

"Kazakh University of Technology and Business" named after K.Kulazhanova" JSC

EDUCATIONAL PROGRAM

6B04105-Management

code and name of the educational program

Level: *bachelor*

Approved
by the Board of Directors of JSC
«K.Kulazhanov KazUTB»

18 » 03 2026 protocol No. 4



Recommended
by the Academic Council of JSC
«K.Kulazhanov KazUTB»

22 » 02 2026 protocol No. 2

Astana, 2026

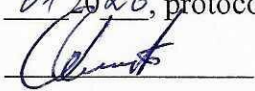
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Preface

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 the professional standards of the Career Enbek system: "Organizational Development and Human Resources Planning of the Organization" dated December 5, 2024, No. 449, "Labor Relations Management" dated December 5, 2024, No. 449, and the Sectoral and Regional Atlases of Professions and Competencies (2023–2025) of the Republic of Kazakhstan for "Enterprise Management Efficiency Manager" and "Manager / Internet Marketer" as of April 17, 2026 (<https://enbek.kz/ru/atlasses-professions/regions>)

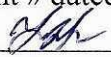
The educational program «6B04105-Management» was approved at the meeting of the Council on Academic Quality on «22» 01 2026, protocol No. 3

Chairman E.B. Askarbekov 

The educational program «6B04105-Management» was approved at the meeting of the Commission on Academic Quality of the Faculty Economics and Business «17» 12 2025, protocol No. 4

Chairman M.K. Makysh 

The educational program «6B04105-Management» was developed and discussed at the meeting of the department «Economics and management» dated «15» 12 2025, protocol No. 5

Head of the department N.E. Abdildinova 

Approval sheet

Educational program 6B04105 Management
(code and name of the EP)

AGREED:

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Head of Educational
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  A. Abdikarimov

" 15 " 12 2025 year

Директор ТОО «G.N.G»
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Director of «G.N.G» LLP

  N. Zakirov

" 15 " 12 2025 year

Student

 A. Sagyndyk

" 15 " 12 2025 year

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
EP purpose	To prepare competitive, market-driven managers equipped with modern organizational and managerial skills to meet contemporary challenges.
Completion criterion of an educational program	240 academic credits
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	Bachelor of Business and Management in the educational program «6B04105-Management »
Field of professional activity	Field: Social Sciences, Journalism, and Information / Business, Management, and Law. Field: Organizations of any legal form (commercial, nonprofit, government) in which graduates work as staff members or managers at various levels of management. Particular focus is placed on human resources (HR) departments, as well as departments of organizational development, planning, and labor relations.
Types of professional activities	Organizational and managerial: planning, organizing, motivating, and controlling business processes. Analytical: evaluating the effectiveness of the organizational structure, auditing human resource potential and the labor market. Project and economic: developing organizational development plans and budgeting personnel expenses. Social and Labor: managing internal communications, conflict resolution, and fostering social partnership.
Object of professional activity	Organizational management processes; Organizational structures and management systems; Human resources and an organization's workforce potential; Labor relations and corporate culture; Documentation supporting human resources processes.
Functions of professional	Organizational Design: Developing and updating organizational structures, regulations, and job descriptions.

activity	Workforce Planning: Forecasting staffing needs, optimizing headcount and payroll. Labor Relations Management: Processing the hiring, transfer, and termination of employees in accordance with the Labor Code of the Republic of Kazakhstan; maintaining personnel records. Social Partnership Development: Drafting collective bargaining agreements, organizing loyalty programs, and implementing internal controls to ensure compliance with labor rights.
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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)	85
University component	40
Component of choice	45
Professional practice	
Cycle of major disciplines (MD)	91
University component	15
Component of choice	59
Professional practice	17
Final certification	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 «6B04110 Economy»

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
	GEC3	Promotes the development of information literacy through the mastery and use of modern information and communication technologies in all areas of activity.
	LO2	Model organizational corporate culture based on the analysis of socio-psychological factors and patterns of organizational behavior.

	LO3	Establish effective communications in an international business environment through foreign language proficiency and professional ethics in a cross-cultural setting.
	LO9	Optimize the use of time resources and employee work schedules through digital time management tools and delegation methods.
Digital competencies (Digital skills)	LO1	Construct adaptive organizational structures based on digital platforms and delegation principles to ensure the operational efficiency of management systems.
	LO6	Conduct a comprehensive analysis of financial and economic activities through modern ICT and artificial intelligence algorithms for data processing.
	LO7	Design business processes and innovative development strategies by implementing machine learning tools and predictive analytics.
	LO10	Manage projects and supply chains based on modern planning methodologies and digital platforms to control timelines and costs.
Professional skills (Hardskills)	LO4	Calculate statistical and economic performance indicators of an organization using mathematical tools to justify management decisions.
	LO5	Apply fundamental management functions to implement strategic goals and resolve tactical tasks under conditions of uncertainty.
	LO8	Develop organizational development strategies and HR branding based on systems analysis and the integration of personnel and business interests.
	LO11	Evaluate risks and social consequences of decisions while complying with legal requirements, occupational health and safety standards, and sustainable development principles.
	LO12	Create strategies for launching and developing entrepreneurial projects based on business model selection, market analysis, and financial stability.

