

**ALIKHAN BOKEIKHAN UNIVERSITY**

**MODULAR EDUCATIONAL PROGRAM**

**7M04108 Business administration (MBA)**

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), Financial management (26.12.2019), Activities in the field of planning and analysis of firm resources (26.12.2019), Management of a small (medium) firm (26.12.2019), Strategic HR (18.12.2019).
- 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 MBA Master's degree in the educational program "7M04108 Business Administration".

The module of the block of disciplines on the formation of professional competencies (PC) is at least 58 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 10 credits; and the elective component (EC), which is 10 credits. Modules of these disciplines allow you to form a complex of special competencies acquired by a graduate

Production practice includes – 8 credits.

Experimental research work of undergraduates, including the implementation of a master's thesis - 30 credits.

Final certification – 12 credits, including registration and defense of a master's thesis.

The criterion for the completion of the educational process is the development of at least 120 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 (all practices and 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", Ydyrysbekova 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 Department 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 managers for successful careers in business management and administration by applying international best 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 7M04108 Business Administration (MBA):**

- ON 1 Apply strategic management tools to analyze and formulate effective business development strategies.
- ON 2 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 Develop and implement successful brand management strategies to enhance brand equity.
- ON 6 Lead people and organizations by applying effective organizational behavior and HR management practices.
- ON 7 To implement innovations and methods of re-engineering of business processes in entrepreneurial activity.
- ON 8 Evaluate consumer behavior in a culturally sensitive way and shape the most effective strategies to meet customers' needs.
- ON 9 To apply business communication, diplomacy and multicultural competence skills in negotiation, conflict resolution and business challenges.
- ON 10 To demonstrate competence and judgement in assessing complex legal issues related to international business and trade.

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

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 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 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;
- master the methods of personnel management in the innovative sphere of the organization; ensuring the development of modern management methods in an innovative organization;
- 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;
- knowledge 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;
- 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 their 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;
- 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;
- 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 situation of communication.

**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	3	<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	Business English	1	<p><b>To know:</b> 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 service communication systems</p> <p><b>Be able to:</b> to compose and read business documents, conduct business negotiations, convincingly argue their positions, communicate with international business partners</p> <p><b>Skills:</b> communication in English in the business sphere, solving exercises to improve reading, writing and speaking skills</p>
3	Special	Multicultural Communications	2	<p><b>To know:</b> fundamentals of the theory of intercultural communications; the main laws of the process of intercultural communication; the main directions of the formation of harmonious intercultural communications; the specifics of cultural differences in social work; methods of education in the field of prevention of</p>

				<p>xenophobia and the formation of a culture of peace</p> <p><b>Be able to:</b> 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><b>Skills:</b> conducting intercultural negotiations, conflict resolution and creating effective teams in international collectives, master methods of comparative analysis of various types of cultures, cultural traditions, values and norms</p>
4	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 programs in the workplace</p> <p><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</p>
5	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>



6	Special	Private Wealth Management	2	<p><b>To know:</b> strategies for effective management of personal well-being (finances), the idea of the competent use of capitalization to increase funds, about common mistakes when investing, about the directions of the pension model</p> <p><b>Be able to:</b> 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</p> <p><b>Skills:</b> apply budgeting, investment, pension planning and debt management processes, apply a model of rational financial behavior</p>
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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, ana-</p>

			<p>alyze 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><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	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 of success in work</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>
2	Project management	Professional	<p><b>To know:</b> 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</p> <p><b>Be able to:</b> evaluate innovative ideas, set SMART goals, use project management tools at various stages of the project lifecycle, perform qualitative and quantitative assessment of project risks, determine project effectiveness,</p>

			<p>develop a project business plan</p> <p><b>Skills:</b> 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</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>
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	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>

