

ALIKHAN BOKEIKHAN UNIVERSITY

MODULAR EDUCATIONAL PROGRAM

7M04107 Business administration

Semey, 2023

Developed by the Department of Business and Management

Considered at the meeting of the department

Protocol no. 8 from «13» 04 2023 year

Reviewed and approved at the meeting of the Faculty's Educational and Methodological Council

Protocol no. 3 from «03» 05 2023 year

Approved at the meeting of the Educational and Methodological Council of the University

Protocol no. 5 from «25» 05 2023 year

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1. Explanatory note

The modular educational program 7M04107 Business Administration is compiled in accordance with:

- The Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III «On Education» (with amendments and additions);
- By Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2. Registered with the Ministry of Justice of the Republic of Kazakhstan on July 20, 2022 No. 28916 «On approval of state mandatory standards of higher and postgraduate education» (with amendments and additions);
- Rules for organizing the educational process on credit technology of education, approved by order of the Minister of Education and Science of the Republic of Kazakhstan dated April 20, 2011 No. 152. (with amendments and additions);
- Standard rules of activity of educational organizations implementing educational programs of higher and (or) postgraduate education, approved by the order of the Minister of Education and Science of the Republic of Kazakhstan dated 30.10.2018 No. 595 (with amendments and additions)

Internal regulatory documents of the Educational Institution «Alikhan Bokeikhan University»:

- Structure of the modular educational program, revision No. 4 of 05.10.2022.;
- П.02.09/2022 «Regulations on the research work of undergraduates».

The modular educational program (MEP) is designed as a set and sequence of training modules for the entire period of study and is aimed at mastering the competencies necessary for awarding the academic degree «Master of Economics» according to the educational program 7M04107 Business Administration.

The modules of the block of basic disciplines (hereinafter BD) include disciplines of the university component (UC), which is 20 credits; and elective components (CC), which is 15 credits. Modules of these disciplines allow you to form a complex of key (research), general and professional competencies acquired by a graduate.

The block of core disciplines (hereinafter MD) includes the disciplines of the university component (UC), which is 21 credits; and the elective component (CC), which is 32 credits. Modules of these disciplines allow forming a complex of key and professional (developing, creative, organizational and methodological) competencies acquired by the graduate.

The research practice of undergraduates includes 13 credits.

Research work of a master's student, including internship and completion of a master's thesis – 24 credits.

Final certification – 8 credits, including the preparation of a master's thesis (6 credits) and the defense of a master's thesis (2 credits).

The criterion for the completion of the educational process is the development of 120 credits of theoretical training for undergraduates. The MES consists of 7 modules, including all types of training (all practices and research) and final certification.

When developing a modular educational program, the wishes and recommendations of potential employers were taken into account, aimed at the formation of additional professional competencies that meet the requirements of the labor market (round table with employers " Interaction of the University and employers in matters of training and employment of graduates" dated 27.01.2023)

Social partners who took part in the discussion of the MEP: Baisarina A.S., Head of the department for work with applicants, support of employers and organization of SRM, MP and OR, KSU "Employment Center of the Akimat of Semey", Ydyrysbekeva Z.E., specialist in youth policy of KSU "Employment Center of the Akimat of Semey" , Agzymov D.K., Leading Specialist of the branch of the National Chamber of Entrepreneurs "Atameken" in the region of Abay, Yerboluly M., Director of JSC "Damu Entrepreneurship Development Fund" in the region of Abay, Bazarov S.R., Deputy Head of the Department of the National Bureau of Statistics in the region of Abay, Lyui A.V. , Director of the Public Fund "Hometown", Akhunzhanov J. G. Director of the branch of JSC "Nurbank" in Semey, Sakenova A. Zh. Leading specialist of the branch of JSC "Fortebank" in Semey, Kustaubaev B. A., Deputy Director for Republic of Belarus of the branch of JSC "Halyk Bank of Kazakhstan » in the Abai region, Metchinov A.M., State Institution "Department of Education of the Abai Region", Deputy Head, Shaibakova A.S., Commercial Director of Altyn Munai LTD LLP Mukhanov B. M., Director of Partner Energo LTD LLP, Umbetov S.B., Deputy Head of the Group accounting of the Regional Service Center of NC KTZ JSC, A. S. Kurmanbayeva, KazSemZhest LLP, Head, Sadykova S. K., Business Trainer, Startup Tracker, Kim Sh. Zh., Chief HR Manager of Jusan Bank JSC, Temirgaliyeva B.S., chief specialist of the IP administration department, RGU "State Revenue Administration for the city of Semey", Kairova A. M., Branch of JSC "BankCenterCredit", deputy director, Ospanova N.T., Branch No. 9 of JSC "Eurasian Bank" in Semey, head of branch, Ishmukhametova E.E., Intellect Service LLP, chief accountant Oralbekov A. O., regional branch of Jusan bank JSC, director, Toleukanov R.I., branch of NAO State Corporation "Government for Citizens" in the Abai region, head of economic planning, Kunbasova S.B. , branch of NJSC "State Corporation "Government for Citizens" in the Abay region, HR manager, Orazgalieva A.K., PhD, Associate Professor of the Department of Economics and Finance of the NJSC "Shakarim University of Semey".