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
Key competencies	LO _{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 principles of Kazakh history, philosophy, and sociopolitical knowledge to facilitate effective socialization and adaptation in changing sociocultural conditions, thereby shaping individuals capable of critical thinking and physical self-improvement.	History of Kazakhstan Philosophy Module of Socio-Political Knowledge (Political Science, Sociology, Cultural Studies, Psychology) Physical Culture
	LO _{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	Is capable of interpersonal, social, and professional communication in Kazakh, Russian, and foreign languages.	Foreign Language Kazakh (Russian) Language
	LO _{GEC3} Promotes the development of information literacy through the mastery and use of modern information and communication technologies in all areas of activity.	Information and communication module	Is proficient in various types of information and communication technologies for searching, storing, processing, protecting, and disseminating information	Information and Communication Technologies
Behavioral skills and personality traits (Softskills)	LO2 Model organizational corporate culture based on the analysis of socio-psychological factors and patterns of organizational behavior.	Organization of business activity	Develops an optimal model of corporate culture and the organization's internal image by applying leadership principles and methods for managing employee behavior.	Organizational Behavior
		Innovation management and decision-making		Imageology
		Management of industry activities		Leadership
		Organization of business activity	Conducts business communications, PR campaigns, and negotiations in a foreign language within a cross-cultural and international business environment.	Business English Professional English
		Management of industry activities		Political Management PR Management
Key competencies	LO3 Establish effective communications in an international business environment through foreign language proficiency and professional ethics in a cross-cultural			

setting.		Innovation management and decision-making		Management of Foreign Economic Activity
Digital competencies (Digital skills)	LO9 Optimize the use of time resources and employee work schedules through digital time management tools and delegation methods.	Organization of business activity	Assigns tasks within the team and optimizes work schedules based on leadership skills, delegation principles, and project management software tools.	Organizational Behavior
		Management of industry activities		Leadership
		Innovation management and decision-making		Project Management
	LO1 Construct adaptive organizational structures based on digital platforms and delegation principles to ensure the operational efficiency of management systems.	Organization of business activity	Designs flexible operational management structures (in manufacturing, services, and small and medium-sized businesses) that integrate IT management and e-government platforms.	Management of Small and Medium-sized Enterprises
		Enterprise activity planning and modern management		Service Management
				Production Management
				Quality management
				Organization of Production and Enterprise Management
				Information Management
				IT Management
				E-Government
	LO6 Conduct a comprehensive analysis of financial and economic activities through modern ICT and artificial intelligence algorithms for data processing.	Economic Knowledge module	Conducts comprehensive analytical and managerial accounting of the company's operations, using scientific research methods and ICTs of the digital economy.	Fundamentals of Scientific Research in Economics and Management
	Enterprise activity planning and modern management		Analysis of Economic Activity	
	Organization of business activity		Economic Analysis	
	Management of industry activities		Management Accounting	
LO7 Design business processes and innovative development strategies by implementing machine learning tools and	Organization of business activity	Develops the company's innovation and marketing strategies using predictive analytics based on neural networks and AI	Digital Economy	
			AI Marketing	
			Introduction to Artificial Intelligence (Minor 1)	

	predictive analytics.	Enterprise activity planning and modern management Innovation management and decision-making Enterprise activity planning and modern management Innovation management and decision-making	algorithms.	Artificial Intelligence in Object Management (Minor 2) Development of Artificial Neural Networks (Minor 3) Innovation Management Marketing Research Logistics Organization of Logistics for Enterprises Project Management Macroeconomics Mathematics in Economics Microeconomics Economic Theory Statistics Finance Accounting Insurance Management Management of Investment Activity Economics of Enterprise Introduction to the Specialty (Management) Management Development of Management Solutions Indicative Planning Strategic Planning Theory and Practice of Management
Professional skills (Hardskills)	LO10 Manage projects and supply chains based on modern planning methodologies and digital platforms to control timelines and costs.		Coordinates the various stages of project execution and optimizes supply chains using automated systems for monitoring timelines and costs.	
	LO4 Calculate statistical and economic performance indicators of an organization using mathematical tools to justify management decisions.	Economic Knowledge module Organization of business activity Management of industry activities Enterprise activity planning and modern management	Performs comprehensive financial, accounting, statistical, and investment analyses to demonstrate the organization's economic sustainability.	
	LO5 Apply fundamental management functions to implement strategic goals and resolve tactical tasks under conditions of uncertainty.	Economic Knowledge module Innovation management and decision-making Organization of business activity Enterprise activity planning and modern management	Performs planning, organizational, and oversight functions in the development of tactical and strategic decisions in a changing market environment.	

