

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

**EDUCATIONAL PROGRAM**

**7M04136 Economy**

*code and name of the educational program*

**Level:** *master's (profile track)*

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

«29» 2026, protocol No. 4

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

«29» 2026, protocol No. 7

**Astana, 2026**

## CONTENT

|                                                                                                                                            |    |
|--------------------------------------------------------------------------------------------------------------------------------------------|----|
| Preface                                                                                                                                    | 3  |
| Approval sheet                                                                                                                             | 4  |
| 1 Passport of the educational program                                                                                                      | 5  |
| 2 Qualification characteristics of a graduate of an educational program                                                                    | 5  |
| 3 Requirements for the content of the educational program                                                                                  | 6  |
| 4 Competency map of the educational program                                                                                                | 6  |
| 5 Learning outcomes of the educational program and modules                                                                                 | 8  |
| 6 The relationship between the attainability of the formed learning outcomes according to the educational program and academic disciplines | 10 |
| 7 Alignment of planned learning outcomes with assessment technologies and teaching methods within the module                               | 13 |
| 8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)                  | 16 |
| 9 Graduate model                                                                                                                           | 18 |
| 10 Typical curriculum (appendix to the OP)                                                                                                 | 20 |
| 11 Expert opinion                                                                                                                          | 23 |

## Preface

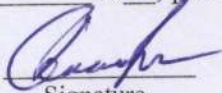
The educational program «7M04136 Economy» was developed in accordance with the State Compulsory Standard of Higher Education / Postgraduate Education, approved by the order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2, as well as on the basis of professional standards «Organizational development and workforce planning of the organization» December 05, 2024, No. 449, «Labor Relations Management» December 05, 2024, No. 449.,

In addition, the development of the educational program was based on the Sectoral and Regional Atlases of Professions and Competencies for 2023–2025, including the professions «Enterprise Management Efficiency Manager» and «Mining Enterprise Economist».

Information on the profession «Enterprise Management Efficiency Manager» is provided in the (<https://atlasbt.enbek.kz/ru/profession/512>), while information on the Regional Atlases of Professions and Competencies is available through (<https://enbek.kz/storage/atlas-regions>).

The educational program «7M04136 Economy» was approved at the meeting of the Council on Academic Quality on «22» 01 2026, protocol No. 3

Chairman E.B. Askarbekov  
S.N.P.

  
Signature

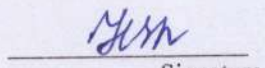
The educational program «7M04136 Economy» was approved at the meeting of the Commission on Academic Quality of the Faculty Economics and Business «14» 12 2025, protocol No. 4

Chairman M.K. Makysh  
S.N.P.

  
Signature

The educational program «7M04136 Economy» was developed and discussed at the meeting of the department «Economics and Management» dated «15» 12 2025, protocol No. 5

Head of Department N.E. Abdildinova  
S.N.P.

  
Signature

## Approval sheet

Educational program «7M04136 Economy»  
(code and name of the EP)

**AGREED:**

Vice-Rector for  
Administrative Affairs

E. Askarbekov

"22" 01 2026 year

Head of Educational  
Programs Department

B. Bayadilova

"22" 01 2026 year

Director of the Center for  
Macroeconomic Research  
and Forecasting, Economic  
Research Institute JSC

N. Zhanakova

"15" 12 2025 year

Head of the Environmental  
Management Division,  
Department of  
Environmental Regulation  
and Sustainable  
Development, «Kazakhmys  
Corporation» LLP

B. Abdildinova

"15" 12 2025 year

Acting Director of the  
Department of Analytics  
and Forecasting at NAO  
NASEC

A. Sadueva

"15" 12 2025 year

Director of «ADK-  
PROJECT K» LLP

E. Seisekenov

"15" 12 2025 year

Director of «G.N.G» LLP

N. Zakirov

"15" 12 2025 year

Student

K. Bayakhmetova

"15" 12 2025 year

## 1 Passport of the educational program

|                                                         |                       |                                                                                                                                                                                               |
|---------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| International Classification of Education (ISCED) level | Standard of Education | 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    |                       | M070 Economics                                                                                                                                                                                |
| Code and name of the educational program (EP)           |                       | 7M04136 Economy                                                                                                                                                                               |
| Educational program profile                             |                       | Profile                                                                                                                                                                                       |
| EP purpose                                              |                       | The purpose of this master's program is to train highly qualified economists-analysts, for companies in the financial, real, public sectors of the economy, business, with management skills. |
| completion criterion of an educational program          |                       | At least 60 academic credits, including all types of undergraduate academic activities                                                                                                        |
| language of instruction of the educational program      |                       | Kazakh, Russian                                                                                                                                                                               |
| Distinctive features of the educational program         |                       | -                                                                                                                                                                                             |
| Partner University                                      |                       | -                                                                                                                                                                                             |

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

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Degree awarded                     | Master of Business and Management in the educational program «7M04136-Economics»                                                                                                                                                                                                                                                                                                                  |
| Field of professional activity     | economic, financial and investment activities of enterprises and organizations of various forms of ownership; resource management (labor, material, financial) and optimization of business processes; strategic and operational planning; business analytics, efficiency and risk assessment; state and local government; consulting and analytical activities; digital and sustainable economy. |
| Types of professional activities   | organizational and managerial; financial and economic; analytical and expert; consulting; state and local government; research; participation in digital and innovative projects in the field of economics; entrepreneurial.                                                                                                                                                                      |
| Object of professional activity    | enterprises and organizations in various sectors of the economy, regardless of the form of ownership; structural divisions of production, financial and management systems; small and medium-sized firms, their internal business processes; financial and economic services; business incubators and analytical centers; consulting and design organizations.                                    |
| Functions of professional activity | Strategic planning of the organization's human resources; Analysis and forecasting of personnel and competency requirements; Design and optimization of the organizational structure; Development and                                                                                                                                                                                             |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | implementation of the organization's HR strategy; Management of personnel recruitment, development, and retention systems; Formation and development of the talent pool and talent management system; Regulation of labor relations in accordance with labor legislation; Prevention and resolution of labor conflicts and disputes; Development of internal regulatory documents in the field of human resource management; Analytical support for managerial decision-making based on HR data and performance indicators. |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

