


«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

**EDUCATIONAL PROGRAM**

**7M04134 - Management**

*code and name of the educational program*

Level: Master's

Approved

by the Board of Directors of JSC  
«K.Kulazhanov KazUTB» "01.01 2025,  
protocol No. 3




Recommended

by the Academic Council of JSC  
«K.Kulazhanov KazUTB» "21.03 2025,  
protocol No. 8


**Astana – 2025**

©Is the intellectual property of JSC "KazUTB named after K.Kulazhanov"  
Reprinting and/or further transfer to third parties is prohibited

«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

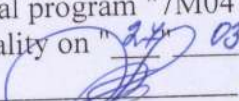
## CONTENT

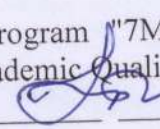
Preface	3
Approval sheet	4
1 Passport of the educational program	5
2 Qualification characteristics of a graduate of an educational program	5
3 Requirements for the content of the educational program	7
4 Competency map of the educational program	7
5 Learning outcomes of the educational program and modules	8
6 The relationship between the attainability of the formed learning outcomes according to the educational program and academic disciplines	10
7 Alignment of planned learning outcomes with assessment technologies and teaching methods within the module	23
8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)	26
9 Graduate model	32
10 Typical curriculum (appendix to the OP)	
11 Expert opinion	

«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

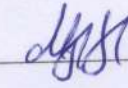
### Preface


The educational program "7M04134 - Management" was developed in accordance with the State Compulsory Standard of Higher Education / Postgraduate Education, approved by the order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2, as well as on the basis of professional standards Management of small (medium) company dated 26.12.2019 No. 263, Project management dated 26.12.2019 No.263, Professional standard: Teacher (faculty) of higher and (or) postgraduate education organizations dated 20.11.2023 No. №591.

The educational program "7M04134 - Management" was approved at the meeting of the Council on Academic Quality on "24" 03 2025, protocol No. 4  
 Chairman  L. Baibolova

The educational program "7M04134 - Management" was approved at the meeting of the Commission on Academic Quality of the Faculty on "20" 12 2024, protocol No. 3  
 Chairman  K. Mustafayev

The educational program "7M04134 - Management" was developed and discussed at the meeting of the department "Economy and management" dated "19" 12 2024, protocol No. 5  
 Acting Head of Department

Marysh m.k 


JSC "Kazakh University of Technology and Business" named after K.Kulazhanov"	EP 26/01-18-2025	
Educational program	Edition 4	

### Approval sheet

Educational program 7M04134 Management  
(code and name of the EP)

#### APPROVED BY:

Vice-Rector for Administrative Affairs		E. Askarbekov	" <u>24</u> " " <u>03</u> " 20 <u>25</u>
Head of the Educational and Methodological Department		B. Bayadilova	" <u>24</u> " " <u>03</u> " 20 <u>25</u>
Head of Production and Technical Department		A. Bisegulov	" <u>19</u> " " <u>12</u> " 20 <u>24</u>
State institution "Apparatus of Akim of Almaty district" of Astana city		A. Bekmurzaeva	" <u>19</u> " " <u>12</u> " 20 <u>24</u>
President of the Public Association "Uly Dala – Association for the Development of Rural Business"		A. Absemetova	" <u>19</u> " " <u>12</u> " 20 <u>24</u>
Deputy Akim of the Akimat of the Nura district, Astana city		G. Obarbasova	" <u>19</u> " " <u>12</u> " 20 <u>24</u>
Director of LLP AkhAl		D. Beisimbaeva	" <u>19</u> " " <u>12</u> " 20 <u>24</u>
Chief accountant of LLP "STL"		M. Utilov	" <u>19</u> " " <u>12</u> " 20 <u>24</u>
Master's student of the MNPN-232 group		M. Utilov	" <u>19</u> " " <u>12</u> " 20 <u>24</u>


«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

## 1 Passport of the educational program


International Standard Classification of Education (ISCED) level	7
National Qualification Framework (NQF) level	7
Sectoral Qualifications Framework (SQF) level	7
Code and name of the field of education	7M04 Business, Management and Law
Direction of training	7M041 Business and Management
Number and name of the group of educational programs	M072 Management
Code and name of the educational program (EP)	7M04134 Management
Educational program profile	profile
goal of the educational program	Training of specialists in the field of solving management problems for scientific and pedagogical and professional activities, effectively mastering modern teaching methods, adapting the acquired knowledge in the field of management to practical conditions for achieving sustainable development of society
completion criterion of an educational program	Mastery of 120 credits, including all types of learning activities of a master's student
language of instruction of the educational program	Russian, kazakh
Distinctive features of the educational program	-
Partner University	-

## 2 Qualification characteristics of a graduate of an educational program

Degree awarded	master of economics
Field of professional activity	- Research and development activities in the field of economics and management; - Educational activity in organizations of higher and postgraduate education; - Management of projects, innovations, development of organizations; - Consulting and analytical activity.
Types of professional activities	-organizational and managerial -research -pedagogical -project -service

