



Committed to Excellence

**KIMEP UNIVERSITY**

# CATALOG

2014-2015



**DISCLAIMER**

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The mission of KIMEP University is to develop well-educated citizens and to improve the quality of life in Kazakhstan and the Central Asian region through teaching, learning, community service and the advancement of knowledge in the fields of business administration and social sciences. To fulfill this mission, we offer graduate and undergraduate degree programs at the highest level of international educational standards in business, economics, finance, accounting, public administration, political science, international relations, law, pedagogy, journalism and mass communication to outstanding students, who will become equals to graduates of universities anywhere in the world. We seek to select students from among those who demonstrate leadership, talent and language capabilities, irrespective of their financial means, gender or ethnic origin, or any other subjective criteria.

KIMEP University has grown substantially since President Nursultan Nazarbayev established the Institute on January 14, 1992. He gave Dr. Chan Young Bang the responsibility of managing and developing this new academic institute, the first in Central Asia to be modeled on the North American system of education. By attracting local and international scholars, encouraging excellence in all operations and focusing on the long-term well-being of the members of this community, KIMEP University has grown into a vibrant , matching the high standards of leading Western academic institutions.

KIMEP has contributed enormously to the growth and development of the nation and its people by challenging young men and women to draw upon their standards of excellence and to contribute to society after graduation.

## **PART I – GENERAL INFORMATION**

### **ACADEMIC CALENDAR**

## PART II – ACADEMIC POLICIES AND PROCEDURES

RECRUITMENT AND ADMISSIONS DIVISION  
OFFICE OF THE REGISTRAR  
ACADEMIC COMMUNICATION POLICY (U-MAIL)  
GRADUATION  
CODES OF CONDUCT  
THESIS GUIDELINES  
ADVISING  
INTERNSHIP OPPORTUNITIES

### ADMISSIONS DIVISION

Office of Undergraduate Admissions  
Office of Graduate Admissions  
Office of Enrollment Records

### ADMINISTRATION

Dean for Student Recruitment and Admissions  
Larissa M. Savitskaya, MPA, M.ED

Director, Enrollment Records  
Anastassiya Manoilenko, MBA candidate

Acting Director of Graduate Admission office  
Diana Sultanbekova, MBA

Director, Undergraduate Admission  
Natalya Miltseva, MA in Higher Education Administration

*This part summarizes<sup>1</sup> key policies and procedures related to application and admission of students to KIMEP University for admission decisions in AY 2014-15. This document is subject to annual review in accordance with changes made to legislative acts, strategic goals, organizational operations and/or program structure.*

*Any changes and additions to admission policies are to be approved at by the KIMEP University President's Cabinet*

*All matters related to recruitment and admissions are to be addressed to the Recruitment and Admission Department*

### PART 1 GENERAL PROVISION

KIMEP University is committed to a policy of equal opportunity for admission to all qualified individuals. The university is also committed to the principles of continuing life-long education. It does not discriminate against any individual or group on the basis of race, ethnicity, nationality, religion, gender, social or sexual orientation, creed, marital status, physical disabilities, remote area location, age and/or any other subjective criteria. KIMEP University seeks to enroll outstanding students who have demonstrated the potential to succeed through leadership and talent as well as having shown evidence of their capability to contribute to the community.

The university has created clear and transparent procedures for applying and accepting individuals with a diverse academic history and academic needs: Kazakhstani and international applicants, undergraduate students (graduates of high schools and vocational professional schools, transfer and reinstated students), graduate students and non-degree students for short and long-term study terms (international summer school, exchange students visiting, continuous non-degree students, adult learners etc.).

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<sup>1</sup> The full version of the KIMEP Admission Policies for 2014-15 is available from Recruitment and Admissions department

Any information concerning an applicant's disability provided during the admissions process is voluntary and leads to the specific services once eligibility is proven through professional documentation to KIMEP Medical Center. It is maintained in accordance with laws relating to confidentiality. No limitations are placed on the number or proportion of persons with disabilities who may be admitted or enrolled.

## **PART 2 RECRUITMENT AND ADMISSION DEPARTMENT**

The Student Recruitment and Admissions Department (R&A) reports to the Vice President for Strategic Planning, Development and Research. It has three units: Office for Undergraduate Recruitment and Admissions, Office for Graduate Recruitment and Admissions and Office of Enrollment Records. It serves as a central information point for all internal and external inquiries on applications and admissions to academic programs.

Admission Officers, Coordinators and Directors work together with students (on part-time employment basis) on recruitment, applications and admission procedures that are in line with the strategic and operational plans; as well as the set goals and targets set at institutional, program and admission office levels.

Staff members are highly committed to integrity, transparency, ethics, respectful and customer-focused functions and processes in all appearances and operations; as well as have absolutely no tolerance for any form of favoritism, corruption or nepotism.

## **PART 3 APPLYING TO KIMEP PROGRAMS**

KIMEP University has an open and transparent process of applying to academic programs on a year-round basis.

Specialists in Recruitment and Admission Office will provide assistance and will answer all questions regarding application process.

Applicants will need to submit the Application Form with required documents attached for certain semester by set deadlines.

According to state law, documents, submitted in foreign languages, have to be accompanied with a certified translation into Kazakh or Russian language.

In some cases, especially with foreign applicants, Admission and Recruitment Office have a right to request additional documents (licenses for educational activity of organizations issuing the diplomas, confirmations of attestation and accreditation, confirmations of degree, specialization and diploma, etc.)

Incomplete application may result in delay for admission review/decision or rejection of admission.

**Cases of fraudulent documents or submission of knowingly false information shall be transferred for consideration to law enforcement bodies in accordance with the order set forth by the legislation of the Republic of Kazakhstan.**

The complete application package has to be submitted to the Admission Office:

Way 1: apply on-line and upload all necessary documents through on-line service of **Applicants portal** (<http://www2.kimep.kz/onlineappl/>);

Way 2: hard copy complete application has to be sent to the following mailing address  
*Admission Office, KIMEP University  
Abai avenue 4, Almaty city, 050010  
Republic of Kazakhstan;*

All application packages are considered in the same manner, regardless of the delivery way.

### Notifications

The system automatically sends out a notification on receipt of applications (both hard copy and on-line) to the e-mail address indicated in the application. The status of the submitted application may be checked using the on-line system: ([www.kimep.kz/admission](http://www.kimep.kz/admission)).

## **PART 4 APPLICANTS PORTAL**

KIMEP strives to offer world class educational services and to increase its range of on-line admission and recruitment services. This goal requires that applicants are given the opportunity to apply on-line from any place in the world with Internet access, as well as to receive personalized information regarding the status of their application and other useful information through a centralized web-resource for applicants, known as the **Applicants Portal** (<http://www2.kimep.kz/onlineappl/>).

On-line application is developed in three languages – Kazakh, Russian or English. Explanations are also provided in Korean, Chinese and Turkish languages. Applicant may easily activate their account in the system by entering a current personal e-mail address.

On-line application is reviewed by the appropriate unit of Recruitment and Admissions Office only on the condition of filling in all mandatory fields and submitting the on-line application. Incomplete or/and unsubmitted on-line applications will be annulled after one month of inactivity in the on-line account. Applicants may initiate another application later on from very beginning.

On-line applications shall be printed out and signed by the admitted students (together with signing a contract of rendering educational services) upon arrival to the university campus.

#### **PART 5 REGULATION ON UNIVERSITY ADMISSION COMMISSION**

1. Central Recruitment and Admissions Department (R&A) is created to recruit and admit students to KIMEP academic programs in accordance with admission policies, strategic and operational plans.
2. Annually R&A organizes relevant recruitment activities in Kazakhstan, Central Asia and internationally.
3. R&A is empowered and responsible for all activities related to collection, review and data entry from the on-line and hard copy applications to all programs of the KIMEP University (except for exchange students and ISS students<sup>2</sup>). R&A is also responsible for review of each and all applicants as to comply with the KIMEP Admission Policy 2014 and, therefore, for identification in terms of admission or rejection to KIMEP programs with the follow up communication that would lead to arrivals, visa, registrations and enrollment or re-application to the next intake.
4. On behalf of the University, the R&A proceeds with the admission to the academic programs as per the Admission Polices approved by the President (or his designee) and issues the Admission Orders for students.
5. R&A reports to the Vice President for Strategic Planning, Development and Research. It has three units: Office for Undergraduate Recruitment and Admissions, Office for Graduate Recruitment and Admissions and Office of Enrollment Records. It serves as a central information point for all internal and external inquiries on applications and admissions to academic programs.
6. R&A closely interacts with the KIMEP units responsible for the student admission decision-making, such Academic Council/Summer Oversight Committee and President's Cabinet. Members of the committees are approved at the University-level.
7. In collaboration with Deans and faculty, the Chief Testing Officer, who reports to VPAA plans, organizes, conducts and reports on the entrance exams that lead to admission or rejection decisions.
8. R&A closely works with the Ministry of Education and Science of the Republic of Kazakhstan on the issues related to required state examinations (UNT/KTA and SFLT). DPRA appoints responsible R&A officers and informs state bodies.
9. To ensure smooth and effective admission process 2014, the University Admission Committee is created as the following:
  - University President, the Chair
  - VPAA and VPSPDR
  - College Deans (CSS, BCB, LC)
  - Chief Testing Officer
  - Executive Secretary (Deputy to the President for R&A)
  - Chairs of Subject Examination Commissions:
    - a. Interview for undergraduate foreign applicants – Program Chairs
    - b. Graduate Programs Examinations – Program Chairs Admission Committee is formed for 1 year and work is adjourned after all admission is done.
10. Student admission decisions are recorded in form of Order specifying the grounds for the admission. The final list of admitted students is approved by KIMEP President in form of Order on admission to undergraduate programs, graduate programs and non-degree programs. Each Admission Order has a list of requirements that admitted student shall fulfill to ensure eligibility for full admission (copies attached). Those admitted students who did not comply with each and all requirements in the Admission Order are withdrawn as non-matriculated students. Students, who complied with each and all requirements stipulated in the Admission Orders, will have access to course registration in accordance with their program and terms of study.
11. Neither KIMEP nor any group, committee, individual at any level will guarantee admission to KIMEP University or its programs
12. Admission consideration is separate from any financial or financial aid considerations. By making acceptance decision to academic programs KIMEP University does not mean any financial aid promise to any type of applicant.
13. Upon completion of the recruitment and admission process, the Office provides detailed reports to KIMEP departments and administration, and to the state authorities (the Ministry of Education and Science of the Republic of Kazakhstan and National Statistical Agency).

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<sup>2</sup> IRO is responsible



## PART 6 ADMISSION TO UNDERGRADUATE AND GRADUATE PROGRAMS

KIMEP is governed by the university's [charter](#) (attached and available at <http://www.kimep.kz/governance/about/kimep/>) through the participation of faculty members, students, staff and administrators at various policy-making levels.

Together with the global experience of working with applicants, state admission legislation applies when making admission decisions, including the Law of the RK On Education, Standard Rules of Admission to Academic Institutions Offering Undergraduate Education (as of January 19, 2012 # 111), Standard Rules of Admission to Academic Institutions Offering Graduate Education (as of January 19, 2012 # 109), and Rules for Students' Transfer and Reinstatement (as of January 19, 2012 # 110), as well as the RK Government Order (as of July 9, 2013 #701).

KIMEP University and its academic units review the specific requirements for submission of documents and criteria of admission of students to each program on an annual basis. Requirements are approved by the University Academic Council (or its standing committee during summer period) as well as by the President's Cabinet. Upon completion of the process of admission, all applicants receive letters of admission (or letters of access to non-degree educational services) or letters of rejection. Appropriate orders are approved by the President and serve as a ground for the start of study at KIMEP University.

On behalf of the University the Office of Student Recruitment and Admission issues orders for three types for newly admitted degree and non-degree students. Periods of issuing the orders of admission to undergraduate and graduate programs are defined by the legislation of the RK:

1. Orders of admission of undergraduate students, graduate and doctorate students (August 10-25)
2. Orders of transfer and reinstatement of undergraduate students (during summer and winter breaks periods)
3. Orders for granting access to non-degree educational services (throughout the year) for:
  - Non-degree students, taking some undergraduate or graduate level courses;
  - Auditing students – with the purpose of increased access to higher education;
  - Exchange students from other universities - to increase academic mobility;
  - International Summer School visitors - to increase the academic mobility;
  - Any other non-degree groups.

Admitted students will immediately receive notifications to their e-mail address, indicated in their application form, as well as via the Applicant Portal in the section "[Check your application status](#)".

To take part in dual degree programs (at KIMEP University and a partner university) it is necessary to fulfill the admission requirements set forth by each university/program.

The order provides a list of requirements each admitted student has to fulfill before classes start. Admitted applicants not fulfilling all requirements listed in the order shall be expelled from the university during the semester at which they are to start study.

Information packages are sent to all admitted undergraduate, graduate, doctoral and non-degree students via mail to addresses indicated in the application form. The package includes the admission letter, important contact information, information about the orientation program, terms and conditions of tuition payment, registration for foundation and degree courses, medical requirements, nostrification requirements, etc.

Applicants that did not fulfill the admission requirements may contact the appropriate unit of Admission and Recruitment Office in order to take part in the next admission round and to voluntarily participate in the special preparatory program.

### **Nostrification**

Documentation in regards to education, issued by the foreign academic institutions shall undergo the procedure of nostrification required by the state (after admission of students, during the first semester of their studies), pls see the Attachment #7.

### **Additional requirements to foreign citizens<sup>3</sup>**

Foreign citizens shall submit the following documents before registration for any courses (according to the Law on Migration, Chapter 5):

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<sup>3</sup> Immigrants coming to the territory of RK for educational services are those foreign citizens who are admitted to education institutions (secondary, post secondary, higher education), including for exchange programs and preparatory courses.

1. Financial statement on availability of funds to cover accommodation and tuition in accordance with educational services contract, except ethnic Kazakhs;
2. Medical insurance;
3. Criminal records form.

### **Admission and Financial Aid**

Applications for admission are reviewed separately from applications for financial aid. Admission to academic programs of KIMEP University does not guarantee provision of financial aid to applicants.

Admission and Scholarship Committee is the standing committee of the KIMEP Academic Council. It sets the policies and procedures for the financial aid.

*KIMEP University, nor any other group, committee, or person may guarantee admission to KIMEP University or any of its programs.*

## **PART 7 ADMISSION CRITERIA FOR ACADEMIC PROGRAMS**

KIMEP University is highly committed to offering a world class education and to attract qualified applicants from different social, cultural and educational backgrounds who have a good prospect for personal growth, development and professional success.

### **7.1 UNDERGRADUATE PROGRAMS**

Education organizations of the Republic of Kazakhstan, implementing professional academic programs at undergraduate levels may admit graduates of high schools and professional vocational schools as well as undergraduate students for second undergraduate degree (fast track option).

#### **I. Entry requirements to undergraduate programs**

##### **1. Completed secondary education**

- a) Attestat (diploma) for completion of high school or professional vocational school (authentic copy);
- b) **RK citizens:** The original Unified National Testing (UNT) or Comprehensive Testing (CTA) certificate issued for the current year with passing scores as set by the Ministry of Education and Science of the RK. For the academic year 2013-2014 the UNT/KTA test should have a total score of no less than 50 (minimum 4 in each subject: Kazakh/Russian language, History of Kazakhstan, Mathematics, elective subject, and minimum 7 in specialized subject. 10 is minimum for creative examination.)
- c) **Foreign citizen:** interview for the program is required.

**The list of elective and specialized subjects in the Unified National Testing and of Comprehensive Testing in relation to UGRAD degrees**

<b>Code</b>	<b>Undergraduate degree</b>	<b>Elective subject</b>	<b>Specialized subject</b>
5□020200	International Relations	Foreign Language	Foreign Language
5□030100	Law	World History	World History
5□030200	International Law	Foreign Language	Foreign Language
5□050400	Journalism	2 creative examinations	1 creative examination
5□050600	Economics	Geography	Mathematics
5□050700	Management	Geography	Mathematics
5□050800	Accounting and Audit	Geography	Mathematics
5□050900	Finance	Geography	Mathematics
5□051000	Public and Municipal Administration	Geography	Mathematics
5□051100	Marketing	Geography	Mathematics

**2. Other requirements**

- a) Admission for the fast-track study option for the best graduates of professional vocational schools (by related specializations as in the Attachment # 8) is done based on results of Comprehensive Testing (KTA) as well as in line with the state classifier of related specializations.
- b) Admission for fast track study for holders of UGRAD degrees are available as well.
- c) Students may be transferred or reinstated after withdrawal from other universities if they have fully completed the first academic period of a study program according to the individual study plan (GPA of no less than 2.0 and not less than 15 credits taken). The student may be transferred or reinstated to any form of study and to any specialization of undergraduate studies. Requests for transfer or for reinstatement are considered by accepting programs and the academic difference in disciplines of working curricula is defined during the period of summer and winter breaks within five business days before the start of the next academic period. Transfer and reinstatement shall be done during the same year of study, if the difference of curricula for undergraduate programs is no less than five academic disciplines of the required component. Final documentation is signed by the Dean of the College, by the Vice President of Academic Affairs and by the President of KIMEP. Within three business days from the date of issuing the order on transfer or on reinstatement the written request to provide a personal file of the student is sent to the student’s previous university of study.

**II. Defining English Proficiency Level<sup>4</sup>**

Teaching at KIMEP University is done exclusively in English, therefore, defining the level of English proficiency is mandatory. Students that did not undergo a procedure of defining their English proficiency start their studies from a zero level (FECO).

For defining the level of English proficiency KIMEP University accepts international English proficiency test certificates

- TOEFL (Code of KIMEP University for the examination is 2104)
- IELTS
- Cambridge English Examinations
- KIMEP English Placement Test (is held during the year at KIMEP University in Almaty and in other major cities of Kazakhstan)

Placement in English Course	KEP score (at entry)	CEFR* (at entry)	CEFR (at exit)	IELTS (□(at entry)	IELTS (at exit)	TOEFL iBT (at entry)	TOEFL (paper-based) /Institutional TOEFL (at entry)	TOEFL (computer)(at entry)
Academic English	80-100%	B2 mid	B2 upper to C1	5.5 (no score below 5.0)	≥6.0	70	523	193
UF A	50-79%	B1 mid	B2 mid	4.5 (no score below 4.0)	5.5	57	475	163
UF B	40-49%	A1+	B1 mid	3.5 (no score below 3.0)	4.5	27	380	83
UF C	< 40 %	Beginner or False Beginner	A1+	<3.0	3.5	<12	<310	<40

*CEFR\* - Common European Framework of Reference (Common European competencies of foreign language proficiency: studying, learning, assessment)*

The mandatory Verification Procedure is done on the first day of classes for all newly admitted students, upon the result of which the students will be recommended to join the most suitable level of English.

**III. Academic standing<sup>5</sup>**

KIMEP welcomes young leaders from a variety of backgrounds. The system of ranking the newcomers students includes several criteria:

- a) Average academic standing upon results of secondary and secondary-special education shall correspond to a score of 3.5 (out of 5) or to 70%

<sup>4</sup> Is not an entry/admission requirement for undergraduate programs

<sup>5</sup> Is not an entry/admission requirement for undergraduate programs

- b) Evaluation of Motivation Essay, English proficiency, UNT/CTA, international and Kazakhstani academic and personal achievements

## 7.2 GRADUATE PROGRAMS (MASTERS AND DOCTORATE STUDIES)

Graduate programs accept those individuals who have completed undergraduate programs. Doctorate program admits those who have completed graduate degrees (“master”) or those who completed the residency training in medical specializations.

