

**ЕУРАЗИЯ
ТЕХНОЛОГИЯЛЫҚ
УНИВЕРСИТЕТІ**



**EURASIAN
TECHNOLOGICAL
UNIVERSITY**

**ЕВРАЗИЙСКИЙ
ТЕХНОЛОГИЧЕСКИЙ
УНИВЕРСИТЕТ**

Approved at the meeting of the Academic Council
Protocol No. 8 dated 13.03, 2025.
Chairman of the Academic Council



TEMERBAYEVA A.M.

**EDUCATIONAL PROGRAM
«6B04111 Management»**

for admission in 2025

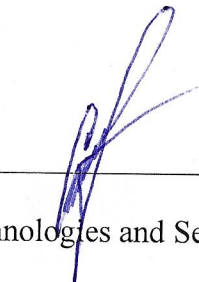
Almaty, 2025

The educational program has been reviewed and recommended for approval at the meetings:

The Educational and Methodological Council of the University

Protocol No. 3 of 25.02.2025

Chairman of the Educational and

Methodological Council University  Savelyeva V.V.

School of Economic and Legal Technologies and Service Industries

Protocol No 4 of 17.01.2025

Dean of SELTIS  Bakhyt Y.B.

Agreed:

Director of DofEPO  Nurgazieva L.A.

Scope of Application

Intended for the training of bachelor's degree students under the educational program «6B04111 Management» at Eurasian Technological University LLP.

Regulatory Documents:

Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III On education, as amended and supplemented.

State Compulsory Standards of Education, approved by the Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2, with amendments and supplements.

Model Rules for the Activities of Higher and/or Postgraduate Education Organizations, according to Appendix 5 to the Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 30, 2018 No. 595, with amendments and supplements.

Rules for Organizing the Educational Process under the Credit-Based Learning Technology, approved by the Order of the Minister of Education and Science of the Republic of Kazakhstan dated April 20, 2011 No. 152, with amendments and supplements.

Algorithm for Inclusion and Exclusion of Educational Programs in the Register of Educational Programs of Higher and Postgraduate Education, Order of the Minister of Education and Science of the Republic of Kazakhstan No. 665 dated December 4, 2018.

Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated October 12, 2022 No. 106. Rules for Maintaining the Register of Educational Programs Implemented by Organizations of Higher and/or Postgraduate Education, as well as the Grounds for Inclusion and Exclusion from the Register.

Professional Standard. Appendix No. 72 to the Order of the Deputy Chairman of the Board of the National Chamber of Entrepreneurs of the Republic of Kazakhstan «Atameken» dated December 11, 2018 No. 339.

Atlas of New Professions and Competencies in the Republic of Kazakhstan.

1. ПАСПОРТ ОБРАЗОВАТЕЛЬНОЙ ПРОГРАММЫ

Field of education	6B04 Business, Management and Law
Direction of personnel training	6B041 Business and Management
Group of educational programs	B044 Management and administration
Educational program	6B04111 Management
EP type	Acting
ISCED	6
Level on NQF	6
Level on SQF	6
EP distinctive features	No
The license number on the direction of training	KZ51LAA00008304
Availability of OP accreditation	Yes
Degree to be conferred	Bachelor
Volume of the credits	240
EP purpose	Training of qualified specialists – managers who possess General (soft skills) and professional competencies, ready to develop their leadership and creative potential in the leading Kazakh and foreign companies, in government.

Developers:

Full name	Position	Contact information
Mazhiyeva Galiya	Head of the Business and Management Study Program, Senior Lecturer, School of Economic and Legal Technologies and Service Industries	+7 701 751 03 76 g.mazhieva@etu.edu.kz
Raushan Aitkaliyevna Nursseitova	President of Almaty Technical and Economic College LLP	+7 701 755 99 95
Ashirbek Isatayevich Nurpeisov	Senior Lecturer, School of Economic and Legal Technologies and Service Industries	+7 777 388 88 47 a.nurpeisov@etu.edu.kz
Aldiyar A. N.	Student of the Educational Program «6B04111 Management»	

The Expert Group:

Full name of the expert	Position	Contact information
Batayeva Gulnar	Deputy Chief Executive Officer for Development of LLP «Petroleum»	+7 701 713 00 29 g.batayeva@gmail.com
Sarsenov Bolat	Director of LLP «Nuray Limited»	+7 701 143 82 84
Tursyn Kaldybai	Director of LLP «IBCGroup Finance»	+7 707 432 37 77 kaldybaytk@mail.ru

2. JUSTIFICATION OF THE PROGRAM

The educational program «6B04111 – Management» is developed in accordance with the National Qualifications Framework, professional standards, the Dublin Descriptors, as well as current labor market requirements and the strategic priorities of the digital economy. The purpose of the program is to train a new generation of managers capable of effectively organizing enterprise activities, making strategic and operational decisions, implementing innovations, and using modern analytical and digital tools in management.

The program has a modular structure that ensures a logical sequence in the development of competencies—from mastering economic, legal, and organizational fundamentals to strategic management, business analytics, and digital transformation. The curriculum covers key areas of managerial activity, including personnel organization and motivation, project and operational management, corporate and strategic development, managerial analytics, financial planning, and public regulation.

Special attention is given to digital technologies and analytics in management. Students master business analytics methods, BI systems, the fundamentals of artificial intelligence, and digital management, which enables data-driven decision-making. These competencies prepare graduates to work in the context of business digital transformation and global competition.

The program is aimed at developing students' systemic, critical, and strategic thinking, the ability to analyze business processes, assess risks, and make well-grounded decisions under uncertainty. It fosters skills in organizational and project leadership, effective communication, change and personnel management, as well as an understanding of the principles of sustainable development and corporate social responsibility.

The practice-oriented component of the program includes academic, industrial, and pre-graduation internships, during which students integrate theoretical knowledge with real management tasks. The educational process is based on a combination of lectures, practical and

project-based learning, case methods, business games, and digital modeling of managerial situations.

As a result of completing the program, graduates acquire comprehensive managerial and analytical competencies necessary for work in commercial and public organizations, project teams, and consulting structures. They are able to analyze the internal and external environment of an enterprise, develop development strategies, optimize business processes, and ensure the sustainable growth of organizations in the modern environment.

Thus, the educational program «6B04111 – Management» combines academic rigor, practical orientation, and innovative teaching methods, forming professionals prepared for effective work in the conditions of the digital economy and sustainable development.

3. LEARNING OUTCOMES

LO 1	To analyze organizational needs for change, assess the impact of strategic plans and the social consequences of changes, and communicate with stakeholders
LO 2	To develop a change management strategy, define approaches, procedures, and criteria for assessing the success of changes, and analyze risks and the organization's readiness for implementing changes
LO 3	To form and prepare teams for change management, analyze and develop the competencies of team members and sponsors, as well as ensure support and engagement from leadership throughout the change process
LO 4	To manage change implementation projects, develop and execute change management plans, monitor interim results, and analyze feedback from employees
LO 5	To develop and implement effective communication strategies with stakeholders, including the creation of change sponsor maps, as well as analyze and evaluate the effectiveness of communications
LO 6	To develop and implement a strategy for employee training and coaching of sponsors to support changes, as well as assess the effectiveness of training programs and engage employees in the development of new skills
LO 7	To evaluate and manage risks associated with resistance to change, develop and coordinate action plans to mitigate these risks, and communicate effectively with stakeholders
LO 8	To resolve conflicts and establish effective interaction among change process participants, applying conflict resolution methods and providing consultancy to stakeholders
LO 9	To evaluate the effectiveness of implemented changes, conduct an audit of the change management system, and make adjustments to the change implementation plan based on feedback and results analysis
LO 10	To apply analytical tools to optimize decision-making and improve business process efficiency. Use artificial intelligence methods for data analysis, trend forecasting, and automation of managerial operations
LO 11	To apply econometric and statistical methods, as well as research methods, to analyze the financial and economic activities of the organization, identify issues in business processes, and develop sound solutions aimed at optimizing management, improving financial performance, and managing cash flows, considering tax risks based on accounting information
LO 12	To apply knowledge in economics, finance, law, anti-corruption culture, ecology and security to develop effective management strategies. Assess the impact of management decisions on the sustainability of an organization and develop strategies taking into account economic factors, social responsibility, and environmental and

	legal requirements. Take into account the principles of inclusion and equality, create a supportive work environment, develop skills for career growth and adaptation to changes
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4. THE CONTENT OF THE EDUCATIONAL PROGRAM

4.1. Description of the modules

Module	Names of the component	Emerging competencies	Teaching methods
Mod 1 Social and Humanitarian Disciplines	- History of Kazakhstan - Philosophy - Methods of scientific research - Fundamentals of Law and Anti-Corruption Culture - Ecology and life safety - Career Design - Modern business-communications	Within this module, students acquire fundamental competencies that form a broad humanitarian and legal worldview. They develop skills in historical, philosophical, and legal analysis, enhance critical and systemic thinking, and gain an understanding of the importance of sustainable development and social responsibility. The module also develops competencies related to ethical behavior, legal literacy, a scientific approach to information analysis, the ability to identify risks, and the capacity to make decisions under conditions of uncertainty. Furthermore, students strengthen their abilities for self-development, effective communication, and the construction of an individual educational and professional trajectory, including a conscious and responsible attitude toward modern technologies.	1. Lectures and practical classes incorporating elements of problem-based analysis in history, philosophy, law, ecology, and ethics. 2. Critical reading and interpretation of primary sources and academic texts, essay writing, and conducting comparative and causal analyses. 3. Discussions, debates, and case studies aimed at developing systemic thinking, legal literacy, and an anti-corruption worldview. 4. Analysis and modeling of situations related to risks, uncertainty, security issues, and sustainable development. 5. Project-based work focused on personal and professional development, including the creation of a career roadmap, portfolio building, and the use of digital self-assessment tools. 6. Interactive trainings and educational games aimed at developing ethical behavior, social responsibility, and communication skills. 7. Completion of research assignments and mini-studies in scientific methodology, including hypothesis formulation and data analysis.
Mod 2 «Module of socio-political knowledge (sociology, political science, cultural studies, psychology)»	- Sociology - Political science - Cultural studies - Psychology	The module is aimed at developing in students a holistic understanding of the social, political, cultural, and psychological aspects of public life. Throughout the learning process, students acquire analytical and critical competencies that enable them to interpret social phenomena, assess the influence of sociocultural and political factors on societal development, and understand the mechanisms of individual behavior within a social environment. Particular attention is given to the development of skills in well-reasoned communication, intercultural interaction, social adaptability, and ethical responsibility. The knowledge gained contributes to broadening students' perspectives, fostering an active civic position, and strengthening their readiness for meaningful participation in socio-political processes.	1. Lectures and practical classes involving the analysis of sociological, political science, cultural studies, and psychological concepts. 2. Discussion of social and political events, debates on current social issues, and the writing of essays. 3. Case studies focused on modeling social processes and analyzing social and political situations from multiple perspectives. 4. Role-playing activities and debates aimed at developing skills in well-reasoned communication and civic engagement. 5. Modeling intercultural interactions and conducting interactive training sessions to develop tolerance and social adaptability. 6. Working with cultural artifacts, media texts, and sources that reflect sociocultural values and behavioral patterns. 7. Practical sessions on self-analysis and understanding individual behavior in society, including discussions of ethical dilemmas and value conflicts.

Mod 3 Module Multilingual Educationm	-Kazakh (Russian) language; -Foreign language	The module is aimed at developing students' linguistic and communicative competencies necessary for effective interaction in a multilingual and multicultural environment. Students master the norms of written and oral communication in Kazakh, Russian, and foreign languages, and acquire skills in perceiving, analyzing, and interpreting texts of various levels of complexity and stylistic features. The module develops the ability to express ideas clearly and correctly, engage in professional and intercultural dialogue, and understand the context and specifics of business and academic communication. Multilingual training provides a foundation for academic mobility, professional flexibility, and successful communication in an international environment.	1. Classroom sessions focused on developing oral and written communication skills, as well as grammar and vocabulary, in Kazakh, Russian, and foreign languages. 2. Reading and analyzing literary, journalistic, academic, and business texts of varying levels of complexity. 3. Writing essays, business letters, annotations, and abstracts, as well as completing written assignments in various genres and styles. 4. Listening to audio and video materials (interviews, lectures, films, news reports) followed by analysis and discussion. 5. Role-playing activities, interview simulations, business negotiations, and everyday dialogues aimed at developing speaking skills. 6. Discussions, presentations, and debates on current topics with an intercultural context to train argumentative communication. 7. Project work with cross-language integration, including translation tasks, creation of multilingual content, and participation in international online forums.
Mod 4 Economic and Legal Foundations and Business Management Culture	-Fundamentals of Economics -Micro macroeconomic -Business Law of the Republic of Kazakhstan -Business Ethics -Modern business-communications -Career Design	The module ensures the development of basic economic, legal, and communication competencies necessary for effective participation in managerial activities and business interactions. It provides fundamental knowledge of economic systems, market mechanisms, legal regulation of entrepreneurship, and the culture of professional conduct. Students: - master the principles of a market economy, the interrelation of macro- and microeconomic processes, and the role of the state in regulating economic relations; - study the norms and institutions of entrepreneurial law of the Republic of Kazakhstan and acquire skills in applying legal instruments in managerial and business practices; - develop the foundations of professional ethics and business culture required for responsible and sustainable management; - strengthen communication skills and the ability to interact effectively with colleagues, partners, and clients in a professional environment; - acquire methods of self-presentation, career planning, and personal development that support professional adaptation and advancement;	1. Lectures employing problem-based and contextual approaches, aimed at understanding economic categories, legal institutions, and ethical principles of business activity. 2. Practical seminars focused on analyzing economic processes, market mechanisms, and legal situations in entrepreneurial activity. 3. Case studies based on real examples of economic and legal situations, modeling business-government interaction, resolution of commercial disputes, and the application of entrepreneurial law. 4. Role-playing and business games simulating professional situations: negotiations, contract conclusion, discussion of business strategies, and resolution of ethical dilemmas and conflicts of interest. 5. Discussions and debates on current issues of ethics, corporate culture, social responsibility, and business communications. 6. Project work aimed at developing models of business behavior, an ethical code, or a communication strategy for a hypothetical organization. 7. Training sessions on business communication and self-presentation, including the development of public speaking skills, written and oral business communication, negotiation, and career positioning. 8. Interactive legal assignments, including the analysis of regulatory acts of the Republic of Kazakhstan, drafting simple contracts, and preparing legal opinions.

		– develop a systemic understanding of the economic and legal foundations of business and the culture of business communication as key elements of effective organizational management.	9. Independent analytical work, including essays, mini-research projects, and analysis of business situations to develop critical thinking and professional reasoning skills. 10. Reflective portfolio documenting individual progress in the development of economic and legal thinking, ethical culture, and communication competencies.
Mod 5 Organizational and Personnel Management	– Management – Management theory – Organizational Structure and Management Processes – Organizational Behavior – Leadership and Team Building – Change Management – Human Resource Management	The module is aimed at developing managerial and communication competencies that ensure the ability to effectively organize team activities, design management structures, motivate personnel, and implement organizational change. It fosters a systemic understanding of management processes and human behavior within organizations and supports the development of leadership qualities and professional responsibility. Students: – master the principles and functions of management, as well as theories and approaches to managing modern organizations; – study types of organizational structures, managerial decision-making processes, and methods for optimizing internal communications; – analyze factors that influence organizational behavior, motivation, and corporate culture; – develop leadership and managerial qualities, including skills in building effective teams and resolving conflicts; – acquire the ability to manage change and develop flexible management strategies under conditions of uncertainty; – master modern approaches to human resource management, including recruitment, evaluation, training, development, and retention of personnel; – develop professional skills in strategic and operational personnel management aimed at enhancing organizational efficiency and sustainability.	1. A lecture–seminar system of instruction using interactive formats (mini-lectures, discussions, problem-based questions) aimed at understanding the principles of management, management theory, and organizational behavior. 2. Case studies analyzing managerial situations related to the development of organizational structures, employee motivation, conflict resolution, and the implementation of organizational change. 3. Role-playing and business simulations modeling managerial situations such as job interviews, conducting meetings, team-building activities, decision-making processes, and conflict resolution. 4. Group projects involving the development of an organizational structure, a personnel motivation system, or a change management plan for a company’s business processes. 5. Leadership and team-building trainings aimed at developing management style, emotional intelligence, confidence, and the ability to inspire a team. 6. Discussion sessions on topics of leadership, organizational culture, and employee behavior, incorporating elements of real corporate case analysis. 7. The method of situational analysis – examination of real HR and management problem cases to develop decision-making skills under uncertainty. 8. Practical workshops in human resource management, including the development of competency profiles, conducting personnel assessments, and planning employee training and development. 9. Independent research assignments focused on analyzing modern approaches to personnel management and organizational change. 10. A reflective portfolio in which students document the development of their personal managerial and communication skills, evaluate their leadership qualities, and assess the outcomes of teamwork.
Mod 6 Project, Operational, and	– Operations Management – Management of Production Processes – Project Management	The module is aimed at developing professional managerial competencies related to the planning, organization, and control of business processes, project and risk management, as well as	1. Problem-oriented lectures focusing on the analysis of practical cases in operations and project management, as well as risk and crisis management.

Crisis Management	- Risk Management - Crisis Management - Conflictology - Mediation	ensuring organizational resilience under conditions of uncertainty and crisis. It prepares students to address complex tasks in production management, project management, and change management. Students: - master the principles of operations management and the methods of designing and optimizing production and service processes; - study technologies and tools of project management in accordance with modern standards (PMI, Agile, Scrum); - acquire knowledge in identifying, assessing, and mitigating risks in organizational and project activities; - learn strategies and tools of crisis management aimed at restoring resilience and adapting an organization to changes in the external environment; - develop skills in conflict resolution and negotiation using methods of conflict studies and mediation; - form the ability to build effective interaction between departments and project stakeholders, and to manage resources and timelines; - acquire the capability to make managerial decisions under conditions of risk and uncertainty, ensuring organizational performance and sustainable development.	2. Seminar sessions involving the solution of situational tasks aimed at mastering methods of planning, organizing, and controlling production and project processes. 3. Case studies based on real project examples, including analysis of the project life cycle, resource allocation, risk assessment, and the development of anti-crisis strategies. 4. Practical workshops in project management, where students apply tools such as MS Project, Trello, Jira, or similar systems to plan project timelines, budgets, and tasks. 5. Business games and simulations modeling crisis and high-risk situations in business that require managerial decision-making, delegation of authority, and communication under stress. 6. Group project assignments involving the development and defense of project plans, operational strategies, anti-crisis measures, or risk management systems. 7. Case conference methods-discussion of project issues in the format of meetings and brainstorming sessions that promote collective decision-making. 8. Trainings in conflict resolution and mediation aimed at developing skills for constructive conflict management, negotiation, and maintaining effective communication within a team. 9. Business process analysis (BPM) – visualization, description, and optimization of real production processes using diagrams and models. 10. Reflective learning, including the analysis of one's own managerial decisions, mistakes, and outcomes during project work, as well as maintaining an observation and self-assessment journal.
Mod 7 Strategic and Corporate Business Management	- Strategic Management - Corporate management - Economy of enterprise - Marketing - Cross-Cultural Management - Innovation Management	The module is aimed at developing strategic and analytical thinking, as well as forming competencies in the development and implementation of corporate strategies, business process management, and the innovative development of an organization. It provides a comprehensive understanding of the internal and external factors of business, mechanisms of strategic positioning, and sustainable corporate development. Students: - master the concepts and methods of strategic management, analyze competitive advantages, and formulate the strategic goals of an organization;	1. Interactive lectures and discussions aimed at mastering the concepts of strategic and corporate management, analyzing modern business models, and understanding mechanisms of competitive positioning. 2. Case studies in strategic management, including the analysis of strategies of leading companies, assessment of success and failure factors, and formulation of alternative development scenarios. 3. Practical sessions on strategic planning, where students develop mission statements, strategic goals, and strategy maps for hypothetical or real organizations. 4. Group projects on corporate governance, involving the modeling of governance structures, developing stakeholder interaction systems, and analyzing corporate culture.

		– study the principles of corporate governance, ownership structures, and models of stakeholder interaction; – acquire knowledge in enterprise economics, resource management, cost management, and performance efficiency; – master the fundamentals of marketing analysis and strategic planning, and develop and evaluate marketing promotion strategies; – study cross-cultural aspects of management and communication in an international environment, forming skills for effective interaction in multicultural teams; – develop competencies in innovation management, including the assessment of innovation potential and the implementation of new technologies and products; – develop the ability to make strategic decisions that ensure competitiveness, sustainability, and innovative business development.	5. Marketing simulations focused on decision-making in positioning, pricing, product policy, and promotion in competitive market environments. 6. Analytical assignments in enterprise economics, including assessments of financial stability, profitability analysis, and forecasting of costs and revenues. 7. Business games and strategic sessions modeling the processes of strategic choice, project portfolio formation, and change management within an organization. 8. Cross-cultural training, developing skills for effective communication in international teams, negotiation, and conflict resolution with consideration of cultural differences. 9. Innovation laboratories, where students design innovative products, assess their potential, and develop business plans and implementation strategies. Reflective portfolio documenting the analysis of personal managerial decisions, evaluation of strategic thinking, and individual contribution to project solutions.
Mod 8 Managerial Analytics and Digital Transformation	– BIA System and Business Analytics – Managerial Analysis and Business Process Optimization – Business statistics – Statistics – Digital Management and Information Technology in Management – Artificial intelligence	The module is aimed at developing analytical and digital competencies that enable students to use modern technologies and data analysis tools for managerial decision-making, business process optimization, and the digital transformation of organizations. It integrates managerial thinking with digital skills required for effective work in a data-driven and technologically innovative environment. Students: – master methods of statistical and analytical data analysis and apply quantitative tools to support managerial decision-making; – study modern BI and BIA systems and acquire skills in data visualization and interpretation to enhance transparency and management efficiency; – apply analytical methods to optimize business processes and improve operational performance; – learn the concepts of digital management and the integration of information technologies into an organization's managerial activities;	1. Interactive lectures and practical sessions aimed at mastering the principles of business analytics, statistical data analysis, and digital management tools. 2. BI and BIA system practicum (Power BI, Tableau, Google Data Studio, etc.), including dashboard development, indicator visualization, and interpretation of managerial data. 3. Laboratory work with digital tools, where students use Excel, Python, R, or similar environments for data processing, metric calculation, and scenario modeling. 4. Project assignments on business process optimization, including analysis of the current state, identification of bottlenecks, and proposing digital solutions to improve efficiency. 5. Case studies on companies' digital transformation, analyzing real examples of IT solution implementation, automation, and the use of artificial intelligence in management. 6. Seminar discussions on innovation implementation, organizational digital maturity, ethical aspects of AI application, and change management in a digital environment. 7. Managerial decision-making simulations based on data processing and analysis — from demand forecasting to risk assessment and scenario modeling.

Mod 9 Financial and Accounting Instruments for Organizational Management	- Introduction to Finance - Financial Management - Management accounting - Financial Accounting - Economic analysis and financial diagnostics of an enterprise - Taxes and Taxation - Principles of Accounting	- become familiar with the capabilities of artificial intelligence and machine learning for analysis, forecasting, and the automation of managerial processes; - develop the ability to use digital tools for strategic planning, risk assessment, and the development of innovative solutions; - build readiness to work in a digital economy, possessing competencies in data analysis, digital transformation, and intelligent business management. The module is aimed at developing comprehensive financial-analytical and accounting competencies that ensure the ability to make well-grounded managerial decisions based on the analysis of financial indicators, accounting information, and tax data. It combines the theoretical foundations of finance and accounting with practical tools for diagnostics, planning, and control of an organization's financial and economic activities. Students: - master the basic categories and principles of financial management, the structure of the financial system, and the mechanisms for managing an enterprise's cash flows; - study the principles of financial and managerial accounting and acquire skills in preparing financial statements and analyzing their indicators; - develop abilities in economic and financial analysis, identifying reserves for improving efficiency and strengthening the organization's financial stability; - master methods for diagnosing financial conditions and forecasting performance results based on accounting and analytical data; - study the fundamentals of tax accounting, determine tax obligations, and assess the impact of tax policy on financial decisions; - develop skills in integrating accounting and analytical data for planning, budgeting, and controlling an organization's activities; - acquire the ability to use financial and accounting information as a tool for strategic management, ensuring transparency and sustainable business development.	8. Group projects on creating digital solutions, in which students develop prototypes of analytical tools or strategies for the digitalization of business processes. 9. Interactive industry-led workshops demonstrating the practical application of BI tools, AI, and automation in management. Reflective learning and an electronic portfolio, including self-assessment of digital competencies, analysis of the effectiveness of students' analytical decisions, and documentation of practical results.
			1. Interactive lectures and seminars focused on studying the theoretical foundations of financial management, financial and managerial accounting, analysis, and taxation. 2. Practical classes on calculating financial indicators, including the assessment of liquidity, profitability, turnover, capital structure, and analysis of financial performance dynamics. 3. Case studies in financial management, where students analyze real examples of corporate financial decisions, evaluate their consequences, and develop alternative strategies. 4. Work with financial statements, including the analysis of the balance sheet, income statement, cash flow statement, and calculation of key performance indicators. 5. Laboratory sessions in software environments (1C, Excel, Power BI) for creating analytical tables, financial models, dashboards, and forecasting scenarios. 6. Project assignments in financial planning and budgeting, where students develop enterprise budgets, forecast performance results, and assess financial risks. 7. Business games simulating managerial decision-making based on the analysis of accounting information and financial indicators of an organization. 8. Discussion seminars on the impact of tax policy on a company's financial condition, as well as current trends in financial reporting and control. 9. Comprehensive cases in economic analysis and enterprise diagnostics, including identifying financial problems, preparing recommendations for performance improvement, and developing anti-crisis measures. 10. Reflective portfolio, in which students analyze their own analytical decisions, evaluate the quality of the conducted analysis, and assess the level of acquired professional competencies.

Mod 10 Public and Social Governance, Sustainable Development	– Public and Local Administration – Social Policy and Social Management – Sustainable Development and Corporate Social Responsibility	The module is aimed at developing managerial and analytical competencies that ensure an understanding of the mechanisms of public and social governance, as well as the principles of sustainable development and corporate responsibility. It provides a systemic understanding of the role of the state, business, and society in ensuring balanced socio-economic growth and social justice. Students: – master the fundamentals of public and local governance, the structure of government bodies, their functions, and the tools for implementing public policy; – study the patterns and methods of developing and implementing social policy, and analyze the mechanisms of regulation and support for various social groups; – acquire approaches to social management aimed at improving quality of life and developing human capital; – study the concepts of sustainable development, corporate social responsibility, and ESG principles as part of modern managerial practice; – develop the ability to assess the social and environmental consequences of managerial decisions and to formulate balanced development strategies; – form an understanding of the importance of ethical standards, social justice, and responsibility in professional and managerial activities; – develop readiness to participate in the implementation of governmental, public, and corporate programs aimed at sustainable development and enhancing the social effectiveness of business.	The module is aimed at developing practice-oriented professional competencies that ensure students' readiness to apply theoretical knowledge, managerial tools, and analytical approaches in the real activities of an organization. Practical training serves as a bridge between academic preparation and the professional environment, contributing to the	1. Interactive lectures and discussion-based seminars aimed at mastering the theoretical foundations of public and local governance, social policy, and the concept of sustainable development. 2. Case studies on public administration practice, including analysis of the activities of central and local government bodies, the implementation of social programs, and the assessment of their effectiveness. 3. Project-based assignments focused on developing social and environmental initiatives, where students create concepts for corporate social responsibility programs or sustainable development strategies. 4. Business games and simulations of managerial processes that allow students to act as government officials, public managers, or corporate leaders making decisions in the social sphere. 5. Practical sessions on social policy analysis, including the study of regulatory mechanisms in employment, education, healthcare, and social protection. 6. Work with analytical and regulatory documents aimed at studying national development strategies, laws, and international agreements in the field of sustainable and socially oriented governance. 7. ESG-focused seminars where students examine real cases of implementing environmental, social, and governance standards in corporate activities. 8. Group research projects dedicated to assessing the impact of public and corporate policy on the quality of life of the population and the social sustainability of regions. 9. Public presentations and debates that develop the ability to justify managerial decisions, evaluate their social consequences, and propose alternative models. 10. Reflective learning and an electronic portfolio documenting individual achievements in analyzing and designing solutions for sustainable and socially responsible governance.
Mod 11 Professional practices	– Educational practice – Production practice – Undergraduate practice			1. Practice-oriented training in organizations across various sectors, ensuring the consolidation of theoretical knowledge and the development of professional skills in real managerial settings. 2. Individual assignments focused on analyzing and improving enterprise performance, including business process diagnostics, evaluation of departmental efficiency, and development of managerial recommendations.

		development of independent work skills, decision-making abilities, and effective teamwork. Students: – consolidate their knowledge in management, economics, finance, marketing, accounting, and law by completing practical assignments in organizations of various forms of ownership; – master methods for analyzing and optimizing managerial, production, and financial processes of an enterprise; – gain experience in participating in project implementation, developing managerial decisions, and evaluating organizational performance; – develop communication and leadership skills necessary for teamwork and interaction with colleagues, management, and partners; – learn to use modern digital and analytical tools to solve managerial tasks; – develop professional responsibility, ethical thinking, and readiness for continuous professional growth; – during the pre-graduation internship, demonstrate the ability to conduct independent research, formulate conclusions, and develop practical recommendations for improving management practices.	3. Internships and participation in real projects aimed at developing the ability to plan, organize, and control the implementation of managerial decisions. 4. Field research and collection of empirical data used for preparing reports and the final qualifying work. 5. Project assignments supervised by mentors from among practitioners and faculty, involving the modeling of managerial situations and the search for optimal solutions. 6. Business and situational games that simulate real professional scenarios and develop teamwork, leadership, and decision-making skills. 7. Analytical reports based on internship results, aimed at systematizing acquired knowledge, identifying problems, and developing proposals for their resolution. 8. A professional activity portfolio that includes assignments, case studies, projects, and feedback from internship supervisors, demonstrating the student's growth in professional competence. 9. Reflective sessions and self-assessment, contributing to the awareness of personal professional achievements, identification of development areas, and formation of a career growth strategy. 10. Final presentation and defense of practical experience, where students present the results of their work, demonstrating their level of professional readiness and analytical thinking.
Mod 12 Minor	Discipline 1,2,3,4	According to the Minor Catalogue	1. Lectures and practical sessions using methods aligned with the content and profile of the selected minor (analytical, managerial, technological, etc.). 2. Solving practice-oriented cases and completing assignments aimed at developing interdisciplinary and professional competencies. 3. Project-based activities focused on integrating knowledge and skills within the chosen subject area. 4. Working with applied tools, software, or regulatory frameworks depending on the specifics of the minor. 5. Independent research, preparation of analytical or reflective materials, and participation in discussions of current professional issues. 6. Presentation of learning or project outcomes with well-reasoned justification of decisions and conclusions.

4.2. The matrix of achievability of the generated learning outcomes

№	Name of the discipline	A brief description of the discipline	General Education Disciplines Cycle – 56 credits											
			Elective Component – 5 credits											
			LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	LO 11	LO 12
1.	Methods of scientific research	The discipline Methods of scientific research includes the study of the basic methods and techniques of scientific research necessary for the successful implementation of scientific research in various fields of knowledge. Students learn various methods of collecting and analyzing data, formulating hypotheses, planning and conducting experiments, critical thinking and evaluating research results. The discipline also includes the study of the ethical aspects of scientific work and the basic principles of the design of scientific articles and reports. The result of studying this discipline is the formation of students' skills in systematization and analysis of information, conducting scientific research and presenting the results of their work in oral and written form.		+										
2.	Fundamentals of Law and Anti-Corruption Culture	The discipline Fundamentals of Law and Anti-Corruption Culture covers the key principles of the legal system, basic concepts and norms governing public relations. She introduces students to the basics of law, its sources and structure, as well as the rights and obligations of citizens. An important part of the course is the study of anti-corruption culture, which includes an understanding of corruption manifestations, their consequences for society and the economy, as well as anti-corruption mechanisms. Students consider ethical and legal aspects that contribute to the formation of responsible behavior, transparency and accountability in public and private structures. The course is aimed at developing critical thinking and legal analysis skills, which contributes to the formation of a legal consciousness and an active civic position.												+
3.	"Fundamentals of Economics and Financial Literacy	The discipline Fundamentals of Economics and Financial Literacy introduces students to key concepts and principles of economic theory, as well as the basics of financial management. It covers aspects such as the functioning of markets, the role of the state in the economy, the foundations of entrepreneurship and personal finance management. Students learn to analyze economic phenomena and make informed financial decisions, which helps them develop the critical thinking and skills needed to effectively manage resources at both a personal and professional level. Important attention is paid to the practice of applying theoretical knowledge in real life situations, which contributes to the formation of financial literacy and responsibility in the field of economic relations. add sustainable economic development to this description												+
4.	Ecology and life safety	Ecology and life safety is a discipline that studies the relationships between living organisms and the environment, as well as measures to protect human health and safety. This course covers the basic principles of ecology, the impact of human activity on the environment, measures to improve the environmental situation, as well as rules and requirements for ensuring life safety. Important topics are nature protection, conservation of natural resources, harmful effects on the environment, measures to prevent accidents and emergencies. As												+

[illegible]

Major Disciplines Cycle – 68 credits
Elective Component – 38 credits

	Crisis Management	Innovation Management
1.	Crisis Management is a discipline focused on studying the principles and methods of managing crisis situations within organizations. Students learn how to develop crisis strategies, make management decisions during a crisis, and address financial and organizational challenges related to crises. The course covers various models of crisis management, methods for monitoring and assessing situations before and during a crisis, as well as tools to enhance the effectiveness of crisis interventions. Students develop the skills necessary for managing organizations during crises and learn how to organize the post-crisis recovery process.	
2.	Innovation Management is a discipline focused on studying the fundamentals of managing innovations and effectively organizing innovation processes. Students learn about developing innovation strategies, introducing new products and services to the market, and addressing economic and organizational challenges that arise during the implementation of innovations. The course covers topics such as innovation ecosystems, research and development (RD) processes, innovative business models, and technology transfer, as well as the impact of innovations on a company's competitiveness. Students develop skills in using various methods and tools for managing innovations to enhance the innovation potential of organizations.	

[illegible]

business analytics, big data, and artificial intelligence in management. The course covers topics such as information systems, data management, digital strategies, and innovations, as well as their impact on organizational efficiency. Students develop skills in using digital tools and methods to enhance the effectiveness of management decision-making. This discipline helps students develop the necessary skills in digital management and the application of information technologies in management.

5. DEVELOPMENT DIRECTION OF THE EDUCATIONAL PROGRAMME EP «6B04111 Management»

The goal of the educational program development strategy is to create a modern practice-oriented model for training managers capable of designing and implementing organizational development strategies, managing people and processes, and using data and digital technologies to make decisions that ensure efficiency, sustainability, and alignment with employer requirements.

Objectives of the educational program development:

1. *Content modernization:* regular revision of curricula in line with trends in management, organizational design, agile approaches, behavioral economics, and regulatory changes.
2. *Data-driven management:* strengthening the block of managerial analytics (BI, data visualization, basic SQL/Python as electives), KPI management, and performance monitoring.
3. *Digital transformation of management:* enhancing courses in digital management, AI in management, process automation (ERP/CRM), data governance, and cybersecurity of organizational processes.
4. *Project and process management:* deepening Project/Program/Portfolio Management, integrating cases on reengineering, Lean/Six Sigma, operational efficiency, and service design.
5. *People management and leadership:* developing an HR strategy track, organizational behavior, leadership, cross-cultural communication, conflict management, and mediation.
6. *Change management:* strengthening practices in change management, change communication, employee engagement, and corporate culture development.
7. *Sustainable development and CSR:* integrating ESG agenda, ethics, anti-corruption policy, and non-financial reporting into managerial decision-making.
8. *Interdisciplinarity:* linking management with finance, law, marketing, and IT; developing integrated cases «strategy–finance–operations–HR».
9. *Industry integration:* partnerships with companies and the public sector, guest lectures, mentoring, project assignments based on partner data, and internships.
10. *Interactive methodologies:* expanding the use of simulators, business games, case championships, virtual practicums, and team-based projects.
11. *Career tracks and certification:* preparatory modules for CAPM/PMI, Lean Six Sigma (Yellow/Green Belt), HR certifications (student-selected), and project portfolios.
12. *Research and project activity:* supporting applied research, publications, and student conferences in management, analytics, and innovation.

Expected outcomes of the educational program development plan:

1. *Quality of training:* graduates will master tools of strategic, operational, and project management, data analytics, and change management.
2. *Competitiveness:* increased employment in managerial, analytical, and project roles in business, consulting, and the public sector.
3. *Practical orientation:* increased share of disciplines and modules based on real cases; expanded internships and industry-based projects.
4. *Technological advantage:* systematic use of BI/ERP/CRM and AI tools in the educational process and student project work.
5. *Research foundation:* growth in the number of applied research projects and implemented solutions in partner organizations.
6. *Academic reputation:* strengthening the program's position in rankings and attractiveness for applicants, including English-taught tracks.

7. *Strong employer engagement:* targeted training aligned with industry needs, increased employer satisfaction, and stable graduate employment outcomes.

ЭКСПЕРТНОЕ ЗАКЛЮЧЕНИЕ
на образовательную программу
«6B04111 – Менеджмент»
ТОО «Евразийский технологический университет»

Образовательная программа «6B04111 – Менеджмент» разработана в соответствии с Национальной рамкой квалификаций, профессиональными стандартами и актуальными требованиями рынка труда. Программа направлена на подготовку специалистов, обладающих современными управленческими, аналитическими и коммуникативными компетенциями, способных эффективно решать задачи стратегического и операционного управления в условиях цифровой трансформации экономики.

Модульная структура программы обеспечивает логичную последовательность формирования компетенций – от освоения экономико-правовых основ бизнеса и культуры делового управления до развития навыков стратегического, проектного и инновационного менеджмента. Содержание охватывает ключевые направления подготовки управленцев: организацию и управление персоналом, операционный и проектный менеджмент, корпоративное и государственное управление, управленческую аналитику и устойчивое развитие.

Программа демонстрирует высокий уровень интеграции теоретических и практических компонентов. Практическая подготовка реализуется через учебную, производственную и преддипломную практики, в ходе которых студенты решают реальные управленческие задачи, разрабатывают проекты и проводят анализ бизнес-процессов. Использование кейс-методов, деловых игр, проектных заданий и цифровых платформ формирует способность применять полученные знания в профессиональной деятельности.

Особое внимание уделено развитию цифровых и аналитических навыков: дисциплины по бизнес-аналитике, искусственному интеллекту и цифровому менеджменту обеспечивают готовность выпускников работать с данными, принимать решения на основе анализа информации и внедрять инновационные технологии в управление.

Программа формирует у обучающихся системное мышление, лидерские качества, умение выстраивать стратегические цели и обеспечивать их реализацию в условиях неопределённости.

Образовательная программа «6B04111 – Менеджмент» отвечает современным академическим и профессиональным требованиям, демонстрирует практическую направленность, инновационность и высокий потенциал для подготовки конкурентоспособных управленцев нового поколения.

Образовательная программа «6B04111 – Менеджмент» соответствует профессиональным и академическим стандартам и рекомендуется к реализации в образовательной деятельности ТОО «Евразийский технологический университет».

Экспертизу провела:

заместитель генерального директора
по развитию ТОО «Petroleum»



Батаева Г.Б.

Дата: « 24 » 02 2025 г.

«Еуразия технологиялық университеті» ЖШС
«6B04111 Менеджмент» білім беру бағдарламасына
САРАПТАМАЛЫҚ ҚОРЫТЫНДЫ

«6B04111 Менеджмент» білім беру бағдарламасы түрлі бағыттағы ұйымдарды тиімді басқаруға қабілетті мамандарды даярлауға бағытталған және динамикалық, сандықталған экономикалық орта талаптарына сай келеді. Бағдарлама Ұлттық біліктілік шеңбері мен басқару саласындағы заманауи кәсіби стандарттар негізінде әзірленіп, менеджмент мамандығының дамуының өзекті үрдістерін қамтиды.

Модульдік тәсіл құзыреттерді кезең-кезеңімен қалыптастыруды қамтамасыз етеді: экономика, құқық және іскерлік коммуникациялар саласындағы базалық білімдерден бастап стратегиялық, жобалық және дағдарысқа қарсы басқару құралдарын меңгеруге дейін. Бағдарламада заманауи бағыттар – сандық трансформация, басқарушылық талдау, ESG-менеджмент және корпоративтік әлеуметтік жауапкершілік біріктірілген, бұл студенттердің даярлығын барынша өзекті етеді.

Оқу процесі академиялық негізділік пен тәжірибелік бағыттылықты үйлестіреді. Оқытуда интерактивті тәсілдер – жобалық және топтық тапсырмалар, басқарушылық жағдайларды модельдеу, бизнес-кейс талдау, BI-жүйелерімен жұмыс қолданылуда. Ерекше назар көшбасшылық қасиеттерді, командалық жұмысты, өзгерістерді басқару және көпмәдениетті ортада коммуникация орнату дағдыларын дамытуға аударылған.

Тәжірибелік компонент кезең-кезеңімен ұйымдастырылған тәжірибелер жүйесі арқылы жүзеге асырылады. Бұл студенттерге бизнес-процестерді талдау, ұйымдық құрылымдарды оңтайландыру және басқарушылық шешімдерді енгізу тәжірибесін алуға мүмкіндік береді. Диплом алдындағы тәжірибе нақты компаниялар үшін стратегиялық ұсыныстарды әзірлеуге және дербес зерттеу жұмыстарын жүргізуге бағытталған.

Бағдарлама қазіргі заманғы менеджерге қажетті құзыреттер кешенін қалыптастырады: аналитикалық және стратегиялық ойлау, адамдар мен процестерді басқару қабілеті, инновацияларға бейімділік және нәтижелер үшін жауапкершілік. Ол ұлттық және халықаралық стандарттардың талаптарына сәйкес келеді және сандық экономика мен жаһандық өзгерістер жағдайында тиімді әрекет ете алатын мамандарды даярлауға ықпал етеді. Бағдарлама «Еуразия технологиялық университеті» ЖШС-нің оқу процесінде іске асыруға ұсынылады.

Сараптама жүргізген:

«Нурай Лимитед» ЖШС директоры

Сарсенов Б.С.

Күні « 17 » 02 2025 ж.



ЭКСПЕРТНОЕ ЗАКЛЮЧЕНИЕ
на образовательную программу «6B04111 – Менеджмент»
ТОО «Евразийский технологический университет»

Образовательная программа «6B04111 – Менеджмент» направлена на подготовку специалистов, способных реализовывать управленческие задачи в организациях реального сектора и сферы услуг, участвовать в проектной деятельности и принимать управленческие решения в условиях динамичной деловой среды. Содержание программы построено с учетом требований рынка труда к современному менеджеру: стратегическое и операционное управление, управление персоналом, организационное развитие, анализ бизнес-процессов и управление изменениями.

Структура учебного плана включает дисциплины, обеспечивающие фундаментальную экономическую и управленческую подготовку, освоение современных методов управления проектами, подходов к организационному поведению, корпоративному развитию, коммуникациям, логистике, маркетингу и цифровым инструментам менеджмента. Модульная система способствует формированию навыков комплексного анализа, планирования и практической реализации управленческих решений.

Практическая направленность программы обеспечивается кейс-методом, деловыми играми, проектными заданиями и обучением на основе моделирования производственных и управленческих ситуаций. Осваиваемые компетенции соответствуют реальным функциональным обязанностям менеджера: планирование, координация работ, управление процессами и персоналом, взаимодействие с заинтересованными сторонами, обеспечение эффективности деятельности подразделений.

Выпускники программы могут выполнять профессиональные функции в области организационного развития, административного управления, HR-менеджмента, проектного управления и бизнес-консалтинга. Формируемые компетенции обеспечивают трудоустройство в государственных и частных структурах, корпоративных проектах, консалтинге и предпринимательской деятельности.

Образовательная программа соответствует профессиональным требованиям управленческой сферы и обеспечивает подготовку специалистов, востребованных на рынке труда. Рекомендуется к утверждению и реализации.

Экспертизу провел:

Директор ТОО «IBCGroup Finance»

Тұрсын Қ.К.

Дата: « 20 » 02 2025 г

