

ALIKHAN BOKEIKHAN UNIVERSITY

**MODULAR EDUCATION PROGRAMME
7M04108 Business Administration (EMBA)**

Semey, 2024

Considered and recommended for approval at the meeting of the Academic Council on Quality of the Faculty, Protocol No. 1 of ' 21 ' 02 2024.

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1 Explanatory note

The modular educational program 7M04118 Business Administration (EMBA) is compiled in accordance with:

- The state mandatory standard of postgraduate education, approved by Order No. 2 of the Minister of Science and Higher Education of the Republic of Kazakhstan dated 07/20/2022
- The rule for organizing the educational process on credit technology of education, approved by Order of the Minister of Education and Science of the Republic of Kazakhstan No. 152 dated 04/20/2011;
- Standard rules for the activities of organizations of higher and (or) postgraduate education, approved by Order of the Minister of Education and Science of the Republic of Kazakhstan No. 595 dated October 30, 2018;
- The structure of the modular educational program, revision No. 4 dated 05.10.2022;
- Regulations on the MBA Master of Business Administration Program/EMBA 2024
- Professional standards: Project Management (12/26/2019), Strategic HR (12/18/2019), Financial management (12/26/2019), Activities in the field of planning and analysis of company resources (12/26/2019).

The Modular Educational Program (MOPP) is designed as a set and sequence of training modules for the entire period of study and is aimed at mastering the competencies necessary for awarding an EMBA Master's degree in the educational program "7M04118 Business Administration". The module of the block of disciplines on the formation of professional competencies (PC) is at least 20 credits, which includes disciplines of the university component (UC) and elective components (EC). Modules of these disciplines allow you to form a set of key professional competencies acquired by a graduate.

The block of disciplines of personal development and formation of leadership qualities (LQ) includes disciplines of the university component (UC), which is 5 credits; and the elective component (EC), which is 5 credits. Modules of these disciplines allow you to form a set of special competencies acquired by a graduate.

Experimental research work of undergraduates, including the implementation of a master's project - 18 credits.

The final certification is 12 credits, including registration and defense of the master's project.

The criterion for the completion of the educational process is the development of at least 60 credits by a graduate student, including all types of educational and scientific activities. The MEP consists of 5 modules, including all types of training (including ERW) and final certification.

During the development of the modular educational program, the wishes and recommendations of potential employers were taken into account, aimed at developing additional professional competencies that meet the requirements of the labor market.

The aim of the modular educational program is to prepare top managers for a successful career in business administration, and to develop key competencies in strategic management, advanced leadership techniques, best international practices and experience in a wide range of industries.

The requirements for the master's degree level are determined on the basis of the Dublin descriptors of the second level of higher education (Master's degree) and reflect the acquired competencies expressed in the achieved learning outcomes.

Expected results of the modular educational program 7M04118 Business Administration (BBA):

ON 1 Apply strategic management methods to analyze and formulate effective business development strategies.

- ON 2 Conduct comprehensive business research and use the results to make decisions.
- ON 3 Demonstrate financial accounting and analysis skills to make strategic management decisions.
- ON 4 Effectively manage projects, including planning, execution and monitoring of project activities.
- ON 5 Develop and implement successful brand management strategies to enhance its value.
- ON 6 Manage people and the organization by applying effective methods of organizational behavior and personnel management.
- ON 7 Implement business process reengineering methods to improve the operational efficiency of the organization.

2 The graduate's competence model

The competencies that a graduate should have after mastering a modular educational program: professional and special.

Professional competencies:

- to know modern approaches to management, the essence of business management from a strategic perspective of the organization's activities in a modern market environment, the concept of leadership in strategic management
- to use analytical management methods; methods of diagnosis, analysis and problem solving, as well as methods of decision-making by a strategic manager and their implementation in practice;
- to process empirical and experimental data; to draw conclusions in complex and non-standard situations in the field of organization and management of enterprise activities, as well as evaluation of developed projects;
- develop strategic thinking skills, achieve knowledge of the basic principles of theory, as well as the practice of strategic planning and management at a level that allows you to understand and reasonably formulate the company's strategy;
- to carry out quantitative forecasting and modeling of business processes; to put into practice the acquired knowledge of the theory of management of organizational changes and development;
- to draw conclusions in complex and non-standard situations in the field of organization and management of the company's activities, as well as evaluation of developed projects; to assess the impact of risk and uncertainty in assessing the effectiveness of the project;
- coordinate, allocate resources, evaluate efficiency and overall budget planning of operations, systematize the planning process and rationally monitor the financial and economic condition of the company;
- define the concepts of organizational development; the basis for the development and implementation of organizational development and change programs; tasks and stages of personnel policy development, conditions for its effective implementation; basic methods of project management;
- apply modern concepts of branding and brand management in modern academic and business spheres, develop a brand platform: the most well-known concepts and successful practices;