### 7.2.1. Entry requirements to graduate programs

#### 1. Completed higher education<sup>6</sup>

- Copy of a diploma confirming the completion of undergraduate degree(s).
- Copy of a transcript (diploma supplement) with grades

#### 2. Applications’ submission

According to Government of Kazakhstan’s decree #701 of 9 July 2013, all applicants are obliged to submit complete application package (see Attachment 1 for the list) to Admission office by July 30 of corresponding year.

#### 3. Foreign language proficiency entrance test

Entrance examinations in state, Russian and Foreign languages follow method developed by the National Testing Center of the Ministry of Education and Science of Kazakhstan.

Citizens of the Republic of Kazakhstan with international certificates proving knowledge of a foreign language in accordance with the Common European Framework (standards) of foreign language are exempt from the following entrance examination in a foreign language to graduate, residency, postgraduate and doctoral programs:

**English language:** Test of English as a Foreign Language Institutional Testing Programm (TOEFL ITP – at least 460 points), Test of English as a Foreign Language Institutional Testing Programm Internet-based Test (TOEFL IBT, threshold score – at least 87), (TOEFL threshold score – at least 560 points), International English Language Tests System (IELTS, threshold score – at least 6.0);

**German language:** Deutsche Sprachprüfung für den Hochschulzugang (DSH, Niveau □1/ level □1), TestDaF-Prüfung (Niveau C1/level □1);

**French language:** Test de Français International™ (TFI – at least level B1 in reading and listening), Diplôme d’Etudes en Langue française□ (DELF, level □2), Diplôme Approfondi de Langue française□ (DALF, level □1), □est de connaissance du français (TCF – at least 400 points).

Foreign citizens are required to comply with the state standards in English language (TOEFL/IELTS, above) due to the fact that instruction in KIMEP University is done solely in English. Citizens of former CIS may take Russian or Kazakh entrance test through National Testing Center as required by the state admission rules.

The following groups of applicants are exempted from foreign language entrance test:

- Holders of completed undergraduate, graduate or doctoral degrees from English medium universities (authentic diploma, transcript and confirmation of English teaching form the university concerned), including KIMEP University Graduates with GPA of 3.0 and above
- Students of dual degree programs of KIMEP University and of Partner University.

#### 4. Entrance examinations by specializations<sup>7</sup>

- a) Entrance examination for MA programs (KGET – KIMEP Graduate Entrance Test) – not less than 14 scores;
- b) Entrance examination for EXMBA is under revision
- c) Entrance examination for MBA, MACTA, MFIN, MMKT<sup>8</sup> programs (KGET – KIMEP Graduate Entrance Test) – not less than 15 scores; an additional criterion for admission to the MBA program is a requirement of no less than 1 year of work experience or equivalent, including internship and volunteering 1 year of work experience;
- d) Entrance examination for MAIJ program in the form of an essay – 10 (ten) and above out of 25 and the interview in writing (10 out of 25).
- e) Entrance examinations for MPA, MIR and LLM programs are held in the form of interview in the field of study by departmental committees
- f) Entrance examination for □□ FLTFL program has two stages (□) English Language test and two professional essays and b) interview and evaluated with a 50% passing score.

5. KIMEP University accepts **international certificates** of GMAT and GRE tests for the appropriate graduate programs, which are considered on an individual basis by departments

<sup>6</sup> According to the system of higher education of the RK

<sup>7</sup> KIMEP graduates of GPA 3.0 and above are exempted from program entrance tests

<sup>8</sup> Fall is the only entry point for Specialized Masters programs: MACTA, MFIN, MMKT

Code of KIMEP University for GMAT examination is BLP-9V-74 (Executive MBA) and BLP-9V-70 (□BA)

## **II. Defining English proficiency level**

Teaching at KIMEP University is done exclusively in English. Therefore, defining level of English proficiency is mandatory, except for:

1. Holders of completed undergraduate, graduate or doctoral degrees or their equivalents from English medium universities (authentic diploma, transcript and confirmation of English teaching form the university concerned), including KIMEP University Graduates with GPA of 3.0 and above
2. Students of dual degree programs between KIMEP and partner universities
3. Students in the Russian cohorts of the EXMBA program

Students that did not undergo a procedure of defining their English proficiency start their studies from a zero level (GRADC).

For defining the level of English proficiency KIMEP University accepts international English proficiency test certificates

- TOEFL (Code of KIMEP University for the examination is 2104)
- IELTS
- Cambridge English Examinations
- KIMEP English Placement Test (held during the year at KIMEP University in Almaty and in other major cities of Kazakhstan)

<b>Level of Graduate Foundation English courses</b>	<b>Course code</b>	<b>Result of KEPT</b>	<b>IELTS</b>	<b>TOEFL IBT</b>
English - Foundation, level □	ENG 5103	0-39 %	below 3.5	below 27
English - Foundation, level B	ENG 5104	40-49%	3.5	27
English - Foundation, level A	ENG 5105	50-59%	4	41-42
Taking English foundation courses is not required		above 60%	No need to take the English Entrance test with a result of not less than 6.0	No need to take the English Entrance test with a result of not less than 560

The mandatory Verification Procedure is done on the first day of classes for all newly admitted students, upon the result of which the students will be recommended to join the most suitable level of English.

### **7.2.2. Entry requirements to the doctorate program (DBA)**

1. **Completed graduate degree<sup>9</sup>**
  - Copy of a diploma confirming the completion of a graduate degree “master”
  - Copy of transcripts (diploma supplement) with grades
2. **Foreign Language Proficiency Entrance Test**  
Applicants to DBA must submit a valid certificate of Test of English as a Foreign Language, TOEFL 600 and above, or its equivalent
3. **Entrance examinations in specialization have several parts**
  - a. Official GMAT certificate – 600 and above or its equivalent
  - b. Essay of intention (500 words or less), reflecting the academic and professional interest of an applicant; how an applicant will use the knowledge and skills obtained in the DBA program in a professionally and personally manner; strengths and special qualities of the applicant which will help him/her be successful in a doctoral program; reasons for selecting KIMEP University
  - c. Program interview
  - d. Additional consideration by a selection committee:
    - i. At least two reference letters

<sup>9</sup> According to the system of higher education of the RK

- ii. Professional CV. At least 3 years of work experience in business, governmental bodies, academic organizations or NGOs

### 7.3 ACCESS TO NON-DEGREE STUDY

There are several opportunities to study at KIMEP as a non-degree student: non-degree at the time of application with or without the intent to enter an undergraduate/graduate program in the future, Adult Learners, Visitors of International Summer School, exchange students. All these groups receive a certain document reflecting the results of study in individual courses taken at KIMEP University, but not any academic degree or diploma.

**7.3.1 NON-DEGREE** (at undergraduate or graduate course levels) is an educational option to be used by any person wishing to take courses for personal purposes without any intention of obtaining a degree. Upon completion of studying the selected courses the document is issued with indication of course title (s), number of academic credits and grade. The successfully completed courses may be transferred to undergraduate or graduate degree programs. Defining the level of English proficiency is mandatory for this group of non-degree, except for the Russian cohort in ExMBA.

#### 7.3.2 ADULT LEARNER

**Adult Learner is an option of non-degree study, offered to all people (21 years old and older) interested in auditing courses currently offered by KIMEP University. A person under adult learning status can only audit courses; however no current or final course assessment or academic credits will apply to these individuals.**

#### 7.3.3 INTERNATIONAL SUMMER SCHOOL

**Interested persons are admitted to courses for general education purposes but are not able to continue studying at KIMEP University after completion of ISS without undergoing a procedure of admission to an appropriate program (undergraduate, graduate, non-degree). Applications for participation in ISS are collected by the International Relations Office.**

#### 7.3.4 EXCHANGE PROGRAM STUDENTS

**According to cooperation agreements concluded between KIMEP University and foreign academic institutions, exchange students undergo a selection process to study at KIMEP University for one or two semesters depending on specific conditions of the cooperation agreements. Conditions of selection and studying are monitored by the International Relations Office of KIMEP University.**

## 8. KIMEP UNIVERSITY TESTS

Results of tests and examinations administered by KIMEP University may be used only for the purposes of admission to KIMEP University and are only valid for one calendar year.

Tests and entrance examination can not be retaken.

Rules, periods and format of taking tests and examinations are set forth by the Office of Academic Affairs / Chief Testing Officer and by Academic Departments.

As per the state rules, creative entrance examination for applicants enrolling in the journalism undergraduate program takes place between July 2<sup>nd</sup> and 7<sup>th</sup>. Entrance examinations for graduate programs take place between August 10<sup>th</sup> and 20<sup>th</sup>.

### i. **KIMEP English Proficiency Test (□□□□)**

Who takes the test: *Applicants for Bachelors and Masters programs, non-degree applicants*  
Language: *English*  
Total number of questions: *100*  
Duration: *90 minutes*  
Number of sections: *3*

#### **Short description:**

**Section 1: Grammar Structures**

The first section is designed to test the grammar skills of applicants. Candidates will have to choose the correct word or phrase to complete simple sentences. They will choose from three or four possible answers that may have the same meaning, but only one of which is grammatically correct.

## **Section 2: Grammar and Vocabulary in Context**

The second section is designed to test the grammar and vocabulary development of applicants. They will read short selections which are missing key words. They will choose the best word to complete the text from three or four possible answers.

## **Section 3: Reading Comprehension**

The third section is designed to test the reading comprehension of applicants. They will read fairly long selections and choose from a multitude of answers or provide short written responses which best describe the meaning of the text.

### **ii. Creative entrance exams for journalism programs: essay and a written interview**

Who takes the test:	<i>Applicants to the BAJ &amp; MAIJ programs</i>
Language:	<i>English, Kazakh, or Russian</i>
Duration:	<i>2 hours(essay) and 45 minutes (interview)</i>
Volume:	<i>450 – 500 words, no less than two pages of A4</i>
Points	<i>25 points maximum for essay and 25 points maximum for the interview</i>

#### **Short description:**

The entrance essay is designed to enable the applicant to express his or her creative abilities in one of the chosen topics. The essay should be based on the applicant's life experience and personal views and not on literary sources. It should consist of an introduction, supporting paragraphs which develop the main idea, and a conclusion.

#### **Criteria used when evaluating the essay:**

- Content - the ability to analyze the reality of a situation, as well as the ability to choose and use the correct facts - 5 points;
- Logic - the capacity to express clear and logical statements and ideas - 5 points;
- Structure - the ability to present an essay as a composition of multiple parts that will develop and articulate a clear idea(s) that are supported by logic and factual information - 5 points;
- Language - written clearly and thoughtfully, using a rich vocabulary - 5 points;
- Creativity - the essay should present a modern and interesting approach to the given topics - 5 points;

### **iii. Entrance exam for □□, □□□, MACTA, MFIN, MMKT and □xecutive □□□ programs**

The KGET measures various skills that should have been or will be developed in an educational and work environment. It does NOT measure knowledge of business, job skills, specific content in undergraduate studies, abilities in any other specific subject area, or subjective qualities, such as motivation, creativity, and interpersonal skills.

The test is given in English and it consists of 3 sections:

1. Problem solving (There are 20 questions and the recommended time is 30 minutes)
2. Data sufficiency (There are 20 questions and the recommended time is 40 minutes)
3. Critical thinking (There are 10 questions and the recommended time is 20 minutes)

Test takers have a maximum of 90 minutes to complete these 50 multiple choice questions. Problem solving is based upon mainly quantitative questions. This section tests the knowledge of arithmetic, elementary algebra, and common geometry. Data sufficiency questions consist of a question and two statements. The critical thinking section is composed of questions testing reading comprehension and critical reasoning.

The KGET test covers a wide range of topics.

### **iv. KIMEP Test for Master of Arts in Foreign Languages: Two Foreign Languages (MA FLTFL) program**

Entrance exam for the □□ FLTFL program is held in two stages: (□) an English Proficiency Test, b) two professional essays and an interview, and is assessed on a 100 points scale, with 50% as a passing score.

## **9. RULES OF BEHAVIOR AT TESTS AND EXAMS IN KIMEP UNIVERSITY**

Exam rules are unified for all tests regardless of locations, on or off campus, within and outside the country where KIMEP decides to hold the entrance exams.

*Note: violations of the rules of behavior during test taking (such as cheating, etc) results in the disqualification of an applicant for 1 to 5 years.*

1. Applicants must produce their EXAM ENTRANCE TICKET and ID/passport before being allowed to enter the examination room
2. Proctors have the right to inspect applicants' ID/passports prior to entry to the examination room or at any time during the test.
3. All coats, bags, briefcases and other possessions (including mobile telephones) must be placed in the area designated by the proctors. Mobile telephones must be switched off.
4. All reference books, materials, papers, magazines and journals, whether relevant to the test or not, must be placed at the chief investigator's table. Unless the test rules require that they be referred to, these items may not be within the sight or reach of the candidate.
5. If it is evident that the candidate has in his/her possession any items, such as notes, answer-keys or crib-notes, after the start of the test, the candidate will be refused permission to continue the test and will be referred to the Chief Testing Officer for disciplinary action.
6. Applicants taking the KGET test are allowed to use simple calculators that do not have communication capabilities. Mobile telephones may not be used for the purposes of mathematical calculations. An applicant shall be solely responsible for having a calculator corresponding to the aforementioned requirements. If the applicant has no calculator on hand, the test should be taken without a calculator. Applicants may also refuse to take the examination and to take it at any other designated time.
7. Candidates may not communicate with or borrow any items from another candidate. Please, raise your hand to speak to a proctor in case of an emergency.
8. Candidates may not leave the test room once the test has started, regardless of the reason. This includes going to the toilet. It is highly recommended to take care of all necessary needs immediately before a test is scheduled to begin.
9. Candidates who leave the test room will not be allowed to return.
10. Any talking or signaling to any person other than a proctor will be viewed as cheating. If you need assistance, raise your hand to attract the attention of a proctor. Do not call out or make other sounds to attract their attention.
11. The test must be conducted in strict silence. Mobile telephones, pagers, walkman, clock or watch alarms or any other electronic devices must be switched off until leaving the test room.
12. No one is to leave the test room during the final 15 minutes. If you finish the test, wait patiently and quietly until your papers are collected and the proctor gives permission to leave.
13. Any candidate who continues working after the proctor has stated that the test time is over ("pens down") will be considered to have broken the rules of the test and will be referred to the Chief Testing Officer for disciplinary action. This will be interpreted as cheating.

**KIMEP has a "zero tolerance" policy for any and all forms of academic dishonesty.** Zero tolerance for all forms of dishonesty applies to any and all tests as well as classroom assessments. The zero tolerance policy also applies to faculty in the same regard as students.

## **10. FAST TRACK STUDY OPTION FOR THE GRADUATES OF THE TECHNICAL AND PROFESSIONAL VOCATIONAL EDUCATION**

KIMEP University admits applicants to fast-track study on UGRAD specializations listed below for the best graduates of technical and professional vocational schools under the following conditions:

1. Technical or professional vocational school should have a state license for conducting a certain educational activity and demonstrate the state attestation (copies of both documents are mandatory to be submitted to the Admissions Office of KIMEP University)
2. The diploma GPA should be no less than 4 (out of 5)
3. Courses taken in technical/professional vocational schools which are used towards the fast-track study should have individual grades of not less than 4 (out of 5).
4. The list of courses counted toward fast track study, the difference and the individual study plan will be defined by the General Education Department. The copy should be submitted to the personal file of the applicant no later than 5 business days.
5. KTA is required as per state admission rules

### **OFFICE OF THE REGISTRAR**

Registrar  
Uvassilya Samuratova, MBA



Deputy Registrar  
Rano Pakhirdinova, MBA

Coordinator  
Kamila Mussina, MBA

### **Mission and Purpose**

The Office of the Registrar is dedicated to providing the best possible services to for KIMEP University students, faculty and staff. The office generates student records from the point of first enrollment through graduation and beyond. It offers a wide range of services in the areas of academic records, student status, registration, course enrollment, classroom assignments and scheduling.

The office monitors implementation of KIMEP University policies and procedures to ensure maintenance of well-documented, valid, accurate, permanent, and confidential student records. It also provides certified documentation of academic records through official transcripts.

### **ONLINE RESOURCES**

The Registrar's Office maintains a website with information and resources for students, faculty, administrators, and for the public at large. Through the website, students have access to their own personal records. Confidentiality of individual records is maintained by a personalized password system. The website is available at [www.kimep.kz](http://www.kimep.kz) > Office of the Registrar > Student Portal: Here a student can check his/her advising materials, holds and blocks, checklist, personal registration and final examination schedule, wait list status, transcript, grades, payment report, degree requirements, etc.

For Faculty: Here a faculty member can find individual schedules, information on his/her advisees and advising online resources, students on wait lists, registration results, relevant statistics, grade entry pages, attendance sheets, etc.

### **ACADEMIC POLICIES**

From time to time KIMEP University may change or add new academic policies. New and/or revised policies apply to all students regardless of the year of entry into KIMEP University unless specific exemptions are stated in the policy. Policies stated in this catalog replace policy statements from previous catalogs. The KIMEP University Academic Council may, during the course of the year, revise and alter current academic policy.

### **CREDIT SYSTEM**

KIMEP University uses a modified American credit system as the foundation for the curriculum. Degree requirements are stated in terms of credits earned rather than in terms of courses completed. Each credits represents 50 student learning hours, which may include 10-20 hours of in-class instruction. Typically a semester long course will meet for forty-five class contact hours and is worth three credits. However, some courses are worth more than three credits and some worth less.

To earn a degree from KIMEP University, a student completes a set of credit requirements for a particular program. The requirements usually have a list of courses that must be taken, a list of elective courses, and a minimum number of credits to be earned. Elective courses are not a requirement but are necessary in order to complete the minimum number of credits. A program can have subparts, with required courses and a minimum credit requirement for each subpart.

Another requirement for graduation is a minimum level of scholastic performance, which is measured by the grade point average or GPA. The GPA is the average of the grades, but weighted according to the number of credits for each course in which a grade is received. An example of how to calculate GPA is given in a later section.

### **Credit Equivalent**

Some courses are preparatory courses and are worth zero credits. Completion of any of these courses does not earn credits towards graduation. The courses, however, do have a credit equivalent. A three-credit equivalent means that in terms of class time and learning outcomes, the course is approximately the same as a typical three credit course. Some policies (such as maximum course load) are based on credit equivalents rather than on credits.

### **GRADING SYSTEM**

KIMEP University uses a letter grading system A, B, C, D, F, etc. Letter grades are further differentiated with "+" for the top of the grade range or "-" for the bottom of the grade range.

Based on the grades assigned, a grade point average is calculated and recorded on the student's transcript.

### **Grades and Grade Points**

The following letter grades apply to courses at the undergraduate, graduate, and doctoral levels respectively.

