

MINISTRY OF EDUCATION AND SCIENCE OF THE REPUBLIC OF KAZAKHSTAN

ACADEMICIAN Ye.A. BUKETOV KARAGANDA UNIVERSITY

«AGREED»

Chairman of the Board  
PA «Chamber of Commerce» of the Karaganda region

«14»



K. K. Bekseitova

«AGREED»

Finance Director  
LLP "Car Park 3" of the city of Karaganda

«14»



Zhakyrbayev M.K.

«SUBMIT»

Chairman of the Board  
Karaganda University named after Academician E.A. Buketov

«14»



N.O. Nurbekov N.O.

THE EDUCATIONAL PROGRAM  
7M04104 -Management"  
Level: Master's Degree

Karaganda 2022

**The educational program in the field of training 7M04104 - Management" was developed on the basis of:**

- Law of the Republic of Kazakhstan dated July 27, 2007 N 319-III "On Education"
- Law of the Republic of Kazakhstan dated July 11, 1997 N 151-I. "About languages in the Republic of Kazakhstan"
- State Mandatory Standard of Postgraduate Education No. 604 dated August 31, 2018
- The National Qualifications Framework of March 16, 2016 by the Republican Tripartite Commission on Social Partnership and Regulation of Social and Labor Relations.
- Order of the Ministry of Education and Science of the Republic of Kazakhstan "On approval of the Rules for the organization of the educational process on credit technology" dated October 2, 2018 No. 152 (with amendments and additions dated October 12, 2018 N563)
- Classifier of training areas with higher and postgraduate education dated October 13, 2018 N 569.

## Educational program 7M04104 - Management

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### **Passport of the educational program (hereinafter EP)**

1. Code and name of the educational program: 7M04104 - Management
2. Code and classification of the field of education, areas of training: 7M04 Business, management and law
3. Group of educational programs 7M044 "Management and management"
4. Volume of loans: 120 ESTS
5. Form of study: full-time
6. Language of instruction: Russian, Kazakh
7. Academic degree awarded: Master of Economics in the educational program 7M04104 - Management
8. Type of EP: current
9. ISCED level (International Standard Classification of Education) – Level 7;
10. Level of NQF (National Qualifications Framework) – Level 7;
11. ORC Level - (Industry Qualifications Framework) – Level 7;
12. Distinctive features of the EP- no
13. Number of the appendix to the license for the direction of training: KZ83LAA00018495 Appendix No. 016, dated 07/28/2020.
14. Name of the accreditation body and the validity period of the accreditation of the OP: Independent Agency for Quality Assurance in Education (NAOKO, SA-A No.0168/7 dated June 10, 2019). The accreditation period is June 07, 2024.
- 15. Objectives of the EP:** Training of qualified specialists for the development of the economy, industry and culture of the Republic of Kazakhstan, providing conditions for obtaining a full-fledged education, professional competence in the field of science and pedagogical activity, developing the ability to self-improvement and self-development, skills of independent creative mastery of new knowledge, harmonious development of a future specialist with a high level of professional culture, which is necessary for his successful professional activity.

### **16. Qualification characteristics of the graduate**

#### **List of graduate positions**

A graduate of this educational program can hold the positions of Deputy Director (commercial director, Vice President) for economic affairs, Director of Economics, head of the Planning and Economic Department, head of the financial and economic Department, chief economist.

#### **Scope and objects of professional activity**

The sphere of professional activity of graduates of this educational program 7M04104 – Management is the direction to meet the needs of the state, interested persons and students. This orientation is confirmed by the objects of professional activity of graduates of the master's degree: with specialized training, these objects are: organizations, firms, corporations, regardless of the type of activity, size or form of ownership, various financial structures, public administration bodies, divisions of foreign economic activity; in scientific and pedagogical training: secondary specialized and higher educational institutions, scientific institutions.

The objects of professional activity of masters in the educational program 7M04104 - Management" are: the property of enterprises, its liabilities, capital and business operations that cause changes in the composition, placement of assets and sources of its formation, as well as the activities of organizations of various sectors of the economy, taking into account the specifics of the industry: state administrative bodies (Ministries and departments, Tax Committee, National Bureau of Statistics); research organizations and firms, regardless of their organizational and legal form.

