

**ALIKHAN BOKEIKHAN UNIVERSITY**

**MODULAR EDUCATIONAL PROGRAM**

**7M04118 Business administration (EMBA)**

Semey, 2023 y.

Developed by the Department of Business and Management

Considered at the meeting of the department

Protocol no. 8 from «13» \_\_\_ 04 \_\_\_ 2023 year

Reviewed and approved at the meeting of the Faculty's Educational and Methodological Council

Protocol no. 3 from «03» \_\_\_ 05 \_\_\_ 2023 year

Approved at the meeting of the Educational and Methodological Council of the University

Protocol no. 5 from «30» \_\_\_ 05 \_\_\_ 2023 year

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## **1 Explanatory not**

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

- The State mandatory standard of Higher Education, approved by Order No. 2 of the Minister of Science and Higher Education of the Republic of Kazakhstan dated 20.07.2022;
- Rules for the organization of the educational process on credit technology of education, approved by the Order of the Minister of Education and Science of the Republic of Kazakhstan No. 152 dated 20.04.2011;
- Standard rules of activity of organizations of higher and (or) postgraduate education, approved by the Order of the Minister of Education and Science of the Republic of Kazakhstan No. 595 dated October 30, 2018;
- Structure of the modular educational program, revision No. 4 of 05.10.2022;
- Regulations on the research work of undergraduates, revision No. 4 of 08.23.2022;
- Professional standards: Project management (26.12.2019), Strategic HR (18.12.2019), Financial management (26.12.2019), Activities in the field of planning and analysis of company resources (26.12.2019).
- Atlas of new professions. Business Process Continuity Manager.

The Modular educational program (MEP) 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 forming a complex of key professional competencies acquired by a graduate.

The block of disciplines of personal development and formation of leadership qualities (PD) 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 complex of special competencies acquired by a graduate.

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

Final certification – 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 master's 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.

When developing a modular educational program, 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 labor market (round table with employers "Interaction of the University and employers in matters of training and employment of graduates" dated 27.01.2023)

Social partners who took part in the discussion of the MEP: Baisarina A.S., Head of the department for work with applicants, support of employers and organization of SRM, MP and OR, KSU "Employment Center of the Akimat of Semey", Ydyrysbeikova Z.E., specialist in youth policy of KSU "Employment Center of the Akimat of Semey" , Agzymov D.K., Leading Specialist of the branch of the National Chamber of Entrepreneurs "Atameken" in the region of Abay, Yerboluly M., Director of JSC "Damu Entrepreneurship Development Fund" in the region of Abay, Bazarov S.R., Deputy Head of the De-

partment of the National Bureau of Statistics in the region of Abay, Lyui A.V. , Director of the Public Fund "Hometown", Akhunzhanov J. G. Director of the branch of JSC "Nurbank" in Semey, Sakenova A. Zh. Leading specialist of the branch of JSC "Fortebank" in Semey, Kustaubaev B. A., Deputy Director for Republic of Belarus of the branch of JSC "Halyk Bank of Kazakhstan » in the Abai region, Metchinov A.M., State Institution "Department of Education of the Abai Region", Deputy Head, Shaibakova A.S., Commercial Director of Altyn Munai LTD LLP Mukhanov B. M., Director of Partner Energo LTD LLP, Umbetov S.B., Deputy Head of the Group accounting of the Regional Service Center of NC KTZ JSC, A. S. Kurmanbayeva, KazSemZhest LLP, Head, Sadykova S. K., Business Trainer, Startup Tracker, Kim Sh. Zh., Chief HR Manager of Jusan Bank JSC, Temirgaliyeva B.S., chief specialist of the IP administration department, RGU "State Revenue Administration for the city of Semey", Kairova A. M., Branch of JSC "BankCenterCredit", deputy director, Ospanova N.T., Branch No. 9 of JSC "Eurasian Bank" in Semey, head of branch, Ishmukhametova E.E., Intellect Service LLP, chief accountant Oralbekov A. O., regional branch of Jusan bank JSC, director, Toleukanov R.I., branch of NAO State Corporation "Government for Citizens" in the Abai region, head of economic planning, Kunbasova S.B. , branch of NJSC “State Corporation “Government for Citizens” in the Abay region, HR manager, Orazgalieva A.K., PhD, Associate Professor of the Department of Economics and Finance of the NJSC “Shakarim University of Semey”.

**Purpose of modular educational program-** to train top managers for a successful career in the field of business administration and cultivate key competencies in strategic management, advanced leadership techniques, best international practices, and experience across 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 (EMBA):**

- ON 1 To apply strategic management tools to analyze and formulate effective business development strategies.
- ON 2 To conduct comprehensive business research and utilize results for decision-making.
- ON 3 To 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 To develop and implement successful brand management strategies to enhance brand equity.
- ON 6 To lead people and organizations by applying effective organizational behavior and HR management practices.
- ON 7 Implement business process re-engineering techniques to improve operational efficiency in organization.

## **2 The graduate's competence model**

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

### **Professional competencies:**

- use the methodological material of management; formulate goals and set tasks related to the implementation of the professional functions of a strategic manager;
- 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 provisions of the 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 organizational change and development management;
- 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 the development of personnel policy, 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:**

- 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;
- development of a number of personal, interpersonal and professional skills at the level of leadership and leadership;
- the ability to implement the new as painlessly as possible, having inclined the participants of the process to their side, which allows you to competently manage changes;
- the ability to determine the prospect of international career growth and/or personal guidelines for achieving success in business;
- 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 find out needs.