Grade	Undergraduate	Masters	Doctoral	Points
A+	Highest grade	Highest grade	Highest grade	4.33
A	Excellent	Excellent	Excellent	4.00
A-	Very good	Very good	Good	3.67
B+	Good	Good	Passing	3.33
B	Good	Satisfactory	Failing or Passing**	3.00
B-	Good	Passing	Failing or Passing**	2.67
C+	Satisfactory	Failing or Passing*	Failing	2.33
C	Satisfactory	Failing or Passing*	Failing	2.00
C-	Satisfactory	Failing or Passing*	Failing	1.67
D+	Passing	Failing	Failing	1.33
D	Passing	Failing	Failing	1.00
D-	Lowest Passing	Failing	Failing	0.67
F	Failing	Failing	Failing	0.00

\* Grade "C" for Masters students can be considered as either passing or failing, depending on the specific program.

\*\* Grade of "B" and "B-" for DBA students will be considered as passing or failing, depending on whether or not the course is required for the student's major.

### Numerical Conversion to Letter Grades

The following table is a suggested equivalency between classroom numerical averages and the "A" - "F" letter grade scale.

Grade	Numerical Scale
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	77 - 79
B	73 - 76
B-	70 - 72
C+	67 - 69
C	63 - 66
C-	60 - 62
D+	57 - 59
D	53 - 56
D-	50 - 52
F	below 50

### Administrative Grades

The following KIMEP University wide notations apply to both graduate and undergraduate programs. These notations do not affect the calculation of the grade point average.

Grade	Comments	Points
NA	Not Applicable	N/A
Pass	Pass	N/A
AU	Audit	N/A
IP	In Progress	N/A
I	Incomplete	N/A
W	Withdrawn	N/A
AW	Administrative Withdrawal	N/A

### Not Applicable - NA

Credits earned at other institutions transfer to KIMEP University without grades. In such cases the credits are posted to the transcript with the annotation "NA". Credits with a grade of "Not Applicable" are not included in the calculation of the grade point average.

### Grade of Pass - P

In certain cases an undergraduate student may elect to have a course graded on a pass/fail basis rather than receiving a letter grade. Eligibility requirements are discussed below.

- To receive a grade of "pass" a student must have selected the pass-fail option at the beginning of the semester.
- After the registration period ends the pass-fail option cannot be changed.
- An earned grade of C or higher is recorded as "P"; an earned grade of "C-" or less is recorded as "F".
- "P" (pass) earns credits which may count towards graduation.

- "P" (pass) has no grade points and is not included in the calculation of the GPA.
- "F" earns no credits. (This applies even if the grade would have been "D-", "D", "D+", or "C-" without the pass fail option.)
- "F" has zero grade points which are included in the calculation of the GPA.

#### Eligibility for Pass-Fail

- Full-time 4th year undergraduate students who are not on academic probation are eligible. The option is not available to graduate students.
- There is a limit of 3 credits per semester.
- The maximum within a degree is 6 credits.
- The pass-fail course must be a free elective course and not a requirement.
- The department offering the course must give written permission for pass-fail.
- Student must submit signed Pass-Fail form to the Registrar Office till the end of Registration period. Without submitted form Pass-Fail option is not valid.

#### Grade of Audit - AU

A student who wishes to sit in on a class without receiving a grade may elect to audit a course.

- Audited courses are recorded on the transcript with the notation "AU". Audited courses are not included in the calculation of the GPA.
- The grade of "AU" is automatic. The instructor cannot assign any other grade.
- Audited courses do not receive credit, cannot be counted towards graduation requirements and cannot be transferred.

#### Eligibility for Audit

- Any student may audit any course for which s/he meets the prerequisites.
- The student must register to audit the course.
- The student must pay for the course the same as for any other course.

#### Grade of In Progress - IP

"In Progress" applies to thesis and dissertation courses which are taken in a sequence over one or more semesters. Once the thesis or dissertation has been successfully defended, the "IP" grade is changed to the appropriate grade for the sequence. A thesis receives a letter grade; a dissertation receives a "Pass".

- The grade of "IP" does not affect the GPA.
- If a student does not complete the thesis or dissertation the "IP" grade remains permanent.

#### Grade of Incomplete

When a student has completed all except the final requirements for a course, but due to uncontrollable factors is unable to complete the final assessment portion, the instructor may assign a temporary grade of Incomplete ("I").

1. The grade of "I" is assigned 0 (zero) credits.
2. The grade of "I" has no grade points and is not included in the calculation of the GPA.

The following criteria for awarding or refusing an "I" must be adhered to:

- A grade of "I" may be awarded only for a serious event that occurs in the last few days of a course. Examples include a serious accident to the student, hospitalization, or the death or serious illness of a close relative. Documentary proof has to be produced for the above. Educational reasons, such as participation in an international educational event that coincides with a final examination, may also justify an "I".
- The student must have completed all course requirements prior to the uncontrollable event.
- An "I" may not be awarded for failure to attend class at earlier periods in the semester, as the student will have had sufficient time to make up the time missed.
- An "I" may not be awarded merely in order to give a student more time to complete a task. This gives him/her an unjustifiable advantage over other students.
- An "I" may not be used as an excuse for failing to meet the course attendance requirements, which are stated in every syllabus.
- An "I" may not be awarded as a substitute for a failing or poor grade.
- A student's need to seek employment in order to pay for his/her studies does not constitute a justification for an "I".
- If an instructor feels that there may be a case for a grade of "I" to be awarded, he/she must first discuss this with the Chair or Dean or Director, who must agree that the "I" is in accordance with both KIMEP University and the college or school policy.

#### Removal of Incomplete

It is the student's responsibility to arrange to make up the work that has been missed.

- It is also the student's responsibility to contact the instructor and determine what work needs to be completed in order to convert the "I" into a standard grade.
- The instructor and the student should develop a plan to complete the remaining coursework in a timely fashion.
- The grade "I" should be changed by the instructor to a letter grade (A, B, C, etc.) immediately after the student completes all course requirements. This should be done as soon as possible but at the absolute latest by the end of the seventh week of the semester following that in which the "I" was assigned. (The summer semester is not considered a full semester.) An electronic "Change Grade Form" shall be used for this purpose. Appropriate documentation must be accompanied with evidentiary support.
- If a student fails to complete all requirements as assigned by the instructor during the allowed time period after the incomplete grade was received, the "I" will automatically convert to an "F".
- If an instructor who has assigned a grade of "I" to a student leaves KIMEP before the time limit, the Dean will assign another faculty member to evaluate the remaining coursework and to convert the incomplete to an appropriate letter grade. The Registrar should receive formal notification of the name of the responsible faculty member and all current assessment records of the student; course syllabus and remedial components shall be transferred from the former to the new instructor. The Registrar will not sign a final clearance form for the departing faculty member without formal notification from the Dean on all of the above.
- A student may elect to repeat a course rather than remove the incomplete. In such cases the student must register for the course again and pay the regular tuition fees.

#### Grade of Withdrawal - W (by students)

The grade of W denotes that the graduate or undergraduate student has withdrawn from the course and has not completed the course requirements (Please refer to the academic calendar for the last date to withdraw from a course).

- The grade of "W" is automatic. The instructor cannot assign any other grade
- The grade of "W" is assigned 0 (zero) credits and cannot count towards graduation.
- The grade of "W" has no grade points and is not included in the calculation of the GPA.
- The grade of "W" does not count in any restrictions or limitations on the number of retakes for a course.
- A student is not obligated to repeat a course from which s/he has withdrawn. However, if the course is required then the student must complete the requirement in order to graduate.
- In order to repeat the course a student must register for the course again and pay the regular tuition fees.

#### Withdrawing from a Course

- Before the end of the add-drop period a student can use the online registration system to cancel the registration for a course. After the end of the add-drop period, the student must submit to the Registrar's Office a completed electronic withdrawal form for each course from which the student is withdrawing. The e-form is available at the Students' Portal
- Both the instructor and student will receive automatic E-MAIL notification on course withdrawal record in the system.
- During fall and spring semesters a student who withdraws early may be entitled to a partial refund of the tuition paid. The cutoff dates and amount of refund are stated in the academic calendar. These rules do not apply to summer semesters. There is no refund after registration period for any summer semesters.
- The withdrawal e-form must be received by the Registrar's Office before the deadline to withdraw. The last date to withdraw is stated in the academic calendar but is approximately the Friday before the last full week of class.

KIMEP University Refund Schedule Based upon a 15-weeks term and is linked to the withdrawal schedule as follows:

Week 2	80% Refund
Week 3	60% Refund
Week 4	40% Refund
Week 5	20% Refund
No Refund Subsequent to that time	

#### Grade of Administrative Withdrawal -AW (by administration)

The grade "AW" is equivalent to the grade of "W" in all respects except that the Dean of Student Affairs initiates the withdrawal.

The non-academic type of administrative withdrawal can be initiated by the Dean of Student Affairs in collaboration with the instructor. Administrative withdrawal applies to emergency situations that do not allow the student to continue his/her studies in a course or at the university. An emergency situation may include medical conditions, family issues that impact the ability to study, excessive financial debt, or other reasons deemed appropriate by the Dean of Student Affairs. This type of withdrawal may be initiated at any time during the semester. The Dean of Student Affairs has the final decision on the appropriateness of an "AW" grade.

## GRADE SUBMISSION

Based on the requirement of the Ministry of Education and Science of the Republic of Kazakhstan the course assessment should be divided into 3 parts: 2 assessments/exams which constitute 60% of the total points and the final assessments/exams should not exceed 40%.

Credit courses are to be assessed only (Thesis's, Internship, Dissertation are excluded). Foundation courses are not credit bearing courses, so it is not applicable to them as well.

1. Fall and Spring semesters' 1st assessment must be completed by the 5th week of classes, 2nd assessment by the 13th week of classes and final assessment by 16th week (Final Exam period).
2. Summer 1 (7,5 weeks duration). Assessments must be completed by the 2<sup>nd</sup> and 5<sup>th</sup> weeks and final by the 8<sup>th</sup>.
3. Summer 2 (3 weeks duration) one assessment must be completed by the 1,5<sup>th</sup> week and final by 3<sup>th</sup> week.
4. Fixed dates should be indicated in the Academic Calendar

Access to final exams is automatically will be given to the students having at least 50% of the points i.e. 30 out of 60 in their first and second assessments (effective from S2014);

Except in cases of audit (AU) or withdrawal (W), KIMEP University has an online Enter Final Grade system that facilitates the electronic submission of the assessments scores to the Registrar's Office.

Instructors must enter 1st and 2nd assessments scores no later than one week following the date of the assessment. No hard copy is required for 1st and 2nd assessments.

Final assessment scores must be entered no later than one week following the date of the final examination, or one week following the last day of classes for the courses with no final examination scheduled.

On-line grading system will automatically calculate all three assessments results and corresponding letter grade will be assigned, based on KIMEP grading scale.

Once the Final assessment scores are entered, the summary table, including all three assessments results and letter grade, will be provided by the system. Instructor should submit signed hard copy of the summary table to the Registrar office.

No faculty member may leave on vacation or permanently unless scores have been entered and a printed copy sent to the Registrar Office. Late submission of the grades formally affects annual evaluation process of the faculty.

Instructors may not post or publish any final grade results.

Instructors are encouraged to provide feedback to students on exam and evaluation results but information on final grades is disseminated exclusively by the Registrar's Office. The Registrar's Office will not release grades to students with outstanding debts.

## Change of Grade

Faculty members are responsible for ensuring that assessment scores are accurate and correct at the time of submission. Nonetheless if a miscalculation was made, a faculty member can initiate a change of scores within set deadlines according to the Academic Calendar. An electronic "Change Grade" form shall be used for this purpose. Faculty members are allowed to change scores only if they have erred in compiling the final grade and the original scores that were submitted were incorrect. Appropriate documentation must be submitted for every change of entered scores in the system. The Instructor, Chair/Program director and the Dean must sign the Grade Change form.

## GRADE APPEAL

Within appeal period (48 hours after the grades are posted) as per Academic Calendar, the College Academic Integrity Committee will consider student appeals for the scores change and after that will submit to the Registrar the official decisions of this committee with the evidence for proper change of scores no later than two weeks after the grades were posted.

## GRADE POINT AVERAGE (GPA)

To calculate the grade point average in a credit based system, the numerical points for each grade are multiplied by the number of credits for the course. The results are summed for all courses included in the calculations. The total is the "Credit-Hour Value" (CHV). The Credit-Hour Value is divided by the total number of credits which yields the grade point average. The following is an example:

History of Civilizations A 3 credits

4.00 (for A) X 3 (credits) = 12.00

Kazakh Language B 2 credits

3.00 (for B) X 2 (credits) = 6.00

Credit-Hour Value = 18.00, Credits = 5

18.00 / 5 = 3.60 grade point average

Two calculations of the GPA are listed on the student's transcript: a semester-based GPA and a cumulative GPA.

The semester-based GPA is calculated and based only on grades from courses taken in a particular semester. The cumulative GPA is based on grades from all courses taken from the beginning of study.

If a course is taken more than once, only the grade received in the most recent retake is counted in the calculation of the GPA. The GPA is calculated only for degree students. The GPA is not calculated for exchange or for non-degree students.

### **ACADEMIC AWARDS AND HONORS**

KIMEP University provides recognition for those students who achieve the highest level of scholastic performance. At the end of each regular semester, the Office of the Registrar compiles a list of the top performing students. All full time students, undergraduate or graduate, with a semester GPA of 4.0 or higher are placed on the "President's List". All full time students, undergraduate or graduate, with a semester GPA of 3.75 or higher are placed on the "Dean's List".

At graduation, KIMEP University recognizes students with outstanding academic performance by conferring a degree with honors. There are three levels of honors: Cum Laude (With Honors), Magna Cum Laude (With High Honors), and Summa Cum Laude (With Highest Honors). Graduating with honors is noted on the student's transcript and is printed on the Diploma. Honors applies to both undergraduate and graduate students.

To graduate Summa Cum Laude a student must have a grade point average of 4.25 or higher.

To graduate Magna Cum Laude a student must have a grade point average of 4.15 or higher.

To graduate Cum Laude a student must have a grade point average of 4.00 or higher.

A student receives the highest level of honors for which s/he is eligible.

### **STATE DIPLOMA WITH HONORS**

According to the section 65 of the Order #152 from April 20, 2011 of Ministry of Education and Science of the Republic of Kazakhstan, a diploma with Honor is issued to a student with the following grades A, A+, A-, B+, B and B- and whose cumulative GPA (for the entire term of study) is not lower than 3.5, who has passed all State Exams and defended Thesis with A+, A or A- grades (excluding the grades of Military Training) provided there were no retakes within entire term of study.

KIMEP University Diploma with Honors is awarded to graduates in accordance with the policy Academic Awards and Honors.

### **ACADEMIC RECORDS**

The Registrar's Office maintains records of student academic performance. Academic records are available on a continuous basis on four forms: mid semester grade reports, graduation checklists, unofficial transcripts, and official transcripts. Grades and credits earned are posted to academic records only when all required documentation submitted to the office of the Registrar from instructors.

#### **Graduation checklist**

The graduation checklist is an internal document which tracks a student's progress towards meeting degree graduation requirements. Completed coursework is organized by the degree requirement rather than by semester.

The checklist is used for advising purposes and should not be circulated outside of KIMEP University. A student's checklist is available to the student and his/her adviser online through the registrar's website: [www.kimep.kz](http://www.kimep.kz) > Student Portal.

#### **Graduation request**

The student, planning to complete graduation requirements in the current semester, must submit a Graduation Request to the Registrar's Office. After that all graduation approval will start taking place. Without written notification through the Graduation request, registrar office cannot initiate graduation preparation for the student. Failure to submit graduation request by the prescribed deadline will postpone student's graduation till next semester. Candidates who apply for a given graduation and fail to qualify will need to reapply for a later graduation.

#### **Unofficial Transcript**

The transcript is the record of a student's academic performance.

The transcript contains the following information:

Student name, student ID, student status, degree program, declared major, declared minor, courses taken (with course code, course title, grade and credit hours), credits completed and GPA (grade point average). The transcript is organized by semester. Grade point average and credits earned are indicated for each semester and as a cumulative total. An unofficial transcript is available online through the registrar's website: [www.kimep.kz](http://www.kimep.kz) > Student Portal.

#### **Official Transcript**

The official transcript is the formal presentation of a student's record to the external community. The official transcript contains the KIMEP University logo and address. It is printed on secure dark red paper with the official seal in the center and with the name of the university repeated in the background in white type over the face of the entire document. The registrar signs an official transcript and certifies the document with the registrar's official seal. When photocopied a hidden security warning appears over the face of the entire document.

In addition to the information mentioned for the unofficial transcript, the official transcript also contains information for the external community such as an explanation of KIMEP's University credit system, course codes

and the grading system. A student may request an official copy of the transcript for any purpose at any time upon payment of the transcript fee. Student may request the official transcript online through the registrar's website: [www.kimep.kz](http://www.kimep.kz) > Student Portal provided they have no tuition debt.

Registrar Office provides with the official transcript students from partner universities study at KIMEP University on Exchange Program for one or two semesters upon the official request from the International Office with no transcript fee.

### COURSE CODING

KIMEP University uses an alphanumeric coding scheme that consists of 3 alpha and 4 numeric characters. The first two alpha characters represent the department or discipline for the course. The third character can represent a subsection of a department. The first numeric character represents the intended level of the course. The remaining numbers represent the unique identifier of the course. Course codes for discontinued courses cannot be reused.

Course Level	Intended students
1000	All Students (Mainly First Year)
2000	Second or Third Year Students
3000	Third or Fourth Year Students
4000	Third or Fourth Year Students
5000	Graduate Students Only
6000	Doctoral Students Only

### STUDENT STATUS AT KIMEP UNIVERSITY

KIMEP UNIVERSITY employs several criteria for classifying students.

The most important classification is the status while studying at KIMEP University.

**Degree Student** - is any student who intends to complete a program of study and to earn a degree, which is offered by KIMEP University. To have degree status a student must have successfully passed KIMEP University entrance examinations (if required) and have been formally admitted to a degree program. A degree student can attend either full time or part time.

**Non-degree Student** - is any student who wishes to take classes for personal reasons without the intent of earning a degree. In order to register a student must apply for admission as a non-degree student and be accepted.

Non-degree students can only take courses for which they meet the prerequisites. Registration for non-degree students is opened 3 days after registration for first year students.

If a non-degree student applies and is accepted to a degree program, some credits earned in non-degree status can transfer to the degree program. However there are restrictions and limitations. Details are defined in the section on transfer of credits.

**Exchange student** - is any student studying at KIMEP University who is a degree-seeking student from another university. KIMEP University has student exchange programs with many partner universities from around the world. Students from partner universities study at KIMEP University for one or two semesters and transfer the credits back to their home university.

**Adult Learner** - is a non-degree option offered to all people (above 21 years old) interested in auditing KIMEP University courses. A person who is accepted under the Adult Learning status is not formally the student of KIMEP University and, therefore, do not receive any/all benefits that students have. Though the rules and conducts while taking courses have to be followed (KIMEP University and KZ regulations). A person under the Adult Learning status can only audit the course and no course assessment will apply to these individuals. A person under the Adult Learning status take full responsibility on English proficiency to understand course materials. No course Prerequisites apply. No formal transcript is provided upon the completion of the course, just confirmation from the Registrar office, which reflects the name of the course, semester and AU grade. Audited courses cannot be transferred or converted to degree programs at KIMEP University. Registration for the courses is done on a space-available basis (any Undergraduate or Graduate courses in KIMEP University official schedule) during registration period for non-degree students. All other non-degree conditions apply, including full payment in advance with no refunds and maximum number of courses per semester the same as degree students.