**Types of professional activity:**

Master's degree in the specialty 7M04104 – Management can perform the following types of professional activity:

- organizational and technological activities. A bachelor in this specialty has all the skills to work in the field of development and application of management technology in state and local government bodies, at a specific enterprise, including participates in the creation of scientific, methodological and organizational and technological management base, together with other areas of training develops and applies the most effective methods, rules and procedures of strategic and tactical planning, management;

- production and management activities. Production and management activities are the prerogative of bachelors in this specialty, since the educational process requires them to thoroughly study all issues related to the process of state and local government, including production management. The direct job responsibilities of graduates in this specialty is to create an effective management system of the national economy, its branches and regions. The practical application of all known management principles, the use of the developed scientific-methodological and organizational-technological base of management, the formation of economic strategy and the state, economic sectors and regions, strategic planning and planning of current activities, analysis of the effectiveness of their implementation, etc.

- the project activity of bachelors in this specialty is carried out in two main directions: organizational design and feasibility study of projects. Organizational design includes the development of organizational management structures, their implementation, adaptation, as well as efficiency analysis and improvement of these structures. The analysis of economic projects involves the development and analysis of the effectiveness of specialized documents (feasibility study, business plan, etc.) related to the organization of a new enterprise or economic project and necessary for obtaining loans, loans and other types of financial support;

- the research activities of bachelors in this specialty are carried out both within the research programs of higher educational institutions, and as part of the relevant research groups of research institutes, industrial enterprises and corporations, or independently. A special place is given to international programs of scientific cooperation in the field of economics, organization, and management;

- educational or pedagogical activity of bachelors of this specialty consists in professional activity in secondary vocational educational institutions.

Masters of Business and Management in the educational program 7M04104 – Management can perform the following types of professional activities:

- organizational and managerial;
- production and technological;
- settlement and design;
- experimental research;

- educational;
- economic;
- legal;
- analytical;
- consulting.
- pedagogical

**Functions of professional activity:**

In the course of professional activity, the master performs the following functions:

- implementation of management activities in various spheres of economic and social development of administrative-territorial units (districts, districts, cities, regions) and the Republic of Kazakhstan;
- conducting a comparative analysis of indicators characterizing the process of socio-economic development of territories, administrative districts and regions in order to formulate conclusions and proposals for improving administrative and economic mechanisms of positive impact on this process;
- making scientifically sound economic decisions that take into account local factors and conditions for their implementation while respecting the priority of national interests;
- carrying out planning and forecasting calculations for the scientific substantiation of the prospects of economic and social development of the corresponding administrative-territorial units in the conditions of a multi-layered economy and increasing its competitiveness;
- preparation of analytical, reference, regulatory and instructional and other materials in order to stimulate the activity of local representative bodies in the manifestation of legislative initiatives on economic development and the standard of living of the local population;
- substantiation of proposals to increase the efficiency and improve the structure not of the local economy, but also of local economic management bodies with different ratios of ownership forms for the means and results of labor.

### Formulation of learning outcomes based on competencies

Type of competencies	Learning outcome code	Learning outcome (according to Bloom's taxonomy)
1. Softskills:	LO1	Possesses the ability to design and carry out comprehensive research, including interdisciplinary, based on a holistic systematic scientific worldview using knowledge in the field of history and philosophy of science.
	LO2	Able to plan, implement and evaluate the educational process in educational institutions of higher education.
	LO3	Has the ability to manage organizations, departments; readiness for self-development, self-realization, use of creative potential.
2. Digital skills:	LO4	Reveals the ability to use quantitative and qualitative methods for conducting applied research and business process management, to prepare analytical materials based on the results of their application based on the principles and technical foundations of digital technologies.
	LO5	Able to model business processes and use methods of business process reorganization in the practical activities of organizations, taking into account innovative management technologies.
	LO6	Carries out business communication and public speaking, conduct negotiations, meetings, carry out business correspondence and maintain IT communications, organize, conduct and participate in various exhibitions, competitions, develop and implement innovative events, presentations, installations, show creative initiative.
3. Hardskills:	LO7	Demonstrates the possibility of using knowledge of foreign languages to solve professional tasks, free communication at international conferences with foreign colleagues, participation in international projects.
	LO8	Able to assess the ratio of the planned result and the resources expended, the ability to evaluate investment projects under various conditions of investment and financing; the ability to participate in the development of a general strategy for the development of the organization, plan and implement activities, aimed at its implementation.
	LO9	He is able to carry out a critical analysis of problem situations based on a systematic approach, develop a strategy of actions, independently determine the tasks of professional and personal development, self-education, qualifications.

