

ALIKHAN BOKEIKHAN UNIVERSITY

MODULAR EDUCATION PROGRAMME
7M04108 Business Administration (MBA)

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

Modular educational programme 7M04108 Business Administration (MBA) is compiled in accordance with:

- State obligatory standard of higher education, approved by the order №2 of the Minister of Science and Higher Education of the Republic of Kazakhstan from 20.07.2022.

- Rules of organisation of educational process on credit technology of training, approved by the order of the Minister of Education and Science of the Republic of Kazakhstan № 152 from 20.04.2011;

- Model rules of activity of organisations of higher and (or) postgraduate education, approved by the order of the Minister of Education and Science of the Republic of Kazakhstan № 595 from 30 October 2018;

- Structure of the modular educational programme, edition No. 4 from 05.10.2022;

- Regulations on the MBA/EMBA Master of Business Administration Programme 2024;

- Professional standards: Project Management (26.12.2019), Financial Management (26.12.2019), Activities in planning and analysis of firm resources (26.12.2019), Management of small (medium) firm (26.12.2019), Strategic HR (18.12.2019).

The Modular Educational Programme (MEP) is designed as a set and sequence of educational modules for the entire period of study and is aimed at mastering the competencies required for awarding the MBA degree on the educational programme '7M04108 Business Administration'.

The module of the block of disciplines for the formation of professional competences (PC) is not less than 58 credits, which includes disciplines of the university component (UC) and elective component (EC). Modules of these disciplines allow to form a set of key professional competences acquired by the graduate.

The block of disciplines of personal development and formation of leadership qualities (LQ) includes disciplines of the university component (UC), which is 10 credits; and elective component (EC), which is 10 credits. Modules of these disciplines allow to form a set of special competences acquired by the graduate.

The industrial practice includes 8 credits.

Experimental-research work of Master's students, including the fulfilment of Master's thesis - 30 credits.

Final certification - 12 credits, including the design and defence of the Master's thesis.

The criterion for the completion of the educational process is the mastering of at least 120 credits, including all types of academic and research activities. MEP consists of 5 modules, including all types of training (all practices and ERW) and final certification.

When developing the modular educational programme, the wishes and recommendations of potential employers were taken into account, aimed at the formation of additional professional competencies that meet the requirements of the labour market.

The aim of the modular educational programme is to prepare managers for a successful career in business management and administration by applying the best international practices and experience in a wide range of industries.

Requirements to the level of Master's degree are determined on the basis of Dublin descriptors of the second level of higher education (Master's degree) and reflect the mastered competences expressed in the achieved learning outcomes.

Expected outcomes of the modular educational programme 7M04108 Business Administration (MBA):

- ON 1 Apply strategic management techniques to analyse 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, executing and monitoring project activities.
- ON 5 Develop and implement successful brand management strategies to enhance brand value.
- ON 6 Manage people and the organisation by applying effective organisational behaviour and people management techniques.
- ON 7 Implement innovation and business process re-engineering techniques in business activities.
- ON 8 Assess consumer behaviour in a culturally sensitive manner and formulate the most effective strategies to meet their needs.
- ON 9 Apply business communication, diplomacy and multicultural competence skills in negotiation, conflict resolution and business challenges.
- ON 10 Demonstrate competence and judgement in assessing legal issues related to international business and trade.

2 Competency model of a graduate

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

Professional competencies:

- the ability to assess the economic and social conditions of entrepreneurial activity, identify new market opportunities and form new business models;
- 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 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; to assess the impact of risk and uncertainty in assessing the effectiveness of the project, to identify the influence of the external environment and take it into account when solving practical management problems;
- to master the methods of personnel management in the innovative sphere of the organization; to ensure the development of modern management methods in an innovative organization, the concept of leadership in strategic management;
- 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, analyze problematic aspects of business and generate solutions;
- mastery of business communication methods in an international environment, the ability to use the peculiarities of the local business culture of foreign countries;
- building models of international trade and finding equilibrium states in the model, to consider the problems of doing business and managing it from the perspective of competition in the international environment;
- acquisition of skills necessary for the study of consumer behavior and the development of effective strategies and tools for its formation and modification

in a competitive environment.

Special competencies:

- the ability to plan and evaluate one's own economic actions in the field of family budget management, personal finances;
- development of change management skills, 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;
- integrate various functional aspects of management based on knowledge of theory, modern research and practice requirements, use a marketing and financial approach to solving company management problems;
- development of a number of personal, interpersonal and professional skills at the level of leadership and leadership;
- the ability to implement new things as painlessly as possible, having won over the participants of the process, which allows you to competently manage changes and master modern management approaches;
- the ability to determine the prospect of international career growth and/or personal benchmarks for achieving business success;
- application of modern innovative approaches in the field of personal health and well-being management;
- formation of communication skills that will help to find a common language with different employees and in different situations, resolve conflicts and clarify needs;
 - proficiency in a foreign language at the level of professional communication, the ability to use the formulas of speech etiquette in accordance with the specific communication situation.