### ACADEMIC STANDING

Academic standing applies only to degree students. Therefore a student with Regular status is a degree student in good academic standing.

**Regular** - is a degree student whose academic progress is acceptable towards earning a degree.

**Academic Probation (AP)** - is a degree student whose performance is below the standards required for graduation (details are stated in the section on Academic Probation).

**Full Time - Part Time**

KIMEP UNIVERSITY also classifies students as full time or part time. The only distinction between full-time and part-time students is that part-time students may not receive scholarships, grants, or tuition waivers.

**Full Time Student** – is any undergraduate student who takes 12 or more credit equivalents per semester or any graduate student who takes 9 or more credit equivalents per semester. Foundation course count as a full time load.

**Part Time Student** – is any undergraduate student who takes less than 12 credit equivalents per semester or any graduate student who takes less than 9 credit equivalents per semester.

### Year of Study

In the framework of academic credit system, the year of study is based on the number of credits completed according to the table below. Graduate programs have only a first and second year. In some cases a second year graduate student will have more credits than the upper limit in the table for second year status. Year of study is important for the priority registration system.

Credits earned	Year of Study
0 to 30	First year (Freshman)
31 to 60	Second year (Sophomore)
61 to 90	Third year (Junior)
91 and up	Fourth Year (Senior)

### Confirmation of student status

The Office of the Registrar prepares enrollment verification documents (spravka) for students enrolled at KIMEP UNIVERSITY under any status as well as alumni. Documents are available in a timely manner. Students may request it online through the Student Portal.

### ACADEMIC COMMUNICATION POLICY (G-MAIL)

All KIMEP University students and instructors are provided with an official e-mail address on gmail. Since the KIMEP University e-mail system is an official means of communication, both students and instructors are expected to communicate through it. Because the important announcements, news and messages regarding the academic affairs, student life, campus events or administrative issues are sent to the students' official e-mail, all students are expected to check their student e-mail on a regular basis (at least daily), and any communication sent to them by the administration or faculty is considered to be received and read by the students. Both instructors and students are expected to use their official e-mail address for academic communication.

**Note:** E-mail addresses are assigned by the Computer and Information Systems Center. The academic communication policy is based on existing KIMEP University e-mail policy. (Please, refer to the Computer and Information Systems Center section of the Catalog.)

### CODE OF CONFIDENTIALITY

KIMEP University 's policy on the confidentiality of student records is governed by Republic of Kazakhstan law: "On Education" dated July 27, 2007, □ 319-III. Any majority age student has the right of non-disclosure of confidential information (number of registered courses per semester, schedule, tuition, payment, debts, grades, etc.). This information cannot be released to any other party without the student's consent. Permission for the release of information to other parties can be granted in person by the student or by submission of a notarized "Consent Form for Use and Disclosure of Student Information".

### ACADEMIC PROBATION

Students on Academic Probation are considered as students at academic risk. AP students may register for restricted number of credits only and cannot be the recipients of the KIMEP University financial aid.

#### Undergraduate students

1. By the results of the first semester of study at KIMEP University if cumulative grade point average of student is below 2.0 the obligatory academic counseling with the program/college is required.
2. After an undergraduate student has taken 24 credits at KIMEP University, the student will be placed on Academic Probation if the cumulative grade point average is still below 2.0.
3. An undergraduate student on Academic Probation may not register for more than 12 credits equivalents per Fall/Spring semester and for more than 6 (six) credit equivalents in a seven-and-a-half week Summer semester. While student on Academic Probation academic counseling remains obligatory for him/her.
4. A student will be returned to regular status whenever the overall GPA is raised to 2.0 or above.
5. An undergraduate student who has attempted 24 or more credits while on Academic Probation, whose overall GPA is still below 2.0 withdrawn from KIMEP University.
6. Student may return to KIMEP University following the Reinstatement policy.
7. An undergraduate student with GPA of 1.9 or above and 117 or more credits earned, may request an extension of the Academic Probation Period for one semester, if graduation is feasible based on the availability of remaining courses in the upcoming semester and raising the GPA 2.0 or above required for graduation



## Graduate students

1. By the results of first semester of study at KIMEP UNIVERSITY if cumulative grade point average of a student is below 3.0 for MBA, ExMBA, MATESOL, DBA and LLM and 2.67 for other Masters programs, the obligatory academic counseling with the program/college is required.
2. After a graduate student has taken 18 credits at KIMEP UNIVERSITY, the student will be placed on Academic Probation if the cumulative grade point average is still below 3.0 for MBA, ExMBA, MATESOL, DBA and LLM and 2.67 for other Masters programs.
3. A graduate student on Academic Probation may not register for more than 9 credits equivalents per Fall/Spring semester and for more than 6 (six) credit equivalents in a seven-and-a-half week Summer semester. While student on Academic Probation academic counseling remains obligatory for him/her.
4. A student will be returned to regular status whenever the overall GPA is raised to 3.0 for MBA, ExMBA, MATESOL, DBA and LLM and 2.67 for other Masters program or above.
5. A graduate student who has attempted 18 or more credits while on Academic Probation, whose overall GPA is still below 3.0 for MBA, ExMBA, MATESOL, DBA and LLM and 2.67 for other Masters program will be withdrawn from KIMEP University.
6. Student may return to KIMEP University following the policy of Returning Students.

## ACADEMIC SUSPENSION

Any student who does not regain good standing is offered one semester Academic Suspension option. If student decides to accept the offer, he/she has a right to register for one 2/3 credits course and is obliged to participate in an academic recovery program during one semester. After a semester of the recovery program, a student returns to the Academic Probation status for one more semester and if is not able or willing to regain good standing will be dismissed from the KIMEP U.

Academic Suspension is allowed during the whole student's history only once (at least under the certain StudentID).

## Academic Support Program

The Academic Support Program is a mandatory recovery program for students with the academic suspension status. The Academic Support Program is designed to help students to regain good standing with emphasis placed on self-responsibility, proper decision-making and sturdy skills. Participation in the Program is a must!

Students must register for one credit course that includes a series of one hour workshops. These workshops are focused on the academic performance skills, such as studies, making the grade, critical thinking, presentations, working in groups, effective reading, writing, handling homework and test taking, communications, memory tricks, listening and note taking, etc.

All students who participate in the Support Program must attend the workshops on a weekly (every other week) basis throughout the semester.

The Student Learning Center advisors shall make individual appointments with students to help them design a personal schedule for the Academic Recovery Program that meets their individual needs. If poor academic performance is caused by behavioral problems rather than skills deficiency, the student should attend the mandatory counseling with the KIMEP University psychologist.

Students must fill in an application form to register for the Academic Support Program. The Academic support Program is free of charge.

The Academic Recovery Program will be offered in the Fall and Spring semesters on the dates specified in the KIMEP U academic calendar.

If a student fails to attend the workshops as scheduled in accordance with his/her individual recovery program a semester long, this student will be dismissed from the KIMEP U.

The Academic Support Program is an opportunity for students to identify their problems that caused their academic problems and define steps to be taken to correct these problems.

## REGISTRATION FOR CLASSES

KIMEP UNIVERSITY has a unique online registration system following personalized and secure approach. The dates of the registration period for each semester (including summer sessions) are stated in the academic calendar. The online registration system is accessible only during the registration and add/drop periods.

## Priority Registration

KIMEP University uses a priority registration system. Graduate students, fourth-year students, students with a grade point average of 4.0 or above, and students with special needs have the first opportunity to register for classes. The priority system ensures that graduating students are the first to be registered in courses that would be needed for graduation.

Thereafter registration is opened for third-year students, then second year, etc. The date on which registration is opened for each priority group is indicated in the academic calendar.

## Add and drop

The first week of the full (Fall/Spring) semester is designated as the add-drop period. During Summer semesters add/drop period is two days. (The exact dates are stated in the academic calendar). Add and drop period is originally designed to add and drop courses for students who already registered.

### Late Registration

The second week of the full (Fall/Spring) semester will be opened as on-line late registration for any students whose semester registration is delayed for any reasons. During Summer 1 semester Late Registration period is two days. No Late registration period in 3 weeks Summer 2 Semester. Limited course options are available at this stage. Applications for late registration will not be considered unless first approved by the Instructor. A set Late Registration Fee applies to a student.

### Student Activity Fee

All registered KIMEP University undergraduate students (including non-degree students) have to pay the Student Activity Fee for the Fall and Spring semesters.

The only exemptions are:

- Those be approved and recommended by the KIMEP Students Association (KSA) who must provide a resolution explaining and justifying the recommended exemptions.
- When exchange students (in/out KIMEP University) enter into different financial arrangements as specified in the relevant Memorandum of Understanding.

### Duration of Semesters

Fall and Spring Semesters average 15 weeks long. Summer one is 7.5 weeks long and International Summer Two semester is 3 weeks long.

### Maximum Course Load per Semester

The maximum course load is based on credit equivalents which includes both credit and non-credit courses.

### Fall and Spring Semesters

The recommended academic load during fall and spring semesters for undergraduate students is 15 credits or credit equivalents. The typical course schedule is five 3-credit courses. The recommended academic load for graduate students is 12 credits or credit equivalents. The maximum number of credits (and/or credit equivalents) for both graduate and undergraduate students in fall and spring semesters is 18 (eighteen). The limit includes retakes and zero credit courses.

Non-degree students and Adult Learners follow the same guidelines and restrictions on maximum course load as regular degree students.

In rare cases an exception can be made for graduating students with an outstanding academic record to take up to 21 credits in the final fall or spring semester. Approval of the dean and the Vice President of Academic Affairs is necessary. No other exceptions are permitted.

An undergraduate student on academic probation may register for up to 12 credit equivalents. A graduate student on academic probation may register for up to 9 credit equivalents.

An undergraduate student on academic suspension option may register for for one 2/3 credits course and is obliged to participate in an academic recovery program during one semester.

### Summer semester

The maximum number of credits (and/or credit equivalents) that a student may take in a seven-and-a-half-week summer semester is 9 (nine) credits. The limit for a three-week summer module is 3 (three) credit equivalents. The limits include retakes and zero credit courses. Students on Academic Probation are limited to 6 (six) credit equivalents in a seven-and-a-half week semester.

### Waiting List

Once a course section is full, the online registration system allows students to sign up for a waiting list, (after verification of required prerequisites, max. number of credits in a semester and tuition availability). Any course drop of an earlier registered student will result in registration of the student who is first in the waiting list, requiring student confirmation within 24 hours. Immediate notification of the waiting-listed student is made through the E-MAIL system. Tuition is charged accordingly, and course registration is treated as for any other course. If a student fails to register within the given period, the eligibility to register for the course goes to the following student on the waiting list.

By the first Wednesday of classes each college management will clean up the waiting list.

### Prerequisite Waiver Policy

Many courses have one or more prerequisite courses, which must be completed before a student can register for the course. The purpose of the prerequisite is to ensure that a student has sufficient knowledge to understand the content of a course.

Only in rare situations can a student enroll in a course without having completed the prerequisite(s). If a student feels that there is sufficient justification to waive a prerequisite, the student may submit a petition for a prerequisite waiver to the department chair or program director.

The chair then consults with the instructor of the course. If both agree, then a waiver can be granted. If either the instructor or the chair refuses permission, then the student will not be allowed to enroll in the course.

### Retake (Repeat) of a Course

If a student receives a failing grade in a course, the student may retake the course. If the course is an optional elective, the student may choose to repeat the course but is not required to do so. A student who has completed a course with a passing grade may elect to repeat the course in order to improve the grade (except a State Exam for History of Kazakhstan course). All grades for a course and subsequent retakes are recorded on the transcript, but only the last grade is included in the calculation of the cumulative grade point average. This applies even if the last grade is lower than an earlier grade.

To retake a course, students should register for the course and pay tuition the same as for other courses. Student must attend class sessions (lectures and/or tutorials) and complete all assignments and examinations, the same as if they were taking the course for the first time. Student may not recycle assignments or exam scores from a previous enrollment nor can students use current assignments or exam grades to raise a grade from a previous semester.

To retake a course for a third time a student needs the approval of the dean of the student's college. A fourth and subsequent retakes require the approval of the Vice President of Academic Affairs.

### Independent Study

**An undergraduate student** (in good academic standing on regular status) may enroll in independent study during the final semester before graduation if a course necessary for graduation is not offered or if a course necessary for graduation has been cancelled. Before an independent study can be authorized, the student should consult with the program advisers to determine if a substitute course is available. Independent study is not authorized if the required course was previously offered and the student would have been able to take the course but elected not to do so. No more than three credits of independent study can be used for an undergraduate degree. Independent study may not be used to repeat a course previously completed with a passing grade.

**A graduate student** (in good academic standing on regular status) may enroll in independent study if a course necessary for graduation is not offered or if a course necessary for graduation has been cancelled. Independent study can be authorized if sufficient courses or substitute courses are not available for the student to make continuous progress towards completing the degree. No more than six credits of independent study can be used for a graduate degree.

The process for completing an independent study is as follows:

- A faculty member with expertise in the subject area (preferably a faculty member who has previously taught the course) agrees to supervise the independent study.
- The faculty member submits a study plan detailing the learning objectives, reading assignments, student-faculty contact schedule, and methods of assessment.
- A faculty panel consisting of the chair or associate dean and one person from the department reviews the study plan. The panel may approve the plan, disapprove the plan, or request additional information.
- If the faculty panel agrees then a recommendation is made to the dean for final approval.
- The dean notifies the Registrar's Office in writing of the approval of the independent study. The form for Independent Study is available at Registrar's website.
- The student registers for the course as independent study and pays the regular tuition fee.
- At the end of the semester the faculty supervisor submits all documents verifying completion of the independent study along with the grade for the course.

This policy does not apply to ExMBA and DBA students.

### Graduate Jump Start

A KIMEP UNIVERSITY undergraduate student with a grade point average of 3.0 or higher may request to enroll in graduate courses in his/her last semester of study. The student must be enrolled in all courses needed to complete the undergraduate degree and the total number of credits for both graduate and undergraduate courses may not exceed the maximum number of credits allowed for graduate students. If the student subsequently enters a graduate program, the graduate credits can be transferred to the graduate program and counted as credits taken in residence.

The graduate credits cannot be used as part of the degree requirements for the undergraduate degree. The graduate tuition fee applies to all courses receiving graduate credit.

### Cancellation of classes

KIMEP University has no obligation to run a course with low enrollments. KIMEP University has an established policy on minimum class size and has the right to cancel classes due to low enrollment. To best assist students, the colleges will notify students about all class cancellations prior to a semester start. When a class is cancelled, students should consult with the department or advisers to determine an appropriate alternative and register accordingly.

### Scheduling Final Exams

A final exam week shall be a final week of classes or 16<sup>th</sup> week unless otherwise determined by the College in terms of the mode of assessment or time of assessment. Exams are scheduled at the same time and halls as during the regular semester.

### LEAVE AND WITHDRAWAL FROM KIMEP UNIVERSITY

A student may request a leave of absence by submitting a leave of absence form to the Registrar's Office. The maximum time for a leave of absence is one academic year or 2 semesters separately. Exception is Academic Leave due to maternity reason (3 years) and due to military services (for the whole period of services), provided official documents confirming the declared status.

If a student does not enroll for classes and does not request a leave of absence, the student is administratively withdrawn from KIMEP University at the end of the late registration period of non-enrollment (excluding summer sessions). Registrar's office informs non-enrolled students about upcoming withdrawal by e-mail only. Such students are welcomed back through Registrar Office, following the State Standard rules.

Eligibility for Leave of Absence (AL):

- All degree students are eligible for AL. This means they must have completed at least one semester at KIMEP University.
- A student must submit all supporting documents to justify the reasons for AL.
- Settle all financial obligations to the University.(Except for financial reason). If you have outstanding debts to your account while on leave, you will not be allowed to register until your debts are cleared before returning.

Application Instructions and Deadline:

- A student must complete the Leave of Absence Form through the students' portal, sign it and submit to the Registrar Office during the registration period stated in the academic Calendar. If there is a debt then VPaf consideration needed.
- Applications will NOT be considered until grades are posted for the last semester of enrollment.
- If students are enrolled for the term they wish to begin their leave and it is beyond the drop deadline, a student must officially withdraw from course(s) following the withdraw periods and tuition refund period stated in Academic Calendar.
- Registrar Office will process the form and issue an order for leave of absence.

Return from Leave of Absence

- Academic/ Administrative Leave status will be converted to Regular status upon completion of the Academic/ Administrative Leave period indicated in Leave of Absence Form.
- Registrar Office can cancel Academic Leave upon student's request if he wants to return earlier

### Withdrawal from KIMEP University

Withdrawal from KIMEP University terminates the agreements between the student and the University. Withdrawal can be initiated by the student or by KIMEP University. KIMEP University has the right to administratively withdraw students for poor academic performance, for violations of KIMEP University regulations, for disciplinary reasons, for expiration of the time allowed for graduation or for non-registration (unless a leave of absence form has been submitted).

To voluntarily withdraw from KIMEP University, a student should:

- Apply for withdrawal on-line via Student Portal
- Contact the Dean of Student Affairs
- Settle all debts and obligations with the University.
- Pay a withdrawal fee if withdrawal is initiated by student

Withdrawal fee is not applied to students in the following cases:

1. Students who are readmitted to regular KIMEP University programs.
2. Students who are administratively withdrawn from KIMEP University.
3. Newly admitted students who did not start study and not registered for any courses
  - Retrieve all official documents (such as UNT certificate)
  - If withdrawn students later desire to return to KIMEP University, they must apply for reinstatement through Registrar Office, following the State Standard rules.

### **Withdrawal period for newly admitted students**

1. Newly admitted students have to enroll in the period indicated in their letter of acceptance/ Admission order.
2. If newly admitted students have not enrolled in the period indicated in the acceptance letter/ Admission order they will be administratively withdrawn from KIMEP University and reported to the Ministry of Education and Science of the Republic of Kazakhstan.

### **TRANSFER BETWEEN PROGRAMS**

At KIMEP UNIVERSITY , degree students are admitted to a specific program. For various reasons a student may later decide to pursue studies in a different program. A transfer to another program is permitted for both undergraduate and graduate students, subject to the following limitations:

- Undergraduate students must complete one full semester and have passed 15 credits.
- Graduate students wishing to transfer from one program to another may do so without regard to the number of credits completed.
- The student must meet all admission and/or transfer requirements of the receiving program.
- Student has notified the parent college and has written permission of the dean of the receiving college.
- Students are free to change the program of study within KIMEP University as per their study aspirations. State transfer rules prevail any internal transfer rules.

Regardless of whether previous courses are counted towards a degree program, all courses taken at KIMEP University (with grades) should appear on the official transcript. Courses not counted towards a degree can be listed in a separate "additional courses" section at the end of the transcript.

For students who transfer from one program to another, or who transfer from non-degree to degree status, the GPA will be calculated using all courses for which credit is given in the degree program. Courses not counted towards the degree program "additional courses" will not be included in the calculation of the GPA, although they will appear on the student's transcript.