«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

Object of professional activity	<ul style="list-style-type: none"> <li>- Organization of small and medium-sized enterprises;</li> <li>- Innovative companies and startups;</li> <li>- Financial, consulting and project structures;</li> <li>- State and quasi-State governing bodies;</li> <li>- International, non-governmental and research organizations</li> </ul>
Functions of professional activity	<ul style="list-style-type: none"> <li>-planning of the main directions of production and management development;</li> <li>-determination of management goals and objectives, their efficiency;</li> <li>-forming the structure of the production facility and management structure, the optimal construction of the production apparatus;</li> <li>-improvement of production techniques and technology;</li> <li>-motivation of personnel, activation of their work;</li> <li>-coordination and control of all sides of management activity;</li> <li>-introduction of innovations in the sphere of tangible and intangible production;</li> <li>-Management of integration, works (content), schedule, cost, quality, resources, communications, risks, stakeholders, program and/or portfolio procurement;</li> <li>-determining policies and procedures for making and executing management decisions;</li> <li>-legal support of the firm's activities;</li> <li>-ensuring the efficiency of the firm's operations;</li> <li>-implementation of an effective human resources policy.</li> <li>-pedagogical activity, training;</li> <li>-conducting scientific research; realization of scientific and methodical work;</li> <li>-socialization of young people in training.</li> </ul>


«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition № 4	

### 3 Requirements for the content of the educational program

Name of cycles and disciplines	Workload in academic credits
<b>Cycle of basic disciplines (BD)</b>	<b>35</b>
University component	20
Component of choice	15
<b>Cycle of major disciplines (MD)</b>	<b>53</b>
University component	10
Component of choice	30
Research practicum	13
<b>The scientific research work of a master's student, including the completion of an internship and the preparation of a master's thesis</b>	<b>24</b>
<b>Final assessment (Preparation and defense of a master's thesis) (PDMT)</b>	<b>8</b>
<b>Total</b>	<b>120</b>

### 4 Competency map of the educational program «7M04134 - Management»

Competence map of the educational program	Learning outcome code	Learning Outcome (according to Bloom's Taxonomy)
Behavioral skills and personality traits (Softskills)	LO1	Applies the skills of a scientific worldview in theoretical and practical professional activities
	LO3	Applies knowledge of psychology and pedagogy in planning professional and personal growth, training and socialization of students
	LO9	Carries out research work on a specific topic, involving undergraduate students in scientific and publishing activities
	LO10	Has professional working proficiency in foreign language
Digital competencies (Digital skills)	LO2	Able to manage innovative projects taking into account the response to modern risks in crisis
	LO4	Analyzes the influence of institutions, and changes at micro and macro level on the organizational management
	LO7	Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs
Professional skills (Hardskills)	LO5	Demonstrates system thinking when applying systems and models of management from different countries in corporate management
	LO6	He is able to manage the communications and personnel of the organization during the implementation of projects, developing corporate and social responsibility of the business
	LO8	Applies modern production management methods when controlling quality at different stages of the product life-cycle

«K.Kulzhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

### 5 Learning outcomes of the educational program and modules

Learning Outcomes (LO) for the educational program	Name of module	Learning outcomes for the module	Name of disciplines that form learning outcomes
<p>Key competencies</p> <p>LO1 Applies the skills of a scientific worldview in theoretical and practical professional activities</p>	Basic disciplines module	Forms knowledge of the essence and evolution of science, analyzes the philosophical foundations of scientific cognition and applies historical-scientific approaches in evaluating managerial and social processes.	History and philosophy of science
<p>(Softskills)</p> <p>LO3 Applies knowledge of psychology and pedagogy in planning professional and personal growth, training and socialization of students</p>		Analyzes psychological and pedagogical aspects of management, applies methods of motivation, communication and training of personnel in professional activities.	Management psychology Higher school pedagogy Pedagogical practicum
<p>Behavioral skills and personality traits</p> <p>LO9 involving undergraduate students in scientific and publishing activities</p>	Modern management and methodology of scientific research	Conducts research work on specific topics with the involvement of undergraduate students in scientific and publishing activities, using the methodology of master's research with the application of scientific foundations of economic analysis.	Methods of scientific research Scientific foundations of economic analysis
<p>LO10 Has professional working proficiency in foreign language</p>	Basic disciplines module	Uses a foreign language at a level that allows him/her to carry out the main types of professional activities at various levels of management.	Foreign language (professional)
<p>Professional skills (Hardskills)</p> <p>LO2 Able to manage innovative projects taking into account the response to modern risks in crisis</p>	<p>Modern management and methodology of scientific research</p> <p>Strategic management</p>	Assesses and manages innovation processes taking into account risks and crisis factors, develops and implements strategies within the framework of national innovation systems and project management.	National innovation system
			Risk-management Anti-crisis



	Corporate and innovative governance	management	management	Innovative project management
LO4 Analyzes the influence of institutions, and changes at micro and macro level on the organizational	Modern management and methodology of scientific research	Strategic management	Applies institutional, economic and strategic approaches to analyze and justify management decisions in the external and internal environment of the organization.	Institutional foundations of activity management Micro-macroeconomic analysis Modern strategic analysis
LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs	Modern management and methodology of scientific research	Strategic management	Analyzes and integrates modern concepts of strategic management and marketing to develop evidence-based strategic solutions that take into account global trends and specifics of organizational development.	Strategic marketing
LO5 Demonstrates system thinking when applying systems and models of management from different countries in corporate management LO6 He is able to manage the communications and personnel of the organization during the implementation of projects, developing corporate and social responsibility of the business	Modern management and methodology of scientific research	Strategic management	Analyzes corporate and comparative management models in an international context and develops evidence-based management solutions that take into account institutional, cultural, and economic differences.	Comparative management Corporate management
LO8 Applies modern production	Modern management and methodology of scientific research	Strategic management	Develops and implements effective HR strategies and HR practices, integrating the principles of corporate and social responsibility into the HR management system and sustainable development of the organization.	HR-management (advanced level) Personnel management
Professional skills (Hardskills)	Corporate and innovative governance			Corporate and social responsibility of business
	Modern		Optimizes business processes, implements modern	Management of













