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

# EDUCATIONAL PROGRAM

**7M04133 - Management**

*code and name of the educational program*

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

Approved
by the Board of Directors of «K.Kulazhanov KazUTB» JSC
"28" 01 2026 protocol No. 4

Recommended
by the Academic Council of «K.Kulazhanov KazUTB» JSC
"27" 02 2026 protocol No. 7

**Astana, 2026**

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## Preface

The Educational Programme "7M04133 – Management" has been developed in accordance with the State Compulsory Standard of Higher and Postgraduate Education, approved by Order No. 2 of the Minister of Science and Higher Education of the Republic of Kazakhstan dated 20 July 2022, as well as on the basis of the professional standards of the CareerEnbek system: "Labor Relations Management" dated December 5, 2024, No. 449, "Organizational Development and Human Resources Planning of the Organization" dated December 5, 2024, No. 449, and the Sectoral and Regional Atlases of Professions and Competencies (2023–2025) of the Republic of Kazakhstan for "Enterprise Management Efficiency Manager", "Project Manager / Digital Transformation Specialist" as of April 17, 2026 (https://enbek.kz/ru/atlases-professions/regions).

The educational program "7M04133-Management" 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 "7M04133-Management" was approved at the meeting of the Commission on Academic Quality of the Faculty on "17" 12 2025, protocol No. 4.
Chairman M.K. Makysh _____
S.N.P. Signature

The educational program "7M04133-Management" was developed and discussed at the meeting of the department "Economics and Management" dated "15" 12 2025, protocol No. 5.
Head of the department N.E. Abdildinova _____
S.N.P. Signature

**Approval sheet**

Educational program 7M04133 Management
*(code and name of theEP)*

**AGREED:**

| | | | |
|---|---|---|---|
| Vice-Rector for Administrative Affairs | _____ | E.Askarbekov | "22" 01 2026 year |
| Head of Educational Programs Department | _____ PP | B.Bayadilova | "22" 01 2026 year |
| Director of the Center for Macroeconomic Research and Forecasting, Economic Research Institute JSC | _____ PP | N.Zhanakova | "15" 12 2025 year |
| Head of the Environmental Management Division, Department of Environmental Regulation and Sustainable Development, «Kazakhmys Corporation» LLP | _____ PP | B. Abdildinova | "15" 12 2025 year |
| General Director Ministry of Ecology and Natural Resources of the Republic of Kazakhstan RSE CEC «Information and Analytical Center for Environmental Protection» | _____ PP | A. Kozhumov | "15" 12 2025 year |
| Director of «ADK-PROJECT K» LLP | _____ PP | E.Seisekenov | "15" 12 2025 year |
| Acting Director of the Department of Analytics and Forecasting at NAO NASEC | _____ PP | A. Sadueva | "15" 12 2025 year |
| *Student* | _____ | N.Birimzhanova | "15" 12 2025 year |

## 1 Passport of the educational program

| | |
|---|---|
| International Standard Classification of Education (ISCED) level | 7 |
| National Qualification Framework (NQF) level | 7 |
| Sectoral Qualifications Framework (SQF) level | 7 |
| Code and name of the field of education | 7M04 Business, Management and Law |
| Direction of training | 7M041 Business and Management |
| Number and name of the group of educational programs | M072 Management |
| Code and name of the educational program (EP | 7M04133 Management |
| Educational program profile | profile |
| goal of the educational program | To train highly qualified next-generation managerial personnel possessing deep theoretical knowledge and advanced applied competencies in implementing cutting-edge management technologies, business analytics, and strategic planning for the effective governance of enterprises across key economic sectors. |
| completion criterion of an educational program | At least 60 academic credits, including all types of coursework completed by the master's student |
| language of instruction of the educational program | Russian, Kazakh |
| Distinctive features of the educational program | - |
| Partner University | - |

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

| | |
|---|---|
| Degree awarded | Master of Business and Management in the "7M04133—Management" program |
| Field of professional activity | Field: Business, Management, and Law (in accordance with the International Standard Classification of Occupations (ISCO) and the National Classification of Occupations (NCO) of the Republic of Kazakhstan).<br>Sector: The real economy, national and transnational companies, financial and industrial groups, government agencies, and consulting and analytical firms that require highly qualified managers of a new generation. |
| Types of professional activities | Management and Strategy: Development of long-term growth models and crisis-response strategies.<br>Organizational and Technological: Design of management systems, reengineering, and digitization of business processes.<br>Analytical and Expert: Assessment of investment risks, audits of management systems and labor legislation.<br>Project and Economic: Development and optimization of cross-functional collaboration and supply chains. |
| Object of professional activity | Organizational systems and business processes of enterprises in various industries and under various forms of ownership.<br>Strategic, operational, and risk management systems.<br>Human resources, personnel management systems, organizational structure, and corporate culture. |

