

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

EDUCATIONAL PROGRAM

7M04134 - Management

code and name of the educational program

Level: Master's (scientific and pedagogical track)

Approved

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

"22" "08" 2026 protocol No. 4

Recommended

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

"27" "02" 2026 protocol No. 2

Astana, 2026

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Preface

The Educational Programme "7M04134 – Management" has been developed in accordance with the State Compulsory Standard of Higher and Postgraduate Education, approved by Order No. 2 of the Minister of Science and Higher Education of the Republic of Kazakhstan dated 20 July 2022, as well as on the basis of the professional standards of the CareerEnbek system: "Labor Relations Management" dated December 5, 2024, No. 449, "Educator (Faculty) of Higher and (or) Postgraduate Education Organizations" dated November 20, 2023, No. 591, and the Sectoral and Regional Atlases of Professions and Competencies (2023–2025) of the Republic of Kazakhstan for "Data Analyst / Foresight Manager", "Sustainability Manager (ESG)", "ESG Principles Implementation Specialist", "Strategic Art Manager / Creative Economist", and "Cross-Border Educational Manager (Transmanager)" as of April 17, 2026 (<https://enbek.kz/ru/atlasses-professions/regions>)

The educational program "7M04134-Management" was approved at the meeting of the Council on Academic Quality on "22" 01 2025, protocol No. 3.
Chairman E.B. Askarbekov [Signature]
S.N.P. Signature

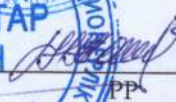
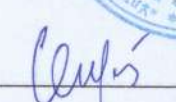
The educational program "7M04134-Management" was approved at the meeting of the Commission on Academic Quality of the Faculty on "14" 12 2025, protocol No. 4.
Chairman M.K. Makysh [Signature]
S.N.P. Signature

The educational program "7M04134-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 [Signature]
S.N.P. Signature

Approval sheet

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

AGREED:

Vice-Rector for Administrative Affairs	 PP	E. Askarbekov	"22" 01 2026 year
Head of Educational Programs Department	 PP	B. Bayadilova	"22" 01 2026 year
Director of the Center for Macroeconomic Research and Forecasting, Economic Research Institute JSC	 PP	N. Zhanakova	"15" 12 2025 year
Head of the Environmental Management Division, Department of Environmental Regulation and Sustainable Development, «Kazakhmys Corporation» LLP	 PP	B. Abdildinova	"15" 12 2025 year
General Director Ministry of Ecology and Natural Resources of the Republic of Kazakhstan RSE CEC «Information and Analytical Center for Environmental Protection»	 PP	A. Kozhumov	"15" 12 2025 year
Head of the Municipal State Institution «Youth Resource Center 'Astana Zhastary'» of the Akimat of the city of Astana	 PP	Ch. Tleulin	"15" 12 2025 year
Acting Director of the Department of Analytics and Forecasting at NAO NASEC	 PP	A. Sadueva	"15" 12 2025 year
Student	 PP	I. Shabdarov	"15" 12 2025 year

1 Passport of the educational program

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

2 Qualification characteristics of a graduate of an educational program

Degree awarded	Master of Economics in the "7M04134 - Management" program
Field of professional activity	Field: Management, analytical, research, and educational processes within organizations. Sector: Higher education institutions (universities), research institutes, HR departments in the corporate and public sectors, and consulting firms.
Types of professional activities	Research, teaching (at universities), organizational and managerial, analytical, and expert consulting.
Object of professional activity	Organizational management systems, the educational process in higher education institutions, work teams and human resources, research projects.
Functions of professional activity	1. Teaching (Job Description No. 591): developing and teaching management courses, providing methodological support, and supervising student research projects. 2. Management and HR (Job Description No. 449): regulating labor relations, auditing HR processes, designing incentive systems (KPIs), and resolving labor disputes. 3. Research: conducting research in management, preparing analyses, publishing scientific articles (KOKSNVO, Scopus).

