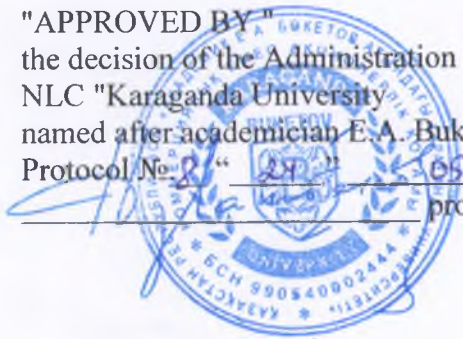


**Ministry of Science and Higher Education of the Republic of Kazakhstan**

**Karaganda University of the named of academician E.A.Buketov**

"APPROVED BY"  
the decision of the Administration  
NLC "Karaganda University  
named after academician E.A. Buketova"  
Protocol No. 2 " 24 " 05 2024  
prof. Dulatbekov N.O.



"APPROVED BY"  
decision of the Board of Directors  
NLC "Karaganda University  
named after academician E.A. Buketova"  
Protocol No. 5 " 21 " 06 2024



**THE EDUCATIONAL PROGRAM**

**7M04104 - Management"**

**Level: Master's Degree**

Karaganda 2024



**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 No. 319-III “About education”
- Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 152 dated April 20, 2011. “On approval of the Rules for organizing the educational process in credit technology”
- National Qualifications Framework (NQF) dated March 16, 2016 of 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 No. 569 dated October 13, 2018. “On approval of the Classifier of areas of training for personnel with higher and postgraduate education”
- State mandatory standard for postgraduate education of the Republic of Kazakhstan, approved by order of the Ministry of Education and Science of the Republic of Kazakhstan No. 2 dated July 20, 2022
- Standard “Teacher”, approved by order of the MP of the Republic of Kazakhstan No. 500 dated December 15, 2022.
- Professional standard for teachers (faculty) of organizations of higher and (or) postgraduate education, approved by order of the Minister of Science and Higher Education of the Republic of Kazakhstan No. 591 dated November 20, 2023

## 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 M072 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.
	LO5	Able to plan, implement and evaluate the educational process in educational institutions of higher education.
	LO10	Has the ability to manage organizations, departments; readiness for self-development, self-realization, use of creative potential.
2. Digital skills:	LO3	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.
	LO6	Able to model business processes and use methods of business process reorganization in the practical activities of organizations, taking into account innovative management technologies.
	LO12	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:	LO2	Has the ability to create teams of professionals and work effectively in teams, defend their position, convince, find compromise and alternative solutions
	LO4	Knows how to find organizational management decisions and bear responsibility for them from the standpoint of the social significance of the decisions made.
	LO7	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.
	LO8	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.
	LO9	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..



LO11	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.
LO13	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.

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

Learning result code	Name of the module	Name of disciplines	Volume (ECTS)	
LO1	<b>Fundamentals of higher education</b>	History and philosophy of science	4	
LO5		Pedagogy of higher school	4	
LO10		Psychology of management	4	
		Pedagogical practice	4	
LO8	<b>Professional languages</b>	Foreign language (professional)	4	
LO8		Business English in Management	5	
LO8		Professional foreign terminology in management	5	
LO3	<b>Current issues of research activity</b>	Commercialization of the results of scientific and scientific-technical activities	5	
LO3		Innovation in the management system	5	
LO6		Innovation in the control system	5	
LO6		Strategy and Development Management	5	
LO5	<b>Fundamentals of management activity formation</b>	Management in education and science	4	
		Methods of teaching management disciplines	4	
LO7		Personal management (in English language)	5	
LO7		Strategic Management (advanced course)	5	
LO2	<b>System-reproducing fundamentals of management</b>	Corporate Governance (in English)	4	
LO9		Business Development Management (in English)	4	
LO11		International management	5	
LO11		Innovative entrepreneurship	5	
LO11		Intellectual management (in English)	4	
LO11		Digital technology management (in English)	4	
LO 13		Management of a modern enterprise	4	
LO13		Outsourcing in a modern economy	4	
LO4		Communication Management (in English)	4	
LO4		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	8

### Matrix of achievability of learning outcomes

NN π/π	Name of disciplines	Brief description of the discipline (30-50 words)	N u m b e r o f c r e d i t s	Generated learning outcomes (codes)												
				LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	LO10	LO11	LO12	LO13
General modules																
OO M -1	History and philosophy of science	It is studied with the aim of forming knowledge about the significance of scientific knowledge in its tendency to development and sociocultural profile. Questions about the philosophy, methodology of science, science as a cognitive activity and tradition are considered.	4	+												
	Pedagogy of higher education	Studied to form ideas about the modern paradigm of higher education and the theory of scientific activity in higher education. The issues of pedagogy, education of professionals-specialists, professional skills of teaching in educational organizations, pedagogical control and evaluation of knowledge in higher education are considered.	4						+							
	Psychology of management	It is studied with the aim of forming knowledge about the psychological laws of managerial activity, skills in analysis of socio-psychological principles, the characteristics of the psychology of management, the personal characteristics of the leader.	4											+		



