EDUCATIONAL PROGRAM

6B04105 Management

code and name of the educational program

Level: *Bachelor's*

Approved
by the Board of Directors of JSC
«K.Kulazhanov KazUTB» "02"03 2025
protocol No. 3

Recommended
by the Academic Council of JSC
«K.Kulazhanov KazUTB» "28" 03 2025
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Preface

The educational program "6B04105 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 standard Project management dated 26.12.2019 No.263.

The educational program "6B04105 Management" was approved at the meeting of the Council on Academic Quality on "27" 03 2025, protocol No. 4
Chairman Baibolova L.K. _____

The educational program "6B04105 Management" was approved at the meeting of the Commission on Academic Quality of the Faculty on "20" 12 2024, protocol No. 3
Chairman Mustafayev K.S. _____

The educational program "6B04105 Management" was developed and discussed at the meeting of the department "Economy and management" dated "19" 12 2024, protocol No. 5
Head of the department Makysh M.K. _____

1 Passport of the educational program

International Standard Classification of Education (ISCED) level	6
National Qualification Framework (NQF) level	6
Sectoral Qualifications Framework (SQF) level	6
Code and name of the field of education	6B04 Business, Management and Law
Direction of training	6B041 Business and Management
Number and name of the group of educational programs	B044 Management and administration
Code and name of the educational program (EP	6B04105 Management
Educational program profile	Higher economic education
Goal of the educational program	Preparation of competitive managers, in demand in the labor market, who have the skills of managerial work and management activities taking into account modern conditions
Completion criterion of an educational program	At least 240 academic credits, including all student learning activities
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	organizations of various organizational and legal forms (commercial, non-commercial), organizations of economic, industrial and social sphere, subdivisions of the management system of state enterprises, joint-stock companies and private firms, scientific and production associations, scientific design and project organizations, public administration and social infrastructure.
Types of professional activities	-Managerial - organizing processes and structures in companies of various industries. -project - implementation of projects taking into account the goals of sustainable development and digital challenges. -Analytical - assessing the external and internal environment of the organization. -Consulting - making recommendations to improve business efficiency. -Entrepreneurial - development and implementation of business ideas and startups. -Digital - implementation of ICT, automation, CRM and ERP systems in management.
Object of professional activity	Private and public enterprises; state and local governments; innovative and digital startups; design, consulting, logistics and marketing structures; educational institutions and research centers.

Functions of professional activity	- organizing activities aimed at solving existing problems; - considering and analyzing alternative courses of action; - making certain specific and concrete management decisions; - development of training programs for those working at the enterprise; - management and evaluation of employees' performance; - strategic and operational planning; - control of the production process; - coordination of activities of all links of the production process and marketing, etc.; - substantiation of proposals to improve the efficiency of the enterprise management structure at different ratios of ownership of means and results of labor; -teaching economic disciplines in colleges; - management of project integration, works (content), project schedule; - managing project cost, quality, resources, communications, risk, stakeholders, procurement.

3 Requirements for the content of the educational program

Name of cycles and disciplines	Workload in academic credits
Cycle of general education disciplines (GED)	**56**
Required component	51
University component	5
Cycle of basic disciplines (BD)	**89**
University component	37
Component of choice	50
Professional practice	2
Cycle of major disciplines (MD)	**87**
University component	10
Component of choice	60
Professional practice	17
Final assessment	**8**
Total	**240**

4 Additional educational programs (minor)

4.1 Minor «Modern aspects of artificial intelligence application»

Name of disciplines	Workload in academic credits
Introduction to Artificial Intelligence	5
Development of artificial neural networks	5
Artificial intelligence in object management	5
Total	15

5 Competency map of the educational program «6B04105 Management»

Competence map of the educational program	Learning outcome code	Learning Outcome (according to Bloom's Taxonomy)
Behavioral skills and personality traits (Softskills)	GEC1	Forms a system of general competencies that ensure the socio-cultural development of the future specialist's personality, based on the formation of their worldview, civic, and moral stance, oriented towards a healthy lifestyle.
	GEC2	Capable of communication in both oral and written forms in Kazakh, Russian, and foreign languages to solve tasks related to interpersonal, intercultural, and professional communication
	LO1	Designs organizational structures by planning activities and delegating authority
	LO2	Interprets the studied information on the basics of management, summarizing data to solve practical issues of management activity
	LO9	Uses time management approaches to justify organizational and managerial decisions in professional activities
Digital competencies (Digital skills)	GEC3	Promotes the development of information literacy through the mastery and use of modern information and communication technologies in all areas of activity.
	LO4	Possesses the skills of quantitative and qualitative analysis of information when making managerial decisions
	LO6	Analyzes financial, accounting information and socio-political situation using modern information and communication technologies, including artificial intelligence
Professional skills (Hardskills)	LO3	Solves a set of professional tasks on the basis of universal intellectual, communicative and volitional qualities taking into account the principles of business ethics, norms of organizational behavior and corporate culture.
	LO5	Possesses the skills to use the manager function to solve strategic and managerial problems
	LO7	Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies
	LO8	Performs strategic analysis by participating in the development of the organization's strategy
	LO10	Possesses skills and tools for project development, management and implementation in the organization
	LO11	Applies knowledge of economics, law, sustainable development, ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility.
	LO12	Interprets economic, social and legal conditions in order to justify scientific approaches to the development of entrepreneurship in economics and management

6 Learning outcomes of the educational program and modules

Key competencies	Learning Outcomes (LO) for the educational program	Name of module	Learning outcomes for the module	Name of disciplines that form learning outcomes
Behavioral skills and personality traits (Softskills)	GEC1 Forms a system of general competencies that ensure the socio-cultural development of the future specialist's personality, based on the formation of their worldview, civic, and moral stance, oriented towards a healthy lifestyle.	Man and Society – the foundation of worldview and socio-political knowledge.	Applies the fundamental laws of Kazakhstan's history, philosophy, and socio-political knowledge for effective socialization and adaptation in changing socio-cultural conditions, shaping a personality capable of mobility in the modern world, critical thinking, and physical self-improvement.	History of Kazakhstan Philosophy Physical Education Module on Socio-Political Knowledge (Political Science, Sociology, Cultural Studies, Psychology)
	GEC2 Capable of communication in both oral and written forms in Kazakh, Russian, and foreign languages to solve tasks related to interpersonal, intercultural, and professional communication	Information and Communication Module	Capable of interpersonal social and professional communication in Kazakh, Russian, and foreign languages.	Foreign language Kazakh (Russian) language
	LO1 Designs organizational structures, planning events and delegating authority	Organization of business activity	Able to integrate modern management and leadership methods, develop marketing research programs, formulate and implement HR management strategies, applying theoretical and practical knowledge of management to solve complex professional tasks under conditions of uncertainty and change	HR management
		Management of industry activities		Leadership
		Innovation management and decision-making		Marketing research
		Enterprise activity planning and modern management		Theory and practice of management
	LO2 Interprets the studied information on the fundamentals of management, summarizing the data to solve practical	Man and Society – the foundation of worldview and socio-	Identifies and explains basic economic, legal and managerial concepts, applies them in practice, analyzes managerial situations taking int o	Module of economics, entrepreneurship, law and financial literacy

	issues of management activities.	political knowledge.	account legal and financial aspects, develops solutions within the framework of training tasks and critically assesses their effectiveness, demonstrating formed anti-corruption and financial culture	(fundamentals of economics and entrepreneurship, basics of law and anti-corruption culture, basics of financial literacy)
		Economic Knowledge module		Management Educational practice
		Organization of business activity	Applies HR-management tools to organize production processes, develop and implement environmentally oriented management strategies, and integrate professional management standards to ensure sustainable development and increase competitiveness of the organization	HR management Organization of production and enterprise management Environmental management Professional management
		Enterprise activity planning and modern management	Analyzes and applies modern approaches to managing service organizations, conducts marketing and PR research, builds and maintains brand image, develops strategies in insurance management, and demonstrates leadership in solving management problems in a dynamic and competitive environment.	Service management Theory and practice of management
		Management of industry activities		Imageology Leadership Insurance management PR management
		Innovation management and decision-making		Marketing research
	LO9 Uses time management approaches to justify organizational and managerial decisions in professional activities	Innovation management and decision-making	Applies methods of collecting and analyzing management information, formulating alternative solutions, assessing their effectiveness and consequences, making informed decisions and organizing their implementation within the framework of strategic and operational tasks of the organization	Development of management solutions
	GEC3 Promotes the development of information literacy through the mastery	Information and Communication	Possesses various types of information and communication technologies for searching,	Information and Communication Technologies

Digital competencies (Digital skills)	and use of modern information and communication technologies in all areas of activity.	Module	storing, processing, protecting, and disseminating information.	
	LO4 Proficient in quantitative and qualitative data analysis for managerial decision making	Economic Knowledge module	Able to use mathematical and statistical methods to analyze economic indicators, assess the efficiency of production systems, identify and minimize risks, perform economic analysis and make informed decisions on quality and resource management in the organization	Mathematics in Economics Statistics Microeconomics
		Enterprise activity planning and modern management		Economic analysis Production management Quality management Management of risks
	LO6 Analyzes financial, accounting information and socio-political situation using modern ICT technologies, including artificial intelligence	Economic Knowledge module	Analyzes micro and macroeconomic processes, as well as enterprise and sector financial performance, using digital tools and artificial intelligence technologies to inform management and economic decisions.	Microeconomics Finance Macroeconomics
		Organization of business activity	Explains key concepts of accounting and management accounting, enterprise economics, business organization and artificial intelligence, applies them in solving practical problems, analyzes financial and economic information, develops sound management decisions using digital tools and evaluates their effectiveness within the framework of industrial practice	Accounting Introduction to Artificial Intelligence Management accounting Economics of enterprise Business organization Industrial practice1
		Enterprise activity planning and modern management	Conducts complex analysis of business activities, develops and implements logistics solutions, applies artificial intelligence methods and neural network technologies to automate and improve management processes, ensuring sustainable development of the organization in a dynamic economic environment	Analyses of economic activity Logistics Organization of logistics for enterprises Development of artificial neural networks Artificial intelligence in the management of object Economic analysis