Purpose of modular educational program 7M04107 Business Administration – the receiving quality, full-fledged innovation scientific and pedagogical education allowing to realize the knowledge, skills for work in bodies of the public and local administration, an entrepreneurship, in educational institutions and sciences and also in the field of the international administration.

The requirements for the master's degree level are determined on the basis of the Dublin descriptors of the second level of higher education (Master's degree) and reflect the acquired competencies expressed in the achieved learning outcomes.

Expected results of the modular educational program 7M04107 Business Administration:

ON 1. Possess modern tools for analyzing the effectiveness of logistics systems in the business environment; use types of communications to solve specific business goals and objectives

ON 2. To determine the methods of management psychology based on modern management theory; striving for self-development, professional development and professional skill growth, the ability to realize the social significance of their future profession, to have high motivation to perform professional activities

ON 3. Possess knowledge in the field of innovation, skills and abilities to develop professional activities, implement author's innovative ideas, find non-standard and alternative solutions, be able to generate new ideas, critical thinking

ON 4. Develop business ideas (projects) of corporate resource management aimed at creating conditions for the prevention or elimination of adverse events for business, identify various threats to economic security for making appropriate strategic management decisions

ON 5. Carry out project calculations and prepare special documentation (feasibility study, business plan, etc.), analyze financial assets to compile

business strategies and determine business security

ON 6. To show knowledge of at least one foreign language at a professional level, allowing to conduct scientific research and practical activities; ideas about the application of methods of organizing the learning process in higher education and management in the field of education; apply the knowledge gained when creating research papers in written and oral formats; master the basic techniques of reading and creating scientific and research texts

ON 7. Be able to organize production processes at the enterprise of the industry, develop organizational and managerial structures of the enterprise, regulations on divisions, job descriptions, current documentation in the state, Russian and foreign languages

ON 8. Synthesize in-depth knowledge necessary for writing a dissertation, an article, a report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.

ON 9. To use in practice, the information obtained as a result of marketing research and comparative analysis of best practices in management; to use tools and resources of the anti-crisis approach to the management of material, financial, information flows

ON 10. To identify promising areas of scientific research in the field of professional activity, to apply in practice general scientific methodologies and technologies in the independent conduct of research work

ON 11. Develop HR management strategies, propose HR policy measures; apply organizational behavior and communication skills, including understanding the psychology of management and innovation development at the enterprise

ON 12. To use modern methods and pedagogical teaching technologies; to solve standard scientific and professional tasks; to apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists; to build standard theoretical and econometric models based on the description of economic processes and phenomena

2. The graduate's competence model

The learning outcomes are determined on the basis of the Dublin Descriptors of the second level (Master's degree) and are expressed through competencies. Learning outcomes are formulated both at the level of the entire program and at the level of a module, a separate discipline.

General professional competencies:

- aimed at studying the genesis and history of science from the perspective of the formation of its models, patterns and styles of thinking, as well as to identify the relationship of scientific and philosophical thought;
- form an idea of the current methodological and philosophical problems of economic science;
- contribute to the understanding and analysis of ideological, socially and personally significant philosophical problems;
- to analyze and comprehend the realities of modern theory and practice on the basis of economic knowledge;
- demonstrate methodological and practical knowledge in scientific research, pedagogical and educational work; identify promising areas of scientific research in the field of professional activity, apply general scientific methodologies and technologies in practice when conducting research work independently; ideas about the application of methods of organizing the learning process in higher education and management in the field of education;
- describe the production of knowledge, patterns of formation and development of scientific disciplines.

General cultural competencies:

- demonstrate knowledge and proficiency in languages, as well as the ability to discuss socio-economic problems in various languages and conduct interpersonal conversation;
- apply the basic principles of research and scientific and pedagogical activities;
- be able to understand the professional competence of a high school teacher, as well as the psychology of cognitive activity of students in the learning process;
- contribute to the application of knowledge of pedagogy and psychology of higher education in their teaching activities;
- at the professorial level, their knowledge of the use of psychological methods and means to improve the effectiveness and quality of training.

Professional competencies:

- demonstrate their own position based on the objectivity of theoretical assumptions and experimental data that arise in the course of research activities and require in-depth professional knowledge;
- be able to choose the necessary research methods, modify existing ones and develop new methods based on the tasks of a specific study;
- possess the skills of writing scientific articles, abstracts, presentations at conferences, symposiums, round tables, discussions and debates;
- an idea of modern theoretical and practical problems of management, economics and business;
- to analyze the economic activity of the organization by methods of economic and static analysis, as well as the ability to work with business information;
- apply at a professional level the basic techniques of reading and creating scientific and research texts; techniques of competent work with bibliography, selection of speech tools suitable for scientific style of speech; techniques of writing summaries and annotations of scientific articles,

essays, scientific reports, grant applications;

- synthesize in-depth knowledge necessary for writing a dissertation, an article, a report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.