3 Requirements for the content of the educational program

Name of cycles and disciplines	Workload in academic credits
Cycle of basic disciplines (BD)	35
University component	20
Component of choice	15
Cycle of major disciplines (MD)	53
University component	25
Component of choice	15
Research Practicum	13
Scientific Research Work of a Master's Student	24
The Scientific Research Work of a Master's Student, Including the Completion of an Internship and the Preparation of a Master's Thesis	24
Final certification (Preparation and Defense of a Master's Thesis (PDMT))	8
Preparation and Defense of a Master's Thesis	8
Total	120

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

Competence map of the educational program	Learning outcome code	Learning Outcome (according to Bloom's Taxonomy)
Behavioral skills and personality traits (Softskills)	PO1	Apply scientific worldview, methodological analysis, and academic integrity skills in professional activities.
	PO10	Conduct professional communication and writes scientific articles for high-ranking journals in a foreign language (B2 level).
Digital competencies (Digital skills)	PO3	Design the educational process in management by integrating digital technologies and interactive teaching methods.
	PO6	Integrate inclusive personnel policy into the business strategy, ensuring the achievement of HR-brand targets based on big data analytics.
	PO8	Modernize production chains and quality systems based on international standards (ISO 9000) and digital software (ERP/APS).
Professional skills (Hardskills)	PO2	Manage innovative projects and portfolios using agile methodologies (Agile) and risk management tools in crisis conditions.
	PO4	Analyze the impact of institutional changes and macroeconomic factors on the strategic sustainability of the organization.
	PO5	Implement corporate governance mechanisms and sustainable development models (ESG) to enhance business attractiveness.
	PO7	Develop business growth strategies by leveraging foresight forecasting tools and multifactor modeling of market data.
	PO9	Conduct professional communication and writes scientific articles for high-ranking journals in a foreign language (B2 level).

5 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)	LO1. Apply scientific worldview, methodological analysis, and academic integrity skills in professional activities. LO10. Conduct professional communication and writes scientific articles for high-ranking journals in a foreign language (B2 level).	Basic disciplines module	Is able to integrate the principles of the scientific worldview, management methods, and academic integrity into research activities, as well as to communicate scientifically in a foreign language.	History and Philosophy of Science Management Psychology
				Foreign Language (Professional)
Digital competencies (Digital skills)	LO3. Design the educational process in management by integrating digital technologies and interactive teaching methods.	Basic disciplines module Business process management, innovation and economic analysis in scientific research	Is able to apply modern pedagogical approaches and digital technologies when designing educational programs in the field of management.	Pedagogy of Higher Education Modern Educational Technologies in Management
	LO6. Integrate inclusive personnel policy into the business strategy, ensuring the achievement of HR-brand targets based on big data analytics.	Business process management, innovation and economic analysis in scientific research Corporate and innovative governance	Is capable of developing an effective HR strategy and an inclusive HR policy for the company, utilizing modern management tools.	Personnel Management
				Corporate and Social Responsibility of Business

		Strategic management	Strategic Human Resource Management (Advanced Level)
Professional skills (Hardskills)	LO8. Modernize production chains and quality systems based on international standards (ISO 9000) and digital software (ERP/APS).	Strategic management	Is capable of organizing and modernizing production processes, quality systems, and strategic analysis within the company.
	LO2. Manage innovative projects and portfolios using agile methodologies (Agile) and risk management tools in crisis conditions.	Business process management, innovation and economic analysis in scientific research	Is capable of effectively managing risks and innovative projects in conditions of uncertainty and during crises.
		Strategic management	
	LO4. Analyze the impact of changes and institutional factors on the macroeconomic factors on the strategic sustainability of the organization.	Business process management, innovation and economic analysis in scientific research	Is able to assess macroeconomic and microeconomic factors, as well as the institutional environment, to ensure business sustainability.
		Corporate and innovative governance	
	LO7. Develop business growth strategies by leveraging foresight forecasting tools and multifactor		
			Strategic Marketing Management of Business Processes
			National Innovation System Corporate Management
			Institutional Foundations of Activity Management Micro-Macroeconomic Analysis
			Crisis Management Risk Management
			Innovative Management Project
			Quality Management System
			Modern Strategic Analysis
			Modern Methods of Production Management
			Production Organization and Management

	modeling of market data.	Business process management, innovation and economic analysis in scientific research	systems.	
	LO9. Argument applied research solutions using a scientific methodological framework and economic analysis for hypothesis verification and business model optimization. LO1-LO10	Business process management, innovation and economic analysis in scientific research Final certification	Is able to provide a methodological foundation for scientific research and apply economic analysis for academic purposes.	Scientific Foundations of Economic Analysis Methods of Scientific Research Preparation and Defense of a Master's Thesis (PDMT)