		<p>content of innovative interests, economic entities in the market economy. This discipline allows to understand the role of national innovation systems in practice, to master and consolidate the main methodological, practical principles of analysis and assessment of the main parameters of development of national innovation systems in the economy and transition to an innovative model of socio-economic development.</p>	5	+									
10	Innovative project management	<p>The course allows students to gain knowledge, skills and abilities to form and stage-by-stage implementation of an innovative startup project. The master's student can make an economic justification of the project and its innovativeness, manages the integration of the project and the content, can calculate the cost of the project, manages the quality and resources of the project, analyzes the process and carries out management communications, is able to manage the stakeholders of the</p>	5	+									







«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025
Educational program	Edition №4



18	Quality management system	<p>and technologies and their applications. Types of risks, main approaches in risk management, risk-management standards, ways to identify and analyze factors of appearance of risks of the external and internal environment are considered; methods of creating effective risk-management policy in the organization, aimed at developing and implementing a set of management decisions to prevent or reduce risk</p> <p>The course is studied with the aim of mastering the basic principles of building quality management systems (QMS) in an organization based on the provisions of national and international standards ISO 9000 series, as well as the strategy of general quality management (TQM). The article considers methods of quality management systems necessary for organization and successful conduct of business of enterprise and production of competitive products</p>	5											
19	Modern production	<p>The course forms theoretical knowledge and practical skills in</p>	5											



	management methods	<p>the field of managerial decisions related to the production activities of the enterprise. Promotes the mastery of modern methods of rational organization of production processes using digital technologies such as Bitrix 24, StreamDat, Adeptik APS, etc. when using production resources. The analysis of methods of design and restructuring of the organization and the main business processes used in production is carried out</p>	5										
20	Modern strategic analysis	<p>The goal of the course is to study methods of strategic analysis with the application of tools of strategic management in the modern practice of the organization. The course considers a system representation of the current state and trends of development of the theory of strategic management of the organization, evaluates the organization with the help of methods of analysis of the industry competitive advantages of the enterprise, identifies reserves for improving the effectiveness of methods of strategic analysis that ensure</p>	5										






EP 26/01-18-2025

«K.Kulazhanov Kazakh University of Technology and Business» JSC

Edition №4

Educational program

23	<p>Management of business-processes</p>	<p>profit The goal of the course is the formation of complex knowledge of process management of the company on the basis of the methodology of enterprise management. The bases of business processes" construction, their features and possibilities of application are considered; methods and models of business processes" construction and analysis, the need for its rational organization are examined; modern approaches to the management of the organization's activities are studied; methodology of scientific research in the field of business process management</p>	5							+		
24	<p>HR-management (advanced level)</p>	<p>The goal of the course is to study HR-management as a center of expertise in working with employees, based on the labour legislation in force in the Republic of Kazakhstan, using the knowledge and skills of the company staff to achieve the set tactical and strategic goals and objectives. The functions of «recruitment», «adaptation», «personnel administration»,</p>	5						+			

«K. Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
	Edition №4	
Educational program		

		«compensation and benefits», «training and development», «assessment and development» are considered																	

### 7 Alignment of planned learning outcomes with assessment technologies and teaching methods within the module

Learning Outcomes (LO) Number	Planned learning outcomes for the module	Assessment technologies (tools)	Methods of learning and teaching
LO1	Forms knowledge of the essence and evolution of science, analyzes the philosophical foundations of scientific cognition and applies historical-scientific approaches in evaluating managerial and social processes.	1. essay / analytical review 2. Presentation/report on a philosophical case study/historical-scientific process 3. case study/historical-scientific analysis 4. Colloquium / oral examination 5. Critical analysis of a scientific article 6. Final written work / mini-study	1. Problem-based learning 2. Seminar-discussions 3. historical and scientific analysis 4. Project method 5. Case study with philosophical content 6. Feedback and self-assessment 7. Interpretation of primary sources (Plato, Kuhn, Popper, Feyerabend, etc.). 8. Analytical colloquia with an interdisciplinary approach
LO 2	Assesses and manages innovation processes taking into account risks and crisis factors, develops and implements strategies within the framework of national innovation systems and management.	1. Project assignment / business case 2. Presentation of the innovation project 3. SWOT/PEST/risk analysis of the project 4. Critical analysis of the NIS model of a specific country 5. Analytical note 6. Final paper / essay	1. Problem-based learning (PBL) 2. Case study method (case study) 3. Business games / role modeling 4. interactive seminars 5. Project work in a team 6. Research work 7. Interdisciplinary mini-lectures 8. Consultation and peer-review
LO 3	Analyzes psychological and pedagogical aspects of management, applies methods of motivation, communication and training of	1. case study analysis (case study) 2. Written essay / analytical note 3. Draft Personnel Training Program	1. interactive lectures 2. Case study method 3. Business and role-playing games




