



SATBAYEV  
UNIVERSITY

**Institute of Project Management named after E. Turkebaev**  
**Department of Management and Mathematical Economics**

**EDUCATIONAL PROGRAM**  
**7M04104 Executive MBA**

Code and classification of the field of education:

**7M04 "Business, management and law"**

Code and classification of training areas: **7M041 "Business and Management"**

Group of educational programs: **M072 "Management"**

NRC level: **7**

ORK level: **7**

Duration of study: **1**

Volume credits: **60**

**Almaty 2024**


Educational program 7M04104 «**Executive MBA**» was approved at a  
meeting of the Academic Council of KazNRTU named after K.I. Satpayev .  
Protocol No.12 dated 22. 04. 2024

Reviewed and recommended for approval at a meeting of the Educational and  
Methodological Council of KazNRTU named after K.I. Satpayev.  
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Educational program 7M04104 «**Executive MBA**» was developed by the  
academic committee in the direction 7M041 "Business".

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**List of abbreviations and designations**

EP – educational program

LO – learning outcomes

NQF – National Qualifications Framework

SQF – Sectoral Qualifications Framework

## **1. Description of the educational program**

An educational program for experienced executives and top managers aimed at developing strategic thinking, leadership qualities and management skills. The program combines advanced theoretical approaches and practical cases, allowing participants to immediately apply the acquired knowledge in business.

## **2. The purpose and objectives of the educational program**

### **The purpose of the EP:**

To prepare leaders capable of making non-standard decisions and assessing activities to form a competitive strategy for an organization in a dynamic environment, through the introduction of innovative approaches to management

### **Tasks of the EP:**

1. Developing skills in business research, data collection and analysis, market trend assessment and strategic forecasting to make informed management decisions.
2. Training in the development and implementation of company strategies in a dynamic competitive environment, taking into account long-term goals, market factors and innovative approaches.
3. Mastering project management methodologies, efficient resource allocation, risk assessment and achieving business goals.
4. Developing skills to identify and minimize business risks, implement corporate governance systems and build sustainable business models.
5. Developing leadership skills, personnel management skills, building effective teams and creating a productive corporate culture.
6. Developing skills for effective interaction, negotiations, and management of internal and external communications to improve the company's competitiveness.
7. Developing the ability to analyze changes in the external and internal environment of the organization, initiate change processes and implement innovative solutions.
8. Training in financial performance analysis, investment evaluation, asset management and financial decision-making based on modern financial management tools.
9. Developing skills to manage emotions, create effective teams and develop a corporate culture that promotes high productivity.

## **3. Requirements for the assessment of learning outcomes of the educational program**

The educational program has been developed in accordance with the State Compulsory Standards of Higher and Postgraduate Education, approved by the

order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2 (registered in the Register of State Registration of Regulatory Legal Acts under No. 28916) and reflects the learning outcomes on the basis of which curricula (working curricula, individual curricula for students) and working curricula in disciplines (syllabuses) are developed.

Assessment of learning outcomes is carried out on the basis of complex methods, including case analysis, business games, project work and strategic sessions, which meets the requirements of the state compulsory standard of postgraduate education.

The assessment process is based on the principles of objectivity and transparency, ensuring equal conditions for all students. Not only the level of theoretical knowledge is taken into account, but also the ability to apply it in practice when solving management problems.

Both traditional forms of examinations and modern digital tools are used to assess learning outcomes. In the case of conducting midterm assessments online, an online proctoring system is used to ensure control over the exam process.

#### 4. Passport of the educational program

##### 4.1 General information

No.	Field name	Note
1	Code and classification of the field of education	7M04 "Business, management and law"
2	Code and classification of training areas	7M041 "Business and Management"
3	Group of educational programs	M072 "Management"
4	Name of the educational program	7M04104 «Executive MBA»
5	Brief Description of the educational program	An educational program for experienced executives and top managers aimed at developing strategic thinking, leadership qualities and management skills. The program combines advanced theoretical approaches and practical cases, allowing participants to immediately apply the acquired knowledge in business.
6	Purpose of the EP	To prepare leaders capable of making non-standard decisions and assessing activities to form a competitive strategy for an organization in a dynamic environment, through the introduction of innovative approaches to management
7	Type of EP	New
8	Level according to NQF	7
9	Level according to SQF	7
10	Distinctive features of the EP	No