| Names of modules and subjects                                                                      | Workload in academic credits |
|----------------------------------------------------------------------------------------------------|------------------------------|
| <b>Cycle of basic disciplines (BD)</b>                                                             | <b>10</b>                    |
| University component (UC):                                                                         | 6                            |
| Optional component (OC)                                                                            | 4                            |
| <b>Cycle of major disciplines (MD)</b>                                                             | <b>29</b>                    |
| University component (UC)                                                                          | 5                            |
| Optional component (OC)                                                                            | 10                           |
| Industrial practicum                                                                               | 14                           |
| <b>Experimental research work of a master's student, including internship and master's project</b> | <b>13</b>                    |
| <b>Final Assessment (FA):</b>                                                                      |                              |
| <b>Preparation and defence of the Master's thesis (P&amp;D)</b>                                    | <b>8</b>                     |
| Preparation and defence of the Master's thesis (P&D)                                               | 8                            |
| <b>Total</b>                                                                                       | <b>60</b>                    |

### 4 Competency map of the educational program «7M04136-Economics»

| Competence map of the educational program             | Learning outcome code | Learning Outcome (according to Bloom's Taxonomy)                                                                                                                                               |
|-------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Behavioral skills and personality traits (Softskills) | LO 1                  | Use knowledge of a foreign language for communication in a business environment.                                                                                                               |
|                                                       | LO 2                  | Apply modern approaches to personnel management and organizational behavior, including professional communication and interaction skills, in solving managerial tasks and conflict situations. |
|                                                       | LO 3                  | Analyze global commodity markets, as well as regional integration opportunities for business promotion.                                                                                        |
|                                                       | LO 4                  | Apply modern methods of planning and forecasting the financial and economic activities of organizations, taking into account resource planning and organizational development objectives.      |
| Digital competencies (Digital skills)                 | LO 5                  | Develop methods for calculating the economic indicators of the organization.                                                                                                                   |
|                                                       | LO 6                  | Perform strategic analysis to justify decisions and evaluate businesses at the micro and macro levels.                                                                                         |
| Professional skills                                   | LO 7                  | Carry out the organization of investment and                                                                                                                                                   |

|              |      |                                                                                                                                                                         |
|--------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Hardskills) |      | innovation activities of the organization.                                                                                                                              |
|              | LO 8 | Evaluate potential and real threats, developing strategies and solutions to improve the security of economic activity of firms of various forms of ownership.           |
|              | LO 9 | Coordinate the activities of organizational units using modern management and project approaches aimed at improving efficiency and implementing organizational changes. |

## 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)качественные навыки (Softskills) | LO1 Use knowledge of a foreign language for communication in a business environment.                                                                                                               | Basic disciplines module       | Use a foreign language for professional communication, the analysis of international experience, and the preparation of business documentation.  | Foreign language (professional)                 |
|                                                                                       | LO2 Apply modern approaches to personnel management and organizational behavior, including professional communication and interaction skills, in solving managerial tasks and conflict situations. | Basic disciplines module       | Apply modern approaches to human resource management and organizational behavior in solving managerial problems and making management decisions. | Advanced Management                             |
|                                                                                       | LO3 Analyze global commodity markets, as well as regional integration opportunities for business promotion.                                                                                        | Economic planning and analysis | Analyze global commodity markets to support decision-making in economic planning and resource management.                                        | Global commodity markets                        |
|                                                                                       | LO4 Apply modern methods of planning and forecasting the financial and economic activities of organizations, taking into account resource planning and organizational development objectives.      | Economic planning and analysis | Apply planning and forecasting methods to assess the results of financial and economic activities and the efficiency of resource utilization.    | Planning and forecasting of economic activity   |
|                                                                                       | LO5 Develop methods for calculating the economic indicators of the organization.                                                                                                                   | Economic planning and analysis | Develop methodologies for the calculation and analysis of economic performance indicators of an organization.                                    | Planning and forecasting of economic activity   |
| Digital competencies (Digital skills)                                                 |                                                                                                                                                                                                    |                                |                                                                                                                                                  |                                                 |

|                                  |                                                                                                                                                                             |                                       |                                                                                                                                                                                                                            |                                                                        |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Professional skills (Hardskills) | LO6 Perform strategic analysis to justify decisions and evaluate businesses at the micro and macro levels.                                                                  | Economic planning and analysis        | Conduct strategic economic analysis and formulate recommendations aimed at improving organizational performance and efficiency.                                                                                            | Strategic economic analysis                                            |
|                                  |                                                                                                                                                                             | Economic security and risk management | Demonstrate the ability to prepare internship reports, publish and present research findings, and manage the investment activities of an enterprise, including forecasting investment attraction and production expansion. | Industrial practicum                                                   |
|                                  | LO7 Carry out the organization of investment and innovation activities of the organization.                                                                                 | Economic planning and analysis        | Organize and evaluate the investment and innovation activities of an organization.                                                                                                                                         | Organization of investment and innovation activities of the enterprise |
|                                  | LO8 Evaluate potential and real threats, developing strategies and solutions to improve the security of economic activity of firms of various forms of ownership.           | Economic security and risk management | Identify, assess, and manage risks associated with the organization's activities.                                                                                                                                          | Insurance and risk management                                          |
|                                  |                                                                                                                                                                             | Economic security and risk management | Assess economic and geopolitical risks to ensure economic security and the sustainable development of organizations and the state.                                                                                         | Economic security and geopolitics                                      |
|                                  | LO9 Coordinate the activities of organizational units using modern management and project approaches aimed at improving efficiency and implementing organizational changes. | Economic security and risk management | Coordinate personnel activities using modern HR technologies and management tools to achieve the organization's key performance indicators (KPIs).                                                                         | Strategic human resource management                                    |
|                                  | LO1- LO9                                                                                                                                                                    | Final assessment                      | Demonstrates the ability to design and successfully defend a master's degree project                                                                                                                                       | Registration and defense of the master's project (OiZMP)               |
|                                  |                                                                                                                                                                             |                                       |                                                                                                                                                                                                                            |                                                                        |
|                                  |                                                                                                                                                                             |                                       |                                                                                                                                                                                                                            |                                                                        |