LO10	Has the ability to create teams of professionals and work effectively in teams, defend their position, convince, find compromise and alternative solutions.
LO11	Knows how to find organizational management decisions and bear responsibility for them from the standpoint of the social significance of the decisions made.
LO12	Has the ability to apply the basic methods of financial management for asset valuation, working capital management, investment decisions, financing decisions, the formation of dividend policy and capital structure, including when making decisions related to operations on world markets in the context of globalization.
LO13	Understand the role of knowledge and competence of a modern manager in the context of international management, the importance of having cross-cultural communication skills; the ability to solve professional problems based on knowledge of economic, organizational and managerial theory, digital and innovative approaches, generalization and critical analysis of management practices.



**Determination of modules of disciplines in accordance with the results of training**

<b>Learning result code</b>	<b>Name of the module</b>	<b>Name of disciplines</b>	<b>Volume (ECTS)</b>	
LO1	<b>Fundamentals of higher education</b>	History and philosophy of science	4	
LO2		Pedagogy of higher school	4	
LO3		Psychology of management	4	
		Pedagogical practice	4	
LO4	<b>Professional languages</b>	Foreign language (professional)	4	
LO4		Business English in Management	5	
LO4		Professional foreign terminology in management	5	
L11	<b>Current issues of research activity</b>	Commercialization of the results of scientific and scientific-technical activities	5	
L11		Innovative project management	5	
L11		Innovation in the control system	5	
P11		Strategy and Development Management	5	
LO12	<b>Fundamentals of management activity formation</b>	Management in education and science	4	
LO13		Personal management (in English language)	5	
LO08		Strategic Management (advanced course)	5	
LO09	<b>System-reproducing fundamentals of management</b>	Corporate Governance (in English)	4	
LO09		Business Development Management (in English)	4	
LO10		International management	5	
LO10		Innovative entrepreneurship	5	
LO5		Intellectual management (in English)	4	
LO5		Digital technology management (in English)	4	
LO 6		Management of a modern enterprise	4	
LO6		Outsourcing in a modern economy	4	
LO7		Communication Management (in English)	4	
LO7		Organization of Creative Systems (in English)	4	
		Research	14	
		<b>Current issues of research activity</b>	Research work of a master's student, including internship and completion of a master's thesis	24
		<b>Final certification</b>	Preparation and defense of a master's thesis	12

### Matrix of achievability of learning outcomes

NN π/π	Name of disciplines	Brief description of the discipline (30-50 words)	Nu mb er of cre dits	Generated learning outcomes (codes)												
				LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	LO10	LO11	LO12	LO13
General modules																
OOM -1	History and philosophy of science	The history and philosophy of science, the study of the meanings of scientific knowledge in its tendency to development and changing socio-cultural profile. Philosophy of science and methodology of science. Science is cognitive activity and tradition, as a social institution and as a special sphere of culture. Science in the culture of modern civilization.	4	+												
	Pedagogy of higher school	The study of the discipline will ensure the formation of students" professional approach to solving pedagogical problems in higher education, will ensure the preparation of students for conducting training sessions during pedagogical practice and subsequent pedagogical activity, preparation of educational documentation.	4			+										
	Psychology of management	Formation of undergraduates systemic ideas about the psychological patterns of managerial activity, in revealing the specifics of the use of socio-psychological knowledge in the structure of the managers activity, in mastering the skills of analyzing the socio-psychological principles underlying effective management, theoretical positions and topical problems of management psychology.	4													