6 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	Num ber of credi ts	Formed learning outcomes (codes)								
				LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9
Cycle of basic disciplines												
University component/Elective component												
1	Foreign Language (Professional)	The discipline is aimed at developing academic interaction and scientific writing skills. While studying the subject, the master's student systematizes foreign information in their field of expertise and conducts professional activities in a foreign language. This enables the effective presentation of original research results in an international environment, the preparation of articles for high-ranking journals, and the delivery of lectures on specialized subjects, thereby enhancing the overall competitiveness of the future researcher.	4									+
2	History and Philosophy of Science	The discipline aims to cultivate a culture of scientific thinking and develop methodological analysis skills. The learning process focuses on a profound understanding of the specifics of cognition, ensuring the high-quality completion of the master's thesis and the achievement of a high level of academic integrity in preparing scientific publications. Throughout the course, the master's student	4	+								

	Foundations of Economic Analysis	students' skills in applying evidence-based analytical methods to conduct economic research. The curriculum covers factor analysis methodology, resource diagnostics, modern analytical technologies, and methods for identifying organizational efficiency reserves. Upon completion of the course, the student will prepare an analytical report featuring a quantitative assessment of how key factors impact the financial stability of an organization.																	
9	National Innovation System	The discipline is aimed at developing knowledge and skills in integrating scientific and technological innovations into the national economy through innovation systems. Its content covers elements of national innovation systems, mechanisms for supporting innovative activities, public and private institutions, and strategic planning of innovations. Mastering the discipline contributes to the development of competencies in managing innovation processes, evaluating system effectiveness, and formulating strategies for sustainable innovation-driven development.	5													+			
10	Innovative Project Management	The course is aimed at developing undergraduates' skills in the phased implementation and economic justification of innovative startup projects. The content covers integration, cost, quality, resource, and risk management, as well as mechanisms for effective communication	5													+			

		mastery of the discipline culminates in the design of a flexible corporate operational model, featuring the regulation of key business processes and a rationale for competitiveness parameters.																		
24	Strategic Human Resource Management (Advanced Level)	The course is designed to develop a system of expert knowledge in human resource management based on the labor legislation of the Republic of Kazakhstan. The curriculum covers recruitment, onboarding, personnel administration, compensation and benefits systems, as well as employee training and evaluation strategies. The mastery of the discipline ensures the development of a comprehensive human capital management strategy, including KPI calculations and an action plan to achieve the company's tactical objectives.	5																+	

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

Learning Outcomes (LO) Number	Planned learning outcomes for the module	Assessment technologies (tools)	Methods of learning and teaching
LO 1	Is able to integrate the principles of the scientific worldview, management methods, and academic integrity into research activities, as well as to communicate scientifically in a foreign language.	Expert Review of a Research Paper (Peer Review) Review of a Dissertation Abstract Verification of the Validity of Hypotheses in the Research Design	Research Seminar (RS) Debate and Academic Discussion Method Problem-Based Lectures
LO 2	Is capable of effectively managing risks and innovative projects in conditions of uncertainty and during crises.	Presentation of the case study "Anti-Crisis Strategy for a University/R&D Center" Development of an academic and project risk map	Case Study Simulation of Force Majeure Situations Brainstorming

LO3	Is able to apply modern pedagogical approaches and digital technologies when designing educational programs in the field of management.	Development of a Digital Teaching and Learning Resource (DTLR) for the Course Evaluation of a Demo Lesson Conducted in a Digital Environment (LMS)	Teaching Workshop Microteaching Modeling of Instructional Systems
LO 4	Is able to assess macroeconomic and microeconomic factors, as well as the institutional environment, to ensure business sustainability.	An Analytical Review of Institutional Traps in the Economy Defense of a Computational and Analytical Model of Market Stability	Visualization Lecture Working with Scientometric Databases and Big Data Economic Rapid Analysis
LO 5	Is capable of integrating sustainable development principles (ESG) and corporate governance models into national innovation systems.	Research and Practice Project: “Integrating ESG into the University Environment and Business” Thematic Essay and Discussion	Cross-functional projects Problem-based workshops with stakeholders Group reflection
LO 6	Is capable of developing an effective HR strategy and an inclusive HR policy for the company, utilizing modern management tools.	Developing an Inclusive Job Profile and HR Brand Situational Case Studies (Situational Analysis)	Social and Psychological Training Interactive Lectures Analysis of Inclusive Practices
LO 7	Is capable of integrating sustainable development principles (ESG) and corporate governance models into national innovation systems.	Business Process Reengineering Map (in BPMN notation) Foresight Forecast for the Development of Education and Business Markets	Foresight Sessions Scenario Planning Method Simulation Modeling
LO 8	Is capable of organizing and modernizing production processes, quality systems, and strategic analysis within the company.	Audit of the Quality Management System (QMS) of a Department / School / Company Presentation of a case study on Lean methodology	Production simulations Benchmarking Project work
LO 9	Is able to provide a methodological foundation for scientific research and apply economic analysis for academic purposes.	Evaluation of the Conceptual Framework (Introduction to the Dissertation) Defense of the Research Methodology Statement	Master's Students' Research Internships Individual Mentoring and Coaching by the Academic Advisor
LO10	Is able to integrate the principles of the scientific worldview, management methods, and academic integrity into research	Draft of a Scopus/Web of Science research article Presentation in English at a conference poster session	Academic Writing Method Role-playing exercise: “Meeting of the International Dissertation Committee”