# 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Number of credits | Formed learning outcomes (codes) |      |      |      |      |      |      |      |      |
|-----------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------|------|------|------|------|------|------|------|------|
|                                         |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   | LO I                             | LO 2 | LO 3 | LO 4 | LO 5 | LO 6 | LO 7 | LO 8 | LO 9 |
| Cycle of basic disciplines              |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                                  |      |      |      |      |      |      |      |      |
| University component/Elective component |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                                  |      |      |      |      |      |      |      |      |
| 1                                       | Advanced Management                                                    | The discipline is aimed at developing systemic managerial competencies and leadership potential for organizational management. The curriculum covers the development of leadership influence, the substantiation of strategic business priorities, and the modeling of adaptive management structures. Students apply leadership skills and managerial competencies when making decisions under conditions of uncertainty, risk, and global competition.                                                                              | 3                 |                                  | +    |      |      |      |      |      |      | +    |
| 2                                       | Foreign Language (Professional)                                        | The discipline is aimed at developing academic communication and intercultural interaction in a global environment. In the course of study, the master's student systematizes specialized information from foreign sources and engages in professional interaction in a foreign language. This enables the effective resolution of production tasks, the preparation of work reporting documentation, and the presentation of work results to partners, thereby enhancing the specialist's competitiveness at an international level. | 3                 | +                                |      |      |      |      |      |      |      |      |
| 3                                       | Organization of Investment and Innovation Activities of the Enterprise | The discipline aims to develop the ability of master's students to apply methods for organizing investment and innovation activities of an enterprise. It covers principles of managing investment projects and portfolios, use of technological forecasting, and project life cycle theory. Special attention is given to making                                                                                                                                                                                                     | 4                 |                                  |      |      |      |      |      |      | +    |      |

[illegible]



## 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                          | Use a foreign language for professional communication, the analysis of international experience, and the preparation of business documentation.  | Project defense, presentations, essays, participation in business games with assessment of communication skills, written assignments on developing a professional profile, oral examinations, tests on competitiveness and communication topics, reviews of international case studies, self-assessment and peer assessment of teamwork. | Business and role-playing games (interviews, presentations, training sessions), case studies, project-based learning, discussions and debates on professional and global issues, the Jigsaw method (knowledge sharing within teams), brainstorming, work with international sources and best practices, collaborative development of professional competencies, and analysis of successful career strategies.                                      |
| LO 2                          | Apply modern approaches to human resource management and organizational behavior in solving managerial problems and making management decisions. | Case solving, tests, essays or reports, oral examinations, development of recommendations for improving the psychological climate, project defense, analysis of role interactions, written assignments, reviews of situational analyses, and reflective independent work.                                                                | Case studies, business and role-playing games, simulation of managerial situations, training sessions on emotional intelligence and stress resilience, seminar discussions on leadership psychology and motivation, group work on behavioral model analysis, the Fishbone method for identifying causes of organizational psychological issues, analysis of professional situations, problem-based learning, and reflective self-analysis methods. |
| LO 3                          | Analyze global commodity markets to support decision-making in economic planning and resource management.                                        | Defense of analytical reports, tests, practical problem solving, written assignments, oral examinations, examinations, presentations, case analyses, independent work using international trade data, and expert                                                                                                                         | Case studies, practical sessions on collecting and interpreting foreign trade data, project-based learning, business games, market situation simulations, work with international                                                                                                                                                                                                                                                                  |

|      |                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                                                                                                                                                                                                                                                                                                                            | evaluation of proposed resource strategies.                                                                                                                                                                                                                                                                                                                                                                                                 | statistics, SWOT analysis of country and industry positions, trend and forecasting analysis, brainstorming, and seminar discussions on market mechanisms.                                                                                                                                                                                                                                            |
| LO 4 | Apply planning and forecasting methods to assess the results of financial and economic activities and the efficiency of resource utilization.                                                                                                                                                                                                              | Project defense, analytical written assignments, tests, examinations, presentations, case solving, oral examinations, independent work on plan-versus-actual performance evaluation, calculation and graphical assignments, and expert evaluation of managerial decisions.                                                                                                                                                                  | Case studies, business and role-playing games, project-based learning, simulation of managerial processes, analysis of socio-economic development programs, practical sessions, SWOT analysis, group work on managerial scenarios, seminar discussions, and problem-based learning.                                                                                                                  |
| LO 5 | Develop methodologies for the calculation and analysis of economic performance indicators of an organization.                                                                                                                                                                                                                                              | Project defense, development of methodologies for calculating economic indicators, tests, examinations, solving quantitative tasks, presentations of analytical results, case analyses, oral examinations, independent work on calculating and interpreting organizational performance indicators, and expert evaluation of the developed methodologies.                                                                                    | Case studies, project-based learning, practical sessions on economic calculations, simulation of economic processes, analysis of financial and economic reports, work with digital analytical tools, problem-based learning, brainstorming, and seminar discussions.                                                                                                                                 |
| LO 6 | Conduct strategic economic analysis and formulate recommendations aimed at improving organizational performance and efficiency. Demonstrate the ability to prepare internship reports, publish and present research findings, and manage the investment activities of an enterprise, including forecasting investment attraction and production expansion. | Defense of analytical reports, tests, case solving, analytical written assignments, presentations of research findings, examinations, expert evaluation of recommendations, independent strategic analysis of organizations, internship reports and their defense, supervisors' evaluations, assessment of professional competencies, publication of scientific articles, peer review of scientific work, and defense of research projects. | Case studies, project-based learning, strategic sessions, simulation of managerial decision-making, analysis of production and economic indicators, SWOT and PEST analyses, problem-based learning, seminar discussions, brainstorming, practice-oriented learning, analysis of production situations, consultations, preparation of reporting documentation, research methods, work with scientific |