		Management of industry activities	Able to effectively manage information and IT systems of the organization, use digital technologies to improve the quality of management, analyze and optimize the processes of local public administration and self-government, as well as organize and control foreign economic activities in the context of globalization	Information management IT-management Local public administration and self-government Digital Economy E-government Management of foreign economic activity
Professional skills (Hardskills)	LO3 Solves a set of professional tasks based on universal intellectual, communicative and strong-willed qualities, taking into account the principles of business ethics, norms of organizational behavior and corporate culture.	Organization of business activity	Able to conduct business communication in English, analyze and regulate the behavior of employees, ensure compliance with ethical norms, build a corporate image and manage public relations to achieve the strategic goals of the organization	Business English Professional English Organizational behavior Business ethics
		Management of industry activities		Imageology PR management
	LO5 Solves a set of professional tasks based on universal intellectual, communicative and strong-willed qualities, taking into account the principles of business ethics, norms of organizational behavior and corporate culture.	Innovation management and decision-making	Applies management functions to make informed strategic and managerial decisions based on analyzing information, evaluating alternatives and using modern management methods and technologies.	Development of management solutions
	LO7 Uses professional skills in planning and modeling business processes, evaluating innovative and investment projects, crisis management, using artificial intelligence technologies.	Innovation management and decision-making	Able to apply methods of innovation and crisis management, identify, analyze and minimize risks, adapt management strategies to changing conditions, ensuring sustainable functioning and development of the organization in the short and long term	Innovation management Anti-crisis policy of the company Management of risks
		Management of industry activities	Develops and analyzes business projects, managing investment processes taking into account risks and digital trends, using digital resources and technologies to optimize business processes and achieve sustainable economic	Business-planning Management of investment activity Digital Economy

			growth of the organization	
		Enterprise activity planning and modern management	Uses basic and applied knowledge in the field of AI and neural networks to build intelligent management models, implement digital solutions in management processes, as well as to develop indicative development plans and improve the efficiency of the organization's activities in the digital economy conditions	Development of artificial neural networks Artificial intelligence in the management of object Indicative planning
		Organization of business activity		Introduction to Artificial Intelligence
	LO8 Performs strategic analysis by participating in the development of the organization's strategy	Enterprise activity planning and modern management	Characterizes and explains the principles of production management, economics and organization of the enterprise, applies methods of strategic planning and management, analyzes production and economic indicators, develops strategies for the development of the firm and evaluates their effectiveness within the framework of production practice.	Production management
		Organization of business activity		Organization of production and enterprise management Economics of enterprise
		Management of industry activities		Strategic management of the company Strategic planning Industrial practice 2
	LO10 Equipped with the skills and tools to develop, manage and implement project in the organization	Management of industry activities	Explains the functions and mechanisms of local self-government and state regulation of the economy, applies professional and project management tools, effectively uses time management principles, analyzes management processes in the public sector and business, develops project solutions and critically evaluates their implementation during pre-diploma/production practice.	Local public administration and self-government State Regulation of Economy
		Organization of business activity		Professional management
		Enterprise activity planning and modern management		Time management
		Innovation management and decision-making		Project management Pre-graduate practice / Industrial practice
	LO11 Applies knowledge in economics, law, sustainable development, ecology,	Man and Society – the foundation of	Applies knowledge of economics, law, ecology and management to comprehensively solve	Module of economics, entrepreneurship, law a

	labor protection and social responsibility, as well as skills in entrepreneurship, financial literacy and risk analysis in the development and implementation of management decisions that contribute to ensuring the environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civil responsibility.	worldview and socio - political knowledge.	professional tasks, formulating and implementing sustainable development strategies, manage small and medium-sized businesses, ensure compliance with anti-corruption norms and effective management of insurance and financial risks in a dynamic socio-economic environment	nd financial literacy (fundamentals of economics and entrepreneurship, basics of law and anti-corruption culture, basics of financial literacy)
		Organization of business activity		Sustainable development, ecology and life safety Environmental management Management of small and medium-sized enterprises
		Economic Knowledge module		Economic theory
		Management of industry activities		Political management Insurance management
	LO12 Interprets economic, social and legal conditions in order to substantiate scientific approaches to the development of entrepreneurship in economics and management	Economic Knowledge module	Analyzes the macroeconomic situation, using research methods to solve managerial problems, developing strategies and tactics for the development of small and medium-sized enterprises, optimize logistics operations and provide high quality service management in a dynamic market environment	Macroeconomics Fundamentals of scientific research in economics and management
		Organization of business activity		Management of small and medium-sized enterprises
		Enterprise activity planning and modern management		Logistics Organization of logistics for enterprises Service management
	LO1 – LO12	Final certification	Formulates managerial problems, conducts research using scientific methods, summarizes and analyzes data, develops applied recommend-dations and presents the results in the form of a diploma project or at a comprehensive examina-tion, demonstrating the level of professional readiness for independent managerial activity.	Writing and defending thesis, diploma project or preparing and passing comprehensive examination

7 The relationship between the attainability of the formed learning outcomes according to the educational program and academic disciplines

№	Name of the discipline	Brief description of the discipline	Number of credits	Formed learning outcomes (codes)														
				GEC 1	GEC 2	GEC 3	LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	LO10	LO11	LO12
Cycle of general education disciplines University component/Elective component																		
1	Foreign language	This curriculum shall be designed to train students on general education discipline "Foreign language" as one of the compulsory subjects of general education course. The goal of the curriculum shall be the formation of intercultural communicative competence of students in the process of foreign language education at a sufficient level (A2, common European framework) and the level of basic sufficiency (B1, common European framework). Depending on the level of training, the student, at the time of completion of the course, shall reach the level B2 of common European framework of reference if the student, at the start, has the level of common European framework of reference above B1.	10		+													
2	Kazakh (Russian) language	This curriculum for general education discipline "Kazakh language" shall be aimed at a new format of study of language and formation of social and humanitarian outlook in the framework of the national idea of spiritual modernization. This curriculum shall be intended for development of language personality of a student capable to perform cognitive and communicative activity in the Russian language in the spheres of interpersonal, social, professional and intercultural communication in the context of implementation of the state programs of trilingualism, and spiritual modernization of the national consciousness.	10		+													

3	History of Kazakhstan	The program consists of five thematic blocks: Ancient people, the formation of nomadic civilization, Turkic civilization and the Great Steppe, Kazakhstan in a new era (XVIII - early XX centuries), Kazakhstan in the Soviet period, Independent Kazakhstan. The purpose of the discipline is to provide objective knowledge about the main stages in the development of the history of Kazakhstan from ancient times to the present.	5	+																
4	Module of economics, entrepreneurship, law and financial literacy (fundamentals of economics and entrepreneurship, basics of law and anti-corruption culture, basics of financial literacy)	Integrated discipline covers the fundamentals of economics, entrepreneurship, law and financial literacy. Examines key economic concepts, business principles, legal aspects of business and the basics of anti-corruption culture. Examines basic principles of financial planning, personal finance and investment management. Develops skills for effective economic decision-making, legal defense, building sustainable business competences and personal financial management	5																+	
5	Information and communication technologies	The program is aimed at studying the updated content of the general educational discipline "Information and Communication Technologies" (hereinafter referred to as the Discipline), developing the ability to critically understand the role and significance of modern information and communication technologies in the era of digital globalization, forming a new "digital" thinking, acquiring knowledge and skills use of modern information and communication technologies in various activities.	5			+														
6	Module of socio-political knowledge (political science, sociology, cultural	This curriculum shall suggest the study of four scientific disciplines – sociology, political science, cultural studies, psychology, each of which has its own subject, terminology, and research methods. The interaction	8	+																

	studies, psychology)	between these scientific disciplines shall be based on the principles of informational complementarity; integrity; methodological integrity of the research approaches of these disciplines; the result-oriented unity of education methodology; a single system perspective of the typology of learning outcomes as the formed abilities. Within the disciplines of sociology and psychology, special attention is paid to inclusion as a key social and humanistic value. It is considered as an integral part of modern social and psychological knowledge, contributing to the formation of students' respect for social and individual diversity, recognition of human rights and principles of equality.																			
7	Physical Culture	This curriculum shall be aimed at the study of the general education discipline "Physical culture", providing for physical training in accordance with international standards of education. The curriculum shall determine the joint cooperation of the teacher and the student in the process of physical education throughout the training in the context of the requirements to the level of mastering of the discipline	8	+																	
8	Philosophy	This program is aimed at studying the updated content of the general education discipline "Philosophy", the formation of students' openness of consciousness, understanding of their own national code and national identity, spiritual modernization, competitiveness, realism and pragmatism, independent critical thinking, the cult of knowledge and education, the assimilation of such key worldview concepts as justice, dignity and freedom, and It is also aimed at developing and strengthening the values of tolerance, intercultural dialogue and a culture of peace.	5	+																	
Cycle of basic disciplines University component/Elective component																					
9	Economic theory	The objectives of the discipline are the formation of students' fundamental knowledge of the fundamentals,	4																	+	

		concepts and categories of modern economic theory, the laws of the functioning of the market economy and the behavior of its subjects; mechanisms for the formation of market pricing, as well as mastering the skills of analyzing economic phenomena, socially significant problems and processes occurring in society.																	
10	Mathematics in Economics	Mastering mathematical methods that allow you to model and solve economic problems. This course is aimed at studying the elements of analytical geometry, mathematical analysis, elements of probability theory and mathematical statistics, which develops students" ability to analyze and apply mathematical modeling methods in solving management problems in economics and business.	4								+								
11	Microeconomics	The course is aimed at studying the behavior of consumers and producers and their optima, the equilibrium of market demand and supply, the equilibrium of the company under various market structures, the allocation of resources in alternative directions of their use, market failures, as well as the methodology of graphical and economic-mathematical analysis, and assessment of the market environment at the microeconomic level.	5								+		+						
12	Management	The purpose of studying the discipline is for students to acquire theoretical knowledge and practical skills in the field of management, which will allow them to make effective management decisions in their professional activities. Defines how to set goals and formulate tasks related to the implementation of professional functions by analyzing the external and internal environment of the organization, owns modern technologies for effective influence on individual and group behavior in the organization.	6						+										
13	Macroeconomics	Formation of knowledge about macroeconomic processes: national production, general price level, employment,	5										+						+

		cyclicity, economic growth and the possibility of using the postulates of Keynesian and classical theory. Conducting an economic analysis of the impact of fiscal and monetary policy on macroeconomic equilibrium within the framework of various macroeconomic models and interpreting the results obtained.																	
14	Fundamentals of scientific research in economics and management	The course builds the skills of scientific thinking and research activities in economics and management. Outlines methods of data collection and analysis, substantiation of hypotheses and formalization of scientific papers. Demonstrates the principle of critical and systems thinking. To develop skills and opportunities for solving theoretical and practical problems in the professional field.	3																+
15	Sustainable development, ecology and life safety	The course is aimed at forming a systemic understanding of the principles of ensuring balance between economy, social development of society, preservation of environment, protection of life and human health. Develops skills of effective management of energy and waste in the circular economy in the development of national strategies and implementation of business processes; analysis, forecasting and minimization of technological, natural and social risks; Sustainable lifestyle and responsible attitude to one's own security.	5															+	
16	HR management	The course builds systematic knowledge about the development of HR management as a key element of organization management. Self-management technologies, staff training methods, including active and working formats are considered. Signs of professional burnout, methods of their diagnosis and assessment are being studied. Students master the skills of applying HR technologies, personnel selection and adaptation, motivation, career management and employee development.	5				+	+											