	management		
LO8 Develop organizational development strategies and HR branding based on systems analysis and the integration of personnel and business interests.	Organization of business activity Management of industry activities	Develops the company's long-term development strategy and an attractive HR brand, aligning business needs with human resource capabilities.	Business Organization HR Management Strategic Management of the Company
LO11 Evaluate risks and social consequences of decisions while complying with legal requirements, occupational health and safety standards, and sustainable development principles.	Economic Knowledge module Enterprise activity planning and modern management Organization of business activity Innovation management and decision-making Management of industry activities Innovation management and decision-making	Conducts risk audits and compliance reviews of decisions made to ensure they comply with the laws of the Republic of Kazakhstan, as well as standards of business ethics, environmental protection, and occupational safety.	Sustainable Development, Ecology, and Life Safety Time Management Business Ethics Anti-crisis Policy of the Company State Regulation of Economy Local Public Administration and Self-government Management of Risks
LO12 Create strategies for launching and developing entrepreneurial projects based on business model selection, market analysis, and financial stability.	Economic Knowledge module Organization of business activity	Develops commercially viable business plans for startup projects, taking into account the legal framework, financial literacy, and an anti-corruption culture.	Module of Economics, Entrepreneurship, Law and Financial Literacy (Fundamentals of Economics and Entrepreneurship, Fundamentals of Law and Anti-corruption of Culture, Fundamentals of Financial Literacy) Business Organization

		Management of industry activities	Business Planning
LO1 – LO12		Training and production	Industrial practice 1, Industrial practice 2, Pre-graduate practice/ Industrial practice
LO1 – LO12		Final assesment	Writing and defending a thesis or capstone project, or preparing for and taking a comprehensive exam

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)														
				LO ^{GED1}	LO ^{GED2}	LO ^{GED3}	LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	LO 11	LO 12
Cycle of general education disciplines (GED)																		
Required component/University component																		
1	History of Kazakhstan	The purpose of the discipline shall be to give objective knowledge about the main stages in the development of the history of Kazakhstan from ancient times to the present. The program consists of 5 thematic blocks: Ancient people and the formation of a nomadic civilization, Turkic civilization and the Great Steppe, Kazakhstan in a new era (XVIII-early XX centuries), Kazakhstan in the Soviet period, and Independent Kazakhstan. Upon completion of the discipline, student applies skills of analytical, axiological, critical analysis in the study of historical processes for an objective understanding of the modern Kazakh model of development.	5	+														
2	Philosophy	The purpose of the program is to develop students' holistic understanding of philosophy as a special form of knowledge of the world, its main branches, problems, and methods of their study in the context of future professional	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	Designs flexible operational management structures (in manufacturing, services, and small and medium-sized businesses) that integrate IT management and e-government platforms.	IT Project Structure Defense Case Study (e-gov analysis) Expert Evaluation of the Framework	Problem-Based Approach Design (Project-Based) IT Simulations
LO 2	Develops an optimal model of corporate culture and the organization's internal image by applying leadership principles and methods for managing employee behavior.	Psychological Testing Role-playing (conflict resolution) Essay/Case Study	Training Sessions and Workshops Role-playing Simulations Discussions, Debates
LO3	Conducts business communications, PR campaigns, and negotiations in a foreign language within a cross-cultural and international business environment.	Public Presentation (Pitch) Negotiation Simulation Language Test	Immersion in a Language Environment Game-Based Simulations Foreign Economic Activity Case Studies
LO4	Performs comprehensive financial, accounting, statistical, and investment analyses to demonstrate the organization's economic sustainability.	End-to-End Calculation Assignment Computer-Based Testing Presentation of a Financial Model	Practical Exercises Work in Financial Software (Excel/1C) Visualization Lecture
LO5	Performs planning, organizational, and oversight functions in the development of tactical and strategic decisions in a changing market environment.	Strategic Matrix (SWOT/PEST) Presenting a Business Case	Brainstorming Method Business Games (Simulators)
LO6	Conducts comprehensive analytical and managerial accounting of the company's operations, using scientific research methods and ICTs of the digital economy.	Lab Work in Software Engineering Analytical Report/R Code Presentation of a Mini-Research	Project Research Method (RBL) Working with End-to-End Cases in Information Systems
LO7	Develops the company's innovation and marketing strategies using predictive analytics based on neural networks and AI algorithms.	Presentation of the Marketing Plan Demonstration of the AI Model	Lab Hackathon Working with AI Services (Prompt- design)
LO8	Develops the company's long-term development strategy and an attractive HR brand, aligning business needs with human resource capabilities.	HR Strategy Review Brand Analysis (Case Study)	Meetings with HR Experts Group Project Work
LO9	Coordinates the various stages of project execution and	Evaluating Scrum/Kanban Boards in	Team-Based Learning (TBL)