	activities, as well as to communicate scientifically in a foreign language.	
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8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)

Name of the professional standards used	Professions at level 7 of the SQF	Labor functions	Tasks	Labor functions
«Labor relations management» 05.12.2024 year., № 449	Head of Labor Relations	SF 3: Ensuring social stability	Skill 1: Monitoring and implementing preventive measures to mitigate HR risks in the area of labor and social relations management	LO2: Manage innovative projects and portfolios using agile methodologies (Agile) and risk management tools in crisis conditions. LO6: Integrate inclusive personnel policy into the business strategy, ensuring the achievement of HR-brand targets based on big data analytics.
			Skill 2: Monitoring and Overseeing Labor and Social Relations Issues at Contracting Organizations Under the Contract	LO8: Modernize production chains and quality systems based on international standards (ISO 9000) and digital software (ERP/APS).
			Skill 1: Analysis of labor and social relations management practices; analysis of HR audit results	LO6: Integrate inclusive personnel policy into the business strategy, ensuring the achievement of HR-brand targets based on big data analytics.
			Skill 2: Ensuring an optimal balance between the interests of the organization and those	LO5: Implement corporate governance mechanisms and sustainable development models (ESG) to enhance business attractiveness.

			SF1: Developing a strategy for managing labor and social relations, and aligning it with the organization's overall strategy and management practices	of its employees Skill 1: Analysis and assessment of factors influencing the development of social and labor relations between employees and the organization	LO4: Analyze the impact of institutional changes and macroeconomic factors on the strategic sustainability of the organization.
				Skill 2: Developing a strategy/policy for managing labor and social relations in accordance with the organization's values and standards of conduct Skill 3: Organizing employee work as a system of relationships and interactions	LO7: Develop business growth strategies by leveraging foresight forecasting tools and multifactor modeling of market data.
Personal Competency Requirements			Accountability; business acumen; strategic thinking; customer focus; leadership; collaboration and teamwork		
«Professional standard: Teacher (faculty) of higher and (or) postgraduate education organizations» 20.11.2023 year № 591	Instructor, Teaching Assistant in Higher Education / Instructor, Senior Instructor in Higher Education	SF 1: Training		Skill 1: Ensuring that students achieve the required level of academic competence Skill 2: Ensuring that students achieve the required level of professional competence	LO3: Design the educational process in management by integrating digital technologies and interactive teaching methods.
		SF2: Conducting	Skill 1: Ensuring the		LO9: Conduct professional communication and

		Research	integration of science, higher education, and the labor market	writes scientific articles for high-ranking journals in a foreign language (B2 level).
			Skill 2: Developing the required level of research skills in students	LO1: Apply scientific worldview, methodological analysis, and academic integrity skills in professional activities.
		SF 3: Conducting research and methodological work	Skill 1: Scientific and methodological support for processes in higher education	LO3: Design the educational process in management by integrating digital technologies and interactive teaching methods.
		SF 4: Socialization of Young People in Education	Skill 1: Promoting social values among students	LO5: Implement corporate governance mechanisms and sustainable development models (ESG) to enhance business attractiveness.
			Skill 2: Introducing students to the values of their chosen profession	
		Additional job responsibilities: Engaging with stakeholders in higher education and post-secondary education	Skill 1: Interacting with internal stakeholders	LO10: Conduct professional communication and writes scientific articles for high-ranking journals in a foreign language (B2 level).
			Skill 2: Interacting with external stakeholders	
Personal Competency Requirements		Friendliness, sociability, empathy, stress tolerance, emotional stability, professional and social responsibility, and the ability to develop teaching and research skills		