| | |
|---|---|
| | Companies' innovation, investment, and crisis-response projects. |
| Functions of professional activity | 1. Strategic Planning and Organizational Development:<br>Designing optimal organizational structures and long-term management models.<br>Managing large-scale organizational changes while ensuring their legal compliance.<br>2. Workforce Planning and Optimization:<br>Determining staffing needs, budgeting, and forecasting human capital flows.<br>Developing scenarios for workforce development based on in-depth analysis of market trends.<br>3. Risk Management and Labor Relations:<br>Analyzing and minimizing risks of labor law violations.<br>Implementing mediation tools for the effective resolution of labor disputes and conflicts.<br>Integrating corporate code of conduct provisions and business ethics standards to protect the brand's reputation.<br>4. Operational Efficiency and Digital Transformation:<br>Modernizing operational activities through the implementation of state-of-the-art digital platforms (such as Bitrix24 and Adeptik APS) and business analytics.<br>Improving the efficiency of supply chains and cross-functional collaboration among departments.<br>5. Financial and Management Control:<br>Making and evaluating the soundness of investment decisions amid high market uncertainty to maintain the company's financial stability. |

## 3 Requirements for the content of the educational program

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

## 4 Competency map of the educational program «7M04133-Management»

| Competence map of the educational program | Learning outcome code | Learning Outcome (according to Bloom's Taxonomy) |
|---|---|---|
| Behavioral skills and personality traits (Softskills) | LO 3 | Integrate professional communication in a foreign language (B2) for conducting negotiations and preparing reporting documentation. |
| | LO 5 | Optimise cross-functional interaction by introducing organizational design tools and labor disputes mediation. |

| | | |
|---|---|---|
| | LO 8 | Integrate corporate codes of conduct and workplace ethics standards to minimize reputational risks. |
| Digital competencies (Digital skills) | LO 4 | Modernise operations by implementing digital technologies (Bitrix24, Adeptik APS) to enhance supply chain efficiency. |
| Professional skills (Hardskills) | LO 1 | Strategically manage business processes while ensuring the legal verification of organizational changes. |
| | LO 2 | Design risk management systems and anti-crisis strategies, coordinating departmental activities in environments of uncertainty. |
| | LO 6 | Justify long-term management models to achieve a sustainable competitive advantage in the target market. |
| | LO 7 | Argue management scenarios based on workforce planning and labor legislation compliance risk analysis. |
| | LO 9 | Evaluate investment and managerial decisions to ensure the financial and operational sustainability of the enterprise. |

**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) | LO3. Integrate professional communication in a foreign language (B2) for conducting negotiations and preparing reporting documentation. | Basic disciplines module | Be able to communicate in a business context, conduct negotiations, and prepare reports in a foreign language (B2 level). | Foreign Language (Professional) |
| | LO5. Optimise cross-functional interaction by introducing organizational design tools and labor disputes mediation. | Economic security and risk management | Organize effective teamwork and resolve labor disputes using mediation and organizational design techniques. | Organization and Management at the Enterprise |
| | LO8. Integrate corporate codes of conduct and workplace ethics standards to minimize reputational risks. | Strategic Management and Corporate Analysis | Apply the principles of business ethics and the provisions of corporate codes of conduct to prevent reputational risks. | Corporate Management |
| Digital competencies (Digital | LO4. Modernise operations by implementing digital technologies (Bitrix24, Adeptik APS) to enhance supply chain efficiency. | Economic security and risk management | Implement digital ecosystems and automation systems (Bitrix24, Adeptik APS) to optimize logistics and operational processes. | Business Economics and Management: Digital Transformation |
| Professional skills (Hardskills) | LO1. Strategically manage business processes while ensuring the legal verification of organizational changes. | Economic security and risk management Strategic Management and Corporate Analysis | Effectively manage the company's processes while ensuring that organizational changes are legally sound and compliant. | Organization and Management at the Enterprise Corporate Management |