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	3	<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	Business English	1	<p>Knowledge: the meanings of new lexical units related to the topic and relevant communication situations, language material: idiomatic expressions, evaluative vocabulary, units of speech etiquette, and serving communication situations</p> <p>Skills: to compose and read business documents, conduct business negotiations, convincingly argue their positions, communicate with international business partners</p> <p>Skills: communication in English in the business field, solving exercises to improve reading, writing and speaking skills</p>
3	Special	Multicultural communication	2	<p>Knowledge: fundamentals of the theory of intercultural communications; the main patterns of the process of intercultural communication; the main directions of the formation of harmonious intercultural communications; · the specifics of manifestations of cultural differences in social work; methods of education in the field of prevention of xenophobia and the formation of a culture of peace</p> <p>Skills: to master the methods of developing effective communication strategies in a multicultural business environment, to study cultural aspects, intercultural competence and communication styles, to take into account cultural differences and their manifestation in professional activities</p> <p>Skills: conducting intercultural negotiations, conflict resolution and creating effective teams in international teams, master methods of comparative analysis of various types of cultures, cultural traditions, values and norms</p>
4	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>

				Skills: 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
5	Special	International career development strategy	2	Knowledge: components of career development, fundamentals of international employment, questions on the formation of an international career track. Skills: analyze global labor markets, cultural competencies and diversity in the workplace, apply a professional hiring culture Skills: personal branding, networking and intercultural communication to navigate international career opportunities and increase employability in a global world
6	Special	Personal Wealth Management	2	Knowledge: strategies for effective management of personal well-being (finances), the idea of the proper use of capitalization to increase funds, common mistakes in investing, the directions of the pension model Skills: to find a source of information and work with it competently, make informed financial decisions and create strategies to achieve personal financial goals, make a personal budget, assess risks Skills: apply budgeting, investment, pension planning and debt management processes, apply a model of rational financial behavior

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

Course	Providing disciplines	Competencies	Expected outcomes
1	Strategic management	Professional	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. Skills: synthesize information for making strategic decisions in a complex and uncertain business environment, taking into account many prospects

			<p>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 the organization and conduct of business research, methodology and tools for conducting business research, including forecasting trends through data analysis</p> <p>Skills: to 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, decision-making management solutions 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	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>
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>

			determine the price of assets, assess risks, make strategic decisions, evaluate projects and apply methods, conduct critical analysis and problem solving. Skills: develops skills in financial choice analysis, investment assessment and strategic problem assessment, reading and analyzing financial statements of companies
2	Project management	Professional	Knowledge: theoretical and methodological aspects in the field of project management, paying special attention to PMI standards and Agile SCRUM methodology, the main subsystems of project management within the framework of a systematic approach Skills: evaluate innovative ideas, set SMART goals, use project management tools at various stages of the project life cycle, perform qualitative and quantitative risk assessment of projects, determine the effectiveness of the project, develop a business plan for the project Skills: to manage projects, apply Agile SCRUM and analyze leadership skills to form a project team, compile project documentation, work with national and international standards in the field of project management.
2	Brand Management	Professional	Knowledge: the content of brand strategy, positioning and communication, as well as the role of brand capital in ensuring business success 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 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

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	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 efficiency 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>
1	Consumer behavior	Professional	<p>Knowledge: customer characteristics and modeling of consumer behavior, issues of influence on consumer behavior and decision-making in the context of marketing management, motivation of consumer behavior, lifestyle and consumer resources</p> <p>Skills: to evaluate all aspects of consumer culture, including interaction with brands, attitudes to advertising, self-concept formation and interaction with other people through consumption.</p> <p>Skills: analyze specific situations that affect the consumer's decision-making process about a purchase, assess the impact of external and internal factors on consumer behavior and identify the possibility of using them in marketing for consumers to make a purchase decision</p>
1	Innovative management	Professional	<p>Knowledge: theoretical aspects of the emergence and formation of</p>