|      |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                              |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                     | databases, literature reviews, experimental research, and scientific seminars.                                                                                                                                                                                                                               |
| LO 7 | Organize and evaluate the investment and innovation activities of an organization.                                                                                                                                      | Project defense, case analysis, tests, written assignments, examinations, business plan presentations, oral examinations, independent analysis of innovation trends, reviews of investment projects, and expert evaluation of innovation proposals. | Case studies, business and role-playing games, project-based learning, simulation of investment decisions, analysis of business plans and feasibility studies, seminar discussions, brainstorming, work with reports of venture and investment funds, problem-based learning, and SWOT analysis.             |
| LO 8 | Identify, assess, and manage risks associated with the organization's activities.<br>Assess economic and geopolitical risks to ensure economic security and the sustainable development of organizations and the state. | Risk management project defense, tests, examinations, case analyses, written assignments, presentations of risk assessment results, oral examinations, independent work, and expert evaluation of proposed economic security measures.              | Case studies, project-based learning, business games, simulation of risk situations, application of risk management tools, SWOT analysis, PEST analysis, scenario analysis, problem-based learning, and seminar discussions.                                                                                 |
| LO 9 | Coordinate personnel activities using modern HR technologies and management tools to achieve the organization's key performance indicators (KPIs).                                                                      | Project defense, written assignments, presentations, tests, examinations, case solving, oral examinations, review of HR strategies, independent work with digital platforms, and expert evaluation of teamwork performance.                         | Case studies, HR process simulation, project-based learning, business and role-playing games, practical sessions in HR analytics, work with regulatory documents, the Jigsaw method for distributing functions within HR teams, analysis of motivational strategies, brainstorming, and seminar discussions. |

### 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                                                                                                                      | Learning outcomes for the educational program                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| « Organizational development and workforce planning of the organization»<br>December 05, 2024, No. 449 | Head of the Organizational Development and Workforce Planning Unit | Labor function 1: Organizational Structure Design and Development | Skill 1: Business Process Modeling and Identification of the Organizational Structure Type                                 | LO7 Carry out the organization of investment and innovation activities of the organization.                                                                                                   |
|                                                                                                        |                                                                    |                                                                   | Skill 2: Development of the Target Organizational Structure                                                                | LO9 Coordinate the activities of organizational units using modern management and project approaches aimed at improving efficiency and implementing organizational changes.                   |
|                                                                                                        |                                                                    |                                                                   | Skill 3: Implementation of the Target Organizational Structure                                                             |                                                                                                                                                                                               |
|                                                                                                        |                                                                    |                                                                   | Skill 4: Organizational Structure Change Management                                                                        |                                                                                                                                                                                               |
|                                                                                                        |                                                                    | Labor function 2: Organization's Human Resource Planning          | Skill 1: Workforce Planning for Medium-Term and Long-Term Periods                                                          | LO4 Apply modern methods of planning and forecasting the financial and economic activities of organizations, taking into account resource planning and organizational development objectives. |
| <b>Personal competence requirements</b>                                                                | Head of Labor Relations Management                                 | Labor function 1: Development of a Social and Labor Relations     | Skill 2: Planning for Workforce Reduction                                                                                  | LO4 Apply modern methods of planning and forecasting the financial and economic activities of organizations, taking into account resource planning and organizational development objectives. |
|                                                                                                        |                                                                    |                                                                   | Business Acumen, Collaboration and Interaction, Strategic Thinking, Customer Orientation, Leadership, Results Orientation. |                                                                                                                                                                                               |
|                                                                                                        |                                                                    |                                                                   | Skill 1: Analysis and Assessment of Factors Influencing the Formation of Social and Labor                                  | LO6 Perform strategic analysis to justify decisions and evaluate businesses at the micro and macro                                                                                            |

|                                  |  |                                                                                                |                                                                                                                                                               |                                                                                                                                                                                                                      |
|----------------------------------|--|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  |  | Management Strategy<br>Aligned with<br>Organizational Strategy<br>and Management<br>Practices  | Relations between Employees and<br>the Organization                                                                                                           | levels.                                                                                                                                                                                                              |
|                                  |  |                                                                                                | Skill 2: Development of a Social<br>and Labor Relations Management<br>Strategy/Policy in Accordance<br>with the Organization's Values and<br>Behavioral Norms | LO2 Apply modern approaches to<br>personnel management and<br>organizational behavior, including<br>professional communication and<br>interaction skills, in solving<br>managerial tasks and conflict<br>situations. |
|                                  |  |                                                                                                | Skill 3: Organization of<br>Employees' Work as a System of<br>Relationships and Interactions                                                                  | LO2 Apply modern approaches to<br>personnel management and<br>organizational behavior, including<br>professional communication and<br>interaction skills, in solving<br>managerial tasks and conflict<br>situations. |
|                                  |  | Labor function 2:<br>Implementation of a<br>Social and Labor<br>Relations Management<br>System | Skill 1: Analysis of Social and<br>Labor Relations Management<br>Practices and Analysis of HR<br>Audit Results                                                | LO2 Apply modern approaches to<br>personnel management and<br>organizational behavior, including<br>professional communication and<br>interaction skills, in solving managerial<br>tasks and conflict situations.    |
|                                  |  |                                                                                                | Skill 2: Ensuring an Optimal<br>Balance between the Interests of<br>the Organization and Its<br>Employees                                                     |                                                                                                                                                                                                                      |
|                                  |  |                                                                                                | Skill 3: Interaction with<br>Stakeholders (Social Partners,<br>Representatives of Government<br>Authorities, and Other Interested<br>Parties)                 | LO9 Coordinate the activities of<br>organizational units using modern<br>management and project approaches<br>aimed at improving efficiency and<br>implementing organizational changes.                              |
| Personal competence requirements |  |                                                                                                | Accountability, Business Acumen, Collaboration and Interaction, Strategic<br>Thinking, Customer Orientation, Leadership.                                      |                                                                                                                                                                                                                      |