### **TRANSFER OF CREDITS**

#### **Transferring KIMEP UNIVERSITY credits (Internal Transfer)**

Credits earned in degree status at KIMEP University are permanent and can be used in any degree program for which the credits are appropriate. If a student is withdrawn from KIMEP University and later reapplies to study under a new student ID, the credits previously earned can be transferred to the records for the new ID .

If requirements have changed, then some credits may not be applicable. The curriculum committee of the department or program makes the final determination of whether previous credits correspond to current requirements and can count towards the degree.

A student who earned credits at KIMEP University as a non-degree student and who was later admitted to a degree program may transfer up to 48 credits.

Grades achieved at KIMEP University can be transferred automatically only if they are "C", "C+" and better. The curriculum committee of the department or program may consider transferring a student's "D" grades, in which case a transfer form shall be submitted to the Registrar Office.

All internal transfer should be processed during the admission period.

All internal transferred grades are calculated in overall GPA.  
No transfer credits to non-degree status are allowed.

#### **Transfer of Credits from outside of KIMEP University**

Coursework completed at other universities in Kazakhstan or abroad can be transferred to KIMEP University.

*Newly admitted students, who did not indicated their status as student transferring (intentionally or unintentionally) from other universities (from KZ or abroad) will not be able to transfer any courses later during their study term, except for the cases of pre-approved exchange programs or pre-approved study abroad programs. Registrar will, therefore, make the course transfer during study only for above mentioned groups.*

The application must be accompanied by a detailed course syllabus showing the topics covered in the course and an official transcript showing the number of credits and the grade or final assessment in the course.

- If an equivalent course exists at KIMEP University, the transcript will indicate the course code and course title of the KIMEP University course. The course need not transfer for the same number of credits as the KIMEP University course.
- If a course does not match a current course title then the course can be transferred as Special Topics.
- Courses in disciplines that are not taught at KIMEP University can still be transferred as free electives.
- Credits for courses taken at other institutions of higher education will only be transferred if the student has earned "C", "C+" and higher grade in the course. However coursework taken at a partner university as part of a KIMEP University sponsored student exchange program requires any passing grade in order to be transferred.
- No letter grade is assigned to transfer courses. Transfer courses are not considered in the calculation of the grade point average.
- No more that fifty (50) percent of student's degree program requirements can be transferred. No transfer credits to non-degree status are allowed.
- The course transfer decision is an academic decision, and the final judgment and decision is made by the academic departments (number of credits, level of the course, course equivalent in KIMEP University catalog, etc.).
- The Registrar may not accept for processing some credit transfers if not satisfied with above. The Academic Council provides oversight of the course transfer procedure and decision-making in case of inconsistencies or student appeals.

### ECTS transfer

Coursework completed at European universities is often defined in terms of ECTS (European Credit Transfer System).

ECTS is based on workload and learning outcomes rather than on class contact time. This is the same as KIMEP University credits. Each KIMEP University credit is equivalent to 2 European credits.

ECTS	KIMEP UNIVERSITY
1	0.5
2	1
3	1.5
4	2
5	2.5
6	3
7	3.5
10	5

### Waiver of Graduate Requirements (Fast-track)

Students admitted to a graduate program who have an undergraduate degree in the same field or a closely related discipline are considered fast-track students. Fast-track students can transfer or receive course waivers according to the guidelines of the graduate program. For KIMEP University graduates each program has a policy on the courses and the minimum grade requirement that applies to the fast-track program.

Students who completed undergraduate programs at other universities should follow the course transfer procedures in order to qualify for waivers under the fast-track policy.

Fast-track courses are transferred without grades. Grades earned in undergraduate courses that are used to waive graduate requirements do not count in a student's graduate grade point average.

Transferred or waived credits cannot exceed fifty (50) percent of the requirements for the degree.

## GRADUATION

### Curriculum Requirements

In general, a student follows the curriculum requirements in place at the time the student begins to study at KIMEP University. However, KIMEP University has the right to improve or make substitutions to the curriculum. Every effort is made to ensure that any necessary changes do not put the student at a disadvantage or disrupt the program of study. In some cases, students in a particular program may have the choice of completing the program under all or part of the requirements from a later edition of the KIMEP University catalog. Whenever this is the case, students are informed of their options and can consult with advisers to determine the best course of action.

### GRADUATION REQUIREMENTS

In order to receive a degree from KIMEP University, a graduate or undergraduate student must:

1. Fulfill all KIMEP University requirements.
2. Settle all financial obligations to the University.
3. Fulfill all requirements, if any, of the College.
4. Fulfill all requirement of the degree program.

### **KIMEP UNIVERSITY Undergraduate Degree Requirements**

KIMEP University has established six general requirements that a student must meet to earn a bachelor degree:

1. Earn credits with a minimum passing grade of "D-" or better in each course.
2. Earn at least 50% from courses taken at KIMEP University.
3. Have a cumulative grade point average (GPA) of at least 2.00. (It is necessary to have grades above the minimum passing grade in order to meet the 2.0 GPA requirement.)
4. Complete General Education required courses (GER) based on program curricular .
5. Receive a passing grade in all required non-credit prerequisite courses.
6. Complete all of the requirements in a KIMEP University degree program. Degree program requirements are stated in later sections.

### **KIMEP UNIVERSITY Graduate Degree Requirements**

Graduation requirements for Master's degrees vary from department to department. Full details are given in the program sections. However, in general, to earn a graduate degree from KIMEP University , every student must:

- Complete a minimum of 36 credits of Master's coursework beyond the undergraduate degree. The minimum includes credits for internship, practicum, thesis and research projects.
- Complete a residency requirement consisting of a minimum of 50% of graduate coursework completed at KIMEP University. Up to 6 credits of graduate coursework completed at a partner university in a KIMEP University -sponsored exchange program can be included in the 24 credits. Additional credits earned at partner universities can be transferred but cannot be applied to the KIMEP University minimum credits. The thesis and internship normally are supervised by KIMEP University.
- Receive a passing grade in all required credit and non-credit courses.
- Complete the number of credits required by the degree program with a passing grade in each course. Grades between "A+" and "B-" are passing grades. "C+", "C", or "C-" can be passing subject to the 2 C's policy limitation.
- 2 C's Policy: For the Bang College of Business and School of Law two grades of "C" are allowed for graduation. For the College of Social Sciences and the Language Center two grades of "C" in elective courses are allowed for graduation. The 2 C's policy does not apply to 0 credit English courses.
- Have a cumulative grade point average (GPA) at or above the minimum requirement: 2.67 (3.0 for MBA, ExMBA, MATESOL, DBA and MLLM).
- Research, write and publicly defend a master's thesis.
- Meet all requirements for the master's program in the student's major field of study.

Graduation requirements for Doctoral degrees are covered in their respective sections.

### **Time Allowed for Graduation**

Undergraduate students are allowed 10 years to complete all requirements for graduation. Graduate students have a 5 year limit for completing graduation requirements. Any period of academic leave from KIMEP University is included in these time limits.

### **GRADUATION DATES**

A student can graduate after Fall, Spring, or Summer semesters once all graduation requirements have been completed. In order to graduate, a student must complete all requirements by the end of the semester of graduation.

In order to graduate, a student should:

- Submit a Graduation Request to the Office of the Registrar. This initiates the process of certifying that the student has met all degree requirements and is approved for the degree.
- Submit a Graduation Checkout List to the Office of the Registrar. This verifies that all administrative and financial obligations (library, dormitory, sport center, commandant, etc.) have been met.

### **Graduation Ceremony**

KIMEP University holds an annual graduation ceremony shortly after the spring semester of each year. The graduation ceremony is for all graduates from the entire academic year.

- Spring graduates may participate.
- Graduates from the previous fall semester may participate even though they have already received their diplomas.
- Students who are short 12 credits based on Spring registration may also participate. These students do not officially graduate or receive their diplomas until after the semester in which all requirements are completed.

### **Graduation Participation**

Student who wishes to participate in the graduation ceremony should:

3. Inform the Office of the Registrar that they desire to participate

4. Settle all debts with the University.

## PART V- ACADEMIC COMPONENTS OF DEGREE PROGRAMS

### LANGUAGE CENTER

#### ADMINISTRATION

Executive Director:  
Bakytgul Tundikbayeva, MBA

Director:  
Bakytgul Tundikbayeva, MBA

Deputy Director: Academic Programs and Research:  
Juldyz Smagulova, PhD, CSc

Deputy Director: Preparatory Phase:  
Karina Narimbetova, CSc

Office # 228, Dostyk Building  
Tel.: +7(727) 270-43-68/78 (ext. 2268/2261)

E-mail: [kim@kimep.kz](mailto:kim@kimep.kz)  
<mailto:lcadvising@kimep.kz>  
[www.kimep.kz/academics/lc](http://www.kimep.kz/academics/lc)

#### Statement of Purpose

The Language Center at KIMEP University delivers high quality language courses for undergraduate and graduate students that assist them in fully and effectively participating in their degree programs. The Center also offers three academic programs aimed at enriching opportunities for KIMEP students to encounter courses in the Humanities.

#### Mission

The mission of the Language Center is for all students to acquire the key language skills: the ability to listen effectively and understand the meaning of an oral communication, to speak fluently and to communicate clearly and concisely in a given language, to be able to express ideas in correct written format and to be able to read and comprehend university-level texts. In addition, the Language Center aims to integrate high-order analytical and critical thinking skills in all its courses and to provide students with a firm orientation in university study so as to enable them to be successful learners.

#### Profile

Since the inception of KIMEP in 1992, English has been the language of instruction. The Language Center has therefore always played a dominant role in KIMEP academics. At present the Language Center has a core staff of local and foreign language professionals. In addition, with support from the Soros Foundation, the British Council and TACIS, the Language Center has accumulated a rich and well utilized library of teaching resources. The Language Center now has over 1,250 titles from American and British publishers. In addition to running all-important English courses for both undergraduates and graduates at KIMEP, the Language Center also runs a Master of Arts in Foreign Language: Two Foreign Languages. This is useful not only for teachers of English but also for developing excellence in the teaching of any foreign or second language.



## FOUNDATION ENGLISH

### English at KIMEP University

KIMEP is an English-medium university. A basic knowledge of English is insufficient because the English used in the classroom is academic English. Academic English is different from general English in many significant ways. Because of this, the Language Center offers a number of courses in English for Academic Purposes to help students succeed in their studies. Every student must participate in some or all of these courses and receive a passing grade.

### English Requirements

Although English is the medium of instruction at KIMEP University, it is not an admission criterion. The university admits students on academic merit and the Language Center supports them in reaching the level of English that is essential for success in their studies. As part of the admission process, students must take an English proficiency test. Usually students will take the KIMEP Entrance Placement Test (KEPT), which is administered by KIMEP.

New students except those who have a valid TOEFL or IELTS certificate must take a placement test (KEPT) prior to the start of classes. The information about dates and testing procedure should be obtained from the Admission office. The Advising Office in the Language Center can provide additional information about testing.

### Placement in Foundation English Courses

Upon admission to KIMEP, undergraduate students are placed in an English course according to their level of proficiency. This level is ascertained by reference to the KIMEP English Entrance Test (KEPT) or an equivalent instrument, such as a TOEFL or IELTS score. In the Foundation English phase, there are three levels of English, each requiring a total of 225 contact hours. The total number of courses that a student needs to complete will depend on his/her proficiency in English.

The Foundation English courses are as follows:

Code	Name of Course	Level of Proficiency at Entry *	Level of Proficiency upon Completion*	Duration in contact hours	Prerequisite
ENG 0101	Foundation English Level C	Beginner	A1 +	225 contact hours	Determined by KEPT**
ENG 0102	Foundation English Level B	A1 +	B1 Mid	225 contact hours	ENG0101 (or requisite KEPT)
ENG 0103	Foundation English Level A	B1 Mid	B2 Mid	225 contact hours	ENG0102 (or requisite KEPT)

\* Levels are defined in terms of the Common European Framework of Reference (CEFR).

\*\* KIMEP English Placement Test

### Confirmation of Level

Although the KEPT (or equivalent) is used as the primary reference for placement, new students will receive an assessment on the first day of class in order to confirm their suitability to the level in which they have been placed. This verification procedure is recommended for all newly admitted students. After the consultation and the approval of the Language Center's Executive Director, an instructor may advise a student to move to a higher or a lower level. All such moves are exclusively in the interests of the student. Students may refuse to move to a higher or lower level but will be required to sign a document in which they take full responsibility for rejecting the advice given.

It is possible to skip a level provided students take level exit test or take an external test (such as IELTS) the result of which corresponds to the required level of proficiency upon completion.

### Aims of the Foundation English Courses

These courses are KIMEP students' first encounter with university study. The purpose of the courses is, therefore, threefold:

- To offer intensive practice in the use of English in all four skill areas (speaking, listening, reading and writing).
- To guide students from the outset in the acquisition of effective study methods, sound academic skills, higher-order thinking and problem-solving, and critical thinking.
- To support students in taking responsibility for their learning and becoming increasingly independent learners.

Classes are strongly learner-centered and task-based. Great emphasis is placed on encouraging students to realize the crucial importance of diligent study habits both in and outside the classroom. Assessment is continuous and feedback is constructive and frequent.

### Course Duration

Each Foundation English course requires 225 contact hours.

Courses offered in the fall and spring semesters run for a semester. At the end of the course a final result is issued and students can then move up to the next level (either a Foundation English course or the first two courses in English for Academic Purposes) or repeat the course, if necessary. The Language Center Advising Coordinator is available to assist students in making appropriate choices.

### Concurrent Study

Students may enroll in the 2-credit Life Security course and/or a course in Physical Education concurrently with any Foundation English course. In other cases concurrent enrollment is permitted only within the following guidelines:

Code	Students may take concurrently:
ENG0101	Only Life Security and/or up to 2 credit hours of Physical Education
ENG0102	1-3 credits taught in Russian or Kazakh and/or up to 2 credit hours of Physical Education
ENG0103	1-3 credits in any medium of instruction in a <b>1000-level</b> course, and/or up to 2 credit hours of Physical Education

No exceptions to the above table will be considered. Students should refer to the General Education or Academic Program sections for any restrictions that might apply to courses that can be taken concurrently with ENG0003.

### Final Results

Students do not receive a letter grade for Foundation English courses. Instead they receive either a Pass or a Fail. In the event of a Fail, the student must repeat the course. The grade of "I" (incomplete) does not apply to Foundation English. KIMEP's policy on grade appeal applies equally to Foundation English courses. Information on the Language Center's appeal procedure can be obtained from the Advising Coordinator of the Language Center in Room 221, Dostyk Building or one of the Assistants in Room 228, Dostyk Building.

## ACADEMIC ENGLISH

After completing (or being exempted from) Foundation English, students proceed to four courses in Academic English. Each course is worth three credits. Details and regulations can be found in the General Education section of this catalog and in the sections dealing with specific programs.

The following four Academic English courses are required:

ENG1100/ GEN1100	Academic Speaking
ENG1120/ GEB1120	Academic Reading and Writing 1
ENG1110/ GEN1110	Academic Listening and Note Taking
ENG1121 / GEN1121	Academic Reading and Writing 2 ( <b>not offered in Summer</b> )

The four Academic English courses (ENG1100, ENG1120, ENG1110, and ENG1121) form a sequence. ENG1100 and ENG1120 are normally taken in a student's first semester, and ENG1110 and ENG1121 in a student's second semester. Most academic departments expect a student to have taken and passed these four courses before taking content area courses in the major field. Therefore, it is especially important that students complete these courses in the first year.

ENG1100 and ENG 1120 form part of the General Education program, whereas ENG 1110 and ENG 1121 are located under Basic Disciplines in each academic program. For further details refer to the General Education section or the specific program.

Students are welcome to approach the Language Center's Advising Coordinator or the Deputy Director: Preparatory Phase for further guidance.

### English Completion

Please note:

- A student must have fulfilled his/her English requirements by the completion of 30 credits or, if he/she has not completed the required English courses at the 30-credit point, he/she must be enrolled in English concurrent with other courses; and
- A student must have totally completed all English courses by 45 credit hours; and
- If a student has not completed his/her English by 45 credit hours, the student will be limited to taking English language courses only until the English language requirement has been met.
- ENG1121 Academic Reading and Writing 2 (formerly GEN1121) is offered only in Fall and Spring, **not in Summer**.

## KAZAKH LANGUAGE

Because Kazakh is the state language, all undergraduate students (including international students) are required to take three courses (eight credits) of the Kazakh language.

Only one Kazakh language course is permitted per semester. No Kazakh language courses are offered in Summer 2.

Students will be given a diagnostic test in the first day of class to determine their level of proficiency and to ensure that they have registered for an appropriate course. Placement is determined by diagnostic tests, interviews and consultations.

Because of differences in curriculum requirements, students who started their studies in Fall 2007, or thereafter, receive three credits for a Kazakh course, but pre-Fall 2007 students receive only two credits per course.

The following courses are offered to international students (non-Turkic countries) and graduates of Russian-medium schools:

Code	Name of course	Level of proficiency at entry	Level of proficiency upon completion	Duration in contact hours	Prerequisite
Kaz 1501	Beginning Kazakh	Beginner	A1-1	45 hours	no
Kaz 1502	Elementary Kazakh-1	A1-1	A1-2	45 hours	Beginning Kazakh
Kaz 1503	Elementary Kazakh-2	A1-2	A2-1	45 hours	Elementary Kazakh -1 □1-2
Kaz 1504	Pre-Intermediate Kazakh-1	A2-1	A2-2	45 hours	Elementary Kazakh -2 □2-1
Kaz 1505	Pre-Intermediate Kazakh-2	A2-2	B1-2	45 hours	Pre intermediate Kazakh-1 A2-2
Kaz 1506	Intermediate Kazakh-1	B1-2	B2-2	45 hours	Pre intermediate Kazakh-2 B1-2
Kaz 1507	Intermediate Kazakh-2	B2-2	C1-1	45 hours	Intermediate Kazakh -1
Kaz 2001	Business Kazakh -1	C1-1	C1-2	45 hours	Intermediate Kazakh -2

## PROFESSIONAL KAZAKH AND RUSSIAN

Kazakhstani students should choose **one** of the professional language courses according to the type of school they attended. Four courses are offered at various levels. Students should read the course descriptions to choose the best course for their needs. Alternatively, they may ask the Language Center's Advising Coordinator or the Kazakh Language Coordinator for guidance.

Thus:

- Students who attended a Russian-medium school in Kazakhstan will take a course in Professional Kazakh. Students from a Kazakh-medium school in Kazakhstan will take a course in Professional Russian. At present only one course is offered.
- Students from other schools or from other countries may choose which professional language course they wish to take.

The following courses are offered for graduates of Russian-medium schools:

Code	Name of course	Number of credits	Prerequisite
KAZ 2101	Professional Kazakh 1	2 credits	KAZ1403 or KAZ1503 or placement according to the results of the diagnostic test
KAZ 2102	Professional Kazakh 2 (2 credits)	2 credits	KAZ1404 or KAZ1506 or placement according to the results of the diagnostic test
KAZ 2103	Professional Kazakh 3 (2 credits)	2 credits	KAZ1405 or KAZ1507 or placement according to the results of the diagnostic test.
KAZ 2104	Professional Kazakh 4 (2 credits)	2 credits	KAZ1406 or KAZ2001 or placement according to the results of the diagnostic test.