	personnel in professional activities.	4. Role-playing business game / modeling 5. Presentation of psychological and pedagogical analysis of the situation 6. Final testing / credit	4. soft-skills trainings 5. Group project work 6. Master classes with HR experts 7. Feedback and peer-review 8. Psychological testing (diagnostics)
LO 4	Applies institutional, economic and strategic approaches to analyze and justify management decisions in the external and internal environment of the organization.	1. Case solution (case study) 2. analytical report / project 3. Presentation of strategic analysis 4. essay / analytical note 5. Oral questioning / colloquium 6. Simulation of situations	1. interactive lectures 2. Case study-analysis in groups 3. Discussions and debates 4. Group projects 5. Backward design method (backward design) 6. Work with expert databases and statistics 7. Consultations with external experts (guest lectures) 8. Written reviews of management concepts
LO 5	Analyzes corporate and comparative management models in an international context and develops evidence-based management solutions that take into account institutional, cultural, and economic differences.	1. analytical essay / research paper 2. Case Study 3. Presentation of an international project 4. Oral questioning / debate 5. Scientific report (conference simulation) 6. Group comparative project	1. Comparative analysis (comparative method) 2. Problem-Based Learning (Problem-Based Learning) 3. Cross-cultural negotiations and role-playing (Cross-cultural negotiation) 4. Project-Based Learning 5. Interactive lectures with brainstorming elements 6. Analysis of international regulations (OECD, WTO, ISO) 7. Working with scientific databases (Scopus, Web of Science) 8. Guest lectures (guest lectures)
LO 6	Develops and implements effective HR strategies and HR practices, integrating the principles of corporate and social responsibility into the HR management system and sustainable development of the organization.	1. HR project (portfolio) 2. Case Study 3. Presentation of HRM+CSR strategy 4. essay / analytical report 5. Final certification (research work) 6. Soft skills assessment (observation)	1. soft skills assessment (observation in group projects) 2. Problem-based learning (PBL) 3. Situational modeling (business simulation) 4. interactive seminars 5. Training based on company policy analysis



	group projects)	<p>6. Group discussions and debates</p> <p>7. Guest lectures by HR experts</p> <p>8. Work with ESG indicators and social audit</p>
LO 7	<p>Analyzes and integrates modern concepts of strategic management and marketing to develop evidence-based strategic solutions that take into account global trends and specifics of organizational development.</p>	<p>1. Strategic project / case analysis</p> <p>2. Research paper / essay</p> <p>3. Presentation of a strategic model</p> <p>4. SWOT, PESTLE, GAP-analysis (during the assignments)</p> <p>5. Evaluation of participation in a business game / simulation</p>
LO 8	<p>Optimizes business processes, implements modern production management methods and quality management systems to improve the efficiency and competitiveness of the organization.</p>	<p>1. analytical report / project</p> <p>2. SWOT/LEAN analysis</p> <p>3. Presentation of QMS implementation solutions</p> <p>4. Solution of situational cases</p> <p>5. Evaluation of participation in the business game</p> <p>6. essay / research paper / report</p>
LO 9	<p>Conducts research work on specific topics with the involvement of undergraduate students in scientific and publishing activities, using the methodology of master's research with the application of scientific foundations of economic analysis.</p>	<p>1. Research project / article</p> <p>2. Abstract / analytical literature review</p> <p>3. Presentation of research findings</p> <p>4. Research diary / research plan-schedule</p> <p>5. Criteria for reviewing a research paper</p> <p>6. Evaluation of undergraduate student involvement</p>
	<p>1. Project-Based Learning</p> <p>2. Case-study method</p> <p>3. Method of business games and production simulations</p> <p>4. Problem-Based Learning (PBL)</p> <p>5. Lectures with elements of expert analysis and discussion</p> <p>6. Guest lectures / master classes</p> <p>7. Work in small research groups</p> <p>8. Flip-class / Interactive workshops</p> <p>1. Research seminar</p> <p>2. Case and problem situations method (PBL)</p> <p>3. Researcher's portfolio</p> <p>4. Mentoring / pedagogical practice</p> <p>5. Project method</p> <p>6. Colloquia / round tables / research debates</p> <p>7. Work with scientific databases and bibliography</p> <p>8. Publication activity</p>	




<p>LO10</p>	<p>Uses a foreign language at a level that allows him/her to carry out the main types of professional activities at various levels of management.</p>	<p>1. Business Correspondence (Case Writing) 2. Presentation / Pitch in a foreign language 3. analyzing cases in a foreign language (case study) 4. Translation and annotation of specialized texts 5. Interview / interview (role-playing) 6. Online testing (vocabulary, grammar, terminology) 7. Reviewing/analyzing a scientific article in a foreign language 8. Profile maintenance (CV, LinkedIn, motivation letter)</p>	<p>1. CLIL (Content and Language Integrated Learning) 2. project-based learning in a foreign language 3. Discussions and debates on professional topics 4. Role-plays (negotiations, meetings, interviews) 5. Analysis and annotation of specialized literature 6. Seminars on presentation and public speaking 7. Use of podcasts and videos in the original language 8. Preparing a scientific article or thesis in a foreign language</p>
-------------	---	---	--