| | | | | |
|---|---|---|---|---|
| | LO2. Design risk management systems and anti-crisis strategies, coordinating departmental activities in environments of uncertainty. | Strategic Management and Corporate Analysis<br>Economic security and risk management | Develop crisis management plans and coordinate the work of departments in conditions of high uncertainty. | Advanced Management<br><br>Risk Management<br>Anti-Crisis Management |
| | LO6. Justify long-term management models to achieve a sustainable competitive advantage in the target market. | Strategic Management and Corporate Analysis | Develop long-term strategies for the company's growth to achieve a leading position in the target market. | Strategic Management |
| | LO7. Argue management scenarios based on workforce planning and labor legislation compliance risk analysis. | Strategic Management and Corporate Analysis | Develop workforce planning scenarios and minimize the risk of labor law violations. | Scientific Foundations of Economic Analysis |
| | LO9. Evaluate investment and managerial decisions to ensure the financial and operational sustainability of the enterprise. | Economic security and risk management<br>Strategic Management and Corporate Analysis | Conduct reviews of investment projects and management decisions to safeguard the company's financial stability. | Risk Management<br><br>Scientific Foundations of Economic Analysis |
| | LO1-LO9 | Final certification | Successfully defend a master's thesis, demonstrating the ability to conduct independent research and solve applied business problems. | Preparation and defense of a master's thesis) (PDMT) |

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

| № | Name of the discipline | Brief description of the discipline | Number of credits | Formed learning outcomes (codes) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | LOI | LO2 | LO3 | LO4 | LO5 | LO6 | LO7 | LO8 | LO9 |
| **Cycle of basic disciplines University component/Elective component** | | | | | | | | | | | | |
| 1 | Foreign Language (Professional) | The discipline is aimed at developing academic 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 reporting documentation, and the presentation of work results to partners, thereby enhancing the specialist's competitiveness at an international level. | 3 | | | + | | | | | | |
| 2 | 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 | 3 | | + | | | | | | | |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | global competition. | | | | | | | | | | |
| **Cycle of major disciplines<br>University component/Elective component** | | | | | | | | | | | | |
| 3 | Strategic Management | The course is aimed at developing skills in strategic analysis and planning within the activities of modern organizations. The program covers SWOT, ABC, and PEST analysis methodologies, as well as the specifics of long-term decision-making. Mastery of the discipline develops the skills to design comprehensive business development strategies that integrate modern management concepts and mechanisms for ensuring long-term organizational competitiveness. | 5 | | | | | | + | | | |
| 4 | Anti-Crisis Management | The course is aimed at developing master's students' knowledge of management methods in volatile environments. The content covers insolvency diagnostics, corporate financial recovery tools, and decision-making algorithms for human resources, legal, and financial matters. Mastery of the discipline fosters competencies in rapid risk assessment and designing comprehensive business recovery programmes to ensure long-term strategic sustainability. | 5 | | + | | | | | | | |
| 5 | Corporate Management | The discipline aims to develop systemic competencies in corporate governance and business structure development among Master's students. The program covers corporation typology, mergers and acquisitions (M&A) tactics, integration processes, and mechanisms for enhancing | 4 | + | | | | | | | + | |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | investment attractiveness. Mastering the discipline cultivates skills in designing management models in accordance with the Corporate Governance Code and labor legislation requirements, ensuring transparency of corporate procedures and social partnership. | | | | | | | | | | |
| 6 | Scientific Foundations of Economic Analysis | The discipline focuses on forecasting workforce requirements and analyzing the economic implications of labor conflicts, as well as calculating the return on investment in organizational development. The curriculum covers factor analysis methodology, modern technologies for evaluating organizational performance, and mechanisms for identifying efficiency reserves. Mastery of the discipline develops the skills to justify managerial scenarios based on prepared analytical reports concerning resource planning and legal risk assessment. | 4 | | | | | | | + | | + |
| 7 | Organization and Management at the Enterprise | The discipline is designed to provide Master's students with the tools for organization, planning, and process management of an enterprise. It examines approaches to the development of internal management, methods for effective inter-departmental interaction, and cooperation with partners. Mastering the course builds skills in the functional design of units and the implementation of internal control systems to ensure compliance with collective labor agreements and contracts. | 5 | + | | | | + | | | | |
| 8 | Risk | The course is aimed at the scientific | 5 | | + | | | | | | | + |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Management | research of risk management principles and technologies in a modern organization. The content covers the classification of threats, international standards, methods for analyzing external and internal environment factors, and algorithms for forming a risk policy. Mastery of the discipline develops the skills to design managerial decisions aimed at minimizing risks and ensuring the financial stability of the enterprise under conditions of uncertainty. | | | | | | | | | | |
| 9 | Business Economics and Management: Digital Transformation | The course is aimed at developing knowledge in the digital transformation of economic models and business processes. The program covers the use of Bitrix24 and Adeptik APS platforms, the development of information-analytical systems, and performance assessment using KPIs. Mastery of the discipline develops the skills to design technological management models and stakeholder engagement plans aimed at optimizing the financial and operational performance of the enterprise. | 5 | | | | + | | | | | |