	optimizes supply chains using automated systems for monitoring timelines and costs.	Software Development Peer Review	Practical Application in Software Development (Trello, Jira, Asana)
LO10	Coordinates the various stages of project execution and optimizes supply chains using automated systems for monitoring timelines and costs.	Gantt Chart/Chain Analysis Computer-Based Project Review	Case Study (Supply Chain) Simulation in Project Management Systems
LO11	Conducts risk audits and compliance reviews of decisions made to ensure they comply with the laws of the Republic of Kazakhstan, as well as standards of business ethics, environmental protection, and occupational safety.	Audit Report Checklist Legal Review (Laws of the Republic of Kazakhstan)	Analysis of Regulatory Acts Review of Judicial/Ethical Cases
LO12	Develops commercially viable business plans for startup projects, taking into account the legal framework, financial literacy, and an anti-corruption culture.	Demo Day (Startup Pitch) Expert Business Plan Review	Lean Startup Method Interactive Lectures and Consultations
GEC1	Applies the fundamental principles of Kazakh history, philosophy, and sociopolitical knowledge to facilitate effective socialization and adaptation in changing sociocultural conditions, thereby shaping individuals capable of critical thinking and physical self-improvement.	Reflective Essay Exams (History/Philosophy) Debates	Critical Thinking Method Socratic Dialogue Problem-Based Lectures
GEC2	Is capable of interpersonal, social, and professional communication in Kazakh, Russian, and foreign languages.	Oral Exam / Interview Professional Dialogue	Communicative Method Tandem Learning Language Training
GEC3	Is proficient in various types of information and communication technologies for searching, storing, processing, protecting, and disseminating information	Digital Portfolio End-to-End Computer-Based Test	Practical Work in Cloud-Based Information Systems Microlearning

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
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«Labor Relations Management» December 05, 2024, No. 449	Labor Relations Specialist	Labor Function 2: Ensuring social stability	Skill 1: Monitoring the state of social and labor relations Skill 2: Regulation, prevention, and prophylaxis of labor disputes and HR risks. Prophylaxis and minimization of HR risks	LO2 Model organizational corporate culture based on the analysis of socio-psychological factors and patterns of organizational behavior. LO3 Establish effective communications in an international business environment through foreign language proficiency and professional ethics in a cross-cultural setting. LO11 Evaluate risks and social consequences of decisions while complying with legal requirements, occupational health and safety standards, and sustainable development principles.
Personal competency requirements: Collaboration and Teamwork; Analytical Thinking; Negotiation Skills; Customer Orientation; Leadership; Results Orientation				
«Organizational Development and Planning of the Organization's Labor Resources» December 05, 2024, No. 449	Human Resources Specialist	Labor function 1: Implementation of the target organizational structure	Skill 1: Analysis of labor organization and participation in the project of constructing/changing the organizational structure Skill 2: Formation of interaction between elements of the organizational structure	LO1 Construct adaptive organizational structures based on digital platforms and delegation principles to ensure the operational efficiency of management systems. LO10 Manage projects and supply chains based on modern planning methodologies and digital platforms to control timelines and costs.
		Labor function 2: Determining the organization's need for human resources	Skill 1: Analysis of the organization's current provision of human resources Skill 2: Determining the organization's current need for human resources	LO4 Calculate statistical and economic performance indicators of an organization using mathematical tools to justify management decisions. LO8 Develop organizational development strategies and HR branding based on systems analysis and the integration of personnel and business interests. LO10 Manage projects and supply chains based on modern planning methodologies and digital platforms to control timelines and costs.
	Personal competency requirements:		Business Acumen; Collaboration and Teamwork; Analytical Thinking; Customer Orientation; Results Orientation	

10 Graduate model

GRADUATE MODEL			
Professional standard «Labor Relations Management» December 05, 2024, No. 449, ««Organizational Development and Planning of the Organization's Human Resources» December 05, 2024, No. 449, the sectoral atlas and regional atlas of professions and competencies for "Enterprise Management Efficiency Manager" and "Manager / Internet Marketer"	Competencies (soft skills, digital skills)		
	Attributes of a graduate	knowledge	Skills
	The ability to make sound management decisions in the face of market uncertainty. The ability to communicate effectively, resolve conflicts, and negotiate in different languages. A willingness to implement IT solutions into operational activities and HR processes. Strict adherence to ethical standards, the labor laws of the Republic of Kazakhstan, and an anti-corruption culture.	The Labor Code of the Republic of Kazakhstan, regulations on occupational safety, environmental protection, and compliance monitoring. Organizational Design: Principles for building flexible management structures in manufacturing, services, and small and medium-sized businesses. HR Management: Modern concepts for shaping corporate culture, motivation, and HR brand development. Economics and Finance: Methods of financial, accounting, statistical, and investment analysis.	Drafting internal policies, job descriptions, and employment contracts. Conducting compliance reviews and audits of the company's HR and operational risks. Developing strategies for organizational development and workforce optimization. Modeling startup projects and commercially viable development strategies.
	Professional skills (hard skills)		
	Workforce Resource Calculation and Planning: Optimizing work schedules, calculating the balance between working hours and the company's workforce capacity. End-to-End Management Accounting: Conducting comprehensive calculations of the organization's economic sustainability using digital economy ICT. Labor Relations Administration: Comprehensive management of HR documentation in accordance with current legislation of the Republic of Kazakhstan. Supply Chain Optimization: Coordination of business project phases using automated systems for monitoring timelines and costs (Gantt charts, network diagrams).		