## 9 Graduate model

| GRADUATE MODEL                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional standard<br>« Organizational development and workforce planning of the organization » December 05, 2024, No. 449, «Labor relations management» December 05, 2024, No. 449., . Sectoral and Regional Atlas of Professions and Competencies: «Enterprise Management Efficiency Manager»; «Mining Enterprise Economist». | Competencies (soft skills, digital skills)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                    | Attributes of a graduate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | knowledge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                    | <p>Capable of making managerial decisions based on a comprehensive analysis of the organization's socio-economic indicators.</p> <p>Possesses skills in strategic thinking and organizational development.</p> <p>Ready for workforce management and the development of the organization's human capital.</p> <p>Capable of identifying and assessing economic and human resource (HR) risks.</p> <p>Capable of interacting effectively in a professional and intercultural environment.</p> <p>Proficient in modern digital technologies for data analysis and managerial decision support.</p> <p>Ready to coordinate the activities of departments and manage organizational changes.</p> | <p>Theories and methodologies of strategic, resource, and workforce planning.</p> <p>Modern technologies of personnel management and labor relations.</p> <p>Methods for planning staffing needs, as well as evaluating and developing employees.</p> <p>Fundamentals of risk management, economic security, and sustainable development.</p> <p>Norms of business communication and professional ethics.</p> <p>Digital platforms for business management and HR processes, business analytics methods.</p> <p>Principles of organizational development and change management.</p> | <p>Analyzes and systemizes financial, economic, HR, and managerial information.</p> <p>Develops strategic and operational plans for organizational development.</p> <p>Evaluates the efficiency of workforce utilization and business processes.</p> <p>Develops measures to minimize risks and increase operational efficiency.</p> <p>Conducts professional communication and business negotiations in a foreign language.</p> <p>Uses digital tools for data analysis, forecasting, and visualization.</p> <p>Coordinates the work of departments and ensures the achievement of the organization's strategic goals.</p> |
|                                                                                                                                                                                                                                                                                                                                    | Professional skills (hard skills)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>- Proficient in methods of economic, financial, and strategic analysis of the organization's activities;</li> <li>- Carries out planning and forecasting of socio-economic indicators;</li> <li>- Determines the organization's workforce requirements and develops measures for their effective utilization;</li> <li>- Applies modern technologies of personnel management and labor relations;</li> </ul>                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>- Develops and implements organizational development programs;</li> <li>- Carries out personnel assessment, motivation, and development;</li> <li>- Uses HR analytics tools and digital human resource management systems;</li> <li>- Develops investment and innovation projects and evaluates their effectiveness;</li> <li>- Applies risk management methods and ensures the economic security of the organization;</li> <li>- Develops recommendations for improving the efficiency of business processes and the sustainable development of the organization;</li> <li>- Ensures compliance with labor legislation requirements and internal regulatory documents of the organization;</li> <li>- Organizes the interaction of structural units to achieve strategic and operational goals.</li> </ul> |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ОҚУ ЖҰМЫС ЖОСПАРЫ / РАБОЧИЙ УЧЕБНЫЙ ПЛАН / WORKING CURRICULUM

Экономика және бизнес факультеті факультеті  
Факультет Факультет экономики и бизнеса  
Faculty Economy and Business  
Курс / Year  
на / for 2026-2027 оқу жылына / учебный год /

білім алушы/обучающихся / students

Топ / группа / group -  
Топ / группа / group

ОКУ ПРОЦЕСІНІЇ ЖОСПАРЫ  
ПЛАН УЧЕБНОГО ПРОЦЕССА  
PLAN OF EDUCATIONAL PROC...