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

| Learning Outcomes (LO) Number | Planned learning outcomes for the module | Assessment technologies (tools) | Methods of learning and teaching |
|---|---|---|---|
| LO 1 | Effectively manage the company's processes while ensuring that organizational changes are legally sound | Review of business process regulations.<br>Presentation of a team project on business process reengineering. | Seminar-Style Lectures.<br>Case Studies on Legal Disputes in Business.<br>Process Modeling (AS-IS / TO-BE). |

| | | | |
|---|---|---|---|
| | and compliant. | Scenario-based tests (legal audit). | |
| LO 2 | Develop crisis management plans and coordinate the work of departments in conditions of high uncertainty. | Evaluation of the developed crisis management strategy.<br>Presentation of the company's risk map.<br>Business game (crisis simulation). | Business and role-playing games.<br>Scenario Planning.<br>Guest lectures by risk managers and crisis response specialists. |
| LO3 | Be able to communicate in a business context, conduct negotiations, and prepare reports in a foreign language (B2 level). | Evaluation of an oral presentation (pitch).<br>Defense of an analytical report in English.<br>Role-playing exam (negotiations). | Immersion method.<br>Simulation of business negotiations.<br>Preparation of written case studies (Report Writing) in a foreign language. |
| LO 4 | Implement digital ecosystems and automation systems (Bitrix24, Adeptik APS) to optimize logistics and operational processes. | Demonstration of a configured end-to-end funnel/process in the IT system.<br>Defense of the IT project for supply chain automation. | Hands-on lab sessions using software (Bitrix24 / Adeptik APS).<br>Project-based learning.<br>Workshops analyzing the IT architecture of real-world businesses. |
| LO 5 | Organize effective teamwork and resolve labor disputes using mediation and organizational design techniques. | Observation of participation in a simulated mediation procedure.<br>Evaluation of the project's organizational structure chart. | Conflict Management Training.<br>Simulation of Mediation Procedures (role-playing exercise simulating an "employee-employer" dispute). |
| LO 6 | Develop long-term strategies for the company's growth to achieve a leading position in the target market. | Public presentation of the company's strategic plan.<br>Evaluation of results in a strategic computer simulation. | Strategic sessions.<br>Analytical methods (SWOT, PESTEL, Porter's Five Forces).<br>Work with interactive simulators. |
| LO 7 | Develop workforce planning scenarios and minimize the risk of labor law violations. | Evaluation of the developed staffing plan and personnel budget.<br>Resolving legal cases related to the Labor Code. | Analysis of practical case studies (law enforcement and judicial practice).<br>Workshops on HR audits. |
| LO 8 | Apply the principles of business ethics and the provisions of corporate codes of conduct to prevent reputational risks. | An essay analyzing ethical dilemmas in business.<br>An evaluation of a draft section of a corporate code of conduct. | Discussions and roundtables.<br>Analysis of real-life reputation cases (brand ethical failures). |
| LO 9 | Conduct reviews of investment projects and management decisions to safeguard the company's financial stability. | Development of the project's investment proposal.<br>Calculation and justification of financial models (NPV, IRR, financial indicators). | Financial Modeling in Excel.<br>The "Decision Tree" Method (Decision Tree Analysis).<br>Presenting case studies to the "investment committee." |

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

| Name of the professional standards used | Professions at level 7 of the SQF | Labor functions | Tasks | Labor functions |
|---|---|---|---|---|
| «Organizational development and workforce planning of the organization» 05.12.2024 year., № 449 | Head of (the Organizational Development and Workforce Planning Department) | Job Function 1: Design and Development of the Organizational Structure | Skill 1: Business Process Modeling and Determining the Type of Organizational Structure | LO5. Optimise cross-functional interaction by introducing organizational design tools and labor disputes mediation.<br>LO9. Evaluate investment and managerial decisions to ensure the financial and operational sustainability of the enterprise. |
| | | | Skill 2: Developing a Target Organizational Structure | |
| | | Job Function 3: Planning to Meet the Organization's Human Resource Needs | Skill 1: Developing a program to meet the organization's human resources needs from internal sources | LO6. Justify long-term management models to achieve a sustainable competitive advantage in the target market.<br>LO7. Argue management scenarios based on workforce planning and labor legislation compliance risk analysis.<br>LO8. Integrate corporate codes of conduct and workplace ethics standards to minimize reputational risks. |
| | | | Skill 2: Developing a program to meet the organization's human resources needs from external sources | |
| **Personal Competency Requirements** | | Business acumen; Results-oriented; Strategic thinking; Collaboration and teamwork; Leadership; Customer focus | | |