[illegible]

11	Әлеуметтік-саясаттану білім модулі (әлеуметтану, саясаттану, мәдениеттану, психология) Модуль өкілділік-политикалық ғылым (политология, социология, культурология, психология) Module of Socio-Political Knowledge (Political Science, Sociology, Cultural Studies, Psychology)	ЖБП (МК) ОД (ОК) ГЕД (СЗ)	MSFZ 2103-26 MSFZ 2103-26 MSFZ 2103-26	3	8	240	60	60	60	24	96	Барлық кәрісдерлер All chairs	4 + 4 + 0			Барлық Экзамен Examination	Компьютерлік тестілеу Computer testing
12	Дене шынықтыру Физикалық культурану Physical Culture	ЖБП (МК) ОД (ОК) ГЕД (СЗ)	PAK 1107-26 (3) PAK 1107-26 (3) PAK 1107-26 (3)	3	2	60	30	30	30	30		Дене шынықтыру Физикалық культурану Physical Culture	0 + 2 + 0			Барлық Экзамен Examination	Басқа Другое More
13	Дене шынықтыру Физикалық культурану Physical Culture	ЖБП (МК) ОД (ОК) ГЕД (СЗ)	PAK 1107-26 (4) PAK 1107-26 (4) PAK 1107-26 (4)	4	2	60	30	30	30	30		Дене шынықтыру Физикалық культурану Physical Culture	0 + 2 + 0			Барлық Экзамен Examination	Басқа Другое More
34	Экономикалық теория Экономическая теория Economic Theory	БП (ЖК) БД (БК) БД (БС)	ET 1203-26 ET 1203-26 ET 1203-26	1	4	120	45	30	15	3	72	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
35	Менеджмент Менеджмент Management	БП (ЖК) БД (БК) БД (БС)	Men 1203-26 Men 1203-26 Men 1203-26	1	5	150	45	30	15	15	90	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
36	Экономикалық математика Математика в экономике Mathematics in Economics	БП (ЖК) БД (БК) БД (БС)	ME 1204-26 ME 1204-26 ME 1204-26	1	4	120	45	15	30	3	72	Барлық кәрісдерлер All chairs	1 + 2 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
37	Макроэкономика Макроэкономика Macroeconomics	БП (ЖК) БД (БК) БД (БС)	MR 1201-26 MR 1201-26 MR 1201-26	2	5	150	45	30	15	15	90	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
38	Микроэкономика Микроэкономика Microeconomics	БП (ЖК) БД (БК) БД (БС)	VS (Men) 1202-26 VS (Men) 1202-26 VS (Men) 1202-26	2	3	90	30	15	15	6	54	Барлық кәрісдерлер All chairs	1 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
39	Экономика мен басқару Экономика және басқару Economics and Management	БП (ЖК) БД (БК) БД (БС)	ONIEU 2209-26 ONIEU 2209-26 ONIEU 2209-26	3	3	90	30	15	15	6	54	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
21	Ал-маркетинг Ал-маркетинг AI Marketing	БП (ЖК) БД (БК) БД (БС)	AI-mar 2208-26 AI-mar 2208-26 AI-mar 2208-26	3	6	180	60	30	30	12	108	Барлық кәрісдерлер All chairs	2 + 2 + 0			Барлық Экзамен Examination	Матрицалық тестілеу Matrix testing
22	Тұрақты даму, экология және тұрақты өсірілу Устойчивое развитие, экология и биосфера Sustainable Development, Ecology, and Life Safety	БП (ЖК) БД (БК) БД (БС)	UREBZA 3307-26 UREBZA 3307-26 UREBZA 3307-26	6	5	150	45	30	15	15	90	Барлық кәрісдерлер All chairs				Барлық Экзамен Examination	Компьютерлік тестілеу Computer testing
23	Өнеркәсіптік практика 1 Промышленная практика 1 Industrial practice 1	БП (ЖК) БД (БК) БД (БС)	PP 1 26 (MN) PP 1 26 (MN) PP 1 26 (MN)	2	5	150	0					Барлық кәрісдерлер All chairs	5 апта / неделя / weeks			Практика бойынша кәрісдерлер баға Итоговая оценка по практике	Басқа Другое More
24	Инновациялық менеджмент Инновационный менеджмент Innovation Management	БП (ЖК) БД (БК) БД (БС)	IMen 2301-26 IMen 2301-26 IMen 2301-26	4	5	150	45	30	15	15	90	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
25	Өнеркәсіптік практика 2 Промышленная практика 2 Industrial practice 2	БП (ЖК) БД (БК) БД (БС)	PP 2 26 (MN) PP 2 26 (MN) PP 2 26 (MN)	4	5	150	0					Барлық кәрісдерлер All chairs	5 апта / неделя / weeks			Практика бойынша кәрісдерлер баға Итоговая оценка по практике	Басқа Другое More
26	Басқару шешімдерін шешу Разработка управленческих решений Development of Management Solutions	БП (ЖК) БД (БК) БД (БС)	RUR 3300-26 RUR 3300-26 RUR 3300-26	5	5	150	45	30	15	15	90	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
27	HR-менеджмент HR-менеджмент HR Management	БП (ЖК) БД (БК) БД (БС)	HR-Men 2210-26 HR-Men 2210-26 HR-Men 2210-26	5	5	150	45	30	15	15	90	Барлық кәрісдерлер All chairs	2 + 1 + 0			Барлық Экзамен Examination	Жазба Писемалық Writing
28	Дәрігерлік практика Преддипломная практика Pre-graduate practice	БП (ЖК) БД (БК) БД (БС)	PP/PPP 26 (MN) PP/PPP 26 (MN) PP/PPP 26 (MN)	6	7	210	0					Барлық кәрісдерлер All chairs	7 апта / неделя / weeks			Практика бойынша кәрісдерлер баға Итоговая оценка по практике	Басқа Другое More
Барлық модуль бойынша / Итого по модулю / Total for module																	