Special competencies:

- demonstrate your opinion from the point of view of a future specialist in the field of economics and crisis management, assessing its effectiveness at the present stage; use modern methods and pedagogical teaching technologies; solve standard scientific and professional tasks; apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists;
- identify and develop measures to improve the efficiency of the use of labor resources at the primary production level; use in practice the information obtained as a result of marketing research and comparative analysis of best practices in management; use tools and resources of the anti-crisis approach to the management of material, financial, information flows;
- to determine the methods of management psychology based on modern management theory; striving for self-development, professional development and professional skill growth, the ability to realize the social significance of their future profession, to have high motivation to perform professional activities; to be able to organize production processes at the enterprise of the industry, to develop organizational and managerial structures of the enterprise, regulations on divisions, job descriptions, current documentation in the state, Russian and foreign languages;
- possess the methodology of economic research; modern methods of data collection, analysis and processing; methods of evaluating proposed management solutions and develop and justify proposals for their improvement; develop business ideas (projects) of corporate resource management aimed at creating conditions to prevent or eliminate adverse events for business, identify various threats to economic security for making appropriate strategic management decisions;
- to carry out quantitative forecasting and modeling of business processes; to put into practice the acquired knowledge of the theory of management of organizational changes and development; to assess the impact of risk and uncertainty in assessing the effectiveness of the project; to carry out project calculations and prepare special documentation (feasibility study, business plan, etc.), to analyze financial assets for the preparation of business strategies and business security definitions.
- to apply at a professional level knowledge on the management of departments, groups (teams) of employees, projects and networks; the ability to develop organizational development and change programs and ensure their implementation; skills in solving a set of economic problems and carrying out variant calculations when choosing managerial decisions in project management;
- to think systematically; diagnose and structure operational problems of the organization; to put into practice theoretical principles, methods and models of operational management; to form options for management decisions, evaluate them and choose the best; to communicate and participate in collective actions, work in project teams; to use in practice the information obtained as a result of marketing research and comparative analysis best practices in management; be able to organize production processes at the enterprise of the industry, develop organizational and management structures of the enterprise;
- demonstrate oral business communication skills (public speaking, dispute management, discussion, polemics, self-presentation).

Table 1. The sequence of mastering disciplines in the process of forming special competencies

№	Competencies	The list of elective disciplines and the sequence of their study		Expected results
		list of disciplines	the sequence of their study (sem.)	
1	Special	Crisis management	3	<p>To know: know the theoretical concepts of management, its organizational structure and functional areas.</p> <p>Be able to: express their opinion from the point of view of a future specialist in the field of economics and crisis management, assessing its effectiveness at the present stage; use modern methods and pedagogical teaching technologies; solve standard scientific and professional tasks; apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists.</p> <p>Skills: a systematic approach to management in order to rationally use all management mechanisms that ensure beneficial cooperation of the persons involved; build standard theoretical and econometric models based on the description of economic processes and phenomena; synthesize in-depth knowledge necessary for writing a dissertation, article, report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules behavior with participants of the educational process.</p>
		Human resources Management	3	<p>To know: to know the basic theoretical provisions of human resource management, the most important methods of analysis and planning of labor supply and labor use.</p> <p>Be able to: identify and develop measures to improve the efficiency of the use of labor resources at the primary production level; use in practice the information obtained as a result of marketing research and comparative analysis of best practices in management; use tools and resources of the anti-crisis approach to the management of material, financial, information flows.</p> <p>Skills: a master's student must acquire the skills to work with scientific, normative, reference literature to generalize and use best practices in the field of human resource management; synthesize in-depth knowledge necessary for writing a dissertation, article, report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process</p>

2	Special	Organizational behavior & leadership	2	<p>To know: know the terminology in the field of organizational behavior, individual and group behavior to improve the efficiency of the organization.</p> <p>Be able to: to use the knowledge of organizational behavior to make managerial and other economic decisions; to determine the methods of management psychology based on modern management theory; the desire for self-development, professional development and professional skill growth, the ability to realize the social significance of their future profession, to have high motivation to perform professional activities.</p> <p>Skills: possess skills of system analysis of economic activity of the organization by methods of economic and static analysis; skills of working with business information; possess knowledge in the field of innovation, skills and abilities to rebuild professional activity, implement author's innovative ideas, find non-standard and alternative solutions, be capable of generating new ideas, critical thinking; develop personnel management strategies, propose HR policy measures; apply organizational behavior and communication skills, including an understanding of the psychology of management and innovation development in the enterprise.</p>
		Personnel management	2	<p>To know: legislative and regulatory legal acts regulating the activities of the personnel management organization; fundamentals of economics, sociology and psychology of labor, modern theory and practice of personnel management; forms and systems of remuneration, the procedure for the development and conclusion of labor contracts (contracts) and regulation of labor disputes; standards and unified forms of personnel documentation, rules and regulations of labor protection.</p> <p>Be able to: to predict the need for personnel of various specialties and qualifications, taking into account the prospects for the development of the enterprise; to carry out qualitative and quantitative characteristics of the personnel of the organization; to carry out current and long-term planning of work on attracting, recruiting and selecting personnel; to determine the need for personnel training; to evaluate the results of the work of employees of the organization; to determine the methods of management psychology based on modern management theory; striving for self-development, professional development and professional skill growth, the ability to realize the social significance of their future profession, have high motivation to perform professional activities; be able to organize production processes at the enterprise of the industry, develop organizational and management structures of the enterprise, regulations on divisions, job descriptions, current documentation in the</p>