| | | | | |
|---|---|---|---|---|
| «Labor relations management» 05.12.2024 year., № 449 | Head of Labor Relations Management | Job Function 1: Developing a strategy for managing social and labor relations, and aligning it with the organization's strategy and management practices | Skill 1: Analyzing and evaluating factors that influence the development of labor-management relations between employees and the organization<br>Skill 2: Developing a strategy/policy for managing labor-management relations in accordance with the organization's values and standards of conduct<br>Skill 3:<br>Organizing employees' work as a system of relationships and interactions | LO1. Strategically manage business processes while ensuring the legal verification of organizational changes.<br>LO3. Integrate professional communication in a foreign language (B2) for conducting negotiations and preparing reporting documentation.<br>LO4. Modernise operations by implementing digital technologies (Bitrix24, Adeptik APS) to enhance supply chain efficiency. |
| | | Social Function 3: Ensuring Social Stability | Skill 1: Monitoring and Implementing Preventive Measures to Mitigate and Minimize HR Risks in the Area of Labor and Social Relations Management | LO2. Design risk management systems and anti-crisis strategies, coordinating departmental activities in environments of uncertainty. |
| | | | Skill 2:<br>Monitoring and Oversight of Labor and Social Relations Issues at Contracting Organizations Under the Contract | |
| **Personal Competency Requirements** | | Accountability; Business acumen; Strategic thinking; Customer focus; Leadership; Collaboration and teamwork | | |

**9 Graduate model**

<table>
<tr><td colspan="4">GRADUATE MODEL</td></tr>
<tr><td rowspan="4">Professional standard:<br>«Organizational development and workforce planning of the organization» 05.12.2024 year., № 449.<br>«Labor relations management» 05.12.2024 year., № 449, the sectoral atlas and regional atlas of professions and competencies for "Enterprise Management Efficiency Manager", "Project Manager / Digital Transformation Specialist"</td><td colspan="3">Competencies (soft skills, digital skills)</td></tr>
<tr><td>Attributes of a graduate</td><td>Attributes of a graduate</td><td>Attributes of a graduate</td></tr>
<tr><td>Viewing the business as a comprehensive ecosystem and forecasting market trends.<br>Crisis resilience. The ability to make sound decisions quickly even when information is limited.<br>Focus on the legal verification of any changes and protecting the business's reputation.</td><td>Methodologies for designing long-term business models and crisis-response strategies.<br>Principles of building cross-functional relationships and organizational design.<br>Tools for forecasting, long-term planning, and budgeting of human resources.<br>Provisions of the Labor Code of the Republic of Kazakhstan, compliance risks, and the structure of corporate codes of conduct.<br>Methods for evaluating the effectiveness of investment decisions (NPV, IRR) to ensure the company's financial stability.</td><td>Develop crisis management programs and create comprehensive risk maps.<br>Design optimal organizational structures and coordinate related departments.<br>Develop management scenarios based on calculations of the organization's staffing needs.<br>Conduct ethical and legal audits of internal documents and verify changes.<br>Assess the economic effectiveness of investments and calculate the financial risks of decisions.</td></tr>
<tr><td colspan="3">Professional Skills (Hard Skills)</td></tr>
<tr><td colspan="4">Knowledge of:<br>International risk management standards (ISO 31000).<br>Standards for auditing labor relations and legal compliance.<br>A systematic approach to end-to-end modeling of supply chains and operational activities.<br>Skills:<br>Configuring end-to-end digital business processes in enterprise software.<br>Verifying that organizational changes comply with the laws of the Republic of Kazakhstan.<br>Applying organizational modeling and mediation techniques in practice.</td></tr>
</table>

# 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 / academic year

Қазақ бөлімі / Казахское отделение / Kazakh group: білім алушы/ обучающихся / students
Орыс бөлімі / Русское отделение / Russian group: білім алушы/ обучающихся / students