Модуль / Module №		Статистика Statistics	БП (ТК) БД (КБ) БД (УС)	SN 1201-26 SN 1201-26 Fu 1201-26 Fu 1201-26	2	5	150	45	15	30	0	15	90	Барлық кәсіпорындар All chairs	1 + 2 + 0		Барлық Examens Examination	Жазба Писемалар Writing
Барлығы модуль бойынша / Итого по модулю / Total for module						5	150	45	15	30	0	15	90					
Модуль / Module № 3																		
1	Әкімшілік ұйымдастыру және кәсіпорындар менеджменті Organization of Production and Enterprise Management	БП (ТК) БД (КБ) БД (УС)	OPMSP 2202-26 OPMSP 2202-26 OPMSP 2202-26		3	6	180	60	30	30		12	108	Экономика және басқару Экономика и управление Economics and management	2 + 2 + 0		Барлық Examens Examination	Жазба Писемалар Writing
2	Кәсіпорындар экономикасы Экономика предприятия Economics of Enterprise	БП (ТК) БД (КБ) БД (УС)	EP 2202 - 26 EP 2202 - 26 EP 2202 - 26															
Барлығы модуль бойынша / Итого по модулю / Total for module						6	180	60	30	30	0	12	108					
Модуль / Module № 4																		
1	Шәкіл және орта кәсіпорындар менеджменті Management of Small and Medium-sized Enterprises	БП (ТК) БД (КБ) БД (УС)	MMSP 1204-26 MMSP 1204-26 MMSP 1204-26		3	5	150	45	30	15		15	90	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0		Барлық Examens Examination	Жазба Писемалар Writing
2	Бизнесі ұйымдастыру Organization of business Business Organization	БП (ТК) БД (КБ) БД (УС)	OB 1204-26 OB 1204-26 OB 1204-26															
Барлығы модуль бойынша / Итого по модулю / Total for module						5	150	45	30	15	0	15	90					
Модуль / Module № 5																		
1	Басқару есебі Управленческий учет Management Accounting	БП (ТК) БД (КБ) БД (УС)	LU 2203-26 LU 2203-26 LU 2203-26															
2	Жаңа апаратын кіріс Introduction to Artificial Intelligence (Minor 1)	БП (ТК) БД (КБ) БД (УС)	VII 2203-26 VII 2203-26 VII 2203-26		3	5	150	45	15	30		15	90	Қаржы және есеп Finance and accounting	1 + 2 + 0		Барлық Examens Examination	Жазба Писемалар Writing
3	Бухгалтерлік есеп Бухгалтерский учет Accounting	БП (ТК) БД (КБ) БД (УС)	BU 2203-26 BU 2203-26 BU 2203-26															
Барлығы модуль бойынша / Итого по модулю / Total for module						5	150	45	15	30	0	15	90					
Модуль / Module № 6																		
1	Бизнес ағылшын Бизнес английский Business English	БП (ТК) БД (КБ) БД (УС)	BA 2205-26 BA 2205-26 BA 2205-26		3	5	150	45		45		15	90	Экономика және басқару Экономика и управление Economics and management	0 + 3 + 0		Барлық Examens Examination	Жазба Писемалар Writing
2	Профессиональный английский язык Professional English	БП (ТК) БД (КБ) БД (УС)	PAYa 2205-26 PAYa 2205-26 PAYa 2205-26															
Барлығы модуль бойынша / Итого по модулю / Total for module						5	150	45	0	45	0	15	90					
Модуль / Module № 7																		
1	Объектілер басқару және жоспарлау (Minor 2) Искусственный интеллект в управлении объектами (Minor 2) Artificial Intelligence in Object Management (Minor 2)	БП (ТК) БД (КБ) БД (УС)	IUO 2207-26 IUO 2207-26 IUO 2207-26															
2	Сервистік қызметтер менеджменті Менеджмент сервисных услуг Service Management	БП (ТК) БД (КБ) БД (УС)	MSU 2207-26 MSU 2207-26 MSU 2207-26		4	5	150	45	30	15		15	90	Апаратын технология Информационные технологии information technology	2 + 1 + 0		Барлық Examens Examination	Жазба Писемалар Writing
3	Тайм менеджмент Time Management	БП (ТК) БД (КБ) БД (УС)	TM 2207-26 TM 2207-26 TM 2207-26															
Барлығы модуль бойынша / Итого по модулю / Total for module						5	150	45	30	15	0	15	90					
Модуль / Module № 8																		
1	Ұйымдастырушылық мінез-құлық Организацонное поведение Organizational Behavior	БП (ТК) БД (КБ) БД (УС)	OP 2206-26 OP 2206-26 OP 2206-26		4	4	120	45	30	15		3	72	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0		Барлық Examens Examination	Жазба Писемалар Writing
2	Бизнес этикасы Этика бизнеса Business Ethics	БП (ТК) БД (КБ) БД (УС)	EB 2206-26 EB 2206-26 EB 2206-26															
Барлығы модуль бойынша / Итого по модулю / Total for module						4	120	45	30	15	0	3	72					