**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 stud		Expected result
		list of disciplines	the sequence of their study (sem.)	
1	Special	Leadership and Change Management	1	<p><b>To know:</b> basic theories and methodologies of change management for the managerial context, the role of a change leader, key elements of a successful change project</p> <p><b>Be able to:</b> apply effective methods of team leadership, stimulating innovation and forming a culture of change, using methods and behaviors that would help people adapt to changes</p> <p><b>Skills:</b> develop leadership skills to implement strategic changes in organizations, will better navigate a dynamic business environment and lead successful change initiatives in companies</p>
2	Special	International career Development Strategy	2	<p><b>To know:</b> components of career development, fundamentals of international employment, questions on the formation of an international career track</p> <p><b>Be able to:</b> analyze global labor markets, cultural competencies and diversity in the workplace, apply professional hiring culture</p> <p><b>Skills:</b> develop personal branding, networking and cross-cultural communication skills to navigate international career opportunities and increase employability in the global world</p>
3	Special	Health and Wellness Management	2	<p><b>To know:</b> 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><b>Be able to:</b> analyze strategies for the development and implementation of health improvement programs, occupational health and safety management, as well as promoting the well-being of employees, evaluate the effectiveness of health promotion pro-</p>

				grams in the workplace <b>Skills:</b> to develop skills of creating a culture of health and well-being of employees in the workplace, the application of a comprehensive strategy for the implementation of corporate health promotion programs in the workplace
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**Table 2. The sequence of mastering the disciplines of professional interaction**

Course	Providing disciplines	Competencies Expected result	Competencies Expected result
1	Strategic Management	Professional	<p><b>To know:</b> 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><b>Be able to:</b> 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><b>Skills:</b> the use of techniques and tools for strategic analysis, justification and selection of strategies; to understand the features of organizational change management, to understand the process of formation of strategic goals of the organization, taking into account their priority</p>
1	Business Research	Professional	<p><b>To know:</b> fundamentals of organizing and conducting business research, methodology and tools for conducting business research, including forecasting trends using data analysis</p> <p><b>Be able to:</b> 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</p>



			<p>use of modern analytical tools</p> <p><b>Skills:</b> practical skills of data collection, analysis, quality assessment and reporting, which can be used to solve business problems and improve the efficiency of the company</p>
1	Management of Finance	Professional	<p><b>To know:</b> understanding of the financial situation of the company, modern financial management system, fundamentals of investment assessment methodology, capital expenditures and determination of external factors</p> <p><b>Be able to:</b> to analyze various factors that affect the position of a business, determine the price of assets, assess risks, make strategic decisions, evaluate projects and apply methods, conduct critical analysis and problem solving</p> <p><b>Skills:</b> develop skills in financial choice analysis, investment evaluation and strategic problem assessment, reading and analyzing financial statements of companies</p>
1	Project management	Professional	<p><b>To know:</b> 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 of evaluating the economic efficiency of projects</p> <p><b>Be able to:</b> to conduct research of the external environment of the project: marketing approach, accounting of investment risks, budgeting of investments and their payback</p> <p><b>Skills:</b> to implement and use a variety of software products – project management systems, to carry out a systematic analysis of project risks, to possess the skills of step-by-step control of the implementation of business plans and the terms of agreements concluded</p>
1	People & Organization	Professional	<p><b>To know:</b> concepts of structure, culture, conflicts, change management and broader environmental factors, HR metrics and personnel analytics, management styles and delegation</p>

			<p><b>Be able to:</b> 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><b>Skills:</b> analysis of the theory 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><b>To know:</b> fundamentals of the processes of drafting and implementing a financial strategy in the 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><b>Be able to:</b> apply cost budgeting methods, generate budget forecasts, possess analytical tools that will allow you to predict the future financial condition of the company, plan financial flows, make the right financial and management decisions</p> <p><b>Skills:</b> 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><b>To know:</b> understanding of financial and management accounting, interpretation of financial statements, cost behavior, budgeting principles and break-even analysis</p> <p><b>Be able to:</b> critically evaluate balance sheets, interpret financial data, use margin costing and make cash budgets</p> <p><b>Skills:</b> determine the importance of various types of accounting information useful for decision-making, use accounting information for product management, cost control and other factors</p>

			of success in work
2	Business Process Re-engineering	Professional	<p><b>To know:</b> the concept of business processes, the life cycle of the company's business process management, methods for identifying bottlenecks in processes, optimizing work processes and integrating technological solutions</p> <p><b>Be able to:</b> strategic coordination, change management and efficiency measurement to ensure organizational transformation, diagnostics of the company's condition, evaluation of the effectiveness of current processes, the potential of digital, technological reorganization; designing schemes of more efficient processes</p> <p><b>Skills:</b> analysis and redesign of business processes in order to increase efficiency, effectiveness and flexibility</p>
2	Brand Management	Professional	<p><b>To know:</b> content of brand strategy, positioning and communication, as well as the role of brand capital in ensuring business success</p> <p><b>Be able to:</b> to 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> <p><b>Skills:</b> creating effective branding strategies in a dynamic business environment using case studies and group projects, planning the launch of marketing campaigns, effectively promoting products and brand positioning</p>

### **3. The list of modules included in the educational program**

Module №	Name of the module	The list of disciplines included in the module	Block	Term	Credit volume	Form of control	Total credits b y modul
M.1	Advanced Management	Strategic Management	PC(UC)	1	3	exam	6
		Management of Finance	PC(UC)	1	3	exam	
M2	Business processes and decision-making	Business Research	PC(UC)	1	3	exam	13
		Business Process Re-engineering	PC(EC)	2	5	exam	
		Strategic Budgeting / Accounting for Decision Makers	PC(EC)	1	5	exam	
M.3	Human Capital management	Leadership and Change Management	PD (UC)	1	5	exam	15
		Project management / People & Organization	PC(EC)	1	5	exam	
		International career Development Strategy / Health and Wellness Management	PD (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 protection	12
	Total						64