Топ / группа / group _
Топ / группа / group

ОҚУ ПРОЦЕСІНІҢ ЖОСПАРЫ
ПЛАН УЧЕБНОГО ПРОЦЕССА
PLAN OF EDUCATIONAL PROCESS

| Модульдің № / № модуля / Module № | Пәндердің № / № дисциплины / Discipline № | ОҚУ ПӘНДЕРІНІҢ АТАУЫ<br>НАИМЕНОВАНИЕ УЧЕБНЫХ ДИСЦИПЛИН<br>NAME OF TEACHING DISCIPLINES | Оқу пәндерінің циклы (міндетті компонент / таңдау компоненті)<br>Цикл учебных дисциплин (обязательный компонент / компонент по выбору)<br>Educational disciplines cycle (compulsory component / component of choice) | Оқу пәндерінің коды<br>Код учебной дисциплины<br>Educational discipline code | Семестр / semester | Кредиттер саны<br>Количество кредитов<br>Number of credits | Курстық жұмыс (жоба)<br>Курсовая работа (проект)<br>Course work (project) | Білім алушылардың жұмыс уақытының бюджеті сағатпен<br>Бюджет рабочего времени (час)<br>Budget of working time (hours) | | | | | | | Кафедра атауы / Наименование кафедры / Name of the department | Семестр бойынша бөлу<br>Распределение по семестрам<br>Distribution of semesters | | Пән бойынша қорытынды бағалау (емтихан, дифференциалды сынақ, мемлекеттік емтихан, жоба және т.б.) / Форма итогового контроля по дисциплине (экзамен, дифференцированный зачет, государственный экзамен, проект и др.) / Final assessment form for the discipline (exam, differentiated credit, state exam, project, etc.) | Пән бойынша қорытынды бағалаудың формасы (ауызша, жазбаша, тестілік, шығармашылық және т.б.) / Форма проведения итогового контроля по дисциплине (устно, письменно, тест, творческий и т. д.) / The format of the final assessment for the discipline (orally, in writing, test, creative, etc.) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Барлық сағат / Всего часов / Total hours | Аудиториялық жұмыс / Аудиторная работа / Class work | | | | ОБӨЖ / СРОП / IWST | БАӨЖ / СРО / IWS | | 1 КУРС / YEAR | | | |
| | | | | | | | | | Барлық аудит. сағат Всего аудит. часов Total classroom hours | оның ішінде / в том числе / including | | | | | | 1 Академиялық кезең / Academic period | 2 Академиялық кезең / Academic period | | |
| | | | | | | | | | | Д / ЛК / Lec | СТС / СПЗ / SPL | ЛС / ЛЗ / LC | | | | Семестрдағы апталар саны / Неделя в семестре / Weeks in a semester | | | |
| | | | | | | | | | | | | | | | | 15 | 15 | | |
| | | | | | | | | | | | | | | | | апталық аудиториялық сағат / аудиторных часов в неделю / classroom hours per week | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Модуль / Module № 1 | | | | | | | | / / | | | | | | | | | | | |
| | 1 | Шет тілі (кәсіби)<br>Иностранный язык (профессиональный)<br>Foreign Language (Professional) | БП (ЖК)<br>БД (ВК)<br>BD (EC) | IYa (P) 5202-26<br>IYa (P) 5202-26<br>IYa (P) 5202-26 | 1 | 3 | | 90 | 30 | | 30 | | 6 | 54 | Барлық кафедралар<br>Все кафедры<br>All chairs | 0 + 2 + 0 | | Емтихан<br>Экзамен<br>Examination | Аралас<br>Комбинированный<br>Combined |
| | 2 | Жетілдірілген менеджмент<br>Продвинутый менеджмент<br>Advanced Management | БП (ЖК)<br>БД (ВК)<br>BD (EC) | PM 5203-26<br>PM 5203-26<br>PM 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 | Стратегиялық менеджмент<br>Стратегический менеджмент<br>Strategic Management | БеП (ЖК)<br>ПД (ВК)<br>PD (EC) | StMen 5301-26<br>StMen 5301-26<br>StMen 5301-26 | 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 | Жазбаша<br>Письменный<br>Writing |