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Expert opinion

for the educational program 6B04105 – Management

in the area of training 6B041 – Business and Management

The Educational Programme **6B04105 – Management** has been developed in accordance with the regulatory requirements of the higher education system of the Republic of Kazakhstan, the National Qualifications Framework, the Sectoral Qualifications Framework, and the relevant professional standards.

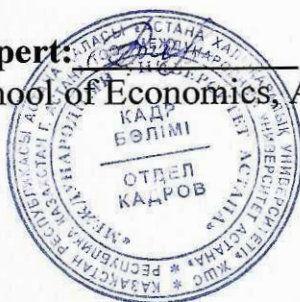
The programme content reflects current labour market needs by integrating digital technologies, artificial intelligence, modern management approaches, and practice-oriented learning. The intended learning outcomes and graduate competencies are fully aligned with employers' expectations.

The programme structure is logical and well-balanced, while the curriculum ensures the development of the professional competencies required for future managers. Industrial and pre-graduation internships provide learners with valuable practical experience.

Conclusion:

The Educational Programme **6B04105 – Management** meets the current requirements of higher education and the labour market, ensures high-quality professional training, and **is recommended for implementation.**

Expert: Tolysbayeva M.B., PhD, Associate Professor, Higher School of Economics, Astana International University.



Expert opinion

for the educational program 6B04105 – Management

in the area of training 6B041 – Business and Management

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Expert: Zh.Z. Baigireyeva PhD,
Acting Associate Professor
Head of the Department of Management
Esil University, Astana, Kazakhstan



Expert opinion

for the educational program 6B04105 – Management
in the area of training B044 – Management and administration (Field of Education: 6B04 – Business, Management and Law)

Name of the educational organization/enterprise - partner in the development of the educational program Baku Business University, Baku city, Azerbaijan

(full name of the enterprise/organization of the partner - employer from a distant or neighboring country of the corresponding profile, country, city)

General characteristics of the educational program: The Educational Program 6B04105 – Management (Bachelor's Degree, 3-year format, 2026 admission) is developed in accordance with the National Qualifications Framework of the Republic of Kazakhstan and international educational standards.

The program demonstrates strong alignment with the professional standards “Organizational Development and Human Resources Planning” and “Labor Relations Management,” ensuring that graduates acquire competencies relevant to modern organizational and HR management.

A key advantage of the program is the integration of traditional management education with digital technologies, artificial intelligence, sustainable development, and data-driven decision-making. The curriculum is logically structured and provides a balanced combination of economic, managerial, analytical, and practical disciplines.

Particular value is given to the HR-Management course, which develops competencies in workforce planning, recruitment, employee motivation, and talent management. Courses in economics, research methods, and quantitative analysis further strengthen students' analytical and managerial skills.

The program includes professional internships and practical training that effectively connect academic learning with real business practice and employer expectations.

Overall, the Educational Program 6B04105 – Management is relevant, practice-oriented, and aligned with current labor market needs. It prepares competitive graduates capable of successfully working in management, organizational development, and human resource management.