17	Business organization	The purpose of studying the discipline to equip students with theoretical and practical knowledge in the field of business organization, own business, to form a set of knowledge on priority areas of business activity and to help to acquire practical skills in developing a business plan Considers managerial, financial, ethical, legal framework for business organization in a specific sphere of activity, using modern methods, tools for market research analysis.	5									+						+
18	Management of small and medium-sized enterprises	The course provides knowledge on the study of the management structure of small and medium-sized enterprises, taking into account the specifics of small business. It helps to master the skills of a whole management approach in order to make appropriate use of all management mechanisms that ensure beneficial cooperation between the parties involved. Demonstrates knowledge of the regulatory and legislative framework of the Republic of Kazakhstan in the field of small and medium-sized enterprises. Applies management methods aimed at solving a specific problem.	5														+	+
19	Statistics	The purpose of the discipline is to develop students" skills in working with statistical data, as well as the ability to analyze and use statistical results to make informed decisions in various fields of economic and social activity. During the course, students are introdVKed to the basic concepts and terms of statistics, methods of mathematical data processing, as well as methods of forecasting and analysis of statistical data.	5							+									
20	Finance	The purpose of the discipline is to form students" understanding of the essence of finance as a historical economic category, the role of finance in the modern market economy and the application of practical skills as a finance specialist in budget planning, financial control, etc., as well as the use of quantitative methods for analyzing the	5									+							

		structure of budget revenues and expenditures.																		
21	Business English	The goal of the course is to develop communication skills at the level necessary and sufficient for the implementation of professional duties, conducting business meetings, negotiations, presentations in the international business sphere. Promotes The initial level of foreign language proficiency achieved at the previous level of education and the acquisition by students of the necessary and sufficient level of communicative competence to solve social and communicative tasks in various fieldsdomestic and professional activities when communicating with foreign partners. as well as for further self-education.	5						+											
22	Professional English	The course is aimed at developing professionally oriented language competencies in the field of business and specialized communication. Grammatical structures, business correspondence, oral and written communications in a professional environment are studied. Students master the skills of reading and analyzing specialized texts, conducting negotiations, preparing presentations, and using English in their work and academic activities.	5						+											
23	Business ethics	The course examines key ethical norms and principles in business and the main provisions of professional codes. Analyzes the differences between the types of business communication. Interprets the principles of professional ethics in various business situations, using knowledge about business communication in professional activities. Evaluates compliance of employees' behavior with professional standards. Develops proposals for improving ethical standards in the company, forming recommendations for improving business communication.	5						+											
24	Organizational behavior	The course examines the theories and concepts of organizational behavior proposed by domestic and foreign experts. Compares different theories of personality	5						+											

		behavior in an organization. Uses methods of diagnosing organizational culture in practice, applying personnel management technologies in simulated situations. Identifies causal relationships between factors of the organizational environment and personnel behavior. Forms strategies for changes in the organization to improve staff behavior.																	
25	Accounting	The purpose of studying the discipline: study of problems of state regulation of interaction between the banking and real sectors of the economy; study of models and principles of interaction between the banking and real sectors of the economy; - study of the content of concepts and technologies of banking services for enterprises of the real sector of the economy; - study of current trends and promising areas of interaction between the banking and real sectors of the economy.	5										+						
26	Management accounting	The course forms a knowledge system in the field of fundamentals of management accounting. Considers the following issues: fundamentals of management accounting, production costs, methods of cost accounting and calculating the cost of production, information for decision-making, planning. It helps to consolidate knowledge about the main provisions, categories, and patterns of management accounting as a modern concept of enterprise management, coordinating and integrating the efforts of various services and departments to achieve their goals.	5										+						
27	Economics of enterprise	The course is aimed at studying basic knowledge in the field of economics of enterprises and organizations, forms of production organization and evaluation of their effectiveness, issues of determining the magnitude and direction of rational use of production resources, as well as mastering the skills to operate with economic indicators, analyze situations and propose effective strategies for solving economic problems of enterprises, taking into	5										+	+					

		account the peculiarities of their functioning in modern market conditions																	
28	Organization of production and enterprise management	The course builds knowledge about the principles of production organization and enterprise management. Methods of planning, coordination and control of production processes, efficient use of resources, and innovation are considered. Quality management systems, strategies for increasing competitiveness, and risk analysis are being studied. Promotes the development of skills in optimizing production, making managerial decisions and developing strategies for the development of the enterprise, the introduction of new technology and its rational use in the enterprise in a market environment.	5					+						+				
29	Environmental management	The purpose of studying the discipline is to develop knowledge and skills in the field of environmental management and environmental protection. He guides the student in various spheres and issues of regulation, use of natural resources, ability to determine long-term and short-term goals of socio-economic development, to have a high environmental culture and ethics. Helps to acquire the skills to collect and process the necessary economic information in the field of environmental management.	5					+									+	
30	Professional management	The course builds a systematic knowledge of professional management as the basis for effective management of an organization. Modern concepts, principles and functions of management, methods of strategic and operational management are considered. The issues of leadership, motivation, teamwork, decision-making and change management are studied. Students master the skills of analyzing business processes, developing management strategies, and effective communication in an organization.	5					+								+		
31	Logistics	The purpose of the study of the discipline is the formation of students"" knowledge and professional skills in the field	5									+							+

		of logistics in accordance with market demand in order to ensure a systemic relationship of distribution with production and procurement. Studies and forecasts consumer demand, analyzing marketing information and drawing up technical documentation on release, storage and acceptance of goods to the warehouse, and checking the correctness of its registration.																
32	Organization of logistics for enterprises	The course builds knowledge in the field of organization, planning and management of material and information flows in the field of production, distribution and circulation of goods. Defines the essence and importance of logistics for the enterprise; methods of solving logistical problems; logistics strategies of the enterprise; methods of assessing the logistics system; the relationship of logistics with other types of management activities; functional areas of logistics; management of material flows in the fields of production and circulation.	5									+						+
33	Analyses of economic activity	The course forms the knowledge and skills of analyzing the business activities of an enterprise. The methods of assessing financial and economic indicators, diagnosing the efficiency of resource use, and identifying growth reserves are considered. The tools of factorial, comparative and predictive analysis are being studied. It systematizes the necessary data for analyzing the activities of an enterprise or industry. Analyzes the external and internal environment of an organization, identifies its key elements, and evaluates their impact on the organization.	5									+						
34	Economic analysis	Formation of analytical, creative thinking through obtaining a holistic view of economic analysis as an essential function of the management of organizations, understanding and understanding the main methods of economic analysis and their application at various stages of the process of development and decision-making, acquiring	5							+		+						

		practical skills in the analysis and assessment of various areas of production and economic activity, financial and investment activities of the organization.																	
35	Time management	The purpose of the discipline is the formation of comprehensive knowledge in the field of theory and practice of time resource management, the development of tools in the field of organization and efficient use of time. Applies methods to ensure the quality of management of time resources of activities in an organization in an external and internal environment that affect the time of companies" activities. Examines modern methods of time management used in the practical activities of domestic and foreign organizations.	5														+		
36	Service management	The course forms knowledge about management as a real management process in the service sector. Analyzes the service system of the enterprise in the sphere of services, which takes into account the specifics of the provided services, goals and resources of the enterprise, using the models of mass service. Contributes to the development of skills of development of service plan of enterprise in the sphere of services, development and implementation of strategic and operational managerial decisions in functional areas of enterprise management in the sphere of services.	5					+											+
Cycle of major disciplines University component/Elective component																			
37	Innovation management	The purpose of mastering the discipline is to study the content and structure of the innovation process, to study various aspects of innovation management, including the use of artificial intelligence (AI) to analyze trends, optimize business processes and assess risks. Students acquire skills in analyzing corporate innovation strategies, evaluating the effectiveness of projects, finding financing, and also learn methods for building the organizational structure of the	5											+					

		internal innovation planning system.																
38	Development of management solutions	The course develops theoretical knowledge and practical skills in developing, making and implementing managerial decisions. Methods of ensuring the quality of solutions in conditions of uncertainty, factors of their competitiveness, forecasting, optimization and economic justification technologies, as well as methods of motivation and implementation of solutions in the management system that increase their effectiveness are considered. Analyzes situations, assessing risks and developing alternatives when making informed decisions, using management technologies	5								+				+			
39	Leadership	The course develops professional competencies in the field of leadership studies. studies modern approaches of domestic and foreign scientific schools. Develops skills in management analysis, team organization, project development and implementation, staff motivation, decision evaluation and entrepreneurship, contributing to effective management based on a leadership organizational paradigm. Applies innovative methods of managing teams and divisions.	5				+	+										
40	Strategic management of the company	The course builds students" knowledge of the theoretical and methodological foundations of strategic management, develops practical skills in making strategic decisions, in conditions of incomplete information and constant changes in the external environment. Examines the role of strategic planning in the strategic management system and its main characteristics, strategic analysis of the external and internal environment of the company, basic models of strategic planning and management of the company, methods of strategic management.	5											+				
41	Local public administration and	Formation of theoretical foundations of the mechanism of state administration and self-government, goals, means,	5									+				+		

	self-government	methods, directions and prospects, their economic relationships with households, business, public associations and organizations to achieve the social and economic well-being of residents of regions, cities, districts, villages, within the legal framework of the use of methods of self-government and management by local authorities																		
42	State Regulation of Economy	The purpose of studying the discipline is to form students with a system of theoretical knowledge, skills and practical skills that make up effective management in the field of state regulation of the economy, development and implementation of state economic policy at the present stage; the use of forms, methods and means of state regulation of the country's economic system.	5															+		
43	Production management	The aim of the course is to gain a holistic understanding of the theoretical foundations of production management and the methodology of managerial decision-making in a competitive market. The issues of the organization of production activities, as well as the development and selection of economically sound solutions to various production problems are considered. It helps to master the basic principles of production management, functional problems of management science, the basics of modern analysis in order to improve production management.	5								+				+					
44	Management of investment activity	The course introduces the objects and subjects of investment process, their rights and obligations; the state of legal regulation of investment activity and investment climate in the Republic of Kazakhstan and abroad; ways to assess the investment climate, factors and tendencies of its formation; state and level of development of financial infrastructure as an indirect regulator of investment activity; investment policy of the Republic of Kazakhstan and ways of state regulation of investment process.	5											+						
45	Digital Economy	The course forms modern economic thinking related to the	5										+	+						