	and entrepreneurship		<p>innovation management, issues of idea generation, business planning, financing and scaling, principles of innovation management and entrepreneurship</p> <p>Skills: to conduct managerial, marketing, commercial, advertising and patent licensing work related to innovative activities in the organization, to develop management solutions and justify the choice of the optimal one based on the criteria of socio-economic efficiency and environmental safety of innovation</p> <p>Skills: identify opportunities, develop innovative strategies and manage enterprises, select the most relevant areas of scientific research, set research objectives and determine ways to solve the tasks set</p>
1	Design management of an effective workspace	Professional	<p>Knowledge: methods of organizing the workspace; requirements for the organization of workplaces, specialization and equipment of workplaces; working time costs and their classification, organization of the workspace according to the 5S system</p> <p>Skills: optimize work processes, organize the workspace, work with information stands, apply effective ways to control and improve the application of the 5S method; apply the knowledge gained in practice.</p> <p>Skills: plan the physical workplace as a strategic tool to achieve the goals of the organization, develop cultures and implement interior design concepts to create effective workplaces</p>
1	International Business law	Professional	<p>Knowledge: legal foundations and problems of cross-border business, issues of international trade law, dispute resolution, intellectual property rights and contracts, understanding of the complexities of global business and their legal aspects</p> <p>Skills: managing risks and navigating complex international transactions for multinational corporations, distinguishing ways companies enter foreign markets and factors influencing their choice, the main types of international business strategies</p> <p>Skills: to organize the approval process and document an international commercial agreement within the framework of managerial, economic and other professional activities to support the organization's foreign economic activities in accordance with international and national standards</p>
1	International trade	Professional	<p>Knowledge: principles and practices of international trade with an emphasis</p>

			<p>on modern challenges, trade policy issues, marketing, investment, as well as e-commerce and blockchain, structure, the main positive and regulatory effects of international trade</p> <p>Skills: analyze the impact of the changing business environment, supply chain disruptions and trade restrictions in order to achieve success in international trade, analyze the benefits and losses from international trade using the necessary tools of international trade theories</p> <p>Skills: to master the methods and techniques of analyzing economic phenomena and processes using the basic theories of international economics in relation to international trade, the correct interpretation of the results of theoretical modeling of international trade in relation to the conjuncture of modern markets</p>
2	Regionalization and sustainable development	Professional	<p>Knowledge: features of management of socio-economic and territorial systems, issues in the field of understanding organizational and operational strategy in a competitive business environment in the relevant regions of the world</p> <p>Skills: to study cases and implement regional planning, management and economic development, to promote sustainable development, working in a competitive business environment</p> <p>Skills: assessment of economic and social conditions for the implementation of regional programs; application of legal norms; knowledge of methods of regional analysis and regional management</p>
2	Diplomacy and international relations	Professional	<p>Knowledge: principles and practice of diplomacy and international relations, tools for analyzing global governance structures, diplomatic strategies and negotiation methods, the concept of geopolitical dynamics, international organizations and key issues of global politics</p> <p>Skills: analyze modern diplomatic systems, apply methods of analyzing the international situation to characterize business communication, analyze methods of regulating international conflicts and international relations from the perspective of modern diplomacy</p> <p>Skills: diplomatic communication, conflict resolution and navigating the challenges of international relations, mastery of business communication methods in an international environment, the ability to use the peculiarities of</p>

			the local business culture of foreign countries
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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
M1	Advanced management	Strategic management	PC (UC)	1	3	exam	12
		Financial Management	PC (UC)	1	4	exam	
		Innovative management and entrepreneurship/ Consumer behavior	PC (EC)	1	5	exam	
M2	Business processes and decision-making	Business research	PC (UC)	1	3	exam	26
		Business process reengineering/ Design management of an effective workspace	PC (EC)	2	5	exam	
		Accounting for decision makers	PC (UC)	2	5	exam	
		Brand Management	PC (UC)	3	5	exam	
		Internship	PC (UC)	4	8	internship report	
M3	Human capital Management	People and organization	PC (UC)	1	5	exam	15
		Leadership and changes management	LW(UC)	3	5	exam	
		Project management	PC (UC)	3	5	exam	
M4	Communication and wealth management	International Career Development Strategy/ Personal Wealth Management	LW (EC)	3	5	exam	10
		Multicultural communications/ Health and Well-being Management	LW (EC)	2	5	exam	

M5	International relations and law	International Business law/ International trade	PC (EC)	2	5	exam	15
		Business English	LW (UC)	1	5	exam	
		Regionalization and sustainable development/ Diplomacy and international relations	PC (EC)	2	5	exam	
M6	Experimental research work	Experimental research work, completion of a master's thesis	ERW	1,2,3,4	30	report	30
M7	Final attestation	Writing and defending a master's thesis	FA	4	12	thesis defense	12
	In total						120

*PC – professional competences

**UC - university component

***EC – elective component

****LW – laboratory work

*****ERW - Experimental research work

*****FA – final attestation