Recommendations

1. Expand practical training in People Analytics and HR digital tools.
2. Strengthen the integration of AI technologies into HR management courses.
3. Increase the use of international case studies and English-language learning materials.

The Educational Program 6B04105 – Management meets modern educational and professional requirements, demonstrates a high level of academic quality, and provides graduates with the competencies necessary for successful careers in management and human resource development.

International Expert: Doctor of Economic Science / Associate Prof. Rahim Sadigov

(Signature)

(Full Name, Academic Degree, Title, Position)

Place of Employment: Baku Business University, Baku city, Azerbaijan

(Full name of the foreign university / research center / enterprise)

L.S. (Seal of the expert's institution)

" 30 " June 2026



Expert opinion

for the educational program 6B04105 – Management

in the area of training B044 – Management and administration (Field of Education: 6B04 – Business, Management and Law)

Name of the educational organization/enterprise - partner in the development of the educational program International University of Applied Sciences in Lomza, Poland

(full name of the enterprise/organization of the partner - employer from a distant or neighboring country of the corresponding profile, country, city)

General characteristics of the educational program: The Educational Program 6B04105 – Management (Bachelor's Degree, 3-year format, 2026 admission) is developed in accordance with the National Qualifications Framework of the Republic of Kazakhstan and international educational standards. The program reflects modern trends in management education and follows a competency-based approach.

A key strength of the program is its alignment with the professional standards "Organizational Development and Human Resources Planning" and "Labor Relations Management." The curriculum combines management, economics, human resource management, and digital technologies, ensuring graduates acquire practical competencies required by employers.

The inclusion of courses such as AI-Marketing, digital business technologies, and sustainable development enhances the program's relevance in the context of digital transformation and modern business challenges. Special attention is given to analytical and research skills through courses in economics, business mathematics, and research methodology.

The discipline "HR-Management" plays a central role in developing competencies in workforce planning, recruitment, employee motivation, performance management, and talent development. Professional internships and practical training further strengthen the connection between academic learning and real-world managerial practice.

The program is well-structured, practice-oriented, and focused on preparing competitive specialists capable of making effective management decisions in a dynamic business environment.

Recommendations

1. Strengthen the use of business analytics and data visualization tools in management and HR disciplines.
2. Expand interdisciplinary projects involving management, digital technologies, and artificial intelligence.
3. Increase the use of international case studies and global management practices.

Conclusion

The Educational Program **6B04105 – Management** is a high-quality and relevant academic program that meets contemporary educational and labor market requirements. Its strong practical focus, integration of digital technologies, and alignment with professional standards ensure the preparation of qualified specialists for careers in management, organizational development, and human resource management.

International Expert:

(Signature)

/ Ireneusz Żuchowski, PhD, Rector /
(Full Name, Academic Degree, Title, Position)

Place of Employment: International University of Applied Sciences in Lomza, Poland

(Full name of the foreign university / research center / enterprise)

L.S. *(Seal of the expert's institution)*

" " "

2026

Expert opinion



**International Academic Advisor Confirmation/ Шетелдік кеңесшінің қатысуы/
Участие зарубежного консультанта**

Educational Program/ Білім беру бағдарламасы/ Образовательная программа	6B04105 – Management / 6B04105 – Менеджмент / 6B04105 – Менеджмент
Level/ Дәрежесі/ Уровень	Bachelor / Бакалавриат / Бакалавриат
International Academic Advisor/ Шетелдік академиялық кеңесші/ Зарубежный консультант	<u>Омурзакова Умут Маратовна</u>
Academic degree/ Ғылыми дәреже/ Ученая степень	кандидат экономических наук
Position/ Лауазымы/ Должность	зав.кафедрой «Финансы, анализ и учет» Высшей школы экономики и бизнеса
University/ Университет/ Университет	Кыргызский государственный технический университет им.И.Раззакова
Country/ Ел/ Страна	Кыргызская Республика

Approved/ Келісілді/ Согласовано

The educational program has been reviewed and approved. The updated content of the educational program, the sequence of courses, and the revised learning outcomes (LO) have been developed in accordance with modern academic approaches.

Білім беру бағдарламасы қарастырылып, келісілді. Білім беру бағдарламасының жаңартылған мазмұны, пәндерді оқу реттілігі және жаңартылған оқу нәтижелері (ОН) заманауи академиялық тәсілдерге сәйкес әзірленді.

Образовательная программа рассмотрена и согласована. Актуализированное содержание образовательной программы, последовательность изучения дисциплин и обновленные результаты обучения (РО) сформированы с учетом современных академических подходов.

International Academic Advisor/ Шетелдік академиялық кеңесші/ Зарубежный консультант	U.Omurzakova/ У.Омурзакова/ У.Омурзакова
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Seal/ MO/ МП



28.04.26
(Date/
Күні/
Дата)