		introduction of digital technologies and artificial intelligence into practical fields of activity, examines the infrastructure of the digital economy, the digital transformation of industries and their impact on business processes. Students master the analysis, forecasting and assessment of the impact of new technologies, including digital platforms, to adapt to changes, manage risks, increase efficiency, sustainability and competitiveness of the economy.																
46	E-government	The aim of the course is to develop the ability to apply modern information technologies to improve the efficiency of public administration, with an emphasis on studying the EGOV platform.kz and its services, analysis of digital tools for interaction with citizens and businesses, as well as understanding strategies for interagency cooperation in building a sustainable e-government system in the Republic of Kazakhstan.	5									+						
47	Strategic planning	The purpose of the study of the discipline is to provide fundamental, basic, theoretical, economic training of specialists, acquisition of knowledge by students on the basic concepts of the theory and practice of strategic management of strategic planning. Considers patterns, conditions, opportunities, socio-economic and intellectual potential of the country, regions and enterprises, promotes the development of strategic plans possessing the methodology of strategic planning, analyzing the results of implementation of strategic plans at the enterprise.	5											+				
48	Indicative planning	The purpose of studying the discipline of providing knowledge in the field of macroeconomic planning; intellectual foundations of science, technology, economic processes. It considers definitions and basic concepts of indicative planning, essence of indicative planning under conditions of transition to market economy, instruments	5										+					

		and mechanism of regulation of economy, models of indicative planning. Studies European and Asian indicative planning model. Describes indicative planning in developing and transition economies.																	
49	Quality management	The course forms knowledge, skills, skills and competencies for successful professional activity in the field of quality management on the basis of international and national experience: the study and development of basic principles, functions, tools and methods of quality management; study of requirements to the quality management system on the basis of the international standards of ISO 9000 series and assessment of the possibility of its development and implementation at enterprises.	5							+									
50	Theory and practice of management	The course shapes students"" ability to set a goal and choose ways to achieve it; skills in developing an organizational and functional-staff structure; skills in organizing and coordinating interaction between people and the ability to work in a team, aware of its role and functions, the essence and importance of the roles and functions of each member of the team when performing tasks to achieve the goal of the team (organization).	5				+	+											
51	Insurance management	The purpose of the discipline - the formation of future specialists theoretical knowledge in the field of insurance, practical skills related to various ways of resolving conflict situations in the design of interpersonal, group and organizational communications, as well as the skills of building economic, financial and organizational-management models by adapting them to specific management tasks.	5					+										+	
52	Business-planning	The purpose of studying the discipline is to get the students to understand the content of business planning as a scientific discipline, mastering the practice of business	5										+						

		planning. Reviews the plan of implementation of business operations, company actions, containing information about the firm, product, its production, markets, marketing, organization of operations and their efficiency. Defines objectives and ways to achieve them, through any planned and developed action programmes, which in the course of implementation can be adjusted in accordance with changed circumstances.																	
53	Political management	The course builds students"" knowledge of the analytical and technological foundations of governance in government structures, as well as methods of political positioning of business structures, the media and other participants in the political process. Promotes the development of skills in organizing management processes when working in central government institutions and local governments, the apparatus of political parties and socio-political associations.	5															+	
54	PR management	The discipline introduces students to new effective ideas and various technologies in the field of public relations development, ways to support public administration, local government, business and entrepreneurship, the implementation of individual PR projects and large-scale programs. Contributes to the formation of an effective business management system, taking into account the impact of a set of functions for public relations, the choice of optimal forms of practical use of PR tools, presentations, round tables, press conferences.	5					+	+										
55	Project management	The purpose of mastering the discipline is to provide students with theoretical and applied knowledge in the field of project management. The course covers the essence of projects, assessing their effectiveness taking into account risks and uncertainties, as well as the use of artificial intelligence to automate processes, predict results and	5														+		

		optimize resources, which increases the success of projects.																		
56	Marketing research	The course examines the general characteristics and classification, as well as the stages of a comprehensive marketing research. Studies the ethical aspects of marketing research. Promotes search, descriptive, and causal research using arqueting scales. Develops questionnaires and forms for registration of observation results. Develops skills in using sampling methods, taking into account the principles of organizing and conducting field work.	5				+	+												
57	Management of foreign economic activity	The purpose of the study of the discipline is to form a holistic view of the future specialist on the system and processes of functioning of foreign economic activity at the macro, meso and micro levels. Considers the basic tools needed for the analysis of the relationship between the functional strategies of companies in order to prepare balanced management decisions in the sphere of foreign economic activity, concepts and the opportunity to choose the main tools for analyzing the relationship between the functional strategies of companies in order to prepare balanced management decisions in the sphere of foreign economic activity.	5									+								
58	Imageology	The course is aimed at expanding the system of knowledge and skills of students about the psychological and socio-cultural patterns of image formation and functioning as a meta-symbolic system that performs the function of updating sociocommunicative relations of society. Analyzes the company"s image and offers recommendations for its improvement. Develops the main PR events for image management. Uses digital imaging tools for reputation management. Performs image diagnostics and develops recommendations for its improvement.	5					+	+											
59	Information	The course examines the basic concepts of information	5									+								

	management	management and their importance for business. Determines the types of information resources and selects the appropriate system for the business. Analyzes the impact of modern technologies on the management of the organization. Develops measures to protect information in the organization. Uses knowledge management techniques to increase business efficiency. Uses analytical tools to make managerial decisions. Develops a strategy for implementing digital solutions in business.																	
60	IT-management	The course examines the organization of IT planning at an IT consumer enterprise, strategic IT planning, analysis of the properties of IT manufacturing enterprises, management and IT management functions in organizing the selection and acquisition of IP at a consumer enterprise. Describes the activities of management and IT management in the organization of IP support. Promotes the acquisition of skills in using information technology to receive, process and transmit information in the field of management.	5									+							
61	Management of risks	The course examines the basic concepts and types of risks in an organization, applying risk analysis methods to real management situations. Evaluates risks using quantitative methods, choosing the optimal risk management strategy. Analyzes and manages the financial risks of an organization. Develops measures to reduce operational and reputational risks. Creates an anti-crisis plan for the organization. Applies risk monitoring tools in the management of the organization.	5								+			+					
62	Anti-crisis policy of the company	The purpose of mastering the discipline is to form a system of knowledge, skills and abilities for students to manage anti-crisis processes at enterprises. Possession of modern technologies for the implementation of anti-crisis management of enterprises, methods of conducting bankruptcy diagnostics and the specifics of regulating labor	5											+					

		relations at a crisis enterprise.																		
		Minor																		
63	Introduction to Artificial Intelligence	The discipline is aimed at studying the basic concepts, methods and technologies used in modern artificial intelligence systems. The course covers artificial neural networks, machine learning, deep learning, as well as applied algorithms and models used in various fields such as computer vision, natural language processing, robotics, and game art. At the end of the course, students are able to analyze and solve problems using artificial intelligence methods.	5									+	+						
64	Development of artificial neural networks	The discipline focuses on the study of methods for creating and training neural networks, which are mathematical models that mimic the work of the human brain. During the course of studying this discipline, students will learn about various types of neural networks, their structures and learning algorithms. Upon completion of the course, students will be able to create, train and apply neural networks to solve various tasks in the field of artificial intelligence and machine learning.	5									+	+						
65	Artificial intelligence in the management of object	The discipline studies the basic concepts and principles of artificial intelligence systems, as well as their application in object management. Methods and technologies of artificial intelligence for effective management of objects. Upon completion of the course, students gain the skills and knowledge necessary for successful management of facilities using	5									+	+						

8 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	Able to integrate modern management and leadership methods, develop marketing research programs, formulate and implement HR management strategies, applying theoretical and practical knowledge of management to solve complex professional tasks under conditions of uncertainty and change	1.Case analysis with defense of solutions. 2.Individual or group project. 3.Business games and role simulations. 4.Learner's portfolio. 5.Assessment of competence with the help of evaluation tables.	1.Project-based learning. 2.Problem-oriented learning. 3.Interactive lectures with elements of discussions and brainstorming. 4.Group work and collaborative learning. 5.Use of digital simulators and business simulations. 6.Case method. 7.Guest lectures and master classes from practitioners.
LO2	Identifies and explains basic economic, legal and managerial concepts, applies them in practice, analyzes managerial situations taking into account legal and financial aspects, develops solutions within the framework of training tasks and critically assesses their effectiveness, demonstrating formed anti-corruption and financial culture. Applies HR-management tools to organize production processes, develop and implement environmentally oriented management strategies, and integrate professional management standards to ensure sustainable development and increase competitiveness of the organization. Analyzes and applies modern approaches to managing service organizations, conducts marketing and PR research, builds and	1.Testing (combined: multiple choice + case mini-tasks) 2.Case analysis with review and defense 3. Group project 4.Role-playing business games and simulations 5. PR/marketing analysis or brand audit 6. Student portfolio 7. Peer-review (self-assessment) 8. Criterion-referenced assessment (rubrics)	1.Interactive lectures 2. Project-Based Learning 3. Problem-Based Learning 4. 4. Case Method 5. Business Games and Simulations 6. Group work and role rotation (team-based learning) 7. Guest lectures from business practitioners and lawyers 8. SWOT analysis + strategy session