	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 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.	5						+							
	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																
O M C- 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						+							
	Methods of teaching management disciplines	The discipline is aimed at developing undergraduate skills in the development and methodological support of the process of teaching management disciplines. The content of the course involves the study of the main issues of the methodology of teaching management disciplines on the basis of modern achievements in the field of methodological support for teaching the system of economic knowledge.	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,	5								+					

		information and technical support in personal management; mastering self-management methods, obtaining basic ideas about conflict management and prevention.															
	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 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.	5								+						
M BC -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	5												+		

		mutual sympathies of people of different cultures.															
	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)	This discipline is aimed at the formation of the basic principles and practical skills in the implementation of the basic functions of innovation management related to the management of the intellectual capabilities of the enterprise. The course involves meeting the needs associated with the management of interests associated with making a profit from a business.	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																	
ДБ О- 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.	8														
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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	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
LO3	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	presentation
LO4	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	colloquium
LO5	Able to plan, implement and evaluate the educational process in educational institutions of higher education.	interactive lecture	test
LO6	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	presentation

LO7	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	project preparation
LO8	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	test
LO9	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
LO10	Has the ability to manage organizations, departments; readiness for self-development, self-realization, use of creative potential.	interactive lecture	presentation
LO11	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.	interactive lecture	project preparation
LO12	Carries out business communication and public speaking, conduct negotiations, meetings, carry out business correspondence and maintain IT	interactive lecture	test

	communications, organize, conduct and participate in various exhibitions, competitions, develop and implement innovative events, presentations, installations, show creative initiative.		
LO13	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

### Criteria for assessing the achievability of learning outcomes

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

## 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, organization and management theory, digital and innovative approaches, generalization and critical analysis

	of management practices
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**Developers:**

Head of the Department «Management»

Candidate of Economic Sciences, Professor of the Department of Management

PhD, acc. professor of the Department of Management

Master student

S.Sh. Mambetova

S.S. Daribekov

Zh.Sh. Shugaipova

T. B. Doszhanov

The educational program was reviewed and recommended by the Faculty Council from 10.04.2024 Protocol №9

The educational program was reviewed and approved at a meeting of the University Board dated 24.05.24 Protocol №8

The educational program was reviewed and approved at the meeting of the Academic Council from 29.04.2024 Protocol №5

Member of the Board -Vice-Rector for Academic Affairs

Director of the Department of Academic Affairs

Dean of the Faculty of Economics

M. M. Umurkulova

T. M. Khasanova

A. N. Lambekova

## EDUCATIONAL PROGRAM DEVELOPMENT PLAN

### 7M04104- Menegement

The purpose of the Plan is to contribute to improving the quality of the conditions for the implementation of the educational program, taking into account the current requirements of the labor market and the achievements of modern science.

#### Target indicators

№	Indicators	Unit of measurement	2024-2025 (in fact)	2025-2026 (in fact)	2026-2027 (plan)	2027-2028 (plan)
<b>1</b>	<b>Human resources development</b>					
1.1	Increase in the number of teachers with academic degrees	Number of people		1	1	2
1.2	Advanced training in the teaching profile	Number of people	1			2
1.3	Involvement of practitioners in teaching	Number of people				
1.4	Other	Number of people				
<b>2</b>	<b>Promotion of the EP in the ratings</b>					
2.1	IQAA	Position	3	3	2	2
2.2	IAAR	Position	4	3	3	2
2.3	Atameken	Position				
<b>3.</b>	<b>Development of educational and scientific-methodical literature, electronic resources</b>					
3.1	Textbooks	Number			1	
3.2	Training manuals	Number	1	1	1	1
3.3	Methodological recommendations/instructions	Number				
3.4	Electronic textbook	Number	1	1	2	1
3.5	Video/audio lectures	Number	1	1	1	1
3.6	Other	Number				
<b>4.</b>	<b>Development of educational and laboratory facilities</b>	Number				
4.1	Purchase of software products	Number				
4.2	Purchase of equipment	Number				
4.3	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	Opening of joint/two-degree program on the basis of the EP	Year				
5.5	Other	Year				

Head of the Department of Management



S.Sh. Mambetova