The following courses are offered for graduates of Kazakh-medium schools:

Code	Name of course	Number of credits	Prerequisite
Kaz 2002	Business Kazakh -2	3 credits	no
Kaz 2004	Public Speaking in Kazakh (Elective course)	3 credits	Business Kazakh -2, Kazakh Language and Culture
Kaz 2003	Kazakh language and culture (Elective course)	3 credits	Business Kazakh -2, Public Speaking in Kazakh
RUS 2101	Professional Russian 1	2 credits	Business Kazakh -2 or Kazakh Language and Culture or Public Speaking in Kazakh or Business Correspondence in Kazakh and Pre-intermediate proficiency in Russian or A2 level

### MODERN LANGUAGE COURSES

The Modern Languages unit offers students an opportunity to learn a varied selection of modern languages. Beginner-level courses establish a sound foundation in these languages, enabling students to understand simple spoken and written forms used in everyday situations and to develop basic communication skills. An academic and critical thinking component is included in these courses, aimed at encouraging research on the countries where these languages are spoken, thereby also promoting cross-cultural understanding and respect. Elementary-to intermediate-level courses are also offered for certain languages. Advanced-level business communication in Russian is also on the schedule. Students can take one or more of these courses as free electives. Depending on enrollment, instruction may be available in Russian, German and Chinese. Each of these courses is worth 3 credits.

### ADVISING OFFICE and STUDENT SUPPORT

In line with its commitment to strong support for students and their success as learners, the Language Center has an Advising and Student Support Office to which students are encouraged to turn for help in any of the following areas:

- Understanding of course or program requirements
- Communication issues
- Study or learning problems
- Study skills
- Difficulties in meeting course requirements
- Adapting to KIMEP and an international curriculum
- Understanding the meaning of independent learning hours, office hours as opposed to class contact hours
- Developing a good independent study program
- Taking responsibility for learning
- Becoming an independent learner
- Applications for credit transfers (from Kazakhstani and international universities)
- Applications for exemptions and waivers
- The dates of verification and placement tests

The Language Center's team of advisers will provide support for students themselves or refer students to the appropriate unit at KIMEP, such as the Language Center's own Academic Learning Studio or another department at KIMEP. Students will be guided in making the right choice.

### Where to go?

If students are in need of advice about studies in any courses offered by the Language Center or unsure where to go for help, they are always welcome to approach the Language Center Advising Coordinator or his team. They are here to provide expert and constructive support and, where appropriate, will handle matters in a confidential manner.

Coordinator of Advising and Student Support: Turgan Zhanadilov, MA Lecturer

Location: Room 221 or Room 228, Dostyk Building

### **ACADEMIC LEARNING STUDIO**

The Academic Learning Studio was established by the Language Center in order to help students achieve better results in courses and programs offered at KIMEP University. The Studio is a place where students can find many multimedia resources and materials to help them with their language learning and other studies. It is open to all students, from those enrolled in Foundation English to Master's and Doctoral level courses. It works closely with other programs to assist in assignments across the KIMEP curriculum. Support services are offered in English, Kazakh and Russian. Details are available from the Academic Learning Studio (Room 230, Dostyk Building). More information can be found at: <http://www.kimep.kz/lc/en/studio/>

### **LANGUAGE CLUBS**

Club meetings are open to KIMEP students and employees, as well as members of the general public. For details of meeting schedules, contact the organizing committee.

#### **English Club**

The English Club promotes English as a language of communication and provides the KIMEP community and general public with opportunities to enhance and share English-related interests through various events and programs. The English Club holds its meetings on a regular basis and introduces various topics so that the participants can increase their confidence in using English, make lasting new friendships with English-speaking and local club participants, learn about international cultures, and participate in educational, cultural, and social activities. Students are welcome to join the club at any time and enjoy the activities, meet new people, and practice their English.

Contact Person: Jonathan Jay, [j.jay@kimep.kz](mailto:j.jay@kimep.kz)

#### **Kazakh Club**

The Kazakh Club offers various kinds of activities to assist learners of Kazakh in enlarging their vocabulary and practicing their communication skills. The club provides a wide range of information about Kazakh culture, customs and traditions and enables its members to become acquainted with Kazakh literature. The club's regular meetings involve not only class activities, but also trips to different places of interest both in the city and in the countryside. Anyone can join the Kazakh Club and enjoy the famous Kazakh hospitality and at the same time enhance his/her understanding of the Kazakh language.

Contact Person: Dr Zauresh Yernazarova, [ezauresh@kimep.kz](mailto:ezauresh@kimep.kz)

#### **Russian Club**

The Russian Club is a joint project of two KIMEP units: the Language Center and the International Relations Office. It assists international regular and exchange students as well as international faculty and staff and their family in learning the Russian language through various cultural programs and linguistic activities. The local KIMEP community is also welcome to join the club to help international Russian learners acquire and practice Russian and share their cultural experiences. The Russian Club holds its meetings on a regular basis and introduces various topics so that participants can build their confidence in using Russian, make new lasting friendships with other participants, learn about international cultures, and participate in educational, cultural, and social activities.

Contact Person: Dr Yulia Kulichenko, [kulichenko@kimep.kz](mailto:kulichenko@kimep.kz)

#### **German Club**

The German Club promotes German customs and culture, and offers opportunities for good fellowship—“Gemutlichkeit”. German Club members meet regularly to discuss aspects of German culture, improve language skills, and plan German Club events. The German Club offers informal contacts with other students in German as well as German exchange students on campus through such activities as movies, forums, and social gatherings. KIMEP students and staff are welcome to join the club, enjoy a friendly German atmosphere, meet new people and speak German in an informal setting.

Contact Person: Raushan Smagulova, [raushans@kimep.kz](mailto:raushans@kimep.kz)

### **UNDERGRADUATE CERTIFICATE IN TRANSLATION AND INTERPRETING**

The Language Center offers a *Certificate in Translation and Interpreting* for KIMEP undergraduate and graduate students and for continuing students through the World Languages and Preparatory Program (WLPP).

The Certificate consists of three 3-credit courses (9 credits in total). The required and elective courses are described below.

The Certificate in Translation and Interpreting complements academic majors by providing students with specialized training that is essential in a globalizing world. Students receive a thorough grounding in the theory and practice of translation, including:

- translation history
- translation theory
- professional terminology
- grammatical analysis

- textual analysis
- vocabulary building
- systematic research
- team-work

Students who choose the elective in interpreting will be introduced to the basic theory and practice of consecutive and simultaneous oral translation in a variety of professional contexts. The Certificate in Translation and Interpreting has two core courses: TRN2101 (Introduction to Translation) and TRN4103 (Senior Project). Students complete the Certificate by taking the core courses at the beginning and end of the program respectively, with one elective course in between. All courses are evaluated through a combination of continuous assessment, two midterms, and a final examination.

To qualify for the Certificate program, a student must demonstrate an acceptable level of proficiency in both Russian and English. KIMEP undergraduates must complete all General Education requirements (including all four Academic English courses) as a prerequisite. Students in the World Languages Program must have the approval of the individual instructor. At the discretion of the program coordinator, students who do not speak Russian, but who are proficient in Kazakh or another Central Asian or European language, may also qualify.

Under normal circumstances, a student must earn a minimum grade of “B” in TRN2101 before taking other courses in the program. The student becomes certified on successful completion of TRN4103, a senior translation project developed in consultation with an instructor or the program team leader.

Students do not need to pursue a Certificate in order to take individual translation courses. All courses except the senior project are open to any student enrolled at KIMEP or in the World Languages Program, subject to the prerequisites above.

### Certificate in Translation and Interpreting

Two courses in Group A, plus any one course from Group B to complete 9 credits:

Group A:	Required Courses for Certificate
TRN 2101	Introduction to Translation
TRN 4103	Senior Project in Translation

Group B:	Elective courses
TRN 3101	Introduction to Interpreting
TRN 3201	Commercial Translation
TRN 3202	Legal Translation
TRN 3203	Translation from Informational Media
TRN 4101	Topics in Translation
TRN 4102	Topics in Interpreting

## GRADUATE ENGLISH REQUIREMENTS

### English Requirements for Admission

All applicants seeking admission to a graduate program at KIMEP University must satisfy the regulations of the Ministry of Education and Science RK (MES). The language requirements of the MES stipulate one of the following:

- A pass in the Foreign Language Test administered in August each year by the National Testing Center (the test is offered in English, French or German and applicants may choose the language they prefer)
- A score of 6 in IELTS
- A score of 560 in TOEFL

Applicants with an IELTS or TOEFL result have a score that indicates their proficiency in English, the language of instruction at KIMEP University. Those who choose to take the NTC test must also take the KIMEP English Placement Test (KEPT) in order that the university may ascertain their level of proficiency in English.

Using the results of the IELTS, TOEFL or KEPT tests, the Language Center will place graduate students in one of the following courses:

- Direct admission to the academic program – for those with IELTS 6 or TOEFL 560 or a minimum of 70% in KEPT
- Graduate Foundation English Level C – for those with a KEPT score of less than 40%
- Graduate Foundation English Level B – for those with a KEPT score of 40-49%
- Graduate Foundation English Level A – for those with a KEPT score of 50-59%
- Four courses of Academic English for students with 60-69% in KEPT

No concurrent study in a program is possible until students demonstrate a proficiency level equivalent to 6 in IELTS, 560 in TOEFL or ≥70% in KEPT.

### Graduate Foundation

Students with less than 60% in the KEPT are placed in the Foundation Phase. They may not take any other courses concurrently with GFE Levels B or A. No exceptions will be considered.

The Foundation English courses are as follows:

Code	Name of Course	Level of Proficiency (at end of course)	Duration	Prerequisite
ENG5103	Graduate Foundation English C	Near Beginner to Mid-elementary A1+ on the CEFR	540 learning hours over a full semester	None
ENG5104	Graduate Foundation English B	Upper Elementary to Pre-intermediate A2 on the CEFR*	540 learning hours over a full semester	ENG5103 or requisite KEPT score
ENG5105	Graduate Foundation English A	Pre-intermediate to Intermediate B1 (mid) on the CEFR*	540 learning hours over a full semester	ENG5104 or requisite KEPT score

\* Common European Framework of Reference

The primary goals of the Foundation Phase include not merely the development of English language competence to a level that sustains study at master's level, but also the improvement of study and organizational skills, critical and analytical thinking, and other skills that contribute to successful university study at an advanced level.

Each Graduate Foundation English (GFE) course takes 540 learning hours, including class study, homework, individual and group projects, library and Internet research, independent study and other tasks. GFE courses are available during the summer for students who wish to be able to begin full-time studies in the Fall semester. Courses are defined in learning hours because students are expected to combine classroom interaction and learning with substantial time spent on work and study outside the class.

Placement in a GFE level is checked on the **first day** of classes. A verification test is administered in order to check the accuracy of the placement. It is compulsory for all new students to take this test. The results of the test will lead to one of three possible outcomes:

1. Confirmation of the placement – the student remains in the assigned course.
2. Transfer to a lower level – this decision is mandatory.
3. Transfer to a higher level – this decision is optional and the student may choose to remain in the level to which s/he was originally assigned.

**Course Assessment Criteria:** Assessment is based on satisfactory attendance, completion of all course work and an exit test. Students must pass both the course work and the exit test in order to proceed to the next phase (English for Academic Purposes). A pass mark in GFE is a "B" or 73%. Students who encounter a serious problem in the last week will be eligible for an "I". In the event of a fail (i.e. a "B-" or less), the student must repeat the course.

### Graduate English for Academic Purposes

Four Academic English courses are offered for students who have been exempted from or passed the Graduate Foundation English phase. These are zero-credit courses and no concurrent study is permitted. An exit test is required at the end of the second pair of courses in order to ensure that students have met the Ministry of Education's standards for admission to graduate study.

Four courses are offered over two semesters:

#### First semester:

Code	Name of Course	Duration	Prerequisite
ENG5101	English Speaking and Listening 1	45 contact hours/135 learning hours	ENG5105 or requisite KEPT
ENG5102	English Reading and Writing 1	45 contact hours/135 learning hours	ENG5105 or requisite KEPT

#### Second semester:

Code	Name of Course	Duration	Prerequisite
ENG5201	English Speaking and Listening 2	45 contact hours/135 learning hours	ENG5101 or requisite KEPT

ENG5202	English Reading and Writing 2	45 contact hours/135 learning hours	ENG5102 or prerequisite KEPT
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## GRADUATE DEGREE PROGRAM

### MASTER OF ARTS IN FOREIGN LANGUAGE: TWO FOREIGN LANGUAGES (MA FL)

#### Statement of Purpose

This graduate degree program is a Master of Arts in Foreign Language: Two Foreign Languages, which aims to prepare students to become qualified educators of foreign languages. The program draws ideas from applied or educational linguistics. Students in the program are prepared to teach a variety of languages since the theoretical basis and practical teaching practices apply to teaching all languages.

#### Learning Objectives

The MA in Foreign Language program's learning objectives are based on the TESOL International Organization and the US-based National Council for the Accreditation of Teacher Education standards with some revisions taking into consideration the different contextual needs. By the completion of their studies, MA students in this program will be able to:

1. **Describe Language and Language Development.** Students know, understand, and use concepts, theories, and research related to the nature and acquisition of English and other languages to construct educational settings that support foreign language students.
2. **Understand Cultural Influences in Instructional Settings.** Students understand and apply concepts, principles, theories, and research related to culture and cultural groups to construct learning environments that support students' home backgrounds, acquisition of written and spoken foreign languages and content-area achievement.
3. **Plan, Implement, and Manage Foreign Language Instruction.** Students know, understand, and use standards-based practices and strategies for planning, implementing, and managing instruction in English and other languages, including classroom organization, teaching strategies for developing and integrating reading and writing, and choosing and adapting classroom resources.
4. **Understand Instructional Assessments and Evaluation.** Students understand issues of assessment and use standards-based assessment measures with foreign language students.
5. **Serve as Professional Educators.** Students demonstrate knowledge of historical approaches to foreign language teaching. They maintain understanding of new instructional techniques, research results, and innovations in the foreign language teaching field, as well as public policy issues. Students use such information in collaboration with other colleagues to reflect upon and improve foreign language education and provide support and advocacy for foreign language adult students.

#### Degree Requirements

Requirements for the MA in Foreign Language are as follows:

<b>Program Requirements</b>	<b>26</b>
Electives	6
Internship / Practicum	6
Research Methods and Thesis I	6
Comprehensive Examination	1
Thesis Defense (Thesis II (3 credits))	3
<b>Total Required for Graduation</b>	<b>48</b>

#### Program Requirements

The MA in Foreign Language program encompasses three major areas. One is theoretical, the second is research-oriented, and the third is practical. Excellence in teaching is based on unity among these three areas. This program provides the academic background and practical experience for effective use of theory, research and teaching practices.



The program includes the following required and elective courses:

Course Code	Course Title	Credits
TFL5101	Introduction to Linguistics	3
TFL5102	Introduction to Sociolinguistics	3
TFL5201	Language Analysis for Language Instructors: Formal and Functional Grammars	3
TFL5202	Language Analysis for Language Instructors: Grammar in Social, Cultural Contexts	3
TFL5301	Introduction to Second Language Acquisition	3
TFL5302	Second Language Acquisition Research	3
TFL5401	Methods in Language Teaching	3
TFL5403	Curriculum and Materials Design	2
TFL5404	Language Evaluation and Assessments	3

The following internship is required.

TFL5402a	Practicum	3
TFL 5402b	Practicum	3

The following research methods course is required.

TFL5601	Research Methods	3
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The thesis is 6 worth credits.

TFL5690	Thesis I	3
TFL5691	Thesis II	3

The comprehensive examination preparation course is required by the Kazakhstani Ministry of Education.

TFL5692	Comprehensive Examination	1
	Thesis Defense (Thesis II)	3

All elective courses are two credits. A total of 8 credits are required.

Requires any four elective courses from below	
TFL5501	English for Specific Purposes
TFL5502	Educational Technology in Language Classrooms
TFL5503	Teaching Writing and Reading
TFL5504	Teaching Listening and Speaking
TFL5506	Cross-cultural Aspects of Language Teaching
TFL5700	Seminar in Applied Linguistics

### Program Plan

The following tables are a sample program of study to finish the MA in Foreign Language degree in two years.

1 <sup>st</sup> Year		Fall Semester		1 <sup>st</sup> Year		Spring Semester	
TFL5101	Introduction to Linguistics	3		TFL5102	Introduction to Sociolinguistics	3	
TFL 5301	Introduction to SLA	3		TFL5302	Second Language Acquisition Research	3	
TFL5401	Methods in Language Teaching	3		TFL550x	Language Analysis for Language Instructors: Grammar in Social, Cultural Contexts	3	
TFL5201	Language Analysis for Language Instructors: Formal and Functional Grammars	3		TFL550x	Elective	2	
	Total		12		Total		11

One of the following (either/or):

1 <sup>st</sup> or 2 <sup>nd</sup> Year	Summer Semester (one course)	Credits
TFL5403	Curriculum and Materials Design	2

TFL550x	Elective	2
	Total	4

<b>2<sup>nd</sup> Year Fall Semester</b>			<b>2<sup>nd</sup> Year Spring Semester</b>		
TFL5404	Language Evaluation and Assessment	3	TFL5690	Thesis 1	3
TFL 5402a	Practicum (Seminar)	3	TFL5691	Thesis II	3
TFL 5402b	Practicum (Student Teaching)	3	TFL550x	Elective	2
TFL5601	Research Methods	3	TFL5692	Comprehensive Examination Preparation	1
	Total	12		Total	9

**Total for program: 48 credits**

# BANG COLLEGE OF BUSINESS

## PROGRAMS

### UNDEGRADUATE DEGREE PROGRAM:

BACHELOR OF ACCOUNTING AND AUDIT (BACTA)  
BACHELOR OF FINANCE (BFIN)  
BACHELOR OF MANAGEMENT (BMGT)  
BACHELOR OF MARKETING (BMKT)

### GRADUATE DEGREE PROGRAMS:

MASTER OF BUSINESS ADMINISTRATION (MBA)  
MASTER OF ACCOUNTING AND AUDIT (MACTA)  
MASTER OF FINANCE (MFIN)  
MASTER OF MARKETING (MMKT)  
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)  
DOCTOR OF BUSINESS ADMINISTRATION (DBA)

## ADMINISTRATION

Dean

**Ha Jin Hwang, Ph.D**

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Associate Dean of Undergraduate Programs

Bulent Dumlupinar, Ph.D.

Associate Dean of Graduate Programs

vacant

Director of Research

Monowar Mahmood, Ph.D

Chair, Department of Accounting and Finance

Razzaque Bhatti, Ph.D.

Chair, Department of Management and Marketing

Paul J Davis, Ph.D

Director of KIMEP Center for Entrepreneurship

vacant

General Director for Executive Education

Dilbar Gimranova, MBA, M.Phil.

Director of Executive MBA program

Meruyert Duisengaliyeva, MBA

## GENERAL INFORMATION

### Vision Statement

The vision of Bang College of Business (BCB) is to be recognized as a world-class business college that is responsive to the needs of a diverse population of students and demands of the society.