Special competencies:

- develop the ability to manage change, organizational communication, leadership, teamwork, working in conditions of uncertainty, conducting business negotiations, problem solving, the ability to give a critical assessment, a scale of values;

- developing a range of personal, interpersonal and professional skills at the leadership and leadership level;
- the ability to implement new things as painlessly as possible, having won over the participants in the process, which allows you to competently manage changes;
- the ability to determine the prospect of international career growth and/or personal benchmarks for achieving business success, to consider the problems of doing business and managing it from a competitive perspective in an international environment.;
- apply modern innovative approaches in the field of personal health and well-being management, analyze problematic aspects of business and generate solutions;
- formation of communication skills that will help to find a common language with different employees and in different situations, resolve conflicts and clarify needs;
- identify the influence of the external environment and take it into account when solving practical management problems, use a marketing and financial approach to solving company management problems.

Table 1. The sequence of mastering disciplines in the process of forming special competencies

| № | Competencies | The list of elective disciplines and the sequence of their study | | Expected outcomes |
|---|--------------|--|------------------------------------|---|
| | | list of disciplines | the sequence of their study (sem.) | |
| 1 | Special | Leadership and change management | 1 | <p>Knowledge: basic theories and methodologies of change management for a managerial context, the role of a change leader, key elements of a successful change project</p> <p>Skills: apply effective methods of team leadership, stimulating innovation and creating a culture of change, using methods and behaviors that would help people adapt to change</p> <p>Skills: Develop leadership skills to implement strategic changes in organizations, better navigate a dynamic business environment and lead successful change initiatives in companies</p> |
| 2 | Special | International career development strategy | 2 | <p>Knowledge: components of career development, fundamentals of international employment, questions on the formation of an international career track.</p> <p>Skills: analyze global labor markets, cultural competencies and diversity in the workplace, apply a professional hiring culture</p> <p>Skills: Develop personal branding, networking and intercultural</p> |

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| | | | | communication skills to navigate international career opportunities and increase employability in a global world |
| 3 | Special | Health and well-being management | 2 | <p>Knowledge: theoretical issues of the practice of promoting health and well-being in the organizational environment, modern practical aspects of promoting health and well-being in the workplace</p> <p>Skills: analyze strategies for the development and implementation of wellness programs, occupational health and safety management, as well as promoting the well-being of employees, evaluate the effectiveness of health promotion programs in the workplace</p> <p>Skills: to develop skills for creating a culture of health and well-being of employees in the workplace, applying a comprehensive strategy for the implementation of corporate health promotion programs in the workplace</p> |

Table 2. The sequence of mastering the disciplines of professional interaction

| Course | Providing disciplines | Competencies | Expected outcomes |
|--------|-----------------------|--------------|---|
| 1 | Strategic management | Professional | <p>Knowledge: understanding the formulation and implementation of strategy in companies, issues of internationalization, sustainability, corporate values and social responsibility for the development of a holistic perspective.</p> <p>Skills: synthesize information for making strategic decisions in a complex and uncertain business environment, taking into account many prospects and risks, find relationships and compare the corporate, business and functional strategy of the company</p> <p>Skills: using techniques and tools for strategic analysis, justification and selection of strategies; understand the specifics of managing organizational changes, understand the process of forming strategic goals of the organization, taking into account their priority</p> |
| 1 | Business research | Professional | <p>Knowledge: fundamentals of organizing and conducting business research, methodology and tools for conducting business research, including forecasting trends through data analysis</p> <p>Skills: analyze markets and prospects for technology development, analyze consumer needs and identify target markets for innovative products, search for and use the necessary research and analytics results, make management decisions based on the use of modern analytical tools</p> <p>Skills: practical skills in data collection, analysis, quality assessment and reporting that can be applied to solve business problems and improve the efficiency of the company</p> |
| 1 | Financial Management | Professional | <p>Knowledge: an idea of the financial situation of the company, a modern financial management system, the basics of the methodology for evaluating investments, capital expenditures and the definition of external factors</p> <p>Skills: to analyze various factors that affect the position of a business,</p> |