			<b>Skills:</b> analysis and redesign of business processes in order to increase efficiency, effectiveness and flexibility
1	Consumer Behaviour	Professional	<p><b>To know:</b> buyer 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><b>Be able to:</b> to evaluate all aspects of consumer culture, including interaction with brands, attitudes to advertising, formation of self-perception and interaction with other people through consumption</p> <p><b>Skills:</b> analyze specific situations that affect the consumer's decision-making process about buying, evaluate the influence of external and internal factors on consumer behavior and identify the possibility of their use in marketing for consumers to make a purchase decision</p>
1	Innovation Management & Entrepreneurship	Professional	<p><b>To know:</b> theoretical aspects of the emergence and formation of innovation management, issues of idea generation, business planning, financing and scaling, principles of innovation management and entrepreneurship</p> <p><b>Be able to:</b> to conduct managerial, marketing, commercial, regulatory and patent-licensing work related to innovation 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><b>Skills:</b> identify opportunities, develop innovative strategies and manage enterprises, choose the most relevant areas of scientific research, set research objectives and determine ways to solve the tasks set</p>
1	Effective Workplace Design Management	Professional	<p><b>To know:</b> methods of workplace organization; requirements for workplace organization, specialization and equipment of workplaces; working time costs and their classification, organization of workspace according to the 5S system</p> <p><b>Be able to:</b> optimize work processes, organize the workspace, work with information stands, apply effective methods of monitoring and improving the</p>

			<p>application of the 5S method; apply the knowledge gained in practice</p> <p><b>Skills:</b> plan a 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><b>To know:</b> 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><b>Be able to:</b> 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><b>Skills:</b> to organize the approval process and document an international commercial contract within the framework of managerial, economic and other professional activities to support the foreign economic activity of the organization in accordance with international and national standards</p>
1	International Trade	Professional	<p><b>To know:</b> principles and practice of international trade with an emphasis on modern challenges, trade policy issues, marketing, investment, as well as e-commerce and block chain, structure, the main positive and regulatory effects of international trade</p> <p><b>Be able to:</b> 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><b>Skills:</b> to master the methods and techniques of analyzing economic phenomena and processes using the basic theories of international economics in relation to international trade, correct interpretation of the results of theoretical modeling of international trade in relation to the conjuncture of modern markets</p>
2	Regionalization and	Professional	<p><b>To know:</b> management features of socio-economic and territorial systems,</p>

	Sustainable Development		<p>issues in the field of understanding organizational and operational strategy in a competitive business environment in the relevant regions of the world</p> <p><b>Be able to:</b> study case studies and implement regional planning, management and economic development, promote sustainable development, working in a competitive business environment</p> <p><b>Skills:</b> 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><b>To know:</b> 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><b>Be able to:</b> 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><b>Skills:</b> 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 the local business culture of foreign countries</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	12
		Management of Finance	PC(UC)	1	4	exam	
		Innovation Management & Entrepreneurship / Effective Workplace Design Management	PC(EC)	2	5	exam	
M2	Business processes and decision-making	Business Research	PC(UC)	1	3	exam	26
		Business Process Re-engineering / Consumer Behaviour	PC(EC)	2	5	exam	
		Accounting for Decision Makers	PC(UC)	2	5	exam	
		Brand Management	PC(UC)	3	5	exam	
		Production practice	PC(UC)	3	8	practice report	
M3	Human Capital management	People & Organization	PC(UC)	1	5	exam	15
		Leadership and Change Management	PD(UC)	3	5	exam	
		Project management	PC(UC)	3	5	exam	
M4	Communication and wealth management	International career Development Strategy / Private Wealth Management	PD(EC)	3	5	exam	10
		Multicultural Communications / Health and Wellness Management	PD(EC)	2	5	exam	

M5	International relations and law	International Business Law / International Trade	PC(EC)	2	5	exam	15
		Business English	PD(UC)	1	5	exam	
		Regionalization and Sustainable Development / Diplomacy and International Relations	PC(EC)	3	5	exam	
M.6	Experimental research work	Experimental research work, execution of a master's thesis	ERW	1,2,3,4	30	report	30
M.7	Final attestation	Writing and defending a Master's thesis	FA	4	12	thesis defense	12
	Total						120