				<p>state, Russian and foreign languages.</p> <p>Skills: formation of the personnel structure of the organization, development and training of personnel; methods of motivation and stimulation of personnel; develop personnel management strategies, propose measures for personnel policy; apply organizational behavior and communication skills, including understanding the psychology of management and innovation development at the enterprise.</p>
3	Special	Management decision-making	2	<p>To know: the main concepts and approaches of decision theory.</p> <p>Be able to: to find, generalize, analyze, synthesize and critically rethink the received scientific, reference, statistical and other information necessary for the development and adoption of management decisions; to be able to organize production processes at the enterprise of the industry, to develop organizational and management structures of the enterprise, regulations on divisions, job descriptions, current documentation in the state, Russian and foreign languages.</p> <p>Skills: possess the studied quantitative and qualitative methods of developing and making managerial decisions and be able to apply them in a practical situation; develop business ideas (projects) of corporate resource management aimed at creating conditions to prevent or eliminate adverse phenomena for business, identify various threats to economic security for making appropriate strategic management decisions.</p>
		Financial management (advanced course)	2	<p>To know: the essence, functions and basic principles of the organization of financial management, its information support; standard methods of calculating economic and socio-economic indicators characterizing the activities of economic entities; the main domestic and foreign literature on theoretical and practical issues of financial management of economic entities.</p> <p>Be able to: to use modern approaches in the organization and management of finances of economic entities in a market economy; to analyze information and statistical materials on the assessment of the financial condition of the enterprise, evaluation of the investment project using modern methods and methods of evaluation; to use modern information technologies and software for the development and implementation of financial management decisions; to carry out design calculations and prepare special documentation (feasibility study, business plan, etc.), analyze financial assets to compile business strategies and determine business security.</p> <p>Skills: possess the methodology of economic research; modern methods of data</p>

				collection, analysis and processing; methods of evaluating proposed management solutions and develop and substantiate proposals for their improvement; develop business ideas (projects) of corporate resource management aimed at creating conditions to prevent or eliminate adverse events for business, identify various threats to economic security for decision-making relevant strategic management decisions.
4	Special	Sales management	2	<p>To know: know the ways of organizing interaction and communication with sales channels; organizational structures of sales departments, their advantages and disadvantages; types of sales; basic documents necessary to support the work of the sales department; types of motivation of sales personnel.</p> <p>Be able to: plan the organizational structure of the commercial directorate or sales department; make a project implementation plan for the organization of the sales department; determine the necessary number of sales department personnel; evaluate the operational efficiency of the sales department; develop an effective remuneration system; manage accounts receivable; select candidates for the position of sales managers; use in practice the information obtained as a result of marketing research and comparative analysis of best practices in management.</p> <p>Skills: possess the skills of determining the target client sector and formulating a sales strategy with the assistance of the marketing service of the company; methods of selecting employees in the sales department; methods of personal sales; methods of building the organizational structure of the sales department; methods of forming effective payment schemes for sales personnel; use tools and resources of an anti-crisis approach to managing material, financial, information flows.</p>
		Project management	2	<p>To know: organizational development concepts; fundamentals of development and implementation of organizational development and change programs; tasks and stages of personnel policy development, conditions for its effective implementation; basic methods of project management.</p> <p>Be able to: to carry out quantitative forecasting and modeling of business processes; to put into practice the acquired knowledge of the theory of management of organizational changes and development; to assess the impact of risk and uncertainty in assessing the effectiveness of the project; to carry out project calculations and prepare special documentation (feasibility study, business plan, etc.), to analyze financial assets for the preparation of business strategies and definitions of business security.</p> <p>Skills: ability to manage departments, groups (teams) of employees, projects and</p>

				<p>networks; ability to develop organizational development and change programs and ensure their implementation; skills in solving a set of economic problems and carrying out variant calculations when choosing managerial decisions in project management; -methods of preliminary study of the goals and objectives of the project; methodology for assessing the viability and financial feasibility of the project; develop business ideas (projects) of corporate resource management aimed at creating conditions for the prevention or elimination of adverse events for business, identify various threats to economic security for making appropriate strategic management decisions.</p>
5	Special	Business strategy and policy	3	<p>To know: to know the basic methods of strategic goal-setting; the basic concepts, methods and tools of quantitative and qualitative analysis of management processes; the main elements of the strategic management process and alternatives to strategies for the development of modern theory and concepts of behavior at various levels of the organization.</p> <p>Be able to: manage the development of the organization, analyze and develop the organization's strategy based on modern methods and advanced scientific achievements; conduct quantitative forecasting and modeling of business process management; formulate the purpose and objectives of market trends research, determine the balance of external and internal environment factors and key success factors of the company; carry out portfolio analysis of market development opportunities and identify growth strategies organizations; determine the forces of competition, choose counter-competitive measures and determine the basic competitive strategies for the development of the enterprise; carry out design calculations and prepare special documentation (feasibility study, business plan, etc.), analyze financial assets to compile business strategies and determine business security.</p> <p>Skills: possess categorical apparatus, technology of conducting market research, skills of presenting the results of the conducted research to the management of the organization; skills of quantitative and qualitative analysis for making managerial decisions; skills of presenting the results of the conducted research to the management of the organization, methods of strategic analysis to justify managerial decisions; develop business ideas (projects) of corporate resource management aimed at creating conditions for the prevention or elimination of adverse events for business, identify various threats to economic security for making appropriate strategic</p>