«K. Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

**8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)**


Name of the professional standards used	Professions at level 6 and/or 7 of the SQF	Labor functions	Tasks	Learning outcomes for the educational program
Project management	Head of LF1: Programs and Portfolios	Program and/or portfolio integration management	Tasks 1: Development of a program and/or portfolio charter/roadmap Tasks 2: Development of a program and/or portfolio management plan Tasks 3: Organization of program and/or portfolio monitoring and control Tasks 4: Maintaining benefits and closing the program and/or portfolio	LO2 Able to manage innovative projects taking into account the response to modern risks in crisis LO4 Analyzes the influence of institutions, and changes at micro and macro level on the organizational management LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs LO6 He is able to manage the communications and personnel of the organization during the implementation of projects, developing corporate and social responsibility of the business
26.12.2019		LF 2: Program and/or portfolio work (content) management	Tasks 1: Management planning content Tasks 2: Content management and control	LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs LO8 Applies modern production management methods when controlling quality at different stages of the product life-cycle
No.263	LF 3: Program portfolio schedule management	Program and/or portfolio management	Tasks 1: Schedule management and/or planning Tasks 2: Schedule management and control	LO8 Applies modern production management methods when controlling quality at different stages of the product life-cycle LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs

«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

LF 4: Program and/or portfolio cost management	<p>Tasks 1: Cost management planning</p> <p>Tasks 2: Cost management and control</p>	<p>LO8 Applies modern production management methods when controlling quality at different stages of the product life-cycle</p> <p>LO5 Demonstrates system thinking when applying systems and models of management from different countries in corporate management</p>
LF 5: Program and/or portfolio quality management	<p>Tasks 1: Quality management planning</p> <p>Tasks 2: Quality control</p>	<p>LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs</p> <p>LO8 Applies modern production management methods when controlling quality at different stages of the product life-cycle</p>
LF 6: Program and/or portfolio resource management	<p>Tasks 1: Resource management planning</p> <p>Tasks 2: Team development and management</p> <p>Tasks 3: Resource control</p>	<p>LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs</p> <p>LO5 Demonstrates system thinking when applying systems and models of management from different countries in corporate management</p>
LF 7: Program and/or portfolio communications management	<p>Tasks 1: Communications management planning</p> <p>Tasks 2: Monitoring communications</p>	<p>LO5 Demonstrates system thinking when applying systems and models of management from different countries in corporate management</p> <p>LO6 He is able to manage the communications and personnel of the organization during the implementation of projects, developing corporate and social responsibility of the business</p>
LF 8: Program and/or portfolio risk management	<p>Tasks 1: Risk management planning</p> <p>Tasks 2: Implementation of risk response</p> <p>Tasks 3: Risk monitoring</p>	<p>LO2 Able to manage innovative projects taking into account the response to modern risks in crisis</p> <p>LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs</p>

«K. Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
	Edition №4	
Educational program		


Requirements for personal competencies	LF 9: Program and/or portfolio stakeholder management	Tasks 1: Stakeholder engagement planning  Tasks 2: Monitoring and management of stakeholder engagement	LO2 Able to manage innovative projects taking into account the response to modern risks in crisis LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs
	LF 10: Program and/or portfolio procurement management	Tasks 1: Procurement management planning Tasks 2: Procurement Tasks 3: Procurement control	LO8 Applies modern production management methods when controlling quality at different stages of the product life-cycle
Management of small (medium) company dated 26.12.2019 No. 263	LF 1: Defining policies and procedures for making and executing management decisions	Tasks 1: Defining the policy and strategy of the firm's activities Tasks 2: Coordination of activities of entrusted divisions of the firm Tasks 3: Efficient use of the firm's resources	LO4 Analyzes the influence of institutions, and changes at micro and macro level on the organizational management LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs
	LF 2: Legal support of the company's activities	Tasks 1: Ensuring compliance with the law in the firm's activities and economic relations Tasks 2: Legal support of contractual relations	LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs

«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

	<p>LF 3: Ensuring the efficiency of the firm's operations</p> <p>LF 4: Implementation of effective human resources policies</p>	<p>Tasks 3: Compliance with the fulfillment of commitments made by the firm</p> <p>Tasks 1: Use of advanced techniques and technologies</p> <p>Tasks 2: Stimulation and motivation of employees</p> <p>Tasks 3: Effective planning of the firm's activities</p> <p>Tasks 4: Compliance with the principles of environmental safety</p> <p>Tasks 1: Compliance with the principles of social partnership</p>	<p>LO4 Analyzes the influence of institutions, and changes at micro and macro level on the organizational management</p> <p>LO7 Develops an organization's development policy and strategy to improve management efficiency, including the integration of project programs</p>
<p>Требования к личным компетенциям</p> <p>Teacher (faculty) of higher and (or) Assistant postgraduate education, organizations dated 20.11.2023 No. №591. Senior Lecturer/Senior Lecturer Education, PGCE</p>	<p>Leadership and management ability, business oral and written communication skills, decision-making and responsibility skills</p> <p>LF 1: Training in PGCE/ Teacher, Senior Lecturer/Senior Lecturer Education, PGCE</p> <p>in LF 2: Conducting scientific research</p>	<p>Skill 1: Ensuring the required level of academic competencies of students</p> <p>Skill 2: Ensuring the required level of professional competencies of students</p> <p>Skill 1: Ensuring the integration of science, higher education and the labor market</p> <p>Skill 2:</p>	<p>LO1 Applies the skills of a scientific worldview in theoretical and practical professional activities</p> <p>LO9 Carries out research work on a specific topic, involving undergraduate students in scientific and publishing activities</p>