9 Graduate model

GRADUATE MODEL			
Professional standard: «Labor relations management» 05.12.2024 year., № 449. «Professional standard: Teacher (faculty) of higher and (or) postgraduate education organizations» 20.11.2023 year № 591, the sectoral atlas of professions and competencies for "Data Analyst / Foresight Manager", "Sustainability Manager (ESG)", "ESG Principles Implementation Specialist", "Strategic Art Manager / Creative Economist", and "Cross-Border Educational Manager (Transmanager)"	Competencies (soft skills, digital skills)		
	Attributes of a graduate	knowledge	Skills
	1. A researcher with strong academic ethics. Possesses a well-developed scientific worldview, a willingness to engage in international communication, and a commitment to academic integrity. 2. Digital Educational Designer. Capable of designing interactive educational environments for higher education. 3. HR data analyst. Integrates inclusivity and manages the HR brand based on Big Data.	Principles and methodologies of scientific analysis, and ethical standards of academic integrity in research. Lexical and grammatical foundations of a foreign language (B2 level) for academic purposes. Methods for digitizing education and interactive educational technologies. Methods for analyzing big data in HR and the principles of inclusive HR policy. International quality standards (ISO 9000) and digital software architecture (ERP/APS) for manufacturing	Apply scientific and methodological tools in professional and research activities (LO1). Engage in business and academic communication and write articles in a foreign language (LO10). Design management courses by combining digital and interactive methods (LO3). Integrate inclusive approaches into business HR strategies based on data analysis (LO6). Modernize production chains using automation systems (ERP/APS) (LO8).
	Professional skills (hard skills)		
	4. Crisis Project Manager. Proficient in agile project management methodologies in highly uncertain environments. 5. Strategic Analyst and ESG Integrator. Forecasts market trends, assesses macroeconomic risks, and implements sustainable development principles. 6. Academic Expert in Business Model Optimization. Verifies hypotheses and makes evidence-based management decisions. Agile management methodologies (Scrum, Kanban) and risk management tools. Patterns of macroeconomic development and institutional change. Principles of corporate governance and ESG models of sustainable development. Tools for foresight forecasting and multifactorial modeling of market data. Methodology of applied research, methods for verifying scientific hypotheses and optimizing business models. Manage innovative projects and portfolios in crisis conditions (LO2). Analyze the impact of the institutional environment at the macro- and micro-levels on business sustainability (LO4). Implement ESG principles and corporate governance standards for investors		

	(LO5). Develop long-term business strategies based on foresight and data modeling (LO7). Justify research-based decisions for optimizing existing business models (LO9).
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ОКУ ЖҰМЫС ЖОСПАРЫ / РАБОЧИЙ УЧЕБНЫЙ ПЛАН / WORKING CURRICULUM

Экономика және бизнес факультеті
Факультет Экономика и Бизнес
Faculty Economy and Business
Kurye / Year
на / for 2026-2027 оқу жылына / учебный год / academic year

бiлiм алушы / обучающийся / students
бiлiм алушы / обучающийся / students

Казак бiлiм / Казахское отделение / Kazakh group
Орыс бiлiм / Русское отделение / Russian group