				management decisions; possess modern tools for analyzing the effectiveness of logistics systems in the business environment; use types of communications to solve specific business goals and objectives.
		Talent, knowledge and innovation Management	3	<p>To know: to know the essence of knowledge, talent and innovation management to ensure the competitiveness of the organization in a strategic perspective.</p> <p>Be able to: identify the main types of knowledge in the organization; manage knowledge, talents and innovations, form databases and knowledge bases, knowledge management systems, talents and innovations in the organization; develop personnel management strategies, propose personnel policy measures; apply organizational behavior and communication skills, including understanding the psychology of management and innovation development in the enterprise.</p> <p>Skills: possess the skills of independent scientific and research work; methods of strategic management of knowledge and innovation; attracting and retaining the talents of the enterprise; the ability to build relationships with the talents of the enterprise using modern methods of work and skills of organizing work with the talents of the enterprise; possess knowledge in the field of innovation, skills and skills to rebuild professional activities, implement innovative ideas, find non-standard and alternative solutions, be able to generate new ideas, critical thinking.</p>
6	Special	HR accounting and document management	3	<p>To know: problems of the system for recording personnel making decisions, current regulations governing personnel records management; advantages and disadvantages of types of organizational structures; classification of HRM systems; methods for conducting employee certification.</p> <p>Be able to: to analyze the personnel accounting system; to be able to organize production processes at the enterprise of the industry, to develop organizational and management structures of the enterprise, regulations on divisions, job descriptions, current documentation in the state, Russian and foreign languages</p> <p>Skills: navigate labor law, monitor changes in legislation and have skills in the field of personnel records management; develop personnel management strategies, propose personnel policy measures; apply organizational behavior and communication skills, including understanding the psychology of management and innovation development at the enterprise.</p>

		Business logistics Management	3	<p>To know: goals and objectives, the object and subject of logistics, the basic concepts that logistics operates with; the specifics of the logistics approach to managing material and related information flows; modern information flow management technologies; key issues and procedures for developing a logistics strategy of the enterprise.</p> <p>Be able to: to make decisions on the placement of warehouses; to solve problems related to the organization of goods supply and cargo transportation; to organize logistics processes in warehouses of trade enterprises; to make decisions on stocks, on logistics service.</p> <p>Skills: management of business logistics, information flows; development of the logistics strategy of the enterprise; possess modern tools for analyzing the effectiveness of logistics systems in the business environment; use types of communications to solve specific business goals and objectives</p>
7	Special	Operational management	3	<p>To know: the main theoretical provisions of modern operational management of enterprises in the production and service sectors; modern integrated concepts of production and operations management; methods of designing and restructuring the organization and the main business processes; the basics of designing and developing new products; the essence of the development of the operational strategy of the enterprise and its interaction with the market strategy; to understand the modern directions of improving the efficiency of enterprises and organizations based on improving the management of operational activities.</p> <p>Be able to: to think systematically; to diagnose and structure the operational problems of the organization; to put into practice the theoretical principles, methods and models of operational management; to form options for management decisions, evaluate them and choose the best; to communicate and participate in collective actions, work in project teams; to use in practice the information obtained as a result of marketing research and comparative analysis of the best a practitioner in management; be able to organize production processes at the enterprise of the industry, develop organizational and managerial structures of the enterprise.</p> <p>Skills: possess the skills of setting and solving operational management tasks from the standpoint of system, process and project approaches; methods of organizing, coordinating and controlling business processes; methods of quantifying and predicting the consequences of management decisions; skills in solving the most frequently encountered practical tasks of operational management and calendar</p>

				distribution of production programs for the provision of services.
7	Special	Strategic management	3	<p>To know: to know about the main schools of strategic management; the evolution of approaches to the process of developing an enterprise development strategy; the content and principles of strategic analysis; classification of enterprise development strategies.</p> <p>Be able to: to conduct a strategic analysis of the organization's functioning environment; to assess the competitiveness of enterprises; to justify the choice of the organization's strategy; to master the techniques of implementing the enterprise's development strategy; to use in practice the information obtained as a result of marketing research and comparative analysis of best practices in management; to use the tools and resources of the anti-crisis approach to managing material, financial, information flows; be able to organize production processes at the enterprise of the industry, develop organizational and managerial structures of the enterprise.</p> <p>Skills: master the methods of analyzing the operating environment of the enterprise; methodological foundations for assessing the competitiveness of economic entities; methods of using strategic choice models; methods of strategic management; methodology of strategy implementation; develop business ideas (projects) of corporate resource management aimed at creating conditions to prevent or eliminate adverse phenomena for business, identify various threats to economic security to make appropriate decisions. strategic management decisions.</p>