		Developing the required level of research skills in learners	
LF 3: Implementation of scientific and methodological work	Skill 1: Scientific and methodological support of macro-processes of TVET		LO10 Has professional working proficiency in foreign language
LF 4: Socialization of young learners	Skill 1: Promotion of social values among students Skill 2: Familiarizing students with the values of their chosen profession		LO3 Applies knowledge of psychology and pedagogy in planning professional and personal growth, training and socialization of students
Additional labor function: Interaction with higher and postgraduate education stakeholders	Skill 1: Interaction with internal stakeholders Skill 2: Interaction with external stakeholders		LO10 Has professional working proficiency in foreign language
Requirements for personal competencies			Goodwill, communication skills, empathy, stress resistance, emotional poise, professional and social responsibility, ability to develop teaching and research skills

«K.Kulazhanov Kazakh University of Technology and Business» JSC	EP 26/01-18-2025	
Educational program	Edition №4	

## 9 Graduate model

<b>GRADUATE MODEL</b>			
Professional standards: management of small (medium) company dated 26.12.2019 No. 263, Project management dated 26.12.2019 No. 263, Professional standard: Teacher (faculty) of higher and (or) postgraduate education organizations dated 20.11.2023 No. №591.	Competencies (soft skills, digital skills)		
	Attributes of a graduate	Attributes of a graduate	Attributes of a graduate
	<ul style="list-style-type: none"> <li>- Pedagogical competence</li> <li>- Research activity</li> <li>- Strategic and systemic thinking</li> <li>- Cross-cultural communication</li> <li>- High level of academic culture</li> <li>- Social and professional responsibility</li> <li>- Ability for project and innovation management</li> </ul>	<ul style="list-style-type: none"> <li>- Methodology and methods of scientific research</li> <li>- Psychological and pedagogical foundations of higher education</li> <li>- Systems and models of organization management</li> <li>- National and international quality standards</li> <li>- Legal norms and institutional mechanisms of management</li> <li>- Mechanisms and tools for realization of innovative and project solutions</li> <li>- Principles and methods of teaching in higher education</li> </ul>	<ul style="list-style-type: none"> <li>- Plan, organize and implement the training process</li> <li>- Manage projects, programs and project portfolios</li> <li>- Develop organizational strategy and policies</li> <li>- Conduct scientific research and involve learners in science</li> <li>- Implement educational and methodological projects</li> <li>- Manage change, risk and innovation</li> <li>- Ensure the socialization of young people and develop professional values</li> </ul>
	Professional skills (hard skills)		
	<ul style="list-style-type: none"> <li>- Project management: planning, implementation, monitoring, evaluation</li> <li>- Development of educational programs and methods</li> <li>- Application of strategic management models</li> <li>- Analysis and optimization of business processes</li> <li>- Personnel management and development</li> <li>- Application of digital platforms in management and training</li> <li>- Foreign language skills for academic and professional activities</li> <li>- Conducting research and publication activities</li> </ul>		



8	Корпоративная ответственность и социальная ответственность в бизнесе (CSR/ESG) Corporate and social responsibility in business	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	2	8	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
9	Бизнес-процессы и управление Business processes and management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	2	8	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
10	Мастерская: научная работа магистранта The scientific research work of a master's student	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	2	6	180	0	0	0	0	0	0	0	0	6-8 недель / weeks	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option

<p><b>Блок 3: Корпоративная ответственность и социальная ответственность в бизнесе / Corporate and social responsibility in business</b></p>																
<p><b>Корпоративная ответственность и социальная ответственность в бизнесе / Corporate and social responsibility in business</b></p>																
1	Бизнес-процессы и управление Business processes and management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	2	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
2	Стратегическое управление Strategic management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
3	Мастерская: научная работа магистранта The scientific research work of a master's student	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
4	Организация и управление производством Organization and management of production	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	4	13	390	0	0	0	0	0	0	0	0	13 недель / weeks	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
5	Экономическая практика Economic practice	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	4	9	270	0	0	0	0	0	0	0	0	9 недель / weeks	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
6	Титуловое исследование магистранта The scientific research work of a master's student, including the preparation of a master's thesis	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	4	9	270	0	0	0	0	0	0	0	0	9 недель / weeks	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
<p><b>Итого по модулю / Total for module</b></p>																

<p><b>Блок 4: Стратегическое управление / Strategic management</b></p>																
<p><b>Стратегическое управление / Strategic management</b></p>																
1	Стратегическое управление Strategic management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
2	Дизайн стратегической системы Design of strategic system	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
3	Система менеджмента качества Quality management system	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
4	Антикризисное управление Anti-crisis management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
5	Риск-менеджмент Risk management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
6	HR-менеджмент (жесткий уровень) HR management (advanced level)	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
7	Кадровый менеджмент Personnel management	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	45	30	15	75	0	75	15	90	2 + 1 + 0	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
8	Мастерская: научная работа магистранта The scientific research work of a master's student	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	3	5	150	0	0	0	0	0	0	0	0	5 недель / weeks	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
<p><b>Итого по модулю / Total for module</b></p>																

<p><b>Блок 5: Корпоративная ответственность и социальная ответственность в бизнесе / Corporate and social responsibility in business</b></p>																	
<p><b>Корпоративная ответственность и социальная ответственность в бизнесе / Corporate and social responsibility in business</b></p>																	
1	Корпоративная ответственность и социальная ответственность в бизнесе Corporate and social responsibility in business	БСП (ПК) ЦД (КВ) AS (ES)	SSA Men 6300-25 SSA Men 6301-25 SSA Men 6302-25 SSA Men 6303-25	4	8	240	0	0	0	0	0	0	0	0	0	6 недель / weeks	Благодаря изучению тематике Бойшина / По выбору обучающегося / By student's option
<p><b>Итого по модулю / Total for module</b></p>																	