Ton / группа / group –
Ton / группа / group

ОКУ ПРОЦЕССИН ЖОСПАРЫ
ПЛАН УЧЕБНОГО ПРОЦЕССА
PLAN OF EDUCATIONAL PROCESS

Модуль/модуль № / Module №	Пәндері/пәнді № / Discipline №	Оқу пәндерінің атауы НАИМЕНОВАНИЕ УЧЕБНЫХ ДИСЦИПЛИН NAME OF TEACHING DISCIPLINES	Цикл учебной дисциплины (обязательный компонент / обязательный компонент)	Оқу пәндерінің коды Код учебной дисциплины Educational discipline code	Семестр / semester	Кредиттер саны Количество credits Number of credits	Курсовая работа (проект) Course work (project)	Бiлiм алушылардың жұмыс уақыттары (бюджетті енгізілген) Работы обучающихся (всего)					Семестр бөлiмшi бiрi Распределение по семестрам Distribution of semesters					Пән бойынша бағалану формалары (оқу, жазба, тестілеу, жинақталған және шығармашылық және т.б.) Формы оценивания (устно, письменно, тестирование, творческие задания и т.д.) The format of the final assessment, project for the discipline (only), in writing, test, creative, etc.)			
								Барлық сағат / Всего часов / Total hours	Ау.аутомат. жұмыс / Ау.аутомат. работа / Autonomous work / Autonomous work		ОБЖ / СРС / ОБЖ / СРС / IWS	ОБЖ / СРС / ОБЖ / СРС / IWS	1 КУРС / YEAR		2 КУРС / YEAR		17		18	19	20
									Барлық сағат / Всего часов / Total hours	Ау.аутомат. жұмыс / Ау.аутомат. работа / Autonomous work / Autonomous work			1	2	3	4					

1	1	Шет тілі (ағылшын) Иностраный язык (английский) Foreign Language (Professional)	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	17A (P) 5201-26 17A (P) 5201-26 17A (P) 5201-26	1	4		120	45	45		3	72			0 + 3 + 0			Барлық Экзамен Examination	Жазба Письменный Writing
2	2	Жоғары мектеп педагогикасы Педагогика высшей школы Pedagogy of Higher Education	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	PVSB 5202-26 PVSB 5202-26 PVSB 5202-26	1	4		120	45	30	15	3	72			2 + 1 + 0			Барлық Экзамен Examination	Жазба Письменный Writing
3	3	Басқару психологиясы Психология управления Management Psychology	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	PU 5203-26 PU 5203-26 PU 5203-26	1	4		120	45	30	15	3	72			2 + 1 + 0			Барлық Экзамен Examination	Жазба Письменный Writing
4	4	Ғылым тарихы мен философиясы История и философия науки History and Philosophy of Science	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	IFN 5204-26 IFN 5204-26 IFN 5204-26	1	4		120	45	30	15	3	72			2 + 1 + 0			Барлық Экзамен Examination	Жазба Письменный Writing
5	5	Педагогикалық практика Педагогическая практика Pedagogical Practicum	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	PP 5205-26 PP 5205-26 PP 5205-26	2	4		120	0							4 айн / неделя / weeks			Практика Голосование голосование / балл Practicum / ballot	Басқа Другое More
6	6	Ғылыми әртүрлер әдістері Методы научных исследований Methods of Scientific Research	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	MNI 5301-26 MNI 5301-26 MNI 5301-26	1	5		150	45	30	15	15	90			2 + 1 + 0			Барлық Экзамен Examination	Жазба Письменный Writing
7	7	Стратегиялық менеджментті ғылыми әртүрлер Научные исследования в стратегическом менеджменте Research in Strategic Management	Б1 (ОБЖ) Б2 (ОБЖ) Б3 (ОБЖ)	NISB 6302-26 NISB 6302-26 NISB 6302-26	3	5		150	45	30	15	15	90			2 + 1 + 0			Барлық Экзамен Examination	Жазба Письменный Writing

[illegible]

Итого по модулю / Total for module																		
Модуль / Module № 2	Экономические науки / Economics		История / History		Филология / Philology		Физико-математические науки / Physical and mathematical sciences		Итого по модулю / Total for module	Экономика и менеджмент / Economics and management	2 + 1 + 0					Бюджетное обучение / Budgetary Education	Экзамен / Examination	Жесткая дисциплина / Rigid
	1	2	3	4	5	6	7	8										
1	Экономические науки / Economics	История / History	Филология / Philology	Физико-математические науки / Physical and mathematical sciences	1	5	150	45	30	15	90							
2	Мировая экономика / World economy	История / History	Филология / Philology	Физико-математические науки / Physical and mathematical sciences	1	5	150	45	30	15	90							

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

Educational Program/ Білім беру бағдарламасы/ Образовательная программа	7M04134 – Management / 7M04134 – Менеджмент / 7M04134 – Менеджмент
Level/ Дәрежесі/ Уровень	Magistracy / Магистратура / Магистратура

International Academic Advisor/
Шетелдік академиялық
кеңесші/ Зарубежный
консультант

Омурзакова Умут Маратовна

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



28.07.26
(Date
Күн
Дата)

Seal/ MO/ МП

Expert opinion

for the educational program 7M04134 – Management

in the area of training 7M041 – Business and Management

General Description of the Educational Programme

The Educational Programme **7M04134 – Management** has been developed in accordance with the State Mandatory Standard of Higher and Postgraduate Education of the Republic of Kazakhstan, the National Qualifications Framework, the Sectoral Qualifications Framework, and the relevant professional standards.