	maintains brand image, develops strategies in insurance management, and demonstrates leadership in solving management problems in a dynamic and competitive environment.		
LO3	Able to conduct business communication in English, analyze and regulate the behavior of employees, ensure compliance with ethical norms, build a corporate image and manage public relations to achieve the strategic goals of the organization.	1.Oral business interview / presentation in English 2. Case study on behavior management and PR 3.Essay/reflection on Ethics and Corporate Culture 4. Essay/reflection on ethics and corporate culture 5. Role-playing (simulation-based assessment) 6. Portfolio / PR casebook 7. Peer-review and self-assessment	1. Discussions and debates in English 2. case analysis of employee behavior and PR crises 3. Project-Based Learning 4. Situational modeling method / business games 5. Group learning and role rotation 6. Learning through presentations and speeches in English 7. Training with audio-video materials 8. Guest lectures from HR and PR specialists
LO4	Able to use mathematical and statistical methods to analyze economic indicators, assess the efficiency of production systems, identify and minimize risks, perform economic analysis and make informed decisions on quality and resource management in the organization.	1. Written tests and control tasks 2. Solving problems and cases with calculations 3. economic and mathematical modeling (using Excel / SPSS / Python). 3. 4. Group mini-project / term paper 5. Presentation of analysis results and recommendations 6. Presentation of analysis and recommendations 7. Peer-review (self-assessment)	1. Practice-oriented classes 2. Case Method 3. laboratory and seminar classes with software (Excel, SPSS, Power BI, etc.) 4. 4. Project-Based Learning (Project-Based Learning) 5. Interactive business games 6. Small Group Work 7. Guest lectures of analysts, risk managers, quality engineers 8. Training through case solutions on Coursera, DataCamp and other platforms.
LO5	Applies management functions to make informed strategic and managerial decisions based on analyzing information, evaluating alternatives and using modern management methods and technologies.	1. Analytical report / essay 2. Case analysis on managerial decisions in the conditions of conjunctural changes 3. Group project: development of an anti-crisis strategy 4. Individual assignment on forecasting	1. interactive lectures with analysis of the current macroeconomic situation 2. Case Method 3. Scenario planning and forecasting (scenario-based learning) 4. 4. Project-Based Learning

		macroeconomic consequences of managerial decisions 4. 5. Testing with case tasks 6. Presentation of the strategy of business adaptation to macroeconomic risks 7. Learner's portfolio	5. Business games and strategic simulations 6. Discussion of real cases from media and business analytics 7. Working with open macrodata (e.g. World Bank, IMF, stat.gov) 8. Guest lectures from economists and strategists
LO6	Analyzes micro and macroeconomic processes, as well as enterprise and sector financial performance, using digital tools and artificial intelligence technologies to inform management and economic decisions Explains key concepts of accounting and management accounting, enterprise economics, business organization and artificial intelligence, applies them in solving practical problems, analyzes financial and economic information, develops sound management decisions using digital tools and evaluates their effectiveness within the framework of industrial practice. Conducts complex analysis of business activities, develops and implements logistics solutions, applies artificial intelligence methods and neural network technologies to automate and improve management processes, ensuring sustainable development of the organization in a dynamic economic environment. Able to effectively manage information and IT systems of the organization, use digital technologies to improve the quality of management, analyze and optimize the processes of local public administration and self-government, as well as organize and control foreign economic activities in the context of globalization.	1. Comprehensive practice-oriented project (coursework/production practice) 2. Case analysis with financial and management data 3. Work in Excel/Power BI/Google Colab 4. Performing tasks within the framework of business process simulator 5. Tests and mini-cases on accounting, AI and enterprise economics 6. Role-playing and business games 7. electronic portfolio on discipline / practice	1. integrative practice-oriented lectures 2. Case Method 3. Project-Based Learning 4. Working with digital platforms (Excel, Python, Power BI, 1C, SAP, ERP) 5. Scenario simulations and role-playing business games 6. Lab sessions and workshops on accounting, AI and IT management 7. Guest lectures from practitioners (accountants, IT directors, logisticians, economists) 8. Working with open data (reporting, international databases, digital dashboards)

LO7	Able to apply methods of innovation and crisis management, identify, analyze and minimize risks, adapt management strategies to changing conditions, ensuring sustainable functioning and development of the organization in the short and long term. Develops and analyzes business projects, managing investment processes taking into account risks and digital trends, using digital resources and technologies to optimize business processes and achieve sustainable economic growth of the organization. Uses basic and applied knowledge in the field of AI and neural networks to build intelligent management models, implement digital solutions in management processes, as well as to develop indicative development plans and improve the efficiency of the organization's activities in the digital economy conditions.	1. Project (business plan / investment project) 2. Case analysis 3. Presentation of sustainable development strategy 4. Working with digital platforms (Excel, Power BI, Python, Notion, GPT, AI services) 5. Individual assignments on business risk analysis 6. Online test on innovation and crisis management theory 7. Essay / analytical note 8. Comprehensive industrial practice with report defense	1. Case-based learning (Case-based learning) 2. Project-based learning 3. problem solving method (Problem-based learning) 4. Scenario modeling and business simulations 5. Interactive workshops on AI and digital solutions 6. Workshops on digital and investment trends 7. Online courses and microlearning 8. Guest lectures from business experts, startups, digital consultants 9. Working with open data and AI-tools
LO8	Characterizes and explains the principles of production management, economics and organization of the enterprise, applies methods of strategic planning and management, analyzes production and economic indicators, develops strategies for the development of the firm and evaluates their effectiveness within the framework of production practice.	1. Industrial practice report with defense 2. Individual / team project on the development of the strategy of the firm's development 3.Case analysis 4. Testing and situational tasks 5. Presentation (Pitch) 6. Group discussion / debate 7. Working with data (Excel, Power BI)	1. Case-based learning (Case-based learning) 2. Project-based learning 3. Problem-based learning 4. 4. Business games/simulations 5. Interactive lectures with mini-case studies 6. Practical exercises (analysis of reports, calculation of indicators, strategy modeling) 7. Guest lectures and meetings with business/ industry representatives 8. Work in digital tools (Excel, Power BI, ERP-systems, Simformer)
LO9	Applies methods of collecting and analyzing management information, formulating alternative solutions, assessing their	1. Case analysis 2. Team project / business simulation 3. Individual assignment with assessment	1. Case-based learning (case analysis) 2. project-based learning 3. Problem-based learning (learning through problem

	effectiveness and consequences, making informed decisions and organizing their implementation within the framework of strategic and operational tasks of the organization	of the consequences of a managerial decision 4. Testing and situational tasks 5. Presentation of a management decision with analysis of alternatives 6. Practical work in Excel / Power BI / Notion 7. Report on practice / business project	solving). 4. 4. interactive seminars with modeling of managerial decisions 4. 5. Work with digital tools (Excel, BI-systems, Notion, GPT) 6. 6. Business games and management simulations 7. Group discussions / debates 8. Guest lectures and case studies of real company cases
LO10	Explains the functions and mechanisms of local self-government and state regulation of the economy, applies professional and project management tools, effectively uses time management principles, analyzes management processes in the public sector and business, develops project solutions and critically evaluates their implementation during pre-diploma/production practice.	1. Report on pre-diploma / industrial practice with defense 2. Project work (individual or group) 3.Case analysis 4. Presentation of the project solution with self-assessment / reflection 5. Practice portfolio 6. Testing (on the basics of public administration, LSG, GR, project management) 7. Situational tasks on decision-making and resource allocation	1. Project-based learning 2. Case studies 3. Problem-based learning (PBL) 4. 4. interactive lectures with practical cases from public administration 5. Business games / modeling of management processes 6. Master classes from practitioners of public administration and LSG 7. Learning through reflection (reflection-based learning) 8. Working with digital project management tools (Trello, Notion, GanttProject, MS Project)
LO11	Applies knowledge of economics, law, ecology and management to comprehensively solve professional tasks, formulating and implementing sustainable development strategies, manage small and medium-sized businesses, ensure compliance with anti-corruption norms and effective management of insurance and financial risks in a dynamic socio-economic environment.	1. Project work / SME business plan 2. Case analysis (integrated) 3. Individual analytical assignment 4. Interdisciplinary test (economics + ecology + law) 5. Presentation of SME sustainable development strategy 6. Practice report 7. Business game / management simulation	1. Project-based learning 2. integrated cases (Economics + Law + ESG). 3. Problem-based learning (PBL) 4. 4. interactive workshops on anti-corruption compliance and risk management 4. 5. Business simulations on SME management in risky environments 6. Training using ESG criteria and SDGs (Sustainable Development Goals) 7. Work with digital tools (Excel, Power BI, Risk Analyzer, SDG trackers)

			8. Reflection-based learning (Reflection-based learning)
LO12	Analyzes the macroeconomic situation, using research methods to solve managerial problems, developing strategies and tactics for the development of small and medium-sized enterprises, optimize logistics operations and provide high quality service management in a dynamic market environment.	1. Analytical report / essay 2. Case study (logistics and SMEs) 3. Research project 4. SME business strategy defense 5. Testing (integration of economics, logistics and service) 6. Report on industrial practice 7. Portfolio / research diary	1. Project-based learning 2. integrated cases (Economics + Law + ESG). 3. Problem-based learning (PBL) 4. 4. interactive workshops on anti-corruption compliance and risk management 4. 5. Business simulations on SME management in risky environments 6. Training using ESG criteria and SDGs (Sustainable Development Goals) 7. Work with digital tools (Excel, Power BI, Risk Analyzer, SDG trackers) 8. Reflection-based learning (Reflection-based learning)

9 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 of the SQF	Labor functions	Tasks	Learning outcomes for the educational program
Project management dated 26.12.2019 No.263.	Project Manager	LF 1: Project integration management	Tasks 1: Development of a project charter	LO10. Possesses skills and tools for project development, management and implementation in the organization
			Tasks 2: Development of a project management plan	LO10. Possesses skills and tools for project development, management and implementation in the organization
			Tasks 3: Organization of monitoring and control of works project	LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies
			Tasks 4: Closing a project or project phase	LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies
		LF 2: Project work (content) management	Tasks 1: Content Management Planning	LO1. Designs organizational structures by planning activities and delegating authority
			Tasks 2: Content management and control	LO5. Possesses the skills to use the manager function to solve strategic and managerial problems
		LF 3: Project schedule management	Tasks 1: Schedule management planning	LO9. Uses time management approaches to justify organizational and managerial decisions in professional activities LO1. Designs organizational structures by planning activities and delegating authority
			Tasks 2: Schedule management and control	LO9. Uses time management approaches to justify organizational and managerial decisions in professional activities LO1. Designs organizational structures by planning activities and delegating authority
		LF 4: Project cost management	Tasks 1: Cost management planning	LO4. Possesses the skills of quantitative and qualitative analysis of information when making managerial decisions LO11. Applies knowledge of economics, law, sustainable development,

				ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility.
			Tasks 2: Cost management and control	LO4. Possesses the skills of quantitative and qualitative analysis of information when making managerial decisions
		LF 5: Project quality management	Tasks 1: Quality management planning	LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies
			Tasks 2: Quality control	LO3. Solves a set of professional tasks on the basis of universal intellectual, communicative and volitional qualities taking into account the principles of business ethics, norms of organizational behavior and corporate culture.
		LF 6: Project resource management	Tasks 1: Resource management planning	LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies LO11. Applies knowledge of economics, law, sustainable development, ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility.
			Tasks 2: Development and management of the project team	LO1. Designs organizational structures by planning activities and delegating authority
			Tasks 3: Resource control	LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies LO11. Applies knowledge of economics, law, sustainable development, ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and

				social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility.
		LF 7: Project communications management	Tasks 1: Communications management planning	LO3. Solves a set of professional tasks on the basis of universal intellectual, communicative and volitional qualities taking into account the principles of business ethics, norms of organizational behavior and corporate culture. LO12. Интерпретирует экономические, социальные и правовые условия с целью обоснования научных подходов к развитию предпринимательства в экономике и управлении
			Tasks 2: Monitoring communications	LO5. Possesses the skills to use the manager function to solve strategic and managerial problems
		LF8: Project risk management	Tasks 1: Risk management planning	LO3. Solves a set of professional tasks on the basis of universal intellectual, communicative and volitional qualities taking into account the principles of business ethics, norms of organizational behavior and corporate culture.
			Tasks 2: Implementation of risk response	LO10. Possesses skills and tools for project development, management and implementation in the organization LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies
			Tasks 3: Risk monitoring	LO11. Applies knowledge of economics, law, sustainable development, ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility.
		LF 9: Project stakeholder management	Tasks 1: Stakeholder engagement planning	LO11. Applies knowledge of economics, law, sustainable development, ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility. LO12. Interprets economic, social and legal conditions in order to justify scientific approaches to the development of entrepreneurship in economics

				and management
			Tasks 2: Monitoring and management of stakeholder engagement	LO4. Possesses the skills of quantitative and qualitative analysis of information when making managerial decisions
		LF10: Project procurement management	Tasks 1: Procurement management planning	LO6. Analyzes financial, accounting information and socio-political situation using modern information and communication technologies, including artificial intelligence LO4. Possesses the skills of quantitative and qualitative analysis of information when making managerial decisions
			Tasks 2: Procurement	LO11. Applies knowledge of economics, law, sustainable development, ecology, occupational health and safety and social responsibility, as well as entrepreneurial, financial literacy and risk analysis skills to develop and implement management decisions that promote environmental, economic and social sustainability of organizations, taking into account the norms of law, ethics and principles of civic responsibility. LO3. Solves a set of professional tasks on the basis of universal intellectual, communicative and volitional qualities taking into account the principles of business ethics, norms of organizational behavior and corporate culture.
			Tasks 3: Procurement control	LO7. Uses in professional activity the skills of planning and modeling of business processes, evaluation of innovation and investment projects, crisis management, applying artificial intelligence technologies
Requirements for personal competencies			Ability to apply knowledge; Teamwork; Leadership; Self-reflection and self-management; Performance and self-control; Self-confidence and persuasiveness; Personal integrity and reliability; Creativity; Results-oriented; Decision-making; Productivity; Open-mindedness; Communicative; Observational; Political awareness; Cultural awareness; Coaching skills; Ethical behavior.	

10 Graduate model

GRADUATE MODEL			
Professional standard: Project management dated 26.12.2019 No.263.	Competencies (soft skills, digital skills)		
	Attributes of a graduate	knowledge	Skills
	-Critical, systemic and creative thinking (LO2) -Time management and self-organization (LO9) -Teamwork and leadership (LO1, LO5) -Intercultural and business communication in three languages (LO3) -Ethical behavior, corporate culture (LO3) -Decision-making under uncertainty (LO9) -Entrepreneurial thinking (LO11, LO12) -ICT proficiency, including Excel, ERP, CRM, digital platforms (LO2, LO6) -Use of AI and neural networks in management (LO6, LO7) -Data analysis, modeling, visualization (LO4) -Participation in the digital transformation of organizations (LO10, LO6) -Skills in e-government, digital economy (LO6)	-Basics of management, economics, finance, marketing, HR and law (LO2, LO6, LO11) -Theories and methods of strategic, project and innovation management (LO7, LO8, LO10) -Professional standards (including PS "Project Management" No. 263) -Business planning, quality and risk management tools (LO4, LO7) -Principles of sustainable development, labor protection, corporate social responsibility (LO11) -The basics of AI, digital platforms and electronic interaction (LO6)	-Design and implement projects, manage their content, timelines, resources, risks, stakeholders and quality (LO10) -Apply strategic planning and forecasting approaches (LO8) -Make management decisions based on data analysis and modeling (LO2, LO4, LO6) -Effectively utilize AI and digital tools in management (LO7) -Innovate, provide crisis management (LO7) -Apply business ethics, manage employee behavior (LO3)
	Professional skills (hard skills)		
	-Mastery of the project life cycle: initiation, planning, implementation, monitoring, completion; knowledge of PMBOK, SCRUM, use of software products (MS Project, Asana, Trello, etc.). -Preparing and analyzing reports, budgeting, performance evaluation, application of AI in financial analysis (LO6) -Statistics, econometrics, SWOT, PEST, ABC/XYZ, Canvas (LO4, LO6) -Development and implementation of innovative solutions, risk assessment, formation of crisis recovery strategies (LO7) -Use of AI, development of neural networks, digital twins, working with big data (LO6, LO7) -Knowledge of business legislation, contract and project law, anti-corruption culture (LO11) -Environmental management, sustainable development management, compliance with ESG principles (LO11)		

Типтік оқу жоспары / Типичный учебный план / Typical curriculum
ББББ 6В04105 Менеджмент/ ОП 6В04105 Менеджмент / EP 6В04105 Management

Модульдің № / № модуля / Module №	Пәндердің № / № дисциплины / Discipline №	ОҚУ ПӘНДЕРІНІҢ АТАУЫ НАИМЕНОВАНИЕ УЧЕБНЫХ ДИСЦИПЛИН NAME OF TEACHING DISCIPLINES	Оқу пәндерінің циклы (міндетті компонент / таңдау компонент) Цикл учебных дисциплин (обязательный компонент / компонент по выбору) Educational disciplines cycle (compulsory component / elective component)	Оқу пәндерінің коды Код учебной дисциплины Educational discipline code	Семестр / semester	Кредиттер саны Количество кредитов Number of credits	Курстық жұмыс (жоба) Курсовая работа (проект) Course work (project)	Білім алушылардың жұмыс уақытының бюджеті сағатпен							Семестр бойынша бөлу								Оқыту тілі (үш тілде білім беру бағдарламасы бойынша: оқыту тілінде, екінші тілде, ағылшын тілінде) / Язык обучения (для программы трехязычного образования: на языке обучения, на втором языке, на английском языке) / Language of education (for trilingual education programs: in the language learning in the second language, in English)
								Барлық сағат / Всего часов / Total hours	Аудиториялық жұмыс / Аудиторная работа /				ОБӨЖ / СРОП / TWST	БАӨЖ / СРО / IWS	1 КУРС / YEAR		2 КУРС / YEAR		3 КУРС / YEAR		4 КУРС / YEAR		
									Барлық аудит. сағат Всего аудит. часов Total classroom hours	оның ішінде / в том числе / including					1 Академиялық кезең / Academic period	2 Академиялық кезең / Academic period	3 Академиялық кезең / Academic period	4 Академиялық кезең / Academic period	5 Академиялық кезең / Academic period	6 Академиялық кезең / Academic period	7 Академиялық кезең / Academic period	8 Академиялық кезең / Academic period	
										Д / ЛК / Lec	СПС / СПЗ / SPL	ЛС / ЛЗ / LC			Семестрдағы апталар саны / Недель в семестре / Weeks in a semester								
															15	15	15	15	15	15	15	15	
															аптасына аудиториялық сағат / аудиторных часов в неделю / classroom hours per week								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Модуль / Module № 1		**Ақпараттық-коммуникативтік модуль / Информационно- коммуникационный модуль / Information and Communication Module**																					
	1	Қазақ (Орыс) тілі Казахский (Русский) язык Kazakh (Russian) language	ЖБП (МК) ООД (ОК) GED (CC)	K(R)Ya 1105-25 (1) K(R)Ya 1105-25 (1) K(R)Ya 1105-25 (1)	1	5		150	45		45		15	90	0 + 3 + 0								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Шетел тілі Иностранный язык Foreign language	ЖБП (МК) ООД (ОК) GED (CC)	IYa 1104-25 (1) IYa 1104-25 (1) IYa 1104-25 (1)	1	5		150	45		45		15	90	0 + 3 + 0								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	3	Ақпараттық-коммуникациялық технологиялар Информационно-коммуникационные технологии Information and communication technologies	ЖБП (МК) ООД (ОК) GED (CC)	IKT 1108-25 IKT 1108-25 IKT 1108-25	1	5		150	45	15		30	15	90	1 + 0 + 2								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Шетел тілі Иностранный язык Foreign language	ЖБП (МК) ООД (ОК) GED (CC)	IYa 1104-25 (2) IYa 1104-25 (2) IYa 1104-25 (2)	2	5		150	45		45		15	90		0 + 3 + 0							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	5	Қазақ (Орыс) тілі Казахский (Русский) язык Kazakh (Russian) language	ЖБП (МК) ООД (ОК) GED (CC)	K(R)Ya 1105-25 (2) K(R)Ya 1105-25 (2) K(R)Ya 1105-25 (2)	2	5		150	45		45		15	90		0 + 3 + 0							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
Барлығы модуль бойынша / Итого по модулю / Total for module						**25**		**750**	**225**	**15**	**180**	**30**	**75**	**450**									
Модуль / Module № 2		**Адам және қоғам – дүниетанымның және қоғамдық-саяси білімнің негізі / Человек и общество- основа мировоззренческих и социально- политических знаний / Man and Society – the**																					
	1	Дене шынықтыру Физическая культура Physical Culture	ЖБП (МК) ООД (ОК) GED (CC)	FK 1106-25 (1) FK 1106-25 (1) FK 1106-25 (1)	1	2		60	30		30			30	0 + 2 + 0								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Дене шынықтыру Физическая культура Physical Culture	ЖБП (МК) ООД (ОК) GED (CC)	FK 1106-25 (2) FK 1106-25 (2) FK 1106-25 (2)	2	2		60	30		30			30		0 + 2 + 0							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	3	Қазақстан тарихы История Казахстана History of Kazakhstan	ЖБП (МК) ООД (ОК) GED (CC)	IK 1101-25 IK 1101-25 IK 1101-25	2	5		150	45	30	15		15	90		2 + 1 + 0							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Дене шынықтыру Физическая культура Physical Culture	ЖБП (МК) ООД (ОК) GED (CC)	FK 1106-25 (3) FK 1106-25 (3) FK 1106-25 (3)	3	2		60	30		30			30			0 + 2 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	5	Философия Философия Philosophy	ЖБП (МК) ООД (ОК) GED (CC)	Fil 2102-25 Fil 2102-25 Fil 2102-25	3	5		150	45	30	15		15	90			2 + 1 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	6	Әлеуметтік-саясаттану білім модулі (әлеуметтану, саясаттану, мәдениеттану, психология) Модуль социально-политических знаний (политология, социология, культурология, психология) Module of socio-political knowledge (political science, sociology, cultural studies, psychology)	ЖБП (МК) ООД (ОК) GED (CC)	MSPZ 2103-25 MSPZ 2103-25 MSPZ 2103-25	4	8		240	120	60	60		15	105				4 + 4 + 0					Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option