| | 4 | Өндірістік практика<br>Производственная практика<br>Industrial Practicum | БеП (ЖК)<br>ПД (ВК)<br>PD (EC) | PP 5301-26<br>PP 5301-26<br>PP 5301-26 | 2 | 14 | | 420 | 0 | | | | | | Барлық кафедралар<br>Все кафедры<br>All chairs | | 14 апта / недель / weeks | Практика бойынша қорытынды баға<br>Итоговая оценка по практике<br>Total mark on practice | 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>НИР (ВК)<br>RW (EC) | EIRM 5401-26<br>EIRM 5401-26<br>EIRM 5401-26 | 1 | 5 | | 150 | 0 | | | | | | Барлық кафедралар<br>Все кафедры<br>All chairs | 5 апта / недель / weeks | | Ғылыми-зерттеу жұмысы<br>Исследовательская работа<br>Research work | Басқа<br>Другое<br>More |
| | 6 | Тағылымдамадан өту мен магистрлік жобаны 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 | ҒЗЖ (ЖК)<br>НИР (ВК)<br>RW (EC) | EIRM 5402-26<br>EIRM 5402-26<br>EIRM 5402-26 | 2 | 8 | | 240 | 0 | | | | | | Барлық кафедралар<br>Все кафедры<br>All chairs | | 8 апта / недель / weeks | Ғылыми-зерттеу жұмысы<br>Исследовательская работа<br>Research work | Басқа<br>Другое<br>More |
| **Барлығы модуль бойынша / Итого по модулю / Total for module** | | | | | | **38** | | **1140** | **105** | **45** | **60** | **0** | **27** | **198** | | | | | |
| Модуль / Module № 2 | | | | | | | | / / | | | | | | | | | | | |
| | 1 | Корпоративтік менеджмент<br>Корпоративный менеджмент<br>Corporate Management | БеП (ТК)<br>ПД (КЗ)<br>PD (UC) | KMen 5204-26<br>KMen 5204-26<br>KMen 5204-26 | 1 | 4 | | 120 | 45 | 30 | 15 | | 3 | 72 | Экономика және басқару<br>Экономика и управление<br>Economics and management | 2 + 1 + 0 | | Емтихан<br>Экзамен<br>Examination | Жазбаша<br>Письменный<br>Writing |
| | 2 | Экономикалық талдаудың ғылыми негіздері<br>Научные основы экономического анализа<br>Scientific Foundations of Economic Analysis | | NOEA 5204-26<br>NOEA 5204-26<br>NOEA 5204-26 | | | | | | | | | | | | | | | |
| **Барлығы модуль бойынша / Итого по модулю / Total for module** | | | | | | **4** | | **120** | **45** | **30** | **15** | **0** | **3** | **72** | | | | | |
| ф.3 | | | | | | | | / / | | | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Модуль / Module 3 | 1 | Бизнес экономикасы және басқару: цифрлық трансформация<br>Экономика и управление бизнесом: цифровая трансформация<br>Business Economics and Management: Digital Transformation | БеП (ТК)<br>ПД (КВ)<br>PD (UC) | EUBTsT 5302-26<br>EUBTsT 5302-26<br>EUBTsT 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 | Жазбаша<br>Письменный<br>Writing |
| | 2 | Кәсіпорындағы ұйымдастыру және басқару<br>Организация и управление на предприятии<br>Organization and Management at the Enterprise | | OUP 5302-26<br>OUP 5302-26<br>OUP 5302-26 | | | | | | | | | | | | | | |
| **Барлығы модуль бойынша / Итого по модулю / Total for module** | | | | | | **5** | | **150** | **45** | **30** | **15** | **0** | **15** | **90** | | | | | |
| Модуль / Module № 4 | | / / | | | | | | | | | | | | | | | | | |
| | 1 | Тәуекел-менеджмент<br>Риск-менеджмент<br>Risk Management | БеП (ТК)<br>ПД (КВ)<br>PD (UC) | RMen 5303-26<br>RMen 5303-26<br>RMen 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 | Жазбаша<br>Письменный<br>Writing |
| | 2 | Дағдарысқа қарсы менеджмент<br>Антикризисный менеджмент<br>Anti-Crisis Management | | AkMen 5303-26<br>AkMen 5303-26<br>AkMen 5303-26 | | | | | | | | | | | | | | |
| **Барлығы модуль бойынша / Итого по модулю / Total for module** | | | | | | **5** | | **150** | **45** | **30** | **15** | **0** | **15** | **90** | | | | | |
| Модуль / Module № 5 | | **Қорытынды аттестация / Итоговая аттестация / Final assessment** | | | | | | | | | | | | | | | | | |
| | 1 | Магистрлік диссертацияны ресімдеу және қорғау) (МДРҚ)<br>Оформление и защита магистерской диссертации (ОиЗМД)<br>Preparation and defense of a master's thesis) (PDMT) | | | 2 | 8 | | 240 | | | | | | | | | 6 апта / недель / 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** | | | | | |

