.

This scientific result corresponds to the Passport of the scientific specialty 5.2.6 "Management", item 32 " Management of social organizations (culture, science, education, healthcare)".

**Theoretical significance of the dissertation research.** The scientific results obtained in the course of the dissertation research contribute to the solution of methodological problems of performing strategic analysis and the algorithm for constructing prospects for the development of socio-economic systems in general from the standpoint of the ecosystem approach, which was manifested in the development of a sequence of procedures for performing directional analysis and an algorithm for forming a strategy for the development of postgraduate programs distributed in the branch network of higher education institutions as a developing educational ecosystem.

**The practical significance of the dissertation research** lies in the perspective of using the results in order to improve the efficiency of the system of training scientific and pedagogical personnel in postgraduate programs, distributed in a network of university branches. The implementation of methodological recommendations focused on information analysis and synthesis procedures will contribute to the modernization of the educational system, as well as create a comprehensive ecosystem of universities with a branch network that provide training for scientific and pedagogical personnel across the country.

### **Approbation of research results and publications.**

26 papers with a total volume of 35.65 pp were published on the topic of the dissertation. The materials of the dissertation published by the author also include articles in publications recommended by the Higher Attestation Commission of the Ministry of Science and Higher Education of the Russian Federation and the Academic Council of the Academy:

1. Glebov G. E., Lapygin Yu. N. Managing the development of a network of graduate schools in university branches based on the ecosystem approach // Bulletin of the Academy of Knowledge. - 2024. - No. 3. - pp. 726-734. - EDN: MDZJFW.
2. Glebov G. E., Lapygin Yu. N. Obrazovatel'naya ekosistema post-graduate studies educational ecosystem // Municipality: economics and Management. - 2023. - № 4. - С. 22-32. - DOI: 10.22394/2304-3385-2023-4-22-32.
3. Glebov G. E., Lapygin Yu. N. Posobnosti razvitiya post-graduate studies in the branch of the university // Municipal Academy. - 2024. - No. 1. - pp. 144-151. - DOI: 10.52176/2304831X\_2024\_01\_144.
4. Glebov G. E., Polyakova N. N. University as an institutional form of science development // Economics and entrepreneurship. - No. 8. - 2024. - pp. 1147-1149. DOI: 10.34925/EIP. 2024. 169. 8. 215.
5. Glebov G. E., Sokolova M. V. Scientific mentoring in the higher education system: results of an empirical study // Pedagogy and education. - 2024. - No. 2. - pp. 66-81. - DOI: 10.7256/2454-0676.2024.2.70880.
6. Glebov G. E., Lapygin Yu. N. Perspektivy formirovaniya obrazovatel'noy ekosistemy [Prospects for the formation of an educational ecosystem]. – 2024. - No. 2. - pp. 148-159. - DOI: 10.22394 / 1726-1139-2024-2-148-159.
7. Glebov G. E., Lapygin Yu. N. Instrumenty razrabotki strategii razvitiya obrazovatel'noy ekosistemy post-graduate studies of higher education institutions. Scientific notes. – 2024. - No. 2. - pp. 18-24. - DOI: 10.22394 / 2079-1690-2024-1-2-18-24. - EDN: QXTPKN

8. Glebov G. E., Lapygin Yu. N. Formirovanie ekosistemy podgotovki nauchnykh kadrov [Formation of an ecosystem for training scientific personnel]. – 2025. – № 3 (155). – Pp. 111-118. - ISSN 2070-8378.

Additionally, two monographs have been published:

9. Glebov G. E., Lapygin Yu. N. Development of postgraduate programs as an ecosystem: monograph. - Vladimir: Vladimir Branch of RANEPa, 2024. - 257 p. - ISBN 978-5-907789-17-3.

10. Glebov G. E., Lapygin D. Yu., Lapygin Yu. N. Ecosystem approach to building a regional strategy: monograph. - Vladimir: Vladimir Branch of RANEPa, 2025. - 195 p. - ISBN 978-5-907789-36-4.

The main provisions of the results of the dissertation research are presented by the author at scientific and practical conferences:

— XXI Interregional Scientific and Practical Conference " Strategic Development in conditions of Uncertainty "(Vladimir, November 17, 2023),

— V National Scientific and Practical Conference " Actual issues of Personnel Management "(MIREA-Russian Technological University, December 5-6, 2023),

— XVII Interregional Scientific and Practical Conference " Impact of Transformation of External and internal Markets on Regional Development "(Vladimir, May 15, 2024),

— XVIII Interregional Scientific and Practical Conference " Sustainable Development of the region in the context of modern Challenges: Problems and Prospects "(Vladimir, May 16, 2025).

**The structure of the study** is represented by an introduction, three chapters, and a conclusion. The text is illustrated with 43 figures and 32 tables. The literature used is represented by a list of 200 items. The text is spread over 234 pages of the main text. Illustrative material is provided in 24 appendices.