

NJSC Kazakh National Research Technical University named after K.I. Satpayev
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Institute of Project Management. E.A. Turkebaeva
"Research and Education Center Project Management"

EDUCATIONAL PROGRAM

"EMBA"
(profile direction (1 year))

Master of Business Administration by degree program
"7M04104 Executive MBA"

Almaty 2020

Разработано:	Рассмотрено: заседание УС Института	Утверждено: УМС КазННТУ	Страница 1 из 23
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Qualification:

Level _ of the National Qualifications Framework:

Professional competence:

After completing the educational program:

have an idea: about the current state and development trends of the economy, business and management;

know: main types and methods of company management;

be able to: formulate innovative tasks and apply management methods, evaluate the quality of the company's management system, analyze the effectiveness of business processes, use software products to perform management tasks; modern achievements in the field of application of information technologies in management;

have skills: innovative and strategic management, in-depth analysis of business processes;

be competent: in solving complex professional problems in planning, in organizing the management of work, resources, communications, in the methodology for the development and implementation of innovative techniques and procedures in various areas of administration

Brief description of the program:

- 1.Objectives
- 2 Types of work
- 3 Objects of professional activity

The purpose of training: Training of highly qualified personnel in the field of administration and management of the company's activities, capable of realizing their professional knowledge, skills and abilities at the domestic and international level.

A graduate of an educational program can conduct the following *types of professional activities*:

- Admin styling,
- management.

The objects of professional activity of graduates of the magistracy are:

- Large international and domestic companies in various sectors of the economy and services;
- Public administration structures;
- In companies of medium and small business;
- The sphere of consulting services.

PASSPORT OF THE EDUCATIONAL PROGRAM

1 Scope and content of the program

The term of study in the master's program under the EMBA program is determined by the amount of acquired academic credits. Upon mastering the established amount of academic credits and achieving the expected learning outcomes for obtaining a master's degree, the master's educational program is considered fully mastered. In the profile master's program, at least 60 academic credits for the entire period of study, including all types of educational and scientific activities of the master's student.

The planning of the content of education, the method of organizing and conducting the educational process is carried out by the university and the scientific organization independently on the basis of the credit technology of education.

The master's degree in the profile direction implements educational programs of postgraduate education for the training of management personnel with in-depth professional training.

The content of the Master's degree program consists of:

- 1) theoretical training, including the study of cycles of basic and major disciplines;
- 2) practical training of undergraduates: various types of practices, scientific or professional internships;
- 3) experimental research work, including the implementation of a master's project - for a specialized master's program;
- 4) final certification.

The content of the Master's degree program consists of:

The program aims to develop students' personal qualities and the formation of general cultural (general scientific, socio-personal, instrumental) and professional competencies in the course of teaching master's students in basic and specialized disciplines with the achievement of relevant competencies.

On the trajectory of EMBA training, the program provides for the study of the following disciplines:

- strategic management;
- business research;
- human resource management;
- corporate finance;
- financial accounting and project evaluation.

The educational program of the specialized magistracy also includes industrial practice, which is carried out in parallel with theoretical training or in a separate period - at the place of the dissertation.

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The industrial practice of the undergraduate is carried out with the aim of acquainting with the latest theoretical, methodological and technological achievements.

As part of the experimental research work of the undergraduate (EIRM), the individual work plan of the undergraduate provides for familiarization with innovative technologies and new types of production, it provides for the obligatory passage of industrial practice in scientific organizations and (or) organizations of the relevant industries or fields of activity.

The final result of the experimental research work of the master student is the master's project.

Objectives of the educational program:

- in-depth theoretical and practical training in the chosen direction of business and research activities;
- development of the ability for self-improvement and self-development, needs and skills of independent creative mastery of new knowledge during their entire active life;
- training of specialists with a high level of professional culture, including the culture of professional communication, who have a civic position, who are able to formulate and solve modern scientific and practical problems, teach in universities, and successfully carry out research and management activities;
- training in project management and application of management standards.

2 Requirements for applicants

The previous level of education of applicants is higher professional education (bachelor's degree). The applicant must have a diploma of the established sample and confirm the level of knowledge of the English language with a certificate or diplomas of the established sample.