11	List of competencies of the educational program:	<ul style="list-style-type: none"> <li>• <b>K1. Research and analytical competence</b> Ability to conduct business research, analyze market trends and use quantitative and qualitative research methods to make strategic decisions.</li> <li>• <b>K2. Strategic management competence</b> Mastery of methods of strategic analysis and development of effective business strategies in a competitive environment.</li> <li>• <b>K3. Project management competence</b> Ability to apply international project management standards, organize and control the implementation of projects taking into account resource, time and risk constraints.</li> <li>• <b>K4. Risk management and corporate governance competence</b> Ability to identify, analyze and minimize business risks, and form a sustainable corporate governance system.</li> <li>• <b>K5. Leadership and organizational competence</b> Skills of motivation and personnel management, development of organizational behavior and formation of corporate culture.</li> <li>• <b>K6. Competence in business communication and negotiations.</b> Possession of communication management tools, negotiation strategies and effective interaction with stakeholders.</li> <li>• <b>K7. Change and innovation management competence</b> Ability to analyze changes in the external environment, initiate and implement innovations in business and project management.</li> <li>• <b>K8. Competence in financial and management accounting.</b> Mastery of modern methods of accounting, analysis of financial indicators and management of company assets.</li> <li>• <b>K9. Competence in managing emotional intelligence</b> The ability to effectively manage emotions in a team, develop team synergy and increase productivity through emotional leadership.</li> </ul>
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12	Learning outcomes of the educational program:	<p>LO 1. Able to effectively manage an organization using theories of strategic management and project management tools, stakeholder management, as well as the content and quality of the project</p> <p>LO 2. Able to optimally organize the company's resources for effective corporate governance, risk management and achieving the company's business goals in a changing economic environment</p> <p>LO 3. Able to motivate employees through the use of their own leadership skills, personnel management theory and communications</p> <p>LO 4. Able to communicate the results of his/her own professional and research activities orally and in writing in Kazakh, Russian and English</p> <p>LO 5. Able to recognize changes in the environment to initiate the process of strategic planning and/or change management in the organization</p> <p>LO 6. Able to effectively apply modern principles and concepts of financial and management reporting to manage and analyze assets, liabilities, capital, income and expenses</p> <p>LO 7. Able to apply scientific research methods using digital technologies and statistical methods to manage organizations, projects and business research</p>
13	Form of study	Full-time
14	Duration of study	1
15	Volume of loans	60
16	Languages of instruction	Kazakh, Russian, English
17	Academic degree awarded	Master of Business Administration
18	Developers and authors:	Turegeldinova A.Zh., Salina A.P., Sultanbekova Zh.Zh.

#### 4. 2 . Interrelation attainability generated results training By educational program And educational disciplines

No .	Name of the discipline	Brief description of the discipline	Number of credits	Formed learning outcomes (codes)						
				LO1	LO2	LO3	LO4	LO5	LO6	LO7
1	Strategic management	The objective of the discipline: formation of knowledge of strategic management in the implementation of the enterprise development strategy. Brief description: Methodological foundations of strategic management. The main components of the paradigm (concept) of strategic management. The main principles and components of strategic management, stages of corporate planning. Strategic marketing. Situational, managerial, portfolio analysis. Analysis of strategic factors of the external environment. Competitive advantages. Goals and motives for integration and diversification.	3							V
2	Business Research	Upon completion of the course, the student should be able to define key terms and concepts in the business research process; analyze business situations; understand how diversity, ethical, global and multicultural aspects, conduct primary research, including creating a basic research plan, using sampling procedures, developing a data collection instrument, as well as collecting, processing, analyzing and interpreting data. Course content: The content and role of business research and business analytics in innovation activities; Initial stages of research: goal setting, planning, sources; Methods of primary research and statistical data processing; Qualitative methods of business research and mathematical modeling; Information resources and their use in business research and business analytics; Resources of international research and analytical companies; Popular standard analytical tools for market and technology analysis; Evolution of methods for financial and non-financial assessment of return on investment in new technologies.	3	V						V

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3	Project management	The course studies the components of project management based on modern behavioral models of project-oriented management of business development. The program is based on international standards PMI PMBOK, IPMA ICB and RK standards in the field of project management. The features of organizational management of business development are studied through the interaction of strategic, project and operational management.	5	V						V
4	Agile in managing organizational development	The objective of the course is to provide master's degree students with an understanding of advanced principles and methods of Agile project management, which will allow them to begin applying these methods to reduce project risks. Upon completion of the course, master's degree students will be able to expect an understanding of the basics of SCRUM for project management, including the roles, activities, and artifacts that make up SCRUM; will be able to understand how SCRUM can be used in virtually all types of projects. Contents: Features of the management methodology; Network planning and management; Implementation of the SCRUM methodology.	5	V	V					V
5	Communication management	"Communication Management" is a Master's course that studies strategies and methods of managing communications in an organization. The program includes the analysis of communication processes, the development of a communication strategy, the management of internal and external communications, and the development of tools for effective communication in various situations. As a result of the training, students acquire the skills of planning, analyzing and evaluating communication strategies, as well as the ability to effectively interact with various stakeholders within the framework of business processes.				V	V			
6	Creative management	"Creative Management" for Master's students is aimed at teaching the application of creativity and innovation in business. As part of the program, students study techniques for generating ideas, solving problems, and methods for managing innovative				V				