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| | | | <p>determine the price of assets, assess risks, make strategic decisions, evaluate projects and apply methods, conduct critical analysis and problem solving.</p> <p>Skills: develops skills in financial choice analysis, investment assessment and strategic problem assessment, reading and analyzing financial statements of companies</p> |
| 1 | Project management | Professional | <p>Knowledge: the concept of an investment project and its sources of financing, the procedure for justifying and financing projects, traditional methods of evaluating investments and dynamic methods for evaluating the economic effectiveness of projects</p> <p>Skills: to conduct research on the external environment of the project: marketing approach, accounting for investment risks, budgeting of investments and their payback</p> <p>Skills: to implement and use a variety of software products – project management systems, to carry out a systematic risk analysis of the project, to possess the skills of step-by-step control of the implementation of business plans and the terms of agreements</p> |
| 1 | People and organization | Professional | <p>Knowledge: concepts of structure, culture, conflict, change management and broader environmental factors, HR metrics and personnel analytics, management styles and delegation</p> <p>Skills: critically understand the factors influencing organizational behavior, the diversity of HRM issues and the role of HR in organizational effectiveness, the use of human resources management tools in an organization focused on development and innovation</p> <p>Skills: analysis of theories of change, study of organizational behavior and approaches to HRM, apply ways to reduce the level of internal conflicts, create and develop balanced teams</p> |
| 1 | Strategic budgeting | Professional | <p>Knowledge: fundamentals of the processes of drawing up and implementing a financial strategy in a company, aspects of adaptive budgeting, capital investments, sensitivity analysis and the relationship of the budget with operational plans, contributing to the creation of a long-term perspective</p> <p>Skills: apply cost budgeting methods, generate budget forecasts, possess</p> |

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| | | | <p>analytical tools that will allow you to predict the future financial condition of the company, plan financial flows, make the right financial and managerial decisions</p> <p>Skills: synthesis of information for strategic decision-making based on financial analysis and budgeting, determine strategic financial parameters of activities and standards for monitoring their implementation, distribute responsibility for the formation, coordination and execution of budgets within the financial structure of the company</p> |
| 1 | Accounting for decision makers | Professional | <p>Knowledge: understanding financial and management accounting, interpretation of financial statements, cost behavior, budgeting principles and break-even analysis</p> <p>Skills: critically evaluate balance sheets, interpret financial data, use margin costing and make cash budgets</p> <p>Skills: identify the importance of various types of accounting information useful for decision-making, use accounting information for product management, cost control and other factors of success in work</p> |
| 2 | Business process reengineering | Professional | <p>Knowledge: the concept of business processes, the life cycle of the company's business process management, methods for identifying bottlenecks in processes, optimizing workflows and integrating technological solutions</p> <p>Skills: conducting strategic coordination, change management and performance measurement to ensure organizational transformation, diagnosing the state of the company, evaluating the effectiveness of current processes, the potential of digital, technological reorganization; designing schemes for more efficient processes</p> <p>Skills: analyzing and redesigning business processes to improve efficiency, effectiveness and flexibility</p> |
| 2 | Brand Management | Professional | <p>Knowledge: the content of brand strategy, positioning and communication, as well as the role of brand capital in ensuring business success</p> <p>Skills: conduct marketing research, evaluate competitors and market dynamics, determine the brand's place in the market, build a conversion funnel, search for growth points</p> |

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| | | | Skills: create effective branding strategies in a dynamic business environment using case studies and group projects, plan the launch of marketing campaigns, effectively promote products and engage in brand positioning |
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3. The list of modules included in the educational program

| Module number | Name of the module | The list of disciplines included in the module | Block | Semester | Amount of credits | Form of control | Total credits by module |
|---------------|--|---|---------|----------|-------------------|-----------------|-------------------------|
| M.1 | Advanced management | Strategic management | PC (UC) | 1 | 3 | exam | 6 |
| | | Financial Management | PC (UC) | 1 | 3 | exam | |
| M2 | Business processes and decision-making | Business research | PC (UC) | 1 | 3 | exam | 13 |
| | | Business process reengineering/ Brand Management | PC (EC) | 2 | 5 | exam | |
| | | Project management/ Strategic budgeting | PC (EC) | 1 | 5 | exam | |
| M.3 | Human capital Management | Leadership and change management | LW (UC) | 1 | 5 | exam | 15 |
| | | People and organization / Accounting for decision makers | PC (EC) | 1 | 5 | exam | |
| | | International Career Development Strategy/ Health and Well-being Management | LW (EC) | 2 | 5 | exam | |
| M.4 | Experimental research work | Experimental research work, implementation of the master's project | ERW | 1,2 | 18 | report | 18 |
| M.5 | Final attestation | Writing and defending a Master's project | FA | 2 | 12 | project defense | 12 |
| | In total | | | | | | 64 |

*PC – professional competences

**UC - university component

***EC – elective component
****LW – laboratory work
*****ERW - Experimental research work
*****FA – final attestation