OOM-2	Foreign language (professional)	Professionally oriented education is understood to be based on taking into account the needs of undergraduates in learning a foreign language dictated by the peculiarities of their future profession or specialty. The essence of professionally-oriented teaching of a foreign language is its integration with special disciplines in order to obtain additional professional knowledge and the formation of professionally significant personality qualities.	4																		
	Business English in Management	Determines the meanings of new lexical units, business and professional vocabulary related to the subject of this stage of learning and the corresponding situations of communication, relatively fully and accurately allows you to understand the statements of the interlocutor in common standard situations of business communication, understand the content and extract the necessary information. from texts of a professional and business orientation.																			
	Professional foreign terminology in management	The formation of graduates ability to intercultural communication in English and the development of skills to carry out professional communication in English will allow the master to work successfully in his chosen field of activity, broaden his horizons, improve professional skills and abilities, which will contribute to increasing his competitiveness in the labor market.																			
Models by specialty																					
MBC-3	Commercialization of the results of scientific and technical activities	Study of the process of commercialization of the results of scientific and intellectual activity, attraction of investments, development into production and their further support.	5																		
	Innovation in the control system	Formation of innovative thinking among undergraduates, the necessary knowledge and skills to solve practical problems of business development in the conditions of turbulence of the	5																		

		external environment, substantiation of the importance and necessity of continuous search for opportunities innovations in the organization as the basis for sustainable development and ensuring business efficiency, presentation of the current level of knowledge in the field of creation and implementation of new introductions.															
	Strategy and development management	Familiarization with the existing theoretical models of strategic management, the methodology of strategic planning, the essence of strategic planning and management, with methodological issues of strategic analysis of the enterprise in a market economy.	5									+					
Models by choice by specialty																	
OMC-4	Management in education and science	Mastering the system of theoretical knowledge and practical skills in management activities in the field of education and science. Course outline - studying the issues of managing an educational and basic institution operating in modern economic conditions. Representation of the characteristics of the external environment, the main functions of educational and scientific management.	4										+				
	Personal Management (in English)	Mastering by future managers the art and science of self-management, methods and techniques of personal career management, rationalization of their own work, techniques and techniques of persuasion, methods and skills to improve and maintain their working capacity, study of organizational relations and communications, information and technical support in personal management; mastering self-management methods, obtaining basic ideas about conflict management and prevention.	5											+			
	Strategic Management (advanced course)	Formation of relevant competencies in the field of strategic management of the organization for undergraduates, the study of topical issues of strategic management; the	5												+		

		formation of skills for diagnosing the external and internal environments of a modern organization, the development of concepts, methods of theory and practice of strategic management decision-making, the study and development of the features of the implementation of strategic changes in the organization, evaluation of their effectiveness and efficiency, consideration of specific business situations, the study of the experience of strategic management on the example of modern organizations.														
MBC-5	Corporate Governance (in English)	Consideration of the theoretical foundations of corporate governance. The study of this discipline will allow undergraduates to acquire and develop skills in analyzing and diagnosing corporate governance problems, modern methods of solving corporate governance problems, and also get acquainted with the modern specifics of corporate governance in domestic and foreign organizations.	4													+
	Business Development Management (in English)	Training of managers and entrepreneurs who are able to create and develop businesses of various profiles and scales in the domestic economy and internationally, hold key positions in organizations of any profile, manage their divisions and, in particular, business units.	4													
	International Management	Improving the efficiency of business management by taking into account and competent use by managers of different levels of national and cultural characteristics of the behavior of their subordinates and partners, as well as the characteristics of the countries in which their business is carried out. At the same time, in addition to purely economic goals, comparative management also pursues important socio-political goals, its competent use helps to strengthen trust and mutual sympathies of people of different cultures.	5													+

Innovative entrepreneurship	Formation of undergraduates knowledge of fundamental concepts of innovative development, modern approaches and methods of entrepreneurial activity in the field of new and high technologies, skills and application of modern management and marketing tools to ensure the competitiveness of an innovative enterprise in the market.	5				+											
Intellectual management (in English)	Mastering the theoretical foundations and obtaining practical skills in the implementation of the main functions of innovation management related to the management of intellectual resources of the enterprise.	4				+											
Digital technology management (in English)	Formation of theoretical knowledge in the field of digital technologies used in production. Familiarization with the main trends in the field of production development caused by the introduction of digital technologies, study of the principles of operation of the main components of digital systems, acquisition of theoretical knowledge in the field of development and implementation of the strategy of digital transformation of production activities.	4					+										
Management of a modern enterprise	To identify the main problems that are associated with the organization of management in the enterprise Course summary: the nature, necessity and conditions for the development of enterprise management, the economic policy of the manager, the implementation of effective marketing policies for products and services produced by the company, product quality management, improvement of enterprise management.	4													+		
Outsourcing in a modern economy	Formation of undergraduates knowledge and practical skills in managing the processes of organization and accounting through outsourcing in a market economy, the need to choose a development strategy aimed at increasing the competitiveness of an economic entity.	4													+		