<p><b>Блок 6: Итого по модулям / Total for modules</b></p>																
<p><b>Итого по модулям / Total for modules</b></p>																
<p><b>Итого по модулям / Total for modules</b></p>																
<p><b>Итого по модулям / Total for modules</b></p>																

**KULAZHANOV KAZAKH UNIVERSITY OF TECHNOLOGY AND  
BUSINESS**  
Republic of Kazakhstan, Astana

**EXPERT OPINION**  
on the Educational Program  
“7M04134 – Management”  
(Scientific and Pedagogical Track)

**I. General Characteristics of the Educational Program**

The educational program “7M04134 – Management” is developed in accordance with: the National and Sectoral Qualifications Frameworks; professional standards: “Project Management”, “Management of Small (Medium) Enterprises” (Order No. 263, Atameken, 26.12.2019), “Pedagogue (faculty of higher and/or postgraduate education institutions)” (Order No. 591, 20.11.2023).

Program Objective: To train highly qualified specialists capable of solving managerial problems in scientific-pedagogical and professional contexts, effectively applying modern teaching methods and adapting management knowledge to practical needs for sustainable societal development.

Relevance: The program meets the requirements of the labor market, includes participation from employers and students, integrates inclusive education principles, and contains modern modules aimed at developing competencies necessary for the fast-changing business environment.

**II. Structure and Content Evaluation**

Total: 120 ECTS credits, including: Basic Disciplines – 35 credits

University component: 20 credits

Elective component: 15 credits

Profile Disciplines – 53 credits

University component: 10 credits

Elective component: 30 credits

Research practice: 13 credits

Research Work & Thesis – 15 credits

Internship & Thesis – 9 credits

Final Attestation (Master’s Project Defense) – 8 credits

The program structure meets the requirements of the State Educational Standards of the Republic of Kazakhstan. Competency Development: Courses ensure the formation of: Soft skills (behavioral and personal qualities) Digital skills Hard skills (professional competencies)

The program content aligns with future professional activity and includes a “Graduate Model”. The curriculum is logically sequenced, reflecting current management issues. Learning outcomes are based on Dublin Descriptors (Level 7). Individual learning paths are supported through elective courses. Assessment procedures are defined in syllabi, practice programs, and the final attestation guidelines.

### III. General Conclusion

The educational program "7M04134 – Management" (Scientific and Pedagogical Track):

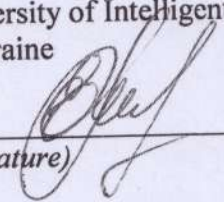
- is relevant and in demand on the regional and national labor markets;
- corresponds to current trends in science, education, production, and management;
- ensures high-quality training of future specialists;
- is suitable for use in similar programs, such as "7M04133 – Management".

### IV. Recommendations

Recommended for implementation in the educational activities of:  
Kazakh University of Technology and Business named after K. Kulyazhanov

#### Expert:

Chukurna Olena,  
Doctor of Economics Sciences, Professor,  
Professor of the Department of Management and Marketing,  
Dean of the Faculty of Business and Social Communications  
State University of Intelligent Technologies and Telecommunication (SUITT),  
Odesa, Ukraine

  
\_\_\_\_\_  
(signature)

Date: \_\_\_\_ . \_\_\_\_ . 2025

Підпис посвідчує

Начальник ВК

11.06.2025



O. Koshka

## САРАПТАМАЛЫҚ ҚОРЫТЫНДЫ

Білім беру бағдарламасына 7M04134 Менеджмент  
Даярлау бағыты бойынша 7M041 – Бизнес және басқару  
«Esil University» Мекемесі

### Білім беру бағдарламасының жалпы сипаттамасы

«7M04134 – Менеджмент» білім беру бағдарламасы Қазақстан Республикасы Ғылым және жоғары білім министрінің 2022 жылғы 20 шілдедегі №2 бұйрығымен бекітілген жоғары білімнің / жоғары оқу орнынан кейінгі білімнің мемлекеттік жалпыға міндетті стандартының талаптарына сәйкес әзірленген. Бағдарлама сонымен қатар келесі кәсіби стандарттар негізінде дайындалған: 26.12.2019 ж. №263 «Жобаларды басқару», №263 «Шағын (орта) фирманы басқару», және 20.11.2023 ж. №591 «Жоғары және (немесе) жоғары оқу орнынан кейінгі білім беру ұйымдарының педагогтеріне (профессор-оқытушылар құрамына)» арналған кәсіби стандарты.

БББ мақсатына сай бағдарлама басқару саласында ғылыми-педагогикалық және кәсіби қызметке қабілетті, менеджменттегі заманауи оқыту әдістемелерін меңгерген, білімін практикалық жағдайларға тиімді бейімдейтін, қоғамның тұрақты дамуына үлес қоса алатын мамандарды даярлауға бағытталған. Бағдарлама мазмұны кәсіби және салалық біліктілік шеңберлеріне сәйкестендірілген, еңбек нарығында сұранысқа ие құзыреттерге ие болуға мүмкіндік береді.