## Mission Statement

The Bang College of Business:

- Educates and prepares citizens from Kazakhstan and other countries to become knowledgeable, ethical, and competent business professionals, entrepreneurs, and leaders to work in national and international organizations, assume challenging roles and become lifelong learners.
- Promotes faculty and graduates, with diverse professional and research interests including a Central Asian focus, to contribute to the development and prosperity of Kazakhstan and the global economy.

## Values

The Bang College of Business **values**:

- Shared governance and transparency;
- Decision making based on consensus;
- Teamwork and collaboration among faculty, staff, and students;
- Contributions of each individual and our relationships with each other;
- Opportunity and desire for life-long learning;
- Innovation and continuous improvement in curriculum and pedagogy ;
- Creation of knowledge and its dissemination to students, businesses and to the community at-large.

## Statement of Purpose

The Bang College of Business offers quality business and management programs, prepares students to be committed professional and lifelong learners to contribute to and take leading positions in business and society. Theory and practice are linked together through teaching, scholarship, and service in order to benefit both students and the community.

## Profile

The Bang College of Business continues to develop future leaders by providing world-class business education through our cutting-edge Bachelor, MBA, Executive MBA (EMBA), Master of Marketing, Master of Finance, Master of Accounting and Audit and DBA programs. Further, we are aggressively pursuing accreditation by most prestigious agencies to become an internationally renowned business college. Currently, we hold Level III (International) accreditation for Bachelor, MBA and EMBA programs by the Asian Forum on Business Education (AFBE) and international accreditation from Austria Quality Assurance and Accreditation Agency (AQAAA). In October 2010, the BCB became a member of the most prestigious American accreditation agency - the Association to Advance Collegiate Schools of Business, AACSB International, and we are committed to achieving this accreditation. BCB is also preparing necessary documentation to apply for membership in the European Foundation for Management Development (EFMD) that will allow us to pursue the European Quality Improvement System (EQUIS) accreditation. Recently, BCB has established graduate dual-degree arrangements with IESEG School of Management of France (KIMEP MBA + IESEG Master of International Business) and CASS Business School of the UK (KIMEP MBA + Cass MS in Finance). At the undergraduate level, we have a dual degree arrangement with EM Strasbourg Business School, IESEG School of Management of France and Arizona State University, US. More such arrangements are in progress.

We have the highest proportion of faculty members with doctoral degrees from American and other foreign universities, who have decades of experience not only in teaching and research, but also in industry and innovation, and will add many more to our existing high-credentialed faculty. Our administrators and faculty strive for continuous improvement in curricula, pedagogy, facilities, community relationship, and shared governance. The BCB intends to involve students in greater "Active learning" and plans to have more guest lecturers from the real-world in its classes, stronger corporate connections, and further internationalization. We have further strengthened our Bachelor, MBA, EMBA and **specialized Master programs** by revising its curriculum to be more application-oriented.

We respect diversity, not only of ethnicity, but also diversity in thinking, creativity, and approach to solving problems. The Administration and faculty encourage and support students to communicate their new ideas, leverage their strengths and perspectives, explore diverse projects, work collaboratively towards a common goal, and apply critical analytical thinking and innovation at work. Our program managers, specialists and faculty members are always willing to advise students pertaining to course and project selection, internship opportunities, and graduation requirements. The Bang College of Business has the student-centered philosophy of teaching/learning and educates world-class business leaders.

The Bang College of Business has grown steadily since its inception in 1992. It currently has around 1600 undergraduate students, 400 master students and 24 doctoral students. BCB has a well-balanced mix of local and foreign faculty members who are academically qualified (AQ) or professionally qualified (PQ) or both. A core of highly qualified Kazakhstani faculty - many with North American and European degrees - is supplemented by more than twenty foreign faculties who bring a wealth of international experience and cross-cultural knowledge to the

college's learning community. Only a few universities worldwide can match the BCB in terms of the diversity of the faculty, and opportunities for learning cross-cultural exposure.

### Degree Programs at BCB

The Bang College of Business offers four undergraduate degree programs with various specializations, six graduate Master's degree programs, and a Doctor of Business Administration (DBA). The degree programs are:

- Bachelor of Accounting and Audit (BACTA)
- Bachelor of Finance (BFIN)
- Bachelor of Management (BMGT)
- Bachelor of Marketing (BMKT)
- Masters of Business Administration (MBA)
- Master of Finance
- Master of Accounting and Audit
- Master of Marketing
- Executive Masters of Business Administration (EMBA)
- Doctor of Business Administration (DBA)

## BANG COLLEGE BUSINESS RESEARCH CENTRE (BCBRC)

Office No: 334/Dostyk  
Tel: +7 (727) 270 44 40 (Ext. 2161)  
[bcb-rsch@kimep.kz](mailto:bcb-rsch@kimep.kz)

The Bang College of Business Research Centre (BCBRC) identifies and develops innovative theoretical and managerial insights and application-oriented solution for academia and businesses in Kazakhstan, Central Asia and the global community at large. The main objectives of BCBRC are to:

1. to make a substantive contribution both to academic understanding and to policy debate on business environment within Kazakhstan and the CIS countries;
2. to develop a coherent research agenda and create a framework for the acquisition of funding to undertake and expand the research agenda;
3. to provide a structure within which interested individuals and groups can provide mutual support in advancing their research and create a structure within which young researchers (DBA students) can obtain help and advice; and
4. to develop CIS and international links of the highest possible quality with a view to collaborative research and the exchange of personnel in order to establish a major focus of activity on a Central Asia scale

BCBRC strives to be world-leading in all its research activities and output. Our research groups are multi-disciplinary units which focuses the school's academic expertise in defined research themes. These five themes, with fifteen specific topics, under the broad umbrella theme of 'Harmonization of Science and Business Policy' best support the school's research vision "to promote critical thinking, research and publications to meet opportunities and challenges of business and society" with regard to the mission of KIMEP. The themes represent a combination of existing research strength and key emerging fields. They represent the bedrock on which research activities in the BCB will develop over the next five years.

In order to provide a focus for the identification and implementation of high quality research projects and provide a link with other scholars, commercial interests and governments in both the Kazakhstan and CIS countries, BCBRC organizes research and teaching excellence seminar every week during spring and fall semesters. It also organizes KIMEP International Research Conference (KIRC) on an annual basis. The center publishes Central Asia Business Journal (CABJ), a leading research outlet on the Central Asian business and economic issues. The journal, published bi-annually in Spring and Autumn of each year, is the official publication of the Bang College Business.

### Administration

Center Director: Monowar Mahmood, Ph.D

## DEPARTMENT OF ACCOUNTING AND FINANCE

Office □ 329 Dostyk Building  
Tel.: +7 (727) 270-44-40 (Ext: 2146)  
[fin-asst@kimep.kz](mailto:fin-asst@kimep.kz)

### Mission Statement

The Accounting and Finance Department provides students with internationally competitive quality education in the areas of Accounting and Finance. As the constituent unit of the Bang College of Business, its core mission is to prepare students who are trained well in Accounting and Financial skills and tools to cater for the needs of the businesses, financial institutions and other organizations in Kazakhstan and Central Asia.

It provides an opportunity to citizens of Kazakhstan and other countries including Central Asia to gain specialized knowledge in Accounting and Finance areas, learn how to emerge as competent professionals imbued with high ethical values, to expose themselves to entrepreneurial and leadership qualities to be able to work in national and international organizations and assume challenging roles in an ever changing complex economic, social and financial environment.

The Department is also highly committed to promote research interest among its faculty and students with a Central Asian focus to contribute to the development and prosperity of Kazakhstan and the global economy.

### Objectives

The Objectives of the Department are:

1. to prepare professionals in Accounting and Finance capable of taking on challenging jobs and roles in all types of business organizations including corporations, financial institutions, regulatory agencies and markets.
2. to provide students with an exposure to critical thinking and analytical skills in the specialized areas to be able to carry out research and solve problems facing businesses, financial institutions, markets and economies around the world.
3. to enable students with a solid foundation to successfully pursue higher studies in the specialized fields of knowledge.

The Department offers Bachelor degrees in Accounting and Audit and in Finance at the undergraduate level, Master of Finance and Master of Accounting and Audit at the Master level. It also supports MBA, EMBA and DBA programs through offerings of foundation, specialization, major and minor courses in the areas of Accounting and Finance.

### Administration

Department Chair: Razzaque Bhatti, Ph.D.

## DEPARTMENT OF MANAGEMENT AND MARKETING

Office No: 311/Dostyk  
Tel: +7 (727) 270 44 40 (Ext. 2164)  
[mgmt-asst@kimep.kz](mailto:mgmt-asst@kimep.kz)

### Mission Statement

The Department of Management and Marketing provides high level of business education both for local and international companies according to the needs of globalized world. Educating the future leaders, providing students with analytical and practical skills, and making them to be a part of the decision making process as well as foster their critical and analytical thinking are the main goals of the Department.

The Department realizes its goals through a diverse and highly qualified local and foreign faculty and support staff. Faculty members have a wealth of both industrial and academic experience, practicing real-world problems as well as giving a strong background to the students.

Graduates are able to identify and analyze problems, markets, and industries and take corrective actions since they have been trained through case studies in the disciplines through innovative teaching. They will understand the concepts, theories, and methodologies used in the disciplines so that they can integrate theoretical knowledge and practical experience.

The Department offers Bachelor degrees in Management and in Marketing at the undergraduate level and Master of Marketing at the Master level. It also supports MBA, EMBA and DBA programs through offerings of foundation, specialization, major and minor courses in the areas of Management and Marketing.

### Administration

Department Chair: Paul J Davis, Ph.D

## THE KIMEP CENTER FOR ENTREPRENEURSHIP

Office No: /Dostyk  
Tel: +7 (727) 270 44 40

There is both a need and an opportunity for KIMEP to make an impact on entrepreneurship in Kazakhstan. The new Center for Entrepreneurship will be based in the Bang College of Business and reach out to the entire University and the community beyond. Our vision is for the Center to have three pillars: research, education, and practice.

Research in entrepreneurship will commence in collaboration with the Global Entrepreneurship Monitor (GEM) Consortium ([www.gemconsortium.org](http://www.gemconsortium.org)). Since 1999 GEM has led an annual, internationally coordinated, cross country assessment of national and regional entrepreneurial activity. Through the Center's initiative, Kazakhstan will join the other 59 nations in collecting and analyzing this data nationally and then provide the data for a global assessment. This information will be available for KIMEP scholars to conduct further research which may have a profound impact on public policy decisions and economic development in the region.

Education in entrepreneurship will be enhanced with the introduction of an entrepreneurship minor, available to all KIMEP students with the design of additional courses for both business and non-business majors. In addition, we plan to develop workshops and certificate programs on how to launch start-ups in Kazakhstan for the greater community through the Executive Education Center.

The Center for Entrepreneurship will not only enhance research and education in entrepreneurship, it is our intention to help create new businesses in practice. We will do this by initiating an annual business plan competition. The judges of the competition will be actual successful entrepreneurs from KIMEP's vast alumni network. Eventually we would like to create an association of angel investors who are prepared to actually fund students' new venture ideas. In the future we may consider creating an incubator at KIMEP to help nurture start-ups.

### Administration

Director: vacant

## GENERAL INFORMATION ON THE BCB UNDERGRADUATE DEGREE PROGRAMS

The Bang College of Business offers the following specialized undergraduate degree programs:

- Bachelor of Accounting and Audit (BACTA)
- Bachelor of Finance (BFIN)
- Bachelor of Management (BMGT)
- Bachelor of Marketing (BMKT)

### Common Goals of Programs

*All four bachelor programs have a common set of goals, objectives, learning objectives and Intended Learning Outcomes (ILOs). In addition, each program has a unique set of learning objectives and ILOs. In this section, the common sets are specified. The unique sets of each program are stated under the respective program.*

The overarching common goals of all undergraduate business programs are to:

- offer undergraduate programs in business administration with integrated multi-disciplinary curriculum and comparable, in terms of quality and standards, to leading programs offered at universities in Europe and the US;
- educate and develop business leaders capable of effectively managing organizations in Kazakhstan and internationally, in an ethical manner; and
- prepare graduates who will make significant contributions to the community in which they work, whether in business or in the public and non-profit sectors.

### Common Objectives of Programs

The common objectives of all programs are to:

- provide students with undergraduate-level, cross-functional knowledge in the areas of Economics, Accounting, Finance, Management, Marketing, Information System, Operations Management, Business Law and Taxation;

- foster students' critical thinking, analytical and communication skills;
- provide a solid foundation knowledge to graduates who want to pursue graduate study in the field of business and related discipline;
- educate undergraduate students for ethical service to their society and the broader regional and international community; and
- provide specialized knowledge and develop necessary skills for successful careers in one of the areas of Accounting and Audit, Finance, Management and Marketing.

### Common Learning Objectives

*(Unique learning objectives of each bachelor program are specified under each program)*

The common learning objectives of all undergraduate business programs are to ensure that graduates have:

- A satisfactory knowledge of:
  - the micro-economic business issues and macro-economic business environment;
  - the core business disciplines of Accounting, Finance, Marketing, Management, Operations Management, Information Systems Business Law and Taxation; and
  - quantitative and qualitative techniques of problem solving; and
- And the necessary cognitive, inter-personal and self-management skills to:
  - communicate ideas and information clearly and effectively in written and oral English;
  - use information technology for the retrieval, analysis and presentation of information;
  - work effectively with others in the pursuit of common objectives;
  - undertake supervised independent research and internship, involving the synthesis and application of theoretical constructs to topics in the fields of business, with a specific focus on Kazakhstan and Central Asia; and
  - describe interdisciplinary nature and challenges of business operations and apply cross-functional knowledge for strategic management of organizations
  - ethics as they apply to general business practices and in the area of specialization.

### Common Intended Learning Outcomes (ILOs)

*(Unique ILOs of each bachelor program are specified under each program)*

At successful completion of each program, students will be able to:

1. describe and articulate key concepts and major paradigms and theoretical perspectives within the discipline of business administration;
2. identify and apply various decision making tools and techniques in functional areas of Accounting, Finance, Management and Marketing;
3. analyze and solve business problems, using the necessary quantitative and qualitative tools;
4. use information technology for the retrieval, analysis, and presentation of information for effective management of business organizations;
5. communicate ideas and information clearly and effectively in written and oral English;
6. describe and apply the concepts and theories of ethics as they apply to business organizations;
7. Synthesize and apply integrated knowledge for effective strategic management of organizations; and
8. undertake supervised practical training and independent research, involving the synthesis and application of theoretical constructs to topics in the fields of business.

### Bachelor Degree Requirements

To earn an undergraduate degree from the Bang College of Business, a student must fulfill the following requirements:

1. Fulfill all KIMEP degree requirements, which include the completion of all General Education (GE) requirements and completion of a minimum of 146 credits;
2. Completion of the requirements of a bachelor degree program offered by the Bang College of Business;
3. Completion of an internship (6 credits) as specified by the program requirements;
4. Completion of physical education (8 credits) as specified by the program requirements;
5. Completion of the Final Attestation requirements: Thesis (2 credits) and State Examination (1 credit).

The following table illustrates the general structure of the undergraduate degree programs in the Bang College of Business.

Category of Courses	Credit Hours
General Education Requirements	33



Program Foundation Requirements	64
Program Specialization Requirements	32
Internship	6
Physical Education	8
Thesis	2
State Examination	1
<b>Total Credit Hours Required for Graduation</b>	<b>146</b>

The specific details of General Education Requirements, Program Foundation Requirements, Internship, Physical Education, Thesis and State Examination are provided below. The details of Program Specialization Requirements are provided under each degree program.

### General Education Requirements (33 credits)

Students should choose the General Education courses with the assistance of the academic advisors. The specific General Education Requirements are stated in the following table (further details are provided in Language Center section of this catalog for Academic English and other language courses and in the Undergraduate General Education section for other courses):

#### Program Foundation Required General Education Courses (33 credits)

Course Code	Course Title	Credit Hours
GEN1000/IRL1000	History of Kazakhstan (KAZ, RUS, ENG)	3
GEN2500/IRL2500 or GEN2510/IRL2510	Introduction to Philosophy or Principles of Ethics	3
ENG/GEN1100	Academic Speaking	3
ENG/GEN1120	Academic Reading and Writing 1	3
KAZ1xx	Kazakh Language (semester 1)	3
KAZ1xx	Kazakh Language (semester 2)	3
GEN1300/OPM1300 or GEN2301/OPM2301	Introduction to Computers or Business Computer Applications	3
GEN2030.2/PAD2030.2	Ecology and Sustainable Development	2
GEN2700.2/PAD2700.2	Fundamentals of Sociology	2
GEN1701.1/POL1511.2	Fundamentals of Political Science	2
GEN1704.2/ECN1101.2	Introduction to Economics	2
GEN2720.2/LAW2720.2	Introduction to Legal System of Kazakhstan	2
GEN1040.2/PAD1040.2	Life Security (KAZ, RUS, ENG)	2
<b>TOTAL</b>		<b>33</b>

### Program Foundation Requirements (64 credits)

Program Foundation Requirements consist of three components: (1) Program Foundation Required Language courses (10 credits), (2) Program Foundation Required Basic Discipline Courses (45 credits) and (3) Program Foundation Elective Basic Discipline Courses (9 credits). The specific courses under each of these three components are listed in the following tables:

**Program Foundation Required Language Courses (10 credits)**

Course Code	Course Title	Credit Hours
ENG/GEN1110	Academic Listening and Note-taking	3
ENG/GEN1121	Academic Reading and Writing 2	3
KAZxxxx or RUSxxxx	Professional Kazakh Language or Professional Russian Language	2
MGT3201	Business Communication	2
<b>TOTAL</b>		<b>10</b>

**Program Foundation Required Basic Discipline Courses (45 credits)**

Course Code	Course Title	Credit Hours
GEN1201	Mathematics for Business and Economics	3
GEN2402	Business Statistical Analysis	3
ACC2102	Financial Accounting I	3
ACC2201	Management Accounting I	3
FIN2105	Business Microeconomics	3
FIN2106	Business Macroeconomics	3
FIN3101	Financial Institutions and Markets	3
FIN3121	Principles of Finance	3
MGT3001	Principles of Management	3
LAW2202	Business Law	3
MGT4201	Strategy and Business Policy	3
MKT3130	Principles of Marketing	3
IFS2203	Management Information Systems	3
OPM3011	Decision Techniques and Tools	3
OPM3131	Introduction to Operations Management	3
<b>TOTAL</b>		<b>45</b>

**Program Foundation Elective Basic Discipline Courses (9 credits)**

- Student of a particular specialized bachelor degree program must choose elective courses from a different area or areas. Thus,
  - A student of Bachelor of Accounting and Audit (BACTA) must choose non-Accounting courses (non-ACC coded);
  - A student of Bachelor of Finance (BFIN) must choose non-Finance courses (non-FIN coded);
  - A student of Bachelor of Management (BMGT) must choose non-Management courses (non-MGT coded);
  - A student of Bachelor of Marketing (BMKT) must choose non-Marketing courses (non-MKT coded);
- Please see the section on “Minors and Requirements under Specialized Bachelors Programs” for details on how you can get a minor with the selection of a specific set of elective courses.

Course Code	Course Title	Credit Hours
ACC3101	Financial Accounting II	3
ACC3201	Intermediate Financial Accounting I	3
ACC3202	Intermediate Financial Accounting II	3
ACC3212	Accounting Information Systems	3
ACC3205	Principles of Taxation	3
ACC3210	Taxation in Kazakhstan	3
FIN3210	Corporate Finance	3
FIN3220	Investments	3
FIN3230	Financial Institutions Management	3
MGT3206	Leadership and Motivation	3
MGT3208	Innovation Management	3
MGT3209	International Management	3
MGT3210	International Business	3

MGT3212	Organizational Behavior	3
LDP3201	Leadership: Principles and Best Practices	3
LDP4201	Leadership: Making Principles Work	3
LDP4202	Leadership in Action	3
MGT3204	Human Resource Management	3
MGT4208	Training and Development	3
MGT4210	Compensation and Performance Management	3
MKT3201	Consumer Behavior	3
MKT3202	Marketing Communications	3
MKT3214	Brand Management	3
MKT3150	Strategic Marketing	3
MKT4203	Marketing Research	3
MKT3220	Tourism Marketing	3
MKT3221	Tourism Practices and Principles	3
MKT3279	Cross-Cultural Marketing	3
MGT3215	Hospitality Management	3
OPM3205	Logistics and Supply Chain Management	3
OPM3207	Total Quality Management	3
OPM3215	Business Time Series Forecasting	3
OPM4201	Purchasing & Materials Management	3
OPM4202	Transportation and Distribution Management	3
IFS3202	Database Management Systems in Business	3
IFS3208	Data Communication and Networking	3
IFS3211	Information Systems Security	3
IFS4202	Management of E-business Systems	3
CIT2731	Business Graphics	3
CIT2733	Survey Research with SPSS	3
CIT3734	Web Design	3
GEN2440	Critical Thinking	3
GEN2800	Public Speaking	3
GEN2801	English for Specific Purposes	3
TRN 2101	Introduction to Translation	3
TRN 3102	Commercial Translation	3
TRN 4103	Senior Project in Translation	3
ECN4154	Government and Business	3
ECN3161	Natural Resource Economics	3
ECN4351	Foreign Exchange Markets	3
JMC4209	Public Relations Management and Strategies	3
PAD3541	Natural Resource Management	3
PAD4442	Comparative Public Administration	3
IRL4512	Central Asia in Global Politics	3
IRL4531	Political Economy of Central Asia	3
IRL 4521	Petropolitics	3
IRL 4540	Geopolitics and Political Economy of Natural Resources	3
<b>TOTAL</b>	<b>(Any)</b>	<b>9</b>

*Additional courses can be taken with the approval of the Dean of BCB*

### **Program Specialization Requirements (32 credits)**

The details of Program Specialization Requirements are provided under respective degree programs: (1) Bachelor of Accounting and Audit (BACTA), (2) Bachelor of Finance (BFIN), (3) Bachelor of Management (BMGT) and (4) Bachelor of Marketing (BMKT).

### **Internship (6 credits)**

All bachelor degree students are required to complete an internship. The Internship requirement gives students the opportunity to gain real world business experience and the chance to apply, in practical business contexts, the knowledge they have acquired during their course work.

To earn internship credit the student must have completed 90 credits of coursework and must register in the appropriate degree program course prior to beginning the internship. It is recommended that the internship be

completed during the summer between the third and the fourth years of study. It is, however, possible for students to satisfy this requirement during the fourth year. To prepare for the internship, students should contact the Career Services Center, which maintains information on firms offering internships. Further details on BCB Internship policies and procedures are available from the BCB Internship Specialist's Office.

### Physical Education Requirements (8 credits)

Students should take the appropriate Physical Education required courses. The details of Physical Education Requirements are explained in the Undergraduate General Education section of this Catalog.

### Final Assessment (3 credits)

Final Attestation Requirements consist of two components: (1) Thesis (2 credits) and (2) State Examination (1 credit).

### Thesis (2 credits)

Students are required to write a thesis on a topic that is relevant to their degree program program. Students will be supervised by faculty members in the process. Further details on thesis requirements are provided under the KIMEP University regulations on this matter.

### State Examination (1 credit)

Students are required to take the state examination. Further details on this requirement are provided under the KIMEP University regulations on this matter.

### Choosing a Specialization or Minor

Students usually declare a specialization or minor in the second, third or fourth year of study. At the time of declaration, students can choose from any specialization or minor that is being offered. The Bang College of Business is responsive to changes in student interests and there may be additional specializations or minors available in the future. On the other hand any of these with very low demand can also be suspended. Thus, when declaring a specialization or minor, the available options may be different from those stated in the catalog of the year of entry.

Each area sets the requirements for earning a specialization or minor. In addition to course requirements, some disciplines have Grade Point Average requirements that must be met in order to qualify for the specialization or minor. The requirements for a specialization or minor are stated in the sections that list the course requirements for each discipline. In a few instances a course can be applied to more than one specialization /minor. A student cannot, however, use the same course in more than one specialization or minor; an approved substitute must be taken for one of the requirements.

Once a student declares a specialization or minor and enrolls in one or more of the required courses, KIMEP is committed to allowing the student to complete the program under the stated requirements. If specialization or minor requirements or course availability change before a student graduates, the program office can assist in finding substitute courses or in arranging for independent study. As a matter of policy, students have the option of completing the specialization or minor based on the requirements that are current at the time of graduation. This choice is usually to the student's advantage but is not required.

The specialization and minor are independent of the General Education requirements and the program foundation requirements which are based on the requirements in the catalog of the year of entry.

### Specializations and Requirements under Specialized Bachelors Programs

Each degree program has option for various specializations. A specialization requires a set of required and elective "Specific Discipline" courses for a total of 32 credits. However, in none of the programs, a student is required to choose a specialization. A student who graduates without a specialization has more flexibility in selecting elective courses within the specialized discipline of the program. The description and specific requirements of each specialization are provided under each degree program.

Degree Program		Specializations
Bachelor of Accounting	of	Professional Accountancy
		Auditing
		Taxation
Bachelor of		Corporate Finance

Finance		Investment Management
		Financial Institutions and Regulations
Bachelor of Management	of	Human Resource Management
		Leadership
Bachelor of Marketing	of	Marketing Communications
		Brand Management
		Tourism and Hospitality Management

### Minors and Requirements under Specialized Bachelors Programs

Each degree program has option for various minors. A minor requires a set of required and elective “Basic Discipline” courses for a minimum of 12 credits. Again, in none of the bachelors programs, a student is required to choose a minor. A student who graduates without a minor has more flexibility in selecting elective courses within the basic discipline of the program.

Degree Program	Minors
Bachelor of Accounting	Finance, Management, Leadership, Human Resource Management, Marketing, Tourism and Hospitality Management, Taxation, Operations Management, Information Systems and Computer Applications
Bachelor of Finance	Accounting, Management, Leadership, Human Resource Management, Marketing, Tourism and Hospitality Management, Taxation, Operations Management, Information Systems and Computer Applications
Bachelor of Management	Accounting, Finance, Marketing, Tourism and Hospitality Management, Taxation, Operations Management, Information Systems and Computer Applications
Bachelor of Marketing	Accounting, Finance, Management, Leadership, Human Resource Management, Taxation, Operations Management, Information Systems and Computer Applications

*A student can not choose a minor in the same area as the degree program or in the same area of specialization. A particular course cannot be counted towards both a specialization and a minor.*

Minors	Requirements		
	Course Code	Course Title	Credits
Accounting (any 3 courses)	ACC3101	Financial Accounting II	3
	ACC3201	Intermediate Financial Accounting I	3
	ACC3202	Intermediate Financial Accounting II	3
	ACC3212	Accounting Information Systems	3
Finance (all 3 courses)	FIN3210	Corporate Finance	3
	FIN3220	Investments	3
	FIN3230	Financial Institutions Management	3
Management (any 3 courses)	MGT3206	Leadership and Motivation	3
	MGT3208	Innovation Management	3
	MGT3210	International Business	3
	MGT3212	Organizational Behavior	3
Marketing (MKT3150 and any 2 other courses)	MKT3201	Consumer Behavior	3
	MKT3202	Marketing Communications	3
	MKT3214	Brand Management	3
	MKT3150	Strategic Marketing	3
	MKT4203	Marketing Research	3
Leadership (all 3 courses)	LDP3201	Leadership: Principles and Best Practices	3
	LDP4201	Leadership: Making Principles Work	3

	LDP4202	Leadership in Action	3
Human Resource Management (all 3 courses)	MGT3204	Human Resource Management	3
	MGT4208	Training and Development	3
	MGT4210	Compensation and Performance Management	3
Tourism and Hospitality Management (all 3 courses)	MKT3220	Tourism Marketing	3
	MKT3221	Tourism Practices and Principles	3
	MGT3215	Hospitality Management	3
Taxation (all 3 courses)	ACC3205	Principles of Taxation	3
	ACC3210	Taxation in Kazakhstan	3
	ACC4240	Taxation of Multinational Enterprises	3
Operations Management (any 3 courses)	OPM3205	Logistics and Supply Chain Management	3
	OPM3207	Total Quality Management	3
	OPM3215	Business Time Series Forecasting	3
	OPM4201	Purchasing & Materials Management	3
	OPM4202	Transportation and Distribution Management	3
Information Systems (any 3 courses)	IFS3202	Database Management Systems in Business	3
	IFS3208	Data Communication and Networking	3
	IFS3211	Information Systems Security	3
	IFS4202	Management of E-business Systems	3
Computer Applications (all 3 courses)	CIT2731	Business Graphics	3
	CIT2733	Survey Research with SPSS	3
	CIT3734	Web Design	3

## MERIT CERTIFICATES

In order to be eligible for the merit certificates under Specialized Bachelors programs, a student must:

- I. Take a set of three courses, offered by the BCB undergraduate programs, in a respective area.
- II. Meet exit criteria of a minimum overall GPA 4.00 in all courses required for a respective certificate.
- III. All pre-requisites must be met (waive of pre-requisites, concurrent registration, CSS courses as equivalence of BCB courses are NOT allowed).

### Merit Certificate in Auditing

<b>Merit Certificate in Auditing requires all three courses from the list below (9 credits)</b>
ACC4203 Auditing
ACC4209 Fraud Examination
ACC4216 Professional Auditing

### Merit Certificate in Taxation

<b>Merit Certificate in Taxation requires all three courses from the list below (9 credits)</b>
ACC3205 Principles of Taxation
ACC3210 Taxation in Kazakhstan
ACC4240 Taxation of Multinational Enterprises

### Merit Certificate in Risk Management

<b>Merit certificate in Risk Management requires all three courses from the list below (9 credits)</b>
FIN3230 Financial Institutions Management

FIN4224	Introduction to Financial Derivatives
FIN4232	Risk Management

### Merit Certificate in Brand Management

<b>Merit certificate in Brand Management requires all three courses from the list below (9 credits)</b>	
MKT3202	Marketing Communications
MKT3201	Consumer Behavior
MKT3214	Brand Management

### Merit Certificate in Tourism and Hospitality

<b>Merit certificate in Tourism and Hospitality requires all three courses from the list below (9 credits)</b>	
MKT3221	Tourism Practices and Principles
MGT3215	Hospitality Management
MKT3220/ or MKT3222	Tourism Marketing/ or Cross-Cultural Marketing

### Merit Certificate in Logistics

<b>Merit certificate in Logistics requires all three courses from the list below (9 credits)</b>	
OPM3205	Logistics and Supply Chain Management
OPM4201	Purchasing and Material Management
OPM4202	Transportation and Distribution Management

## BACHELOR OF ACCOUNTING and AUDIT (BACTA)

### Statement of Purpose

The Bachelor of Accounting and Audit (BACTA) program prepares students to meet the diverse needs of the contemporary Kazakhstan and the worldwide employment markets. Upon graduation students will be able to compete with other highly qualified candidates in these markets. Furthermore, they will demonstrate a firm specialized theoretical knowledge in the fields of Accounting and Audit. They will also acquire fundamental knowledge in Finance, Management, Marketing, Operations Management, Information Systems and Computer Applications. By applying their skills and knowledge, Bachelor of Accounting and Audit graduates will make significant contributions to the community in which they work, whether in business or in the public sector.

### Mission Statement

The program's mission is to equip students with a strong specialized knowledge in Accounting and Audit and a solid foundation of business skills and knowledge, to develop their ability to apply this knowledge, and to enable them to transfer the knowledge to business and industry.

### Unique learning objectives of the BACTA program

To prepare graduates who have a thorough knowledge of (in addition to the common knowledge and skills set in business administration):

- the basic principles of financial accounting in making efficient management decisions to value for organizations;
- the fundamental concepts of cost and management accounting and their use by managers for decision making and control;
- the theoretical and technical aspects of financial reporting and auditing in organizations including audit of financial statements and audit of internal control over financial reporting; and

- the tax structure and policies for corporate organizations and individuals and legal and regulatory environment within which accounting is performed.

### Unique Intended Learning Outcomes (ILOs) of the BACTA Program

At successful completion of the BACTA program, students will be able to:

- describe and apply the accounting cycle including recording transactions and preparing financial statements for proprietorship, partnership and corporations;
- report and explain income and retained earnings and earning per share;
- analyze and report cost accounting including financial and non-financial information;
- apply management accounting principles analyzing resource allocation and performance of organizations;
- describe and apply technical and theoretical aspects in financial reporting and auditing;
- determine the nature and amount of evidence of internal control over financial reporting;
- prepare tax returns for individuals and corporate firms in compliance with requirements of tax authorities; and
- Describe and apply the concepts and theories of ethics as they apply to the field of Accounting.

### BACTA Curriculum

To earn a Bachelor in Accounting and Audit degree, students must complete 146 credits as follows:

Category of Courses	Credit Hours
General Education Requirements	33
Program Foundation Requirements	64
Program Specialization Requirements	32
Internship	6
Physical Education	8
Thesis	2
State Examination	1
<b>Total Credit Hours Required for Graduation</b>	<b>146</b>

#### General Education Requirements (33 credits)

#### Program Foundation Requirements (64 credits)

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

#### Program Specialization Requirements (32 credits)

Program Specialization Requirements consist of two components: (1) Required Specialization Courses (20 credits) and (2) Elective Specialization Courses (12 credit). The details are provided in the following tables:

##### Program Required Specialization Courses (23 credits)

Course Code	Course Title	Credit Hours
ACC3200	Ethics in Accounting	2
ACC3101	Financial Accounting II	3
ACC3201	Intermediate Financial Accounting I	3
ACC3202	Intermediate Financial Accounting II	3
ACC3110	Management Accounting II	3
ACC4203	Auditing	3
ACC3210	Taxation in Kazakhstan	3
ACC3300	Research Methods in Accounting	3
<b>TOTAL</b>		<b>23</b>

##### Program Elective Specialization Courses (9 credits)

Course	Course	Credit
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Code	Title	Hours
ACC3204	International Financial Reporting Standards	3
ACC3205	Principles of Taxation	3
ACC3212	Accounting Information Systems	3
ACC3299	Selected Topics in Accounting	3
ACC4201	Advanced Financial Accounting	3
ACC4205	Cost Accounting	3
ACC4208	Advanced Financial Statement Analysis	3
ACC4209	Principles of Fraud Examination	3
ACC4210	International Accounting	3
ACC4211	Cases in Accounting	3
ACC4216	Professional Auditing	3
ACC4220	Tax Planning	3
ACC4240	Taxation of Multinational Enterprises	3
ACC4210	International Accounting	3
<b>TOTAL</b>	<b>(Any)</b>	<b>9</b>

#### Additional Education (14 credits)

Course Code	Course Title	Credit Hours
ACC4250	Internship	6
GEN1101	Physical Education	8

#### Final Attestation (3 credits)

Course Code	Course Title	Credit Hours
ACC4275	Thesis	2
ACC4277	State Examination	1

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

#### Specializations and Requirements under the BACTA Program

The general details of specializations are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

**Exit Criteria for Accounting Specializations:** To complete specializations in Accounting, a student, at the time of graduation, must have an overall GPA of at least 2.67 in Accounting courses (two college core courses in Accounting and the seven required and the four elective Accounting courses for specializations).

Under the Bachelor of Accounting and Audit (BACTA) program, students have the opportunity to choose one of three specializations: (1) Professional Accounting, (2) Auditing and (3) Taxation. The description and specific requirements of each specialization are provided below:

#### Professional Accounting Specialization (32 credits)

Specialization in Professional Accountancy is designed for students interested in pursuing a career as professional accountants in a wide variety of organizations. This specialization provides students with rigorous accounting education with a careful blend of theory and requirements of professional practice. It is focused on extensive training of students in the core professional areas of accounting, finance and law, including implications of international business, profound knowledge of IFRS and use of information technologies in accounting. Majoring in Professional Accountancy prepares student adequately to successfully sit for the CPA examinations. For specialization in Professional Accounting, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 8 Program Required Specialization Courses	<b>23</b>
ACC3204	International Financial Reporting Standards	3
ACC4201	Advanced Financial Accounting	3
ACC3299	Selected Topics in Accounting or	3
ACC4211	Cases in Accounting or	

ACC4208	Advanced Financial Statement Analysis or	
ACC4205	Cost Accounting or	
ACC3212	Accounting Information Systems	
<b>TOTAL</b>		<b>32</b>

### Auditing Specialization (32 credits)

Specialization in Auditing is designed for students interested in a career as auditors, who may join Big4 or other audit and consulting firms, or as internal auditors in large domestic and international companies. This specialization enhances students' skills in auditing techniques, providing them with additional tools to understand company's accounts and their consistency with the business operations, as well as in accounting techniques, necessary to both successful performance as auditor and provision elaborated business advice as professional accountant. Majoring in Auditing, students will be able to successfully sit the professional auditing examinations. For specialization in Auditing, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 8 Program Required Specialization Courses	<b>23</b>
ACC4209	Principles of Fraud Examination	3
ACC4216	Professional Auditing	3
ACC3204/ ACC4201/ ACC4211/ ACC4210 ACC3212	International Financial Reporting Standards or Advanced Financial Accounting or Cases in Accounting or International Accounting or Accounting Information Systems	3
<b>TOTAL</b>		<b>32</b>

### Taxation Specialization (32 credits)

Specialization in Taxation is designed for students interested in a tax-related career - as tax consultant, tax accountant or in-house tax specialist in a wide variety of domestic and international companies (the demand for which is not satisfied with local specialists) - or as a specialist in Tax Committee. In addition to accounting background, this specialization provides students with both the theoretical knowledge of underlying principles and policy rationales in taxation and the practical skills of reading, analyzing and interpreting the provisions of tax legislation and applying them to specific business situations and transactions. Students develop profound knowledge of the domestic tax system of Kazakhstan as well as understanding of the principles applicable to cross-border taxation and their application in Kazakhstan. They will also acquire the important skills of using the tax knowledge when making strategic business and investment decisions and also makes them capable to come up with alternative solutions and ideas to optimize tax costs. Majoring in Taxation, students will be able to successfully pursue the professional tax qualifications, such as the Advanced Diploma in International Taxation (ADIT), or tax papers of other professional qualifications. For specialization in Taxation, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 8 Program Required Specialization Courses	<b>23</b