	Communication Management (in English)	Formation of competencies and a holistic view of the essence of communication management as a universal activity for the study, design, formation and development of communication systems (organization, project, brand, personality, etc.), the concept of change management through communication models, tools, technologies, methodology and methodology of consulting research in the field of communication management.	4							+							
	Organization of Creative Systems (in English)	Formation of a system of scientific knowledge in the field of an integrated approach to solving engineering problems based on modern methods of engineering creativity. Assimilation and understanding of modern design methods, suggesting that a master's student should have an idea of new design methods, objects know traditional and modern design methods, be able to apply methods for designing tasks, apply the knowledge gained in the study of subsequent disciplines using modern design theory	4							+							
	Research practice	Able to independently carry out scientific research in the field of state and local government in changing conditions through their direct participation in research work. The knowledge, skills and abilities accumulated in the process of training are applied, which contribute to the successful implementation and defense of the final qualification work.	14														
Additional models																	
ДВО-6	Experimental research work of the undergraduate, including the internship and the implementation of the master's project	This work is aimed at developing general cultural and professional competencies among undergraduates necessary for conducting, as an independent research work, the result of which is the writing and successful defense of a master's thesis (project) , and research work as part of a scientific team.	24														
Final examination																	

IIA-5	Registration and defense of the master's project	Registration and defense of the master's project Able to describe in detail the processes of preparation and defense of the final qualification work in the form of a master's project, which is an independent and logically completed study of topical problems in the field of management.	12														
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**Coordination of the planned learning outcomes with the methods of teaching and evaluation within the module**

<b>Learning outcomes</b>	<b>Planned learning outcomes for the module</b>	<b>Teaching methods</b>	<b>Assessment methods</b>
LO1	Possesses the ability to design and carry out comprehensive research, including interdisciplinary, based on a holistic systematic scientific worldview using knowledge in the field of history and philosophy of science.	interactive lecture	portfolio
LO2	Able to plan, implement and evaluate the educational process in educational institutions of higher education.	interactive lecture	presentation
LO3	Has the ability to manage organizations, departments; readiness for self-development, self-realization, use of creative potential.	interactive lecture	presentation
LO4	Reveals the ability to use quantitative and qualitative methods for conducting applied research and business process management, to prepare analytical materials based on the results of their application based on the principles and technical foundations of digital technologies.	interactive lecture	colloquium
LO5	Able to model business processes and use methods of business process reorganization in the practical activities of organizations, taking into account innovative management technologies.	interactive lecture	test
LO6	Carries out business communication and public speaking, conduct negotiations, meetings, carry out business correspondence and maintain IT communications, organize, conduct and participate in various exhibitions, competitions, develop and implement innovative events, presentations, installations, show creative initiative.	interactive lecture	presentation

LO7	Demonstrates the possibility of using knowledge of foreign languages to solve professional tasks, free communication at international conferences with foreign colleagues, participation in international projects.	interactive lecture	project preparation
LO8	Able to assess the ratio of the planned result and the resources expended, the ability to evaluate investment projects under various conditions of investment and financing; the ability to participate in the development of a general strategy for the development of the organization, plan and implement activities, aimed at its implementation.	interactive lecture	test
LO9	He is able to carry out a critical analysis of problem situations based on a systematic approach, develop a strategy of actions, independently determine the tasks of professional and personal development, self-education, qualifications.	interactive lecture	test
LO10	Has the ability to create teams of professionals and work effectively in teams, defend their position, convince, find compromise and alternative solutions.	interactive lecture	presentation
LO11	Knows how to find organizational management decisions and bear responsibility for them from the standpoint of the social significance of the decisions made.	interactive lecture	project preparation
LO12	Has the ability to apply the basic methods of financial management for asset valuation, working capital management, investment decisions, financing decisions, the formation of dividend policy and capital structure, including when making decisions related to operations on world markets in the context of globalization.	interactive lecture	test
LO13	Understand the role of knowledge and competence of a modern manager in the context of international	interactive lecture	test

	management, the importance of having cross-cultural communication skills; the ability to solve professional problems based on knowledge of economic, organizational and managerial theory, digital and innovative approaches, generalization and critical analysis of management practices.		
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### Criteria for assessing the achievability of learning outcomes