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

| | |
|---|---|
| Educational Program/ Білім беру бағдарламасы/ Образовательная программа | 7M04133 – Management / 7M04133 – Менеджмент / 7M04133 – Менеджмент |
| Level/ Дәрежесі/ Уровень | Magistracy / Магистратура / Магистратура |
| International Academic Advisor/ Шетелдік академиялық кеңесші/ Зарубежный консультант | Омурзакова Умут Маратовна |
| Academic degree/ Ғылыми дәреже/ Ученая степень | кандидат экономических наук |
| Position/ Лауазымы/ Должность | зав.кафедрой «Финансы, анализ и учет» Высшей школы экономики и бизнеса |
| University/ Университет/ Университет | Кыргызский государственный технический университет им.И.Раззакова |
| Country/ Ел/ Страна | Кыргызская Республика |

**Approved/ Келісілді/ Согласовано**

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

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

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

| | | |
|---|---|---|
| International Academic Advisor/ Шетелдік академиялық кеңесші/ Зарубежный консультант | U.Omurzakova/ У.Омурзакова/ У.Омурзакова | 28.04.26 (Date/ Күні/ Дата) |

*Seal/ МО/ МП*

**Expert opinion**

**for the educational program** 7M04133 – Management

**in the area of training** 7M041 – Business and Management

**General Description of the Educational Programme** The Educational Programme **7M04133 – Management** has been developed in accordance with the State Mandatory Standard of Higher and Postgraduate Education of the Republic of Kazakhstan, the National Qualifications Framework, the Sectoral Qualifications Framework, and the relevant professional standards.

The programme is designed to prepare highly qualified professionals with competencies in strategic management, organizational development, digital transformation, risk management, and corporate governance. The intended learning outcomes fully correspond to current labour market requirements and employers' expectations.

**Description and Evaluation of the Programme Structure** The programme structure fully complies with national educational standards and includes core disciplines, major disciplines, industrial placement, a Master's project, and final assessment.

The curriculum ensures the development of managerial, analytical, digital, and professional competencies. Industrial placement and the Master's project enable students to apply theoretical knowledge in practice and strengthen their professional skills.

**Overall Conclusion** The Educational Programme fully complies with current labour market requirements and professional standards and ensures high-quality preparation of Master's graduates in management. The programme is recommended for implementation.

**Recommendations**

- Regularly update the curriculum in accordance with developments in digital technologies and modern management practices.
- Continue strengthening cooperation with employers and enhancing the practical component of the programme.

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

Байгиреева Ж.З. ҚОЛЫН РАСТАЙМЫН
Қызметкерлер басқармасының бастығы
Нұрахметова Д.К.
«____» _____ 20____ ж.

**Expert opinion**

**for the educational program** 7M04133 – Management

**in the area of training** 7M041 – Business and Management

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**Recommendations**

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- Continue strengthening cooperation with employers and enhancing the practical component of the programme.

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

ОТДЕЛ КАДРОВ

ASTANA INTERNATIONAL UNIVERSITY
КОЛЫН РАСТАЙМЫН
ПОДПИСЬ ЗАВЕРЯЮ

for the educational program 7M04133 – Management
in the area of training 7M041 – Business and Management

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

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

**General characteristics of the educational program:** The Educational Program 7M04133 – Management (Professional Master's Degree) is designed to prepare highly qualified specialists capable of addressing complex managerial challenges in dynamic and uncertain business environments. The program reflects modern trends in management education and is aligned with the professional standards "Organizational Development and Workforce Planning" and "Labor Relations Management."

The curriculum provides a balanced integration of theoretical foundations and applied managerial competencies. It focuses on developing strategic thinking, leadership skills, organizational development capabilities, and effective labor relations management. A key strength of the program is its emphasis on contemporary management approaches, including strategic planning, digital transformation, risk management, and organizational performance evaluation. These elements ensure the relevance of the program to current labor market demands. The structure of the program is coherent and practice-oriented. The basic disciplines support the development of professional communication, leadership, analytical thinking, and managerial culture. Courses such as Management Psychology and Corporate Management contribute to the formation of essential interpersonal and organizational competencies. The profiling disciplines are focused on applied management practice. Strategic Management develops competencies in long-term planning and competitiveness.

The program demonstrates strong alignment with labor market needs and supports the development of competencies in workforce planning, labor productivity improvement, organizational efficiency, and labor relations management. The Educational Program 7M04133 – Management, implemented by JSC "Kazakh University of Technology and Business named after K. Kulazhanov," meets international standards of professional management education. It is structured, practice-oriented, and focused on developing advanced managerial competencies required in modern organizations. The program ensures the preparation of competitive graduates capable of effectively managing organizational development processes, implementing strategic initiatives, and improving human resource systems.

**Recommendations**

1.Strengthen the integration of HR analytics and digital workforce planning tools in the curriculum.
2.Expand international cooperation with European universities and business partners through joint academic activities.
3.Introduce additional content on ESG principles, sustainability, and change management.

The Educational Program 7M04133 – Management is a high-quality, practice-oriented master's program that fully meets modern academic and professional requirements. It is recommended for approval and implementation for the 2026–2027 academic year.

**International Expert:**
**International Expert:**

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

Place of Employment: International University of Applied Sciences in Lomza, Poland
*(Full name of the foreign university / research center / enterprise)*

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

"____" _____ 2026