## PLAN OF EDUCATIONAL PROCESS

| Модуль № / Module № |   | Пәндерінің № / № дисциплины / Discipline №                                                                                                                 | ОҚУ ПӘНДЕРІНІҢ АТАУЫ<br>НАИМЕНОВАНИЕ УЧЕБНЫХ ДИСЦИПЛИН<br>NAME OF TEACHING DISCIPLINES                                                                  |                                                                              |                    |                                       |                                                                            |                                           |    |              |    |                 |    |              |                                                                             |                                |    |                                                      |                                  |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
|---------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------|---------------------------------------|----------------------------------------------------------------------------|-------------------------------------------|----|--------------|----|-----------------|----|--------------|-----------------------------------------------------------------------------|--------------------------------|----|------------------------------------------------------|----------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                   | 2 | 3                                                                                                                                                          | 4                                                                                                                                                       | 5                                                                            | 6                  | 7                                     | 8                                                                          | 9                                         | 10 | 11           | 12 | 13              | 14 | 15           | 16                                                                          | 17                             | 18 | 19                                                   | 20                               |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
|                     |   |                                                                                                                                                            | Оқу пәндерінің циклы (міндетті компонент / таңдау компоненті по выбору)<br>Цикл учебных дисциплин (обязательный компонент / тащлау компонент по выбору) | Оқу пәндерінің коды<br>Код учебной дисциплины<br>Educational discipline code | Семестр / semester | Кредиттер саны<br>Количество кредитов | Курсовая жұмыс (жоба)<br>Курсовая работа (проект)<br>Course work (project) | Барлық сағат / Барлық часов / Total hours |    | Д / ЛК / Lec |    | СРС / СПЗ / SPL |    | МС / МЗ / LC |                                                                             | ОБЖ / СРОП / IWS               |    | БАЖ / СРО / IWS                                      |                                  | Кафедра атауы /<br>Наименование кафедры /<br>Name of the department | Семестр бойынша бөлу<br>Распределение по семестрам<br>Distribution of semesters |  | Тәжі бойынша қорытынды бағалау<br>(емтихан, дифференциалды сынақ, жазбаша, тәстілік, шығармашылық мекәлеттік емтихан, жоба және т.б.) /<br>Форма проведения итогового контроля по дисциплине<br>устно, письменно, тест, творческий и т.д.)<br>/<br>The format of the final assessment for the discipline (orally, in writing, test, creative, etc.) | Пән бойынша қорытынды бағалаудың форматы (ауызша, жазбаша, тәстілік, шығармашылық мекәлеттік емтихан, жоба және т.б.) /<br>Форма проведения итогового контроля по дисциплине<br>устно, письменно, тест, творческий и т.д.)<br>/<br>The format of the final assessment for the discipline (orally, in writing, test, creative, etc.) |
| / /                 |   |                                                                                                                                                            |                                                                                                                                                         |                                                                              |                    |                                       |                                                                            |                                           |    |              |    |                 |    |              |                                                                             |                                |    |                                                      |                                  |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
| Модуль / Module № 1 | 1 | Шет тіл (кәсіби)<br>Иностранный язык (профессиональный)<br>Foreign Language (Professional)                                                                 | БП (ЖК)<br>БД (БК)<br>BD (EC)                                                                                                                           | ЕББ 5202-26<br>ГҮ (P) 5202-26<br>ЖК - 001 - 26000                            | 1                  | 3                                     |                                                                            | 90                                        | 30 |              | 30 |                 | 6  | 54           | Барлық кафедралар<br>Все кафедры<br>All chairs                              | 0 + 2 + 0                      |    | Емтихан<br>Экзамен<br>Examination                    | Жазбаша<br>Письменный<br>Writing |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
|                     | 2 | Жетілдірілген менеджмент<br>Продвинутый менеджмент<br>Advanced Management                                                                                  | БП (ЖК)<br>БД (БК)<br>BD (EC)                                                                                                                           | РМ 5203-26<br>РМ 5203-26<br>РМ 5203-26                                       | 1                  | 3                                     |                                                                            | 90                                        | 30 | 15           | 15 |                 | 6  | 54           | Барлық кафедралар<br>Все кафедры<br>All chairs                              | 1 + 1 + 0                      |    | Емтихан<br>Экзамен<br>Examination                    | Жазбаша<br>Письменный<br>Writing |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
|                     | 3 | Экономикалық қауіпсіздік және геосаясат<br>Экономическая безопасность и геополитика<br>Economic Security and Geopolitics                                   | БелП (ЖК)<br>ПД (БК)<br>PD (EC)                                                                                                                         | ЕББ 5301-26<br>ЕББ 5301-26<br>ЕББ 5301-26                                    | 1                  | 5                                     |                                                                            | 150                                       | 45 | 30           | 15 |                 | 15 | 90           | Барлық кафедралар және басқару<br>Экономика и управление<br>Технологическая | 2 + 1 + 0                      |    | Емтихан<br>Экзамен<br>Examination                    | Басқа<br>Другое<br>More          |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
|                     | 4 | Өндірістік практика<br>Производственная практика<br>Industrial Practicum                                                                                   | БелП (ЖК)<br>ПД (БК)<br>PD (EC)                                                                                                                         | РР 5301-26<br>РР 5301-26<br>РР 5301-26                                       | 2                  | 14                                    |                                                                            | 420                                       | 0  |              |    |                 |    |              | Барлық кафедралар<br>Все кафедры<br>All chairs                              | 14 апта /<br>неделя /<br>weeks |    | Практика бойынша қорытынды баға<br>Местоопределенная | Басқа<br>Другое<br>More          |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
|                     | 5 | Магистранттың эксперименттік-зерттеу жұмысы<br>Экспериментально-исследовательская работа магистранта<br>Experimental Research Work of the Master's Student | ҒЗЖ (ЖК)<br>НІР (БК)<br>RW (EC)                                                                                                                         | ЕІРМ 5401-26<br>ЕІРМ 5401-26                                                 | 1                  | 5                                     |                                                                            | 150                                       | 0  |              |    |                 |    |              | Барлық кафедралар<br>Все кафедры<br>All chairs                              | 5 апта /<br>неделя /<br>weeks  |    | Ғылыми-зерттеу жұмысы<br>Исследование                | Басқа<br>Другое<br>More          |                                                                     |                                                                                 |  |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |

|                                                                  |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------|----|----|-----|-----|----|----|----|----|-----|---|--|--|--|------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------------------------|-----------------------------------|-------------------------|
|                                                                  | Татылымдағыдан өту мен магистрілік жұмыс орындауды қамтитын магистранттың эксперименттік-зерттеу жұмысы<br>Экспериментально-исследовательская работа магистранта, включая прохождение стажировки и выполнение магистерского проекта<br>Experimental Research Work of a Master's Student, including Internship and Master's Project | ҒҖЖ (ЖК)<br>НИР (БК)<br>RW (EC)                                                                                                                                                                                   | EIRM 5402-26<br>EIRM 5402-26<br>EIRM 5402-26 | 2                                             | 8  |    | 240 | 0   |    |    |    |    |     |   |  |  |  | Барлық<br>кафедралар<br>Все кафедры<br>All chairs                            | 8 апта /<br>неделя /<br>weeks | Ғылыми-<br>зерттеу<br>жұмысы<br>Исследователь-<br>ская<br>работа<br>Research<br>work | Басқа<br>Другое<br>More           |                         |
| Барлығы модуль бойынша / Итого по модулю / Total for module      |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| / /                                                              |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| Модуль / Module № 2                                              | 1                                                                                                                                                                                                                                                                                                                                  | Экономикалық қызметті жоспарлау және болжау<br>Планирование и прогнозирование экономической деятельности<br>Planning and Forecasting of Economic Activity                                                         | ҒҖЖ 5204-26<br>PPED 5204-26<br>ПОПЕД 5204-26 |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  | Экономика және басқару<br>Экономика и управление<br>Economics and management | 2 + 1 + 0                     |                                                                                      | Басқа<br>Другое<br>More           |                         |
|                                                                  | 2                                                                                                                                                                                                                                                                                                                                  | Қаспормынша инвестициялық және инновациялық қызметін ұйымдастыру<br>Организация инвестиционной и инновационной деятельности предприятия<br>Organization of Investment and Innovation Activities of the Enterprise | БП (ТК)<br>БД (КБ)<br>BD (UC)                | ОИДР 5204-26<br>ОИДР 5204-26<br>ОИДР 5204-26  | 1  | 4  |     | 120 | 45 | 30 | 15 | 3  | 72  |   |  |  |  |                                                                              |                               |                                                                                      | Емтихан<br>Экзамен<br>Examination | Басқа<br>Другое<br>More |
| Барлығы модуль бойынша / Итого по модулю / Total for module      |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| / /                                                              |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| Модуль / Module № 3                                              | 1                                                                                                                                                                                                                                                                                                                                  | Стратегиялық экономикалық талдау<br>Стратегический экономический анализ<br>Strategic Economic Analysis                                                                                                            | БелП (ТК)<br>ПД (КБ)<br>PD (UC)              | SEA 5302-26<br>SEA 5302-26<br>SEA 5302-26     | 1  | 5  |     | 150 | 45 | 30 | 15 | 15 | 90  |   |  |  |  | Экономика және басқару<br>Экономика и управление<br>Economics and management | 2 + 1 + 0                     |                                                                                      | Емтихан<br>Экзамен<br>Examination | Басқа<br>Другое<br>More |
|                                                                  | 2                                                                                                                                                                                                                                                                                                                                  | Әлемдік тауар нарықтары<br>Мировые товарные рынки<br>Global Commodity Markets                                                                                                                                     |                                              | MTR 5302-26<br>MTR 5302-26                    |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   | Басқа<br>Другое<br>More |
| Барлығы модуль бойынша / Итого по модулю / Total for module      |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| / /                                                              |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| Модуль / Module № 4                                              | 1                                                                                                                                                                                                                                                                                                                                  | Адам ресурстарын стратегиялық басқару<br>Стратегическое управление человеческими ресурсами<br>Strategic Human Resource Management                                                                                 | БелП (ТК)<br>ПД (КБ)<br>PD (UC)              | SUCHR 5303-26<br>SUCHR 5303-26<br>SUR 5303-26 | 1  | 5  |     | 150 | 45 | 30 | 15 | 15 | 90  |   |  |  |  | Экономика және басқару<br>Экономика и управление<br>Economics and management | 2 + 1 + 0                     |                                                                                      | Емтихан<br>Экзамен<br>Examination | Басқа<br>Другое<br>More |
|                                                                  | 2                                                                                                                                                                                                                                                                                                                                  | Сақтандыру және тәуекелдерді басқару<br>Страхование и управление рисками<br>Insurance and Risk Management                                                                                                         |                                              | SUR 5303-26<br>SUR 5303-26                    |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   | Басқа<br>Другое<br>More |
| Барлығы модуль бойынша / Итого по модулю / Total for module      |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| Қорытынды аттестация / Итоговая аттестация / Final assessment    |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               |    |    |     |     |    |    |    |    |     |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| Модуль / Module № 5                                              | 1                                                                                                                                                                                                                                                                                                                                  | Магистрілік диссертацияны қорғау<br>Защита магистерской диссертации<br>Defence of master's degree dissertation                                                                                                    |                                              |                                               | 2  | 8  |     | 240 |    |    |    |    |     |   |  |  |  |                                                                              | 6 апта /<br>неделя /<br>weeks |                                                                                      |                                   |                         |
|                                                                  | Барлығы модуль бойынша / Итого по модулю / Total for module                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                   |                                              |                                               |    | 46 |     | 240 | 0  | 0  | 0  | 0  | 0   | 0 |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |
| БАРЛЫҒЫ МОДУЛЬДАР БОЙЫНША / ИТОГО ПО МОДУЛЯМ / TOTAL FOR MODULES |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |                                              |                                               | 60 |    | 660 | 135 | 90 | 45 | 0  | 33 | 252 |   |  |  |  |                                                                              |                               |                                                                                      |                                   |                         |

## EXPERT OPINION

### Educational Program:

7M04136 – Economy

### Area of Training:

7M041 Business and Management (EP Group M070 Economics)

### General characteristics of the educational program:

The proposed profile master's program "7M04136 – Economy" (60 credits) is designed in full compliance with the State Compulsory Educational Standards of the RK and NQF descriptors. The relevance of the EP is defined by the critical business need for professionals skilled in risk management, investment evaluation, and economic security. The program is closely correlated with the labor functions of modern professional standards. The innovation and uniqueness of the program lie in its comprehensive analysis of how geopolitical risks affect the trends of global commodity markets and corporate stability.

### Description and evaluation of the educational program structure:

The structure of the curriculum is coherent and heavily focused on the corporate and industrial sectors. The BD (10 credits) and PD (29 credits) cycles encompass disciplines that develop professional Hard and applicable Digital skills. Courses such as "Organization of Investment and Innovation Activity of the Enterprise", "Economic Security and Geopolitics", and "Insurance and Risk Management" directly prepare graduates for advanced project management and crisis mitigation. Industrial practice (14 credits) and Experimental Research Work (5 credits) firmly establish applied skills for drafting master's projects.