Type of competencies	Learning outcome code
LO 1	<p><b>Knows:</b> the theoretical foundations of a holistic systemic scientific worldview in the field of history and philosophy of science.</p> <p><b>Possesses:</b> the skills of designing and implementing a comprehensive study</p>
LO 2	<p><b>Knows:</b> the main provisions of the educational process in educational institutions of higher education</p> <p><b>Can:</b> plan, implement and evaluate the educational process in educational institutions of higher education.</p>
LO 3	<p><b>Knows:</b> the basic provisions of managing an organization, unit</p> <p><b>Owens:</b> skills for self-development, self-realization, use of creative potential</p>
LO 4	<p><b>Knows:</b> quantitative and qualitative methods for applied research and business process management</p> <p><b>Can:</b> prepare analytical materials based on the results of applied research and business process management</p> <p><b>Owens:</b> the skills of the technical foundations of digital technologies</p>
LO 5	<p><b>Knows:</b> methods of reorganization of business processes, taking into account innovative technologies for organizing management</p> <p><b>Can:</b> model business processes in the practical activities of organizations, taking into account innovative technologies</p> <p><b>Owens:</b> the skills necessary to manage business processes in an organization</p>
LO 6	<p><b>Knows:</b> conducting negotiations, meetings, conducting business correspondence and maintaining IT communications</p> <p><b>Proficiency in:</b> development and implementation of innovative events, presentations, installations</p> <p><b>Can:</b> organize, conduct and participate in various exhibitions, competitions</p>
LO 7	<p><b>Knows:</b> the possibility of applying professional activities knowledge of foreign languages</p> <p><b>Owens:</b> fluent communication skills at international conferences with foreign colleagues</p>
LO 8	<p><b>Knows:</b> the methodology for evaluating investment projects under various conditions of investment and financing</p> <p><b>Can:</b> evaluate the ratio of the planned result and the resources expended</p> <p><b>Owens:</b> the skills of developing an organization's development strategy, planning and implementing activities aimed at its implementation.</p>
LO 9	<p><b>Can:</b> analyze problem situations based on a systematic approach, develop an action strategy,</p> <p><b>Owens:</b> the skills to independently determine the tasks of professional and personal development, self-education, qualifications.</p>
LO 10	<p><b>Can:</b> create teams of professionals and work effectively in teams</p> <p><b>Owens:</b> the skills to defend one's position, to convince, to find compromise and alternative solutions.</p>
LO 11	<p><b>Can:</b> find organizational and managerial solutions</p> <p><b>Owens:</b> skills of responsibility from the standpoint of the social significance of the decisions made.</p>
LO 12	<p><b>Knows:</b> basic methods of financial management</p> <p><b>Proficiency in:</b> decision-making skills related to operations in world markets in the context of globalization.</p>
LO 13	<p><b>Knows:</b> manager's competencies in the context of international management, the importance of cross-cultural communication</p> <p><b>Owens:</b> the ability to solve professional problems based on knowledge of economic, organizational and management theory, digital and innovative approaches</p> <p><b>Can:</b> summarize the analysis of management practices</p>

## Graduate Model

### Graduate Attributes:


- high professionalism in the field of management and management;
- initiative and finding organizational and managerial solutions to problems.
- leadership skills,
- be able to work in a team,
- Correctly build organizational behavior.