8	Special	Communication and negotiation skills	3	<p>To know: to know the theoretical foundations of business communications, to master the concepts of "communication" and "business communication", the structure, functions, types and forms of business communication; technologies of business interaction; methods and techniques of business communication in its various forms and with different types of interlocutors; communication barriers; the main components of the image of a business person.</p> <p>Be able to: use business interaction technologies in management practice; use verbal and non-verbal means of communication, as well as recognize the intentions of partners using these means; effectively plan and implement oral and written business communications; overcome communication barriers; develop personnel management strategies, propose personnel policy measures; apply organizational behavior and communication skills, including an understanding of psychology management and development of innovations at the enterprise.</p> <p>Skills: possess the skills of oral business communications (public speaking, dispute management, discussion, polemics, self-presentation); drafting written business communications; building the image of a business person; possess modern tools for analyzing the effectiveness of logistics systems in the business environment; use types of communications to solve specific business goals and objectives.</p>
		Economic security	3	<p>To know: to know the basics of ensuring the economic security of the state, society, and the individual; levels and objects of economic security, methods of ensuring it; legal bases and basic provisions of regulatory legal acts to ensure economic security; the main factors and indicators of economic growth of the country, region, enterprise.</p> <p>Be able to: analyze the state of economic security of a business, firm (enterprise); determine both strategic and tactical goals of economic security; apply methods for calculating threshold values of economic security indicators; objectively evaluate internal and external areas of economic security; carry out design calculations and prepare special documentation (feasibility study, business plan, etc.), analyze financial assets for drawing up business strategies and determining business security.</p> <p>Skills: possess the skills of a comprehensive assessment of the state of protection of the state from threats; assessment of threats to the internal and external security of the state, region, enterprise; development of documents regulating the activities of the security service; develop business ideas (projects) of corporate resource management aimed at creating conditions to prevent or eliminate adverse events for business, identify various threats to economic security for making appropriate strategic</p>

				management decisions
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Table 2. The sequence of mastering the disciplines of social and professional interaction

Course	Providing disciplines	Competencies	Expected results
1	2	3	4
1	History and philosophy of science	General professional	<p>To know: the study of the nature, structure, principles of organization and functioning of science; the genesis of science from the point of view of its history, models, images and the formation of types of thinking; the interaction of scientific and philosophical thought; the basic concepts of the history and philosophy of science; the formation of knowledge, patterns of formation and development of scientific disciplines; the basic principles of research activity.</p> <p>Be able to: formulate and solve problems that arise in research activities and require deep professional knowledge; choose the necessary research methods, improve the previous ones and develop new methods that arise in the tasks of a specific search; - analyze and understand the reality of modern theory and practice based on the history and philosophy of science, methodology of natural, socio-humanitarian and technical knowledge; application of methodological and practical knowledge in scientific research, pedagogical and educational work; to identify promising areas of scientific research in the field of professional activity, to</p>
			<p>apply in practice general scientific methodologies and technologies in the independent conduct of research work; ideas about the application of methods of organizing the learning process in higher education and management in the field of education.</p> <p>Skills: conduct research and scientific and pedagogical activities that require fundamental knowledge of the relevant field; be able to write scientific articles, theses, speak at conferences, symposiums, round tables, discussions and exchanges of opinions.</p>

1	Foreign language (professional)	General cultural	<p>To know: functional and stylistic characteristics of the scientific presentation of the material in the studied foreign language; general scientific terminology and terminological sublanguage of the corresponding specialty in a foreign language.</p> <p>Be able to: freely read the original literature of the relevant branch of knowledge in a foreign language with subsequent analysis, interpretation and evaluation of the extracted information; explicate scientific information in writing (abstract, abstract, summary); participate in professional discussions, scientific debates, debates, round-table discussions; make a presentation of scientific research (at seminars, conferences, symposiums, forums); listen to and understand public speeches in direct and indirect communication (lectures, reports, TV and Internet programs); to demonstrate knowledge of at least one foreign language at a professional level, allowing to conduct scientific research and practical activities; ideas about the application of methods of organizing the learning process in higher education and management in the field of education.</p> <p>Skills: oral communication in monological and dialogical form in the specialty in monological and dialogical form in the specialty (report, message, presentation, round table conversation, discussion, debate, debate); written scientific communication in the specialty (scientific article, theses, report, translation, abstracting and annotation); work with lexicographic sources on foreign language; the use of modern approaches to learning a foreign language; organize production processes at the enterprise of the industry, develop organizational and managerial structures of the enterprise, regulations on divisions, job descriptions, current documentation in the state, Russian and foreign languages.</p>
1	Pedagogy of higher education	General cultural	<p>To know: modern paradigms of higher education, the history of pedagogical thought in the history of the development of higher education in the Republic of Kazakhstan and the modern experience of educational activity.</p> <p>Be able to: to identify the main provisions of managerial activity and managerial relations, to apply methods of organizing the learning process based on the credit system of higher education, to think creatively and creatively approach the solution of pedagogical situations; to use modern methods and pedagogical teaching technologies; to solve standard scientific and</p>