	7	Дене шынықтыру Физическая культура Physical Culture	ЖБП (МК) ООД (ОК) GED (CC)	FK 1106-25 (4) FK 1106-25 (4) FK 1106-25 (4)	4	2		60	30		30			30				0 + 2 + 0					Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
Барлығы модуль бойынша / Итого по модулю / Total for module						**26**		**780**	**330**	**120**	**210**	**0**	**45**	**405**											
Модуль / Module № 3	**Экономикалық білімдер модулі / Модуль экономических знаний / Economic Knowledge module**																								
	1	Экономика, кәсіпкерлік, құқық және қаржылық сауаттылық модулі (экономика және кәсіпкерліктің негіздері, құқық негіздері және сыбайлас жемқорлыққа қарсы мәдениет, қаржылық сауаттылық негіздері) Модуль экономики, предпринимательства, права и финансовой грамотности (основы экономики и предпринимательства, основы права и антикоррупционная культура, основы финансовой грамотности) Module of economics, entrepreneurship, law and financial literacy (fundamentals of economics and entrepreneurship, basics of law and anti-corruption culture, basics of financial literacy)	ЖБП (ЖК) ООД (ВК) GED (UC)	MEPPFG 1107-25 MEPPFG 1107-25 MEPPFG 1107-25	1	5		150	45	30	15		15	90	2 + 1 + 0								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Экономикалық теория Экономическая теория Economic theory	БП (ЖК) БД (ВК) BD (UC)	ET 1201-25 ET 1201-25 ET 1201-25	1	4		120	45	30	15		15	60	2 + 1 + 0								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	3	Экономикадағы математика Математика в экономике Mathematics in Economics	БП (ЖК) БД (ВК) BD (UC)	ME 1202-25 ME 1202-25 ME 1202-25	1	4		120	45	15	30		15	60	1 + 2 + 0								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Микроэкономика Микроэкономика Microeconomics	БП (ЖК) БД (ВК) BD (UC)	Mik 1203-25 Mik 1203-25 Mik 1203-25	2	5		150	45	30	15		15	90		2 + 1 + 0							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	5	Менеджмент Менеджмент Management	БП (ЖК) БД (ВК) BD (UC)	Men 1204-25 Men 1204-25 Men 1204-25	2	6		180	60	30	30		15	105		2 + 2 + 0							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	6	Оқу практикасы Учебная практика Educational practice	БП (ЖК) БД (ВК) BD (UC)	UP 25 (Men) UP 25 (Men) UP 25 (Men)	2	2		60	0							2 апта / недель / weeks							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	7	Экономика мен басқарудағы ғылыми зерттеулердің негіздері Основы научных исследований в экономике и управлении Fundamentals of scientific research in economics and management	БП (ЖК) БД (ВК) BD (UC)	ONIEU 2206-25 ONIEU 2206-25 ONIEU 2206-25	3	3		90	30	15	15		15	45			1 + 1 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	8	Макроэкономика Макроэкономика Macroeconomics	БП (ЖК) БД (ВК) BD (UC)	Mak 2205-25 Mak 2205-25 Mak 2205-25	3	5		150	45	30	15		15	90			2 + 1 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	9	Статистика Статистика Statistics	БП (ТК) БД (КВ) BD (EC)	St 2209-25 St 2209-25 St 2209-25	3	5		150	45	15	30		15	90			1 + 2 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	10	Қаржы Финансы Finance		Fin 2209-25 Fin 2209-25 Fin 2209-25																			
Барлығы модуль бойынша / Итого по модулю / Total for module						**39**		**1170**	**360**	**195**	**165**	**0**	**120**	**630**											
	Кәсіпкерлік қызметті ұйымдастыру / Организация предпринимательской деятельности / Organization of business activity																								
	1	Бизнесті ұйымдастыру Организация бизнеса Business organization	БП (ТК) БД (КВ) BD (EC)	OB 2211-25 OB 2211-25 OB 2211-25	3	5		150	45	30	15		15	90			2 + 1 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Шағын және орта кәсіпорындар менеджменті Менеджмент малых и средних предприятий Management of small and medium-sized enterprises		MenMSP 2211-25 MenMSP 2211-25 MenMSP 2211-25																			
	3	Бизнес ағылшын Бизнес английский Business English	БП (ТК) БД (КВ) BD (EC)	BA 2210-25 BA 2210-25 BA 2210-25	3	5		150	45		45		15	90			0 + 3 + 0						Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Кәсіби ағылшын тілі Профессиональный английский язык Professional English		PAY 2210-25 PAY 2210-25 PAY 2210-25																			
	5	Жасанды интеллектке кіріспе Введение в Искусственный интеллект Introduction to Artificial Intelligence	БП (ТК) БД (КВ) BD (EC)	VII 2212-25 VII 2212-25 VII 2212-25	4	5		150	45	30	15		15	90				2 + 1 + 0					Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	6	Басқару есебі Управленческий учет Management accounting		UU 2212-25 UU 2212-25 UU 2212-25																			
	7	Бухгалтерлік есеп Бухгалтерский учет Accounting		BU 2212-25 BU 2212-25 BU 2212-25																			

Модуль / Module № 4	8	Бизнес этикасы Этика бизнеса Business ethics	БП (ТК) БД (КВ) BD (EC)	EB 2213-25 EB 2213-25 EB 2213-25	4	5		150	45	30	15		15	90				2 + 1 + 0					Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	9	Ұйымдастырушылық мінез-құлық Организационное поведение Organizational behavior		OP 2213-25 OP 2213-25 OP 2213-25																			
	10	Кәсіпорын экономикасы Экономика предприятия Economics of enterprise	БП (ТК) БД (КВ) BD (EC)	EP 2214-25 EP 2214-25 EP 2214-25	4	5		150	45	30	15		15	90				2 + 1 + 0					Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	11	Өндірісті ұйымдастыру және кәсіпорын менеджменті Организация производства и менеджмент предприятия Organization of production and enterprise management		OPMenP 2214-25 OPMenP 2214-25 OPMenP 2214-25																			
	12	Тұрақты даму, экология және тіршілік қауіпсіздігі Устойчивое развитие, экология и безопасность жизнедеятельности Sustainable development, ecology and life safety	БП (ЖК) БД (ВК) BD (UC)	UREBZh 3207-25 UREBZh 3207-25 UREBZh 3207-25	5	5		150	45	30	15		15	90					2 + 1 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	13	Экологиялық менеджмент Экологический менеджмент Environmental management	БП (ТК) БД (КВ) BD (EC)	EMen 3215-25 EMen 3215-25 EMen 3215-25	5	5		150	45	30	15		15	90					2 + 1 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	14	Кәсіби менеджмент Профессиональный менеджмент Professional management		PMen 3215-25 PMen 3215-25 PMen 3215-25																			
	15	HR менеджмент HR менеджмент HR management	БП (ЖК) БД (ВК) BD (UC)	HR Men 3208-25 HR Men 3208-25 HR Men 3208-25	6	5		150	45	30	15		15	90						2 + 1 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	16	Өндірістік практика I Производственная практика I Industrial practice I	БеП (ЖК) ПД (ВК) PD (UC)	PP 1-25 (Men) PP 1-25 (Men) PP 1-25 (Men)	4	5		150	0										5 апта / недель / weeks				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
Барлығы модуль бойынша / Итого по модулю / Total for module						**45**		**1350**	**360**	**210**	**150**	**0**	**120**	**720**										
Модуль / Module № 5	**Кәсіпорын қызметін жоспарлау және заманауи менеджмент / Планирование деятельности предприятия и современный менеджмент / Enterprise activity planning and modern management**																							
	1	Логистика Логистика Logistics	БП (ТК) БД (КВ) BD (EC)	Log 3216-25 Log 3216-25 Log 3216-25	5	5		150	45	30	15		15	90					2 + 1 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Кәсіпорында логистиканы ұйымдастыру Организация логистики на предприятий Organization of logistics for enterprises		OLogP 3216-25 OLogP 3216-25 OLogP 3216-25																			
	3	Жасанды нейрондық желілерді әзірлеу Разработка искусственных нейронных сетей Development of artificial neural networks		RINS 3216-25 RINS 3216-25 RINS 3216-25																			
	4	Шаруашылық қызметті талдау Анализ хозяйственной деятельности Analyses of economic activity	БП (ТК) БД (КВ) BD (EC)	AHD 3217-25 AHD 3217-25 AHD 3217-25	5	5		150	45	15	30		15	90					1 + 2 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	5	Экономикалық талдау Экономический анализ Economic analysis		EA 3217-25 EA 3217-25 EA 3217-25																			
	6	Объектілерді басқарудағы жасанды интеллект Искусственный интеллект в управлении объектами Artificial intelligence in the management of object	БП (ТК) БД (КВ) BD (EC)	IIUO 3218-25 IIUO 3218-25 IIUO 3218-25	6	5		150	45	30	15		15	90						2 + 1 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	7	Сервистік қызметтер менеджменті Менеджмент сервисных услуг Service management		MenSU 3218-25 MenSU 3218-25 MenSU 3218-25																			
	8	Тайм менеджмент Тайм менеджмент Time management		TMen 3218-25 TMen 3218-25 TMen 3218-25																			
	9	Өндірістік практика II Производственная практика II Industrial practice II	БеП (ЖК) ПД (ВК) PD (UC)	PP 2-25 (Men) PP 2-25 (Men) PP 2-25 (Men)	6	5		150	0											5 апта / недель / weeks			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	10	Өндірістік менеджмент Производственный менеджмент Production management	БеП (ТК) ПД (КВ) PD (EC)	PMen 3306-25 PMen 3306-25 PMen 3306-25	6	5		150	45	30	15		15	90						2 + 1 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	11	Инвестициялық қызметті басқару Управление инвестиционной деятельностью Management of investment activity		UID 3306-25 UID 3306-25 UID 3306-25																			