### General conclusion:

The educational program "7M04136 – Economics" (profile direction) fully meets the competitive demands of the national labor market, especially within corporate investment and financial structures. It ensures high-quality preparation of Masters of Business and Management. The EP is recognized as high-quality and is fully recommended for approval.

### Recommendations for the use or improvement of the educational program:

To maximize the analytical capacity, it is recommended to include practical case studies based on international risk management standards (such as ISO 31000) into the learning modules.

Expert: Beisekova P.D. / Beisekova P.D., PhD, Associate Professor, Higher School of Economics, Astana International University.

Date: «25» 12 2026



**Expert Opinion**  
**Educational Program:**

7M04136 – Economy

**Area of Training:**

7M041 Business and Management (EP Group M070 Economy)

**General characteristics of the educational program:**

The educational program "7M04136 – Economy" (profile direction, 60 credits) is developed in strict accordance with the 7th level of NQF, SQF, and ISCED. The relevance of the EP is justified by the high demand of financial, real, and public sectors for highly qualified economists-analysts with strong managerial skills. The program is harmonized with the professional standards "Organizational Development and Planning of Human Resources" (No. 449, 05.12.2024) and "Labor Relations Management" (No. 449, 05.12.2024). The uniqueness of the program lies in the effective synthesis of HR-analytics, strategic resource planning, and organizational design tools. The program is adapted for students with special educational needs.

**Description and evaluation of the educational program structure:**

The structure of the EP (60 credits) is logically structured and aligned with the requirements of employers. The courses in the BD (10 credits) and PD (29 credits) cycles ensure the comprehensive development of Soft, Digital, and Hard skills. Disciplines like "Advanced Management", "Planning and Forecasting of Economic Activity", and "Strategic Human Resource Management" fully comply with the graduate competency model. Industrial practice (14 credits) and Experimental Research Work (5 credits, including the master's project) ensure a highly practice-oriented approach.

**General conclusion:**

The educational program "7M04136 – Economy" perfectly meets the contemporary level of economic development and public administration in the Republic of Kazakhstan. It guarantees high-quality training for competitive managers and business analysts. The EP is recognized as qualitative and is recommended for approval.

**Recommendations for the use or improvement of the educational program:**

It is recommended to increase the practical use of specialized digital HR-platforms and ERP corporate systems during research workflows.

**Expert:** G.K.Zambinova

Candidate of Economic Sciences, Associate Professor

Head of the Department of Economics and Marketing

Esil University, Astana, Kazakhstan / (Full Name, academic degree, title, position, place of work)

Date: «25» 05 2026

Замбинова Г.К. КОЛЫН РАСТАЙМЫН  
Қызметкерлер басқармасының бастығы  
25 05 2026 ж.

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

|                                                                                               |                                                                           |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Educational Program/<br>Білім беру бағдарламасы/<br>Образовательная программа                 | 7M04136 - Экономика/ 7M04136 - Экономика/<br>7M04136 - Economy            |
| Level/ Дәрежесі/ Уровень                                                                      | Магистратура / Магистратура / Magistracy                                  |
| International Academic Advisor/<br>Шетелдік академиялық<br>кеңесші/ Зарубежный<br>консультант | <u>Омурзакова Умут Маратовна</u>                                          |
| Academic degree/ Ғылыми<br>дәреже/ Ученая степень                                             | кандидат экономических наук                                               |
| Position/ Лауазымы/ Должность                                                                 | зав.кафедрой «Финансы, анализ и учет» Высшей<br>школы экономики и бизнеса |
| University/ Университет/<br>Университет                                                       | Кыргызский государственный технический<br>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

Seal/ MO/ МП

U.Omurzakova  
У.Омурзакова  
У.Омурзакова



20.04.2016  
(Date  
Күн  
Дата)

## **EXPERT OPINION (EXPERT CONCLUSION)**

**Educational Program:** 7M04136 – Economy

**Field of Study:** 7M041 – Business and Management

**Name of the educational organization – partner in the development of the program:**

International University of Applied Sciences in Łomża, Poland

### **General Characteristics**

The Master's program 7M04136 Economy (profiling direction, 60 credits) is developed in accordance with the State Compulsory Educational Standard of the Republic of Kazakhstan and fully complies with Level 7 of the National and Sectoral Qualifications Frameworks.

The program is based on updated professional standards in organizational development and labor relations management, ensuring alignment with current labor market requirements.

It is aimed at preparing highly qualified specialists in economics with competencies in strategic analysis, managerial decision-making, digital analytics, and applied research for public and private sectors.

Learning outcomes (LO1–LO9) reflect stakeholder requirements and integrate analytical, managerial, and digital competencies. The program ensures flexibility and supports inclusive and student-centered learning.

### **Structure of the Program**

The program consists of 60 academic credits:

Basic Disciplines (10 credits): Foreign Language (Professional), Advanced Management – forming core managerial and communication competencies;

Profiling Disciplines (29 credits): Strategic Economic Analysis, Planning and Forecasting, Investment and Innovation Management, Economic Security, World Markets, HR Management, and Risk Management – developing applied professional skills;

Research and Practical Component (27 credits): includes production practice, research work, internship, and Master's thesis preparation and defense.

The structure ensures coherence between theoretical training, applied learning, and research activity.

### **Conclusion**

The program is relevant, practice-oriented, and aligned with modern labor market requirements. It provides training for competitive economists capable of operating in conditions of digital transformation and economic uncertainty.

### **Recommendations**

1. Strengthen integration of digital analytical tools in specialized courses.
2. Expand cooperation with employers for applied research and data access.
3. Enhance use of forecasting and economic modeling software in teaching.

**International Expert:**

(Signature)

/ Ireneusz Żuchowski, PhD, Rector /

(Full Name, Academic Degree, Title, Position)

**Place of Employment:** International University of Applied Sciences in Łomża, Poland

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

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

"25" 05 2026