			<p>professional tasks; to apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists; to build standard theoretical and econometric models based on the description of economic processes and phenomena.</p> <p>Skills: possess methodological approaches to the choice of theoretical tools, communication culture in professional and everyday life; synthesize in-depth knowledge necessary for writing a dissertation, article, report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.</p>
1	Management psychology	Professional	<p>To know: the essence and structure of the management process, the theoretical foundations of management psychology and its conceptual and categorical apparatus, the characteristics of personality as an object and subject of management.</p> <p>Be able to: to apply managerial skills in working with groups and collectives, to build communication within the group and beyond, to apply psychological methods of influence and motivation in the group; to determine methods of management psychology based on modern management theory; striving for self-development, professional development and professional development, the ability to realize the social significance of their future profession, to have high motivation to perform professional activities.</p> <p>Skills: master the conceptual apparatus of management psychology, skills of delegation of authority and time management; develop HR management strategies, propose HR policy measures; apply organizational behavior and communication skills, including understanding of management psychology and innovation development at the enterprise.</p>
1	Modern pedagogical technologies	Professional	<p>To know: the concept of pedagogical technology, its structure, methodology of pedagogical technology and features of the application of pedagogical technology in the educational process.</p> <p>Be able to: to design, predict and design pedagogical technologies in professional pedagogical activity; to apply pedagogical technologies in the pedagogical process of a modern school; to use modern methods and pedagogical teaching technologies; to solve standard scientific and professional tasks; to apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists; based on the description of economic processes and phenomena to build standard theoretical and econometric models.</p> <p>Skills: creative use of new technologies in professional activity; knowledge in the field of innovation, skills and abilities to rebuild professional activity, implement author's innovative ideas, find non-standard and alternative solutions, be able to generate new ideas, critical thinking; synthesize in-depth knowledge necessary for writing a dissertation, article, report,</p>

			<p>etc., daily professional activity and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.</p>
	Pedagogical ethics of a modern teacher		<p>To know: apply ethical norms and standards in professional practice; independently navigate ethical problems and ways to resolve them; apply general moral norms and requirements of professional ethics in practice; use modern methods and pedagogical teaching technologies; solve standard scientific and professional tasks; apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists; to build standard theoretical and econometric models based on the description of economic processes and phenomena.</p> <p>Be able to: apply ethical norms and standards in professional practice; independently navigate ethical problems and ways to resolve them; apply general moral norms and requirements of professional ethics in practice; use modern methods and pedagogical teaching technologies; solve standard scientific and professional tasks; apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists; to build standard theoretical and econometric models based on the description of economic processes and phenomena.</p> <p>Skills: possess the conceptual apparatus of professional ethics of a specialist; methodological approaches to the choice of theoretical tools appropriate to the task being solved; communication culture in professional and everyday life, public speaking skills, argumentation, discussion; knowledge in the field of innovation, skills and abilities to rebuild professional activities, implement author's innovative ideas, find non-standard and alternative solutions, be able to generate new ideas, critical thinking; synthesize in-depth knowledge necessary for writing a dissertation, an article, a report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.</p>
1	International marketing and market research	Professional	<p>To know: classification of marketing research in foreign markets; classification of sources and types of information for conducting marketing research in foreign markets; the content of the process of conducting marketing research; the process and technology of information collection methods; models for organizing marketing research.</p> <p>Be able to: apply survey techniques, focus groups, observations, etc.; develop a program and plan for conducting marketing research to study market conditions; use modern methods and pedagogical teaching technologies; solve standard scientific and professional tasks; apply methods and organizational forms of teaching special disciplines in the training of managerial personnel, economists; based on the description of economic processes and It is necessary to</p>

			<p>build standard theoretical and econometric models.</p> <p>Skills: possess the skills of collecting and processing information about the foreign market; assessing the elements of the international marketing environment and their impact on marketing decisions; forming an effective international marketing complex; assessing the risk and effectiveness of marketing activities in the foreign market; synthesize in-depth knowledge necessary for writing a dissertation, article, report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.</p>
	Strategic marketing		<p>To know: know the specifics of analyzing the needs, business opportunities and competition within the framework of strategic marketing; the specifics of developing a market-oriented development strategy at the enterprise.</p> <p>Be able to: be able to assess the market situation; conduct marketing research; evaluate the competitiveness of an enterprise and improve it; use in practice the information obtained as a result of marketing research and comparative analysis of best practices in management; use tools and resources of an anti-crisis approach to managing material, financial, and information flows.</p> <p>Skills: possess knowledge in the field of innovation, skills and abilities to rebuild professional activity, implement author's innovative ideas, find non-standard and alternative solutions, be capable of generating new ideas, critical thinking; synthesize in-depth knowledge necessary for writing a dissertation, article, report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.</p>
1	Business research	Professional	<p>To know: an idea of the methodology of conducting research projects within the framework of the master's thesis;</p> <p>Be able to: to use the methodology of working with literary sources and practical information;</p> <p>Skills: to use the logic of conducting fundamental and applied scientific research in professional activities; to possess modern tools for analyzing the effectiveness of logistics systems in the business environment; to use types of communications to solve specific business goals and objectives; to synthesize in-depth knowledge necessary for writing a dissertation, article, report, etc., daily professional activities and continuing education in doctoral studies; establish a system of norms and rules of conduct with participants in the educational process.</p>
1	Academic Writing in Economics	Professional	<p>To know: goals and objectives of written scientific communication, features of the scientific style of written and oral texts, principles of organization of scientific texts.</p>