Types of competencies	Description of competencies
1. Soft skills:	Possesses the ability to design and carry out complex research, including interdisciplinary ones, based on a holistic systemic scientific outlook using knowledge in the field of history and philosophy of science. Able to plan, implement and evaluate the educational process in educational institutions of higher education. Has the ability to manage organizations, departments; readiness for self-development, self-realization, use of creative potential.
2. Digital skills:	Reveals the ability to use quantitative and qualitative methods for applied research and business process management, prepare analytical materials based on the results of their application based on the principles and technical foundations of digital technologies. He knows how to model business processes and use methods of reorganizing business processes in the practical activities of organizations, taking into account innovative technologies for organizing management. Carries out business communication and public speaking, conduct negotiations, meetings, carry out business correspondence and support IT communications, organize, conduct and participate in various exhibitions, competitions, develop and implement innovative events, presentations, installations, and show creative initiative.
3. Hardskills:	Demonstrates the possibility of applying knowledge of foreign languages to solve problems of professional activity, free communication at international conferences with foreign colleagues, participation in international projects. Able to evaluate the ratio of the planned result and the resources expended, the ability to evaluate investment projects under various conditions of investment and financing; the ability to participate in the development of a general strategy for the development of the organization, plan and implement activities aimed at its implementation. Carries out a critical analysis of problem situations based on a systematic approach, develop a strategy of action, independently determine the tasks of professional and personal development, self-education, qualifications. He has the ability to create teams of professionals and work effectively in teams, defend his position, convince, find compromise and alternative solutions. Able to find organizational management decisions and bear responsibility for them from the standpoint of the social significance of the decisions made. Applies the main methods of financial management for asset valuation, working capital management, investment decisions, financing decisions, formation of dividend policy and capital structure, including when making decisions related to operations in world markets in the context of globalization. Understands the

role of knowledge and competence of a modern manager in the context of international management, the importance of having cross-cultural communication skills; the ability to solve professional problems based on knowledge of economic, organizational and management theory, digital and innovative approaches, generalization and critical analysis of management practices.

**Developers:**

Working group:

Head of the Department «Management» 

S.Sh. Mambetova

Candidate of Economic Sciences, Professor of the Department of Management 

S.S. Daribekov

Master student of the group MMN-52 

E.V. Nesterenko

The educational program was reviewed and recommended by the Faculty Council from 14.02.2022 Protocol № 7

The educational program was considered at the meeting of the SMC and recommended for approval from 28.04.2022 Protocol № 5

The educational program was reviewed and approved at the meeting of the Academic Council from 26.05.2022 Protocol № 12

**Member of the Board -Vice-Rector for Academic Affairs**



T. Z. Zhusipbek

**Director of the Department of Academic Affairs**



G.S. Akybayeva

**Dean of the Faculty of Economics**



Zh. S. Khusainova

**EDUCATIONAL PROGRAM DEVELOPMENT PLAN**  
**7M04104 - " Management "**

**The objectives of the EP:** Training of qualified specialists for the development of the economy, industry and culture of the Republic of Kazakhstan, providing conditions for obtaining a full-fledged education, professional competence in the field of science and pedagogical activity, developing the ability to self-improvement and self-development, skills of independent creative mastery of new

**Target indicators:**

№	Indicators	Unit	2021-2022	2022-2023	2023-2024	2024-2025
<b>1</b>	<b>Development of human resources</b>					
1.1	Growth in the number of teachers with academic degrees	Number of people	11		1	
1.2	Advanced training in the field of teaching	Number of people	5	5	5	5
1.3	Involving practitioners in teaching	Number of people	2	1	1	1
1.4	Other	Number of people				
<b>2</b>	<b>Promotion of the OP in the ratings</b>					
2.1	NAOKO	Position	5	4	3	3
2.2	IAAR	Position	7	6	6	5
<b>3.</b>	<b>Development of educational and scientific-methodical literature, electronic resources</b>					
3.1	textbooks	Number	1		1	
3.2	Tutorials	Number	2	1	1	1
3.3	Electronic textbook	Number	2	1	1	
3.4	Video/audio lectures	Number	1	1	1	1
3.5	Other	Number				
<b>4.</b>	<b>Development of educational and laboratory facilities</b>					
4.1	Acquisition of software products	Number	1			
4.2	Other	Number				
<b>5.</b>	<b>Updating the content of the EP</b>					
5.1	Updating the learning outcomes and the list of disciplines, taking into account the requirements of the labor market, scientific achievements, professional standards	Year	+			+
5.2	Introduction to the EP of academic disciplines in foreign languages*	Year				+
5.3	Introduction of new teaching methods	Year		+		+
5.4	Other	Year				

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