The programme is designed to prepare highly qualified specialists with competencies in digital management, strategic management, research activities, and the application of digital technologies. The intended learning outcomes fully meet current labour market and employer requirements.

Description and Evaluation of the Programme Structure

The programme structure fully complies with national educational standards and includes core disciplines, major disciplines, research practice, research work, and final assessment.

The curriculum ensures the development of graduates' professional competencies, while the research practice contributes to the formation of analytical and managerial skills.

Overall Conclusion

The Educational Programme fully meets the current requirements of the labour market, ensures high-quality Master's training, and is recommended for implementation.

Recommendations

- Regularly update the curriculum in line with labour market needs and current trends in management.
- Continue strengthening cooperation with employers and expanding international academic collaboration.

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



Expert opinion

for the educational program 7M04134 – Management

in the area of training 7M041 – Business and Management

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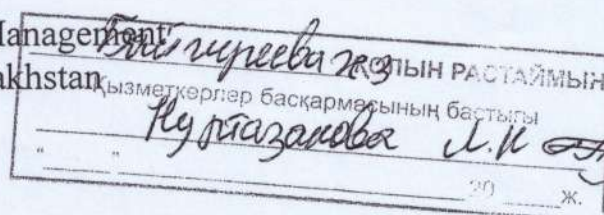
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Expert: Zh.Z. Baigireyeva PhD,
Acting Associate Professor
Head of the Department of Management
Esil University, Astana, Kazakhstan



Expert opinion

for the educational program
in the area of training

7M04134 – Management
7M041 – Business and Management

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 Regulatory Compliance: Developed in strict accordance with GOSO RK (No. 2, July 20, 2022). It fully complies with the 7th level of the National and Sectoral Qualifications Frameworks (NQF/SQF). Professional Standards (PS) Alignment: Synced with PS "Labor Relations Management" (No. 449, 2024) and PS "Pedagogical Worker of Higher and Postgraduate Education Organizations" (No. 591, 2023). Relevance & Novelty: Effectively integrates advanced corporate sustainability (ESG), big data analytics in HR, and agile methodologies (Scrum). Combines classic strategic management with predictive tools (foresight forecasting, advanced risk assessment), preparing graduates for both corporate executive roles and academia. Approved by major market stakeholders (NPP "Atameken"). Learning outcome 6 (LO6) explicitly embeds inclusive corporate policies, ensuring adaptability for learners with special educational needs.

The program comprises 120 ECTS credits, fully aligning with the Bologna Process.

Basic Disciplines (BD — 35 credits): Establishes a solid methodological base. Courses like *History and Philosophy of Science* and *Pedagogics of Higher Education* prepare students for academic integrity, modern instructional design, and publishing in high-impact journals (Scopus, COKSON).

Profiling Disciplines (PD — 53 credits): Focuses on digital and practical competencies. Key courses include *Innovation Project Management*, *Risk Management*, *Quality Management System*, and *HR Management (Advanced Level)*.

Practice & Research (37 credits total): Includes Research Practice (13 credits) and Research Work [RWMS] (24 credits). Assignments strictly replicate real occupational duties from the targeted professional standards, ensuring rigorous empirical validation for the master's thesis.

The Master's program "7M04134 – Management" is a high-quality, competitive, and market-aligned academic product. It utilizes Bloom's taxonomy to build a clear competency model. It bridges the gap between digital transformation trends and teaching methodology in higher education.

The program meets all modern standards of economic and management science and is highly recommended for approval and practical implementation.

Recommendations for Improving the Educational Program

1. Expand dual-degree (Double Degree) partnerships to boost bilateral academic mobility for faculty and master students.
2. Introduce specialized corporate software training (e.g., *SAP ERP*, *Business Studio*, *Project Expert*) within the Quality and Business Process Management courses to provide students with professional digital certificates.
3. Launch institutional research grants to co-fund master students' publications in high-impact peer-reviewed journals indexed in Scopus and Web of Science (Q1/Q2).

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