	12	Индикативтік жоспарлау Индикативное планирование Indicative planning	БеП (ТК) ПД (КВ) PD (EC)	IP 4307-25 IP 4307-25 IP 4307-25	7	5		150	45	30	15		15	90							2 + 1 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	13	Стратегиялық жоспарлау Стратегическое планирование Strategic planning		SP 4307-25 SP 4307-25 SP 4307-25																				
	14	Сапаны басқару Управление качеством Quality management	БеП (ТК) ПД (КВ) PD (EC)	UK 4308-25 UK 4308-25 UK 4308-25	7	5		150	45	30	15		15	90							2 + 1 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	15	Менеджмент теориясы мен тәжірибесі Теория и практика менеджмента Theory and practice of management		TPMen 4308-25 TPMen 4308-25 TPMen 4308-25																				
Барлығы модуль бойынша / Итого по модулю / Total for module						**35**		**1050**	**270**	**165**	**105**	**0**	**90**	**540**										
Модуль / Module № 6		**Инновацияларды басқару және шешім қабылдау / Управление инновациями и принятие решений / Innovation management and decision-making**																						
	1	Инновациялық менеджмент Инновационный менеджмент Innovation management	БеП (ЖК) ПД (ВК) PD (UC)	IMen 3301-25 IMen 3301-25 IMen 3301-25	5	5		150	45	30	15		15	90						2 + 1 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Басқару шешімдерін әзірлеу Разработка управленческих решений Development of management solutions	БеП (ЖК) ПД (ВК) PD (UC)	RUR 4302-25 RUR 4302-25 RUR 4302-25	6	5		150	45	15	30		15	90							1 + 2 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	3	Маркетингтік зерттеулер Маркетинговые исследования Marketing research	БеП (ТК) ПД (КВ) PD (EC)	MarI 4311-25 MarI 4311-25 MarI 4311-25	7	5		150	45	15	30		15	90							1 + 2 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Жобаларды басқару Управление проектами Project management		UP 4311-25 UP 4311-25 UP 4311-25																				
	5	Диплом алдындағы практика/Өндірістік практика Преддипломная практика / Производственная практика Pre-graduate practice / Industrial practice	БеП (ЖК) ПД (ВК) PD (UC)	PDP/PP 25 (Men) PDP/PP 25 (Men) PDP/PP 25 (Men)	8	7		210	0													7 апта / недель / weeks		Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	6	Ақпараттық менеджмент Информационный менеджмент Information management	БеП (ТК) ПД (КВ) PD (EC)	InfMen 4313-25 InfMen 4313-25 InfMen 4313-25	8	5		150	45	15	30		15	90								1 + 2 + 0		Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	7	IT-менеджмент IT-менеджмент IT-management		IT-Men 4313-25 IT-Men 4313-25 IT-Men 4313-25																				
	8	Тәуекелділікті басқару Управление рисками Management of risks	БеП (ТК) ПД (КВ) PD (EC)	UR 4314-25 UR 4314-25 UR 4314-25	8	5		150	45	15	30		15	90								1 + 2 + 0		Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	9	Кәсіпорынның дағдарысқа қарсы саясаты Антикризисная политика предприятия Anti-crisis policy of the company		APP 4314-25 APP 4314-25 APP 4314-25																				
	10	Сыртқы экономикалық қызметті басқару Управление внешнеэкономической деятельностью Management of foreign economic activity	БеП (ТК) ПД (КВ) PD (EC)	UVeD 4312-25 UVeD 4312-25 UVeD 4312-25	8	5		0	0													0 + 0 + 0		Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	11	Имиджеология Имиджеология Imageology		Im 4312-25 Im 4312-25 Im 4312-25																				
Барлығы модуль бойынша / Итого по модулю / Total for module						**37**		**960**	**225**	**90**	**135**	**0**	**75**	**450**										
Модуль / Module № 7		**Салалық қызметті басқару / Управление отраслевой деятельностью / Management of industry activities**																						
	1	Көшбасшылық Лидерство Leadership	БеП (ТК) ПД (КВ) PD (EC)	Ld 3303-25 Ld 3303-25 Ld 3303-25	5	5		150	45	30	15		15	90						2 + 1 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Фирманы стратегиялық басқару Стратегическое управление фирмы Strategic management of the company		SUF 3303-25 SUF 3303-25 SUF 3303-25																				
	3	Жергілікті мемлекеттік басқару және өзін-өзі басқару Местное государственное управление и самоуправление Local public administration and self-government	БеП (ТК) ПД (КВ) PD (EC)	MGUSu 3304-25 MGUSu 3304-25 MGUSu 3304-25	6	5		150	45	30	15		15	90							2 + 1 + 0			Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Экономиканы мемлекеттік реттеу Государственное регулирование экономики State Regulation of Economy		GRE 3304-25 GRE 3304-25 GRE 3304-25																				
	5	Сандық экономика Цифровая экономика Digital Economy	БеП (ТК) ПД (КВ) PD (EC)	TsE 3305-25 TsE 3305-25 TsE 3305-25	6	5		150	45	30	15		15	90						2 + 1 + 0				Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	6	Электрондық үкімет Электронное правительство E-government		EP 3305-25 EP 3305-25 EP 3305-25																				

	7	Бизнес-жоспарлау Бизнес-планирование Business-planning	БеП (ТК) ПД (КВ) PD (EC)	BP 4309-25 BP 4309-25 BP 4309-25	7	5		150	45	30	15		15	90							2 + 1 + 0		Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	8	Сақтандыру менеджменті Страховой менеджмент Insurance management		SMen 4309-25 SMen 4309-25 SMen 4309-25																			
	9	PR менеджмент PR менеджмент PR management	БеП (ТК) ПД (КВ) PD (EC)	PRMen 4310-25 PRMen 4310-25 PRMen 4310-25	7	5		150	45	30	15		15	90							2 + 1 + 0		Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	10	Саяси менеджмент Политический менеджмент Political management		PolMen 4310-25 PolMen 4310-25 PolMen 4310-25																			
Барлығы модуль бойынша / Итого по модулю / Total for module						**25**		**750**	**225**	**150**	**75**	**0**	**75**	**450**											
Модуль / Module №	**Қорытынды аттестаттау / Итоговая аттестация / Final assessment**																								
	1	Қорытынды аттестаттау Итоговая аттестация Final assessment			8	8		240														8 апта / недель / weeks	
Барлығы модуль бойынша / Итого по модулю / Total for module						**8**		**240**	**0**	**0**	**0**	**0**	**0**	**0**											
БАРЛЫҒЫ МОДУЛЬДАР БОЙЫНША / ИТОГО ПО МОДУЛЯМ / TOTAL FOR MODULES					**240**		**7050**	**1995**	**945**	**1020**	**30**	**600**	**3645**												

Экспертное заключение на образовательную программу
6B04105-Менеджмент»
код и наименование образовательной программы
АО «Казахского университета технологии и бизнеса им. К. Кулажанова»

Оценка образовательной программы (далее - ОП)
оответствие ОП нормативно-правовым актам МНиВО РК, регламентирующим академическую деятельность.

Образовательная программа «6B04105 - Менеджмент» разработана в соответствии с требованиями закона РК «Об образовании», ГОСО высшего образования Республики Казахстан, типовых правил деятельности организаций образования, правилами организации учебного процесса по кредитной технологии обучения и классификатора направлений подготовки кадров с высшим и послевузовским образованием.

Цель ОП соответствует миссии и стратегии университета. Результаты обучения предполагают компетентностный подход и определяются на основе Дублинских дескрипторов соответствующего уровня образования.

Актуальность образовательной программы заключается в разработке актуальных модулей, результатами обучения которых являются компетенции, необходимые в стремительном инновационном развитии экономики, сопровождающем современные бизнес-процессы.

Б) Соответствие ОП нормативно-правовым актам, регламентирующим профессиональную деятельность: *НРК, ОРК, ПС*, соответствие результатов обучения трудовым функциям (при отсутствии ПС).

Представленная образовательная программа позволяет подготовить специалиста, способного осуществлять профессиональную деятельность в различных секторах экономики, в организациях различных форм собственности. Программа составлена в соответствии с требованиями профессиональных стандартов и формирует необходимые для трудовой деятельности результаты обучения. Знания, умения и навыки, формируемые при изучении дисциплин программы, позволяют сформировать управленческие компетенции для успешного выполнения трудовых задач и функций в различных сферах деятельности, организациях государственного управления Республики Казахстан. Формируемые компетенции соответствуют МСКО, НРК, ОРК 6 уровня.

оответствие содержания ОП современному уровню развития отраслей экономики, сфер жизнедеятельности общества, уровню и достижениям современной науки, запросам и потребностям работодателей.

Экспертное заключение на образовательную программу
«6В04105-Менеджмент»
код и наименование образовательной программы
АО «Казахского университета технологии и бизнеса им. К. Кулажанова»

Оценка образовательной программы (далее - ОП)

А) Соответствие ОП нормативно-правовым актам МНиВО РК, регламентирующим академическую деятельность.

Образовательная программа полностью соответствует всем действующим нормативно-правовым актам, включая Государственный общеобязательный стандарт высшего образования (ГОСО) для направления «Бакалавр бизнеса и управления» по образовательной программе «6В04105-Менеджмент», требования к структуре и содержанию учебного процесса, а также положениям лицензирования образовательной деятельности.

Б) Соответствие ОП нормативно-правовым актам, регламентирующим профессиональную деятельность: *ПРК, ОРК, ПС*, соответствие результатов обучения трудовым функциям (при отсутствии ПС).

Образовательная программа учитывает требования профессионального стандарта «Управление проектами» (Приложение № 93 к приказу Заместителя Председателя Правления Национальной палаты предпринимателей Республики Казахстан «Атамекен» от 26.12.2019г №263), включает все необходимые компетенции, определенные в НРК для 6 уровня и соответствующие 6 уровню ОРК. Результаты обучения соответствуют трудовым функциям, а выпускники обладают квалификациями, востребованными на рынке труда.

В) Соответствие содержания ОП современному уровню развития отраслей экономики, сфер жизнедеятельности общества, уровню и достижениям современной науки, запросам и потребностям работодателей.

Образовательная программа «6В04105- Менеджмент» актуальна, регулярно обновляется с учетом изменений в экономике, научных достижений, цифровизации и глобальных трендов. Включает современные дисциплины («Имиджеология», «Цифровая экономика», «Управление рисками» и др.), активно взаимодействует с работодателями и учитывает их запросы при формировании компетенций выпускников.

Предложения по совершенствованию образовательной программы:

С учетом внедрения искусственного интеллекта предлагается внедрить модули в существующие дисциплины либо включить отдельные дисциплины по искусственному интеллекту.

Вывод:

Образовательная программа рекомендуется к использованию в учебном процессе.

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