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		projects. The main emphasis is on developing skills in managing creative teams and analyzing the potential of innovations in the market. The course also includes studying the culture of innovation and creating an appropriate organizational environment.								
7	Negotiation skills	The goal of the course is to improve the effectiveness of students in conducting negotiations, to master techniques and methods that help to achieve their goals more often in the negotiation process, through the study of specific communication skills, techniques and methods. Contents: Conflicts, their types and features of resolution; Techniques and methods of handling conflicts; Outlining your picture of the world in negotiations; Preparation for negotiations and development of strategy; Negotiation skills in sales, interviews and public speaking; Group negotiations and negotiations in a team.					V			
8	Change Management	The objective of the course is to develop skills for working in an environment where internal and external changes occur. Upon completion of the course, students will be able to: Organize and manage a team, developing a team strategy to achieve the set goal; Develop a critical analysis of problem situations based on a systems approach, develop an action strategy; Develop a capability to identify and implement priorities of their own activities and ways to improve them based on self-assessment. Contents: Theoretical foundations of change management in an organization; The concept and content of organizational changes, areas of change implementation; Types of changes in an organization; Stages of change implementation in an organization; Barriers to change implementation: behavioral and organizational; Models of effective change implementation; The concept of continuous improvement. Methods of implementing continuous improvements in a company; Kaizen as a tool for continuous improvement of an organization; Model of four-dimensional education.						V		

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9	Risk management	Upon completion of the course, master's students will know the concept of risk, learn to manage risks, classify, plan, identify, conduct qualitative and quantitative risk analysis, plan responses to risks, and control. Contents: Fundamentals of risk management theory; Methods for determining and assessing risk; Organization of risk management; Practice of building management systems; Development of risk management models and methods.			V					
10	Emotional intelligence	The purpose of studying the discipline "Emotional Intelligence" is to develop students' theoretical and practical knowledge, skills and abilities of emotional competence in managing value chains, as well as the formation of emotionally competent behavior necessary for the professional activity of a high-level specialist based on taking into account the emotional factor in business processes of modern companies. Upon completion of the course, the master's student should know the basic theoretical concepts of emotional intelligence; principles of managing their own emotions and the emotions of the team and group; be able to manage emotions in business interactions and apply innovative methods of managing teams and departments based on emotional intelligence. Contents of the discipline: Concept and structure of "emotional intelligence"; Modern methods of assessing emotional intelligence; Modern technologies for training and developing emotional intelligence of personnel; Emotional competence of a manager; Emotional intelligence and organizational culture; Concept of a group coefficient of emotional intelligence; A systematic approach to the implementation of emotional intelligence.	3		V					
11	Industrial practice	Industrial practice is carried out with the aim of consolidating theoretical knowledge obtained during the training process, acquiring practical skills, competencies and experience of professional activity in the studied educational program of the master's degree, as well as mastering advanced experience.	8							

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12	Internship abroad	An internship is one of the main organizational forms of additional professional education for master's students and is carried out with the aim of developing and consolidating subject-specific competencies and their subsequent use in professional activities.	4							
13	Human Resource Management	Upon completion of the course, master's students will learn to analyze the state and development trends of the labor market in terms of meeting the organization's need for human resources. The course covers various conceptual approaches and methodological aspects of working with personnel. Much attention is paid to modern HR technologies in the context of real business practice using the example of the best domestic and foreign companies. Contents: Management theory on the role of a person in an organization; Formation of human resources; Use of human resources; Personnel planning; Business assessment of personnel; The role of a manager in the human resource management system; Development of human resources; Management of organizational behavior of people and processes; Practice of human resource management.	5			V				
14	Business Performance Management	Upon completion of the course, the master's student will gain knowledge of management accounting based on CIMA P2 and will cover issues of planning and cost analysis for competitive advantages, control and management of the efficiency of responsibility centers, and making long-term decisions. Master's students will learn to understand the company's management accounting systems, use mechanisms for planning financial costs and assessing competitive advantages, possess skills in the field of budgeting and management control, apply the acquired knowledge in the process of making pricing and production decisions, and control and analyze the efficiency of responsibility centers.	5	V	V				V	
15	Financial analysis and project	In this discipline, master's students study methods of financial analysis and evaluation of investment projects. They learn about	5						V	

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	evaluation	financial indicators, business plan analysis, project cost assessment and investment decision-making based on financial information and risks.									
16	Experimental research work of a master's student, completion of a master's thesis/project	The purpose of the experimental research work of the master's student is to develop general cultural and professional competencies necessary for conducting independent research work, the result of which is the writing and successful defense of a master's dissertation (project).	30								
17	Preparation and defense of a master's thesis	Preparation and systematization of collected materials. Preparation of a presentation. Design in accordance with regulatory documents. Submission of materials for approval by the scientific supervisor.	12								