### Білім беру бағдарламасының құрылымын сипаттау және бағалау

Бағдарлама базалық және бейіндік пәндерден тұрады, олардың мазмұны ғылыми-педагогикалық бағыттағы түлектің құзыреттілік моделіне сай келеді. Базалық пәндерге: менеджмент теориясы, білім берудегі инновациялық технологиялар, ғылыми-зерттеу әдістемесі, академиялық жазу және көшбасшылық дағдылар жатады. Бейіндік пәндер: жоғары білім беру жүйесін басқару, білім беру саясаты, білім сапасын бағалау, ғылыми кадрлар даярлау стратегияларын қамтиды.

Кәсіби практика педагогикалық бағытта ұйымдастырылады: магистранттар жоғары оқу орындарында тәжірибе өткізіп, дәріс, семинар, оқу-әдістемелік жұмыс жүргізеді. Практика мазмұны мен тапсырмалары болашақ ғылыми-педагогикалық қызметке сәйкес келеді.

### Жалпы қорытынды

«7M04134 – Менеджмент» бағдарламасы заманауи білім беру талаптарына және ғылыми кадрлар даярлаудағы стратегиялық міндеттерге толық сәйкес келеді. Ол ғылыми-педагогикалық кадрларға деген өңірлік және ұлттық деңгейдегі сұранысты қанағаттандыруға бағытталған. Бағдарлама жоғары оқу орнынан кейінгі білім беру саласында сапалы мамандарды даярлауға және ғылыми-зерттеу жұмыстарын жүргізуге бейімделген.

### Білім беру бағдарламасын пайдалану немесе жетілдіру бойынша ұсыныстар

Ғылыми зерттеу жобаларына қатысуды кеңейту; шетелдік ғылыми-педагогикалық тәжірибе алмасу мүмкіндіктерін қарастыру; дәрістерді ағылшын тілінде өткізу мүмкіндігін дамыту; сандық педагогика және білім беру аналитикасы бағытында элективті курстар қосу.

Сарапшы: «Менеджмент» білім беру  
бағдарламасының басшысы,  
PhD докторы



А.С. Байдалинова

Байдалинова А.С.	ҚОЛЫН РАСТАЙМЫН
А.С. Байдалинова	Қызметкерлер басқармасының бастығы
..	..
..	20 .. ж.

## Экспертное заключение

на образовательную программу 7M04134 Менеджмент  
по направлению подготовки 7M041 Бизнес и управление  
Учреждение «Esil University»

**Общая характеристика образовательной программы** Образовательная программа «Менеджмент» разработана в соответствии с Государственным общеобязательным стандартом послевузовского образования, утвержденным приказом Министра науки и высшего образования Республики Казахстан от 20 июля 2022 года №2, а также с учетом Национальной рамки квалификаций, профессиональных стандартов «Управление проектами» №263 от 26.12.2019, «Управление малой (средней) фирмой» №263 от 26.12.2019 и «Педагог (профессорско-преподавательский состав) организаций высшего и (или) послевузовского образования» №591 от 20.11.2023.

Цель программы – подготовка специалистов в области решения управленческих проблем для научно-педагогической и профессиональной деятельности, эффективно владеющих современными методиками преподавания, способных адаптировать полученные знания в области менеджмента к практическим условиям с целью достижения устойчивого развития общества.

Актуальность программы обусловлена потребностью в подготовке высококвалифицированных специалистов, обладающих исследовательскими, управленческими и педагогическими компетенциями, способных генерировать и применять знания в условиях цифровой трансформации, глобализации и устойчивого развития.

### Описание и оценка структуры образовательной программы

Структура образовательной программы включает базовые, профилирующие и элективные дисциплины, отражающие современные научные и практические подходы к менеджменту. Учебный план направлен на формирование у магистрантов глубоких знаний в области стратегического, инновационного, проектного и цифрового управления, а также развитие педагогических компетенций.

Программа обеспечивает интеграцию научных исследований и образовательного процесса, включает научно-педагогическую, производственную и исследовательскую практики. Учебные курсы ориентированы на применение кейс-методов, проектного подхода и цифровых технологий в образовательной и управленческой деятельности.

Компетентностная модель выпускника охватывает как общекультурные и исследовательские, так и профессионально-предметные компетенции, включая навыки критического мышления, академического письма, проектной работы, педагогического взаимодействия и цифровой грамотности.

### Общее заключение

Образовательная программа «7M04134 Менеджмент» соответствует современным требованиям академического и профессионального образования, актуальным вызовам в сфере управления и научно-педагогической подготовки. Программа ориентирована на формирование конкурентоспособных, социально ответственных и научно подготовленных специалистов, способных к лидерству, инновационному мышлению и преподавательской деятельности.

Высокая степень соответствия профессиональным стандартам и стратегическим приоритетам развития высшего образования Республики Казахстан позволяет рекомендовать данную программу к реализации в рамках подготовки магистров научно-педагогического направления.

### Рекомендации по использованию или усовершенствованию образовательной программы

Расширить междисциплинарный подход за счет интеграции цифровых компетенций в преподавание менеджмента; углубить международный компонент подготовки за счет курсов по глобальному менеджменту и академической мобильности; ввести модули, связанные с ESG-подходами, устойчивым развитием и управлением изменениями в VUCA-среде.

Череева Б.Т.

Эксперт: руководитель образовательной программы

«Государственное и местное управление», БАСКАРМА

Кыметкерлер баскармасының бастығы  
доктор PhD

Каратаева А.С.

Б.Т. Череева