			<p>Be able to: apply the acquired knowledge when creating research papers in written and oral formats.</p> <p>Skills: the main methods of reading and creating scientific and research texts; methods of competent work with bibliography, selection of speech tools suitable for scientific style of speech; methods of writing summaries and annotations of scientific articles, essays, scientific reports, grant applications</p>
1	Pedagogical practice	Professional	<p>To know: principles of pedagogical work with students, as well as the academic policy of the university</p> <p>Be able to: plan training sessions taking into account the principles of integration and continuity of training; conduct standard training sessions (lectures, practice, IWST) using new learning technologies, including ICT for the development of pedagogical skills, skills and abilities of educational and teaching work; coordinate and monitor the work of students; develop training materials in accordance with the set goals of classes.</p> <p>Skills: the skills of organizing collective work; the skills of oral and written presentation of the results obtained; the methodology of planning and research of the educational environment.</p>
2	Research practice	Professional	<p>To know: patent and literary sources on the topic being developed for the purpose of their use in the performance of final qualifying work; the state of the problem under study in theory and practice, methods of research and experimental work; rules of operation of devices and installations; methods of analysis and processing of experimental and expedition work; information technologies in scientific research, software products related to the professional sphere; principles of organization of computer networks and telecommunication systems; requirements for the design of scientific and technical documentation; the procedure for implementing the results of scientific research and development.</p> <p>Be able to: to formulate the goals and objectives of scientific research; to select and justify the research methodology; to work with applied scientific packages and editorial programs used in research and development; to draw up the results of scientific research (preparation of a report, writing scientific articles, abstracts); to work on experimental installations, instruments and stands.</p> <p>Skills: analyze, systematize and summarize scientific information on the research topic; theoretical or experimental research within the framework of the tasks; analyze the reliability of the results obtained; compare the results of the research of the object of development with domestic and foreign analogues; analyze the scientific and practical significance of the research, as well as the technical and economic efficiency of the development; prepare a patent application or to participate in competition of scientific projects.</p>

1,2 3,4	Research work of undergraduates	Professional	<p>To know: scientific novelty and practical significance of the research topic; modern theoretical, methodological and technological achievements of science and practice.</p> <p>Be able to: to use modern methods of scientific research; to allocate research (methodological, practical) sections on the main protected provisions</p> <p>Skills: conduct research based on the best international experience in the relevant field of knowledge</p>
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3. The list of modules included in the educational program

Module №	Name of the module	The list of disciplines included in the module	Block	Term	Credit volume	Form of control	Total credits by module
M.1	Methodology of scientific research	History and philosophy of science	BD UC	1	5	exam	17
		Foreign language (professional)	BD UC	1	4	exam	
		Academic writing	MD UC	2	3	exam	
		Business research	MD CC	1	5	exam	
M.2	Psychological and pedagogical foundations of teaching in higher education	Pedagogy of higher education	BD UC	1	4	exam	16
		Management psychology	BD UC	2	4	exam	
		Pedagogical practice	BD UC	2	3	practice report	
		Modern pedagogical technologies / Pedagogical ethics of a modern teacher	BD CC	1	5	exam	
M.3	Marketing research and project management	International marketing and market research / Strategic marketing	BD CC	2	5	exam	9
		Sales management / Project management	MD CC	2	4	exam	
	Leadership and	Organizational behavior & leadership / Personnel management	MD CC	2	4	exam	
		Crisis management / Human resources Management	BD CC	3	5	exam	

M.4	executive effectiveness	Business strategy and policy / Talent, knowledge and innovation Management	MD CC	3	5	exam	14
M.5	Corporate management	Management decision-making / Financial management (advanced course)	MD CC	2	4	exam	19
		Operational management / Strategic management	MD CC	3	5	exam	
		Communication and negotiation skills /Economic security	MD CC	3	5	exam	
		HR accounting and document management / Business logistics Management	MD CC	3	5	exam	
M.6	Research work of undergraduates	Research practice	MD CC	4	13	practice report	37
		Research work of undergraduates, including internship and master's thesis (RW)	MD CC	1,2,3,4	24	report, dif.offset	
M.7	Final attestation	Preparation and defense of a master's thesis	FA	4	8	MD	8
	Total						120