The procedure for admitting citizens to the EMBA master's program is established in accordance with the "Standard rules for admission to training in educational organizations that implement educational programs of postgraduate education."

At the "entrance", a master's student must have all the prerequisites necessary for mastering the corresponding educational master's program. The list of required prerequisites is determined by the higher education institution independently.

In the absence of the necessary prerequisites, the master student is allowed to master them on a paid basis.

3 Requirements for completing studies and obtaining a diploma

Awarded degree / qualifications: The graduate of this educational program is awarded the academic degree "Master of Business Administration".

A graduate who has mastered master's programs must have the following general professional competencies:

- the ability to independently acquire, comprehend, structure and use new knowledge and skills in professional activity, to develop their innovative abilities;

- the ability to independently formulate research goals, establish a sequence for solving professional problems;
- the ability to apply in practice the knowledge of fundamental and applied disciplines that determine the focus (profile) of the master's program;
- the ability to professionally choose and creatively use modern scientific and technical equipment for solving scientific and practical problems;
- the ability to critically analyze, represent, defend, discuss and disseminate the results of their professional activities;
- possession of the skills of compiling and preparing scientific and technical documentation, scientific reports, reviews, reports and articles;
- willingness to lead a team in the field of their professional activities, tolerantly perceiving social, ethnic, confessional and cultural differences;
- readiness to communicate in oral and written forms in a foreign language to solve problems of professional activity.


A graduate who has mastered the master's program must have professional competencies corresponding to the types of professional activity that the master's program is focused on:

- production activities:
 - the ability to independently carry out production, field and interpretation work in solving practical problems;
 - the ability to use modern methods of processing and interpreting complex information to solve production problems;
- project activities:
 - the ability to independently compose and submit projects of research and development work;
 - readiness to design complex research and development work in solving professional problems;
- organizational and management activities:
 - the readiness to use the practical skills of organizing and managing scientific research and scientific-production works in solving professional problems;
 - readiness for the practical use of regulatory documents in the planning and organization of scientific and industrial work;

When developing a master's program, all general cultural and general professional competencies, as well as professional competencies related to those types of professional activities that the master's program is focused on, are included in the set of required results of mastering the master's program.

4 Working curriculum of the educational program

4.1. The term of study is 1 year

Approved by:													
Director of the Non-profit Joint Stock Company "KazNRTU named after K.I.Satpayev													
													
_____ Beyssembetov I.K. " ____ " _____ 20__ r.													
WORKING CURRICULUM													
Education program "EMBA"													
enrolment for 2020 - 2021 academic year													
Academic degree: Magister of business and management													
Term of study: 1 year													
year of study	Code	Name of course	Component	lecture/ laboratory	practice	Prerequisites	Code	Name of course	Component	Credits ECTS	lecture/ laboratory	practice	Prerequisites
1	1 trimester						2 trimester						
	MNG246	Стратегический менеджмент	BD OC 1	6	2/0/1/3			Elective discipline	BD OC 2	6	2/0/1/3		
		Бизнес исследование	BD OC 1	6	2/0/1/3			Elective discipline	BD OC 2	6	2/0/1/3		
		Elective discipline	PS OC	6	2/0/1/3			Вузовский компонент ПД	PS OC	4	2/0/1/1		
		Elective discipline	PS OC	6	2/0/1/3			Elective discipline	PS OC	5	2/0/1/2		
		University component	PS OC	6	2/0/1/3			Elective discipline	PS OC	6	2/0/1/3		
	AAP247	Master's student experimental research work, including internship and master's project implementation	MSERW	6				University component	PS OC	6	2/0/1/3		
	In total			36			AAP247	Master's student experimental research work, including internship and master's project implementation	MSERW	6			
1	3 trimester						In total						
	AAP247	Master's student experimental research work, including internship and master's project implementation	ЭИПМ	15									
	ECA206	Registration and defense of the master's thesis	ИА	16									
		In total			31						39		
	In all			106									
Decision of the Academic Board of Satbaev University. Protocol No. ____ of " ____ " ____ 20__.										Number of credits for the whole period of study			
Decision of the Academic Board of the PMI Protocol No. ____ of " ____ " ____ 2020 r.										ECTS			
Vice-Rector for Scientific Work										The cycle of general education BD OC 1			
Director of the Institute IPM										The cycle of general education BD OC 2			
Director of SEC IPM										A cycle of basic disciplines (BD IC, BD OC)			
										A cycle of principal subjects (PS IC, PS OC)			
										All on the theoretical classes: 63			
										MSERW			
										Registration and defense of the master's thesis (RaDMT)			
										IN ALL: 106			
										Amount of classroom-based disciplines in the credits of theoretical classes			
										31			

MODULAR CURRICULUM

Education program: **Executive MBA**

Form of study: full Duration of training: 1 year Academic degree: Master of business administration

The cycle	code	Name of disciplines	Semester	Acad. credits	lec.	lab.	prac	IWS	Type of control	Chair
Profile training module										
Major disciplines (BD)										
University component (12 credits)										
Module Formation of professional competencies (12 credits)										
MD 2.1.1	MNG246	Strategic management	1	6	2	0	1	3	Exam	SED PM
MD 2.2.1	HUM250	Business research	1	6	2	0	1	3	Exam	SED PM
Choice component										
Module Management (10 credits)										
MD 2.3.2.1	MNG244	Human resources management	1	4	1	0	1	2	Exam	SED PM
MD 2.4.2.2	MNG312	Models and methods in project management								
MD 2.5.2.3	MNG253	Flexible project management evaluation								
MD 2.6.2.4	MNG221	Management of stakeholders and project's communication								
MD 2.7.2.5	MNG254	Project Management								
MD 2.8.2.6	MNG306	Project and program portfolio management								
Module Personal development and the formation of personal competencies										
University component										
Module Personal development (6 credits)										

MD 2.9.3.1	LNG203	English language	1	6	2	0	1	3	Exam	SED PM
MD 2.10.3.2	MNG234	Business Communications								
MD 2.11.3.3	MNG268	Leadership and motivation								
Choice component										
Module Formation of personal competencies (12 credits)										
MD 2.12.4.1	MNG242	Managerial economics	1	6	2	0	1	3	Exam	SED PM
MD 2.13.4.2	MNG252	Econometrics								
MD 2.14.4.3	MNG261	Risk Management								
MD 2.15.4.4	MNG260	Financial and management accounting								
MD 2.16.4.5	MNG267	Change management								
MD 2.17.4.6	MNG223	Financial analysis and project evaluation								
MD 2.18.4.7	MNG276	Corporate finance								
Practice-oriented module										
MD 2.19.5	AAP248	Work placement	2	2	0	0	0	2	Report	SED PM
Research Module (13 credits)										
MSERW	AAP207	Master's student experimental research work, including internship and master's project implementation	2	18	0	0	9	9	Report	SED PM
Module of final attestation (12 credits)										
FA	ECA206	Registration and defense of the master's thesis	2	12	0	0	6	6	Defense of dissertat ion	SED PM
Total			72							

Vice-Rector for Research and Academic Affairs

D.K. Nauryzbayeva

Chair of the APC

K.B. Tulegenova

Director of the IPM

M.A. Subalova

5 Descriptors of the level and amount of knowledge, skills, abilities and competencies

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

Learning outcomes are formulated both at the level of the entire educational program of the master's program, and at the level of individual modules or academic discipline.

Descriptors reflect learning outcomes that characterize the student's abilities:

1) demonstrate developing knowledge and understanding in the studied area of business and management, based on advanced knowledge of the field of business and management, when developing and / or applying ideas in the context of research;

2) apply at a professional level their knowledge, understanding and ability to solve problems in a new environment, in a broader interdisciplinary context;

3) collect and interpret information to form judgments, taking into account social, ethical and scientific considerations;

4) clearly and unambiguously communicate information, ideas, conclusions, problems and solutions, both to specialists and non-specialists;

5) learning skills necessary for self-continued further education in the studied area of business and management.

6 Completion Competencies

6.1 Requirements for key competencies of graduates of a *specialized master's* program must:

1) *have an idea:*

- about the current state of the economic, political, legal, cultural and technological environment of the world business partnership;
- on the organization of strategic enterprise management, innovation management, leadership theories;
- on the main financial and economic problems of the functioning of enterprises.

2) *know:*

- the main driving forces behind changes in the structure of the economy;
- features and rules of investment cooperation;
- at least one foreign language at a professional level, allowing for scientific research and practical activities.

3) *be able to:*

- critically analyze existing concepts, theories and approaches to the study of processes and phenomena;
- integrate the knowledge gained in different disciplines, use it to solve analytical and managerial problems in new unfamiliar conditions;
- conduct a microeconomic analysis of the economic activity of the enterprise and use its results in the management of the enterprise;
- to apply in practice new approaches to the organization of marketing and management;
- make decisions in difficult and non-standard situations in the field of organization and management of economic activities of an enterprise (firm);
- to apply in practice the norms of the legislation of the Republic of Kazakhstan in the field of regulation of economic relations;
- think creatively and be creative in solving new problems and situations;
- to carry out information-analytical and information-bibliographic work with the involvement of modern information technologies;
- to summarize the results of experimental research and analytical work in the form of a master's thesis, article, report, analytical note, etc.

4) *have skills:*

- solutions to standard professional tasks;
- professional communication and intercultural communication;
- oratory, correct and logical design of your thoughts in oral and written form;

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- expanding and deepening the knowledge required for daily professional activities and continuing education in doctoral studies;
- the use of information and computer technologies in the field of professional activity.

5)be competent:

- in the field of contemporary problems of the world economy and the participation of national economies in world economic processes;
- in the organization and management of the enterprise;
- in the implementation of industrial relations with various organizations, including public service bodies;
- in ways to ensure constant updating of knowledge, expanding professional skills and abilities.

B - Basic knowledge, abilities and skills

B1 modern standards in the field of project management.

B2 methodology for the search and formation of algorithms and mechanisms for solving problems in various areas of knowledge of project and program management

P - Professional competencies:

P1 to formulate and solve modern scientific and practical problems of the company's innovative development

P2 Analysis of the subject area, definition of goals and ways to achieve them;

P3 Formalization of the task, prioritization of implementation;

P4 Identification of stakeholders of the project, programs;

P5 Planning the stages of the project;

P6 Analysis of the market for new technologies, products and services;

P7 Application of modern IT technologies;

O - Human, social and ethical competences

O1 Ability to conduct project / operational activities

O2 Ability to work in a team

O3 possession of ethics and communication culture

C - Special and managerial competencies:

C1 Ability to organize the work of the project team

C2 Ability to organize work on the collection, storage and processing of information used in the field of professional activity

6.2 Requirements for the experimental research work of a master student in a specialized master's program:

- 1) corresponds to the profile of the master's educational program, according to which the master's project is carried out and defended;
- 2) is based on modern achievements of science, technology and production and contains specific practical recommendations, independent solutions to management problems;
- 3) it is performed using advanced information technologies;
- 4) contains experimental and research (methodological, practical) sections on the main protected provisions.

6.3 Requirements for organizing practices:

The educational program of the profile master's degree includes industrial practice in the PD cycle.

Industrial practice in the PD cycle is carried out with the aim of consolidating the theoretical knowledge gained in the learning process, acquiring practical skills, competencies and experience of professional activity on the taught educational program of the Master's program, as well as mastering advanced experience.

7 ECTS Diploma Supplement

The application was developed according to the standards of the European Commission, Council of Europe and UNESCO / CEPES. This document is for academic recognition only and is not an official proof of education. Not valid without a university degree. The purpose of completing the European Annex is to provide sufficient information about the holder of the diploma, the qualification obtained, the level of this qualification, the content of the study program, the results, the functional purpose of the qualification, as well as information about the national education system. The application model that will be used to translate grades uses the European Credit Transfer or Transfer System (ECTS).

The European Diploma Supplement provides an opportunity to continue education at foreign universities, as well as to confirm national higher education for foreign employers. When going abroad for professional recognition, additional legalization of the educational diploma is required. The European Diploma Supplement is completed in English upon individual request and is issued free of charge.

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Foreign language (professional)

Strategic management

CODE MNG 246

CREDIT 5

PRE-REQUISIT Management

PURPOSE AND OBJECTIVES OF THE COURSE - The purpose of studying the discipline "Topical issues of strategic management" is to study modern approaches and tools of strategic management to use the acquired skills in the development, implementation and changes of the enterprise development strategy. This course will help students explore how managers use strategic management to understand where their organizations are at present and determine where they want to go in the future.

SHORT DESCRIPTION OF THE COURSE - Students will be able to study the main components of the paradigm (concept) of strategic management as opposed to the paradigm of operational management; basic principles of strategic management. The main stages of corporate planning: budgeting, long-term planning, strategic planning, strategic management. The main components of strategic management. Strategic marketing. Situational analysis. Analysis of strategic environmental factors. Management analysis. Portfolio analysis. Competitive advantages. Goals and motives of diversification. Integration and diversification. Types of diversification. Linked and unrelated diversification, vertical and horizontal integration, forward and backward integration. Possible ways to implement diversification.

LEARNING OUTCOMES UPON SUCCESSFUL COMPLETION OF THE COURSE

The process of studying the discipline is aimed at the formation of the following competencies: the ability to analyze the relationship between the functional strategies of companies in order to prepare balanced management decisions; the ability to participate in the development of a strategy for human resource management of organizations, to plan and implement activities aimed at its implementation; willingness to participate in the development of the organization's strategy using the strategic management toolkit; possession of methods of making strategic, tactical and operational decisions in the management of the operational (production) activities of organizations.

Professional English

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CODE – LNG205

CREDIT – 4 (0/0/2/2)

PRE-REQUISIT – Academic English, Business English, IELTS 5.0-5.5

THE PURPOSE AND OBJECTIVES OF THE COURSE

The purpose of the course is to develop students' English language competence for their current academic studies and efficient professional performance in the field of Project Management.

COURSE DESCRIPTION

The course aims at building up vocabulary and grammar for effective communication in the field of Management and is focused on improving reading, writing, listening, and speaking skills within the Intermediate level. Students are expected to acquire knowledge of Business English vocabulary and learn grammatical structures that are frequently used in the management context. The course comprises 6 modules. The 3rd module of the course is concluded with a midterm test and the 6th module is followed by an End-of-course test. The course finishes with the Final examination. It is also mandatory for the master students to do their individual study (MIS). MIS is masters' independent work supervised by the instructor.

LEARNING OUTCOMES UPON SUCCESSFUL COMPLETION OF THE COURSE

Upon successful completion of the course, the student will be able to figure out the main idea and overall message, as well as specific details while listening to monologues, dialogues and group discussions within business and management context; understand written and spoken English speech on the Management-related topics; read, analyze and interpret authentic business English texts for perspectives, attitudes and styles; write managerial texts (reports, letters, e-mails, meeting minutes) following the generally accepted structure with a higher degree of grammatical accuracy and using business words and phrases, speak about various business situations using appropriate business vocabulary and grammatical structures – in pair and group discussions, at meetings and negotiations.

Project Management

CODE 254

CREDIT 4

PRE-REQUISIT: The discipline "Project Management" is based on knowledge gained as a result of studying disciplines in courses undergraduate

PURPOSE AND OBJECTIVES OF THE COURSE

The purpose of teaching the discipline "Project management "is the development of project management methodology in various fields of activity, education of a culture adequate modern project management and information technology, creating conditions for the introduction of new information technologies in the field execution of projects. The course is based on international guidelines for project management (Project Management Body of Knowledge).

SHORT DESCRIPTION OF THE COURSE

The content of the discipline is directed to study modern concepts, methods, design tools management in order to apply them in further practical activities of a specialist to solve planning and execution problems projects.

LEARNING OUTCOMES UPON SUCCESSFUL COMPLETION OF THE COURSE

After completing the course, the undergraduate will acquire knowledge of management projects in accordance with modern design requirements management - apply in the process of project management software MS Project software

The master's student must be able to: prepare stage documents project initiation such as a feasibility study, project charter, etc., develop and analyze documents related to planning project activities, apply different methods decision support, promptly monitor the execution of work and track deadlines, select personnel, resolve contradictions between team members, manage the risks arising from the implementation projects.

Master's student must know: Modern standards in regional management projects and their characteristics, PMI approach to project management, Investment planning, Project risk accounting, Methods to optimize the use of available resources, Methods

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conflict management, Analysis of actual indicators for timely adjustments to the progress of work.

Financial analysis and project evaluation

CODE – MNG 323

CREDIT – 6

PRE-REQUISIT – Project management

PURPOSE AND OBJECTIVES OF THE COURSE - The main purpose of this subject is to familiarize doctoral students with the analysis of financial statements and project evaluation so that they can (1) acquire practical skills in constructing, assessing and analyzing financial ratios in the empirical chapters of their research and (2) use financial ratios as variables for building models in the dissertation research. An integral part of the course is the evaluation of the project, since often the source of data is not only the financial statements of the company, but the data of a single project.

SHORT DESCRIPTION OF THE COURSE - The course is intended for doctoral students related to project management. It will be useful for understanding and analyzing financial statements as the main source of data for research. The theoretical knowledge gained during the course will be reinforced by the analysis of financial operating companies (retail, oil and air transport companies).

LEARNING OUTCOMES UPON SUCCESSFUL COMPLETION OF THE COURSE

- Explain and interpret the elements of financial statements, Conduct vertical and horizontal analysis of the balance sheet, profit and loss statement and cash flow statement, Assess liquidity, financial stability, business activity, profitability and profitability of the company through financial ratios, Assess the investment attractiveness of the project.

Human Resource Management

CODE MNG 244

CREDIT 6

PRE-REQUISIT Менеджмент. Экономическая теория (программы бакалавриата)

PURPOSE AND OBJECTIVES OF THE COURSE

Discipline "Human Resource Management" is the study of theoretical provisions, methodological and applied developments in the field of human resource management, allowing to form the skills of making effective personnel decisions.

SHORT DESCRIPTION OF THE COURSE

The course "Human Resource Management" examines the basic terms and definitions, stages of the evolution of management thought in the field of HRM. The role and place of HRM in corporate management and its relationship with the strategic objectives of the company are revealed. The state and development trends of the labor market are analyzed from the point of view of meeting the organization's need for human resources. Various conceptual approaches and methodological aspects of work with personnel are highlighted. Much attention is paid to modern HRM technologies in the context of real business practice on the example of the best domestic and foreign companies.

LEARNING OUTCOMES UPON SUCCESSFUL COMPLETION OF THE COURSE undergraduates must be able to design new mechanisms, methods, forms of management and development of human resources at various levels of management; develop and apply criteria for the effectiveness of human resource management at different levels; apply methods for calculating various indicators, including the number of personnel, the effectiveness of measures for the development of human resources.

Flexible control technologies

CODE 253

CREDIT 6

PRE-REQUISIT Project Management, Research methodology

PURPOSE AND OBJECTIVES OF THE COURSE

The aim of teaching the discipline "Flexible management technologies" is to study ways to improve the performance of an organization through the use of modern flexible approaches to project management.

SHORT DESCRIPTION OF THE COURSE

Discipline provides guidance on how to manage a project when requirements are constantly changing. Students will gain a systematic professional understanding of flexible approaches to project management, knowledge of when it is appropriate to use Agile and in which it is not advisable, practical step-by-step mastering of the SCRUM methodology, an understanding of templates that allow you to embed and scale Agile techniques to the size of an organization, and get acquainted software products for control automation based on flexible approaches.

LEARNING OUTCOMES UPON SUCCESSFUL COMPLETION OF THE COURSE As a result of studying the discipline, the undergraduate must know: modern project management methodology, definitions and concepts of Agile and SCRUM; advanced software products for control automation based on flexible approaches.

Master's project defense

CODE– ECA 206

CREDIT –12

The purpose of the master's thesis / project is:

demonstration of the level of scientific / research qualifications of a master student, the ability to independently conduct scientific research, test the ability to solve specific scientific and practical problems, knowledge of the most general methods and techniques for their solution.

SHORT DESCRIPTION

Master's thesis / project is a final qualifying scientific work, which is a generalization of the results of independent research by a master's student of one of the topical problems of a specific specialty of the corresponding branch of science, which has internal unity and reflects the course and results of the development of the chosen topic.

Master's thesis / project is the result of the research / experimental research work of the master student, carried out during the entire period of study of the master student.

The defense of a master's thesis is the final stage of the master's preparation. Master's thesis / project must meet the following requirements:

- the work should conduct research or solve urgent problems in the field of business and management;
- work should be based on the definition of important scientific problems and their solution;
- decisions must be scientifically grounded and reliable, have internal unity;
- the thesis / project must be written individually;

Content

- 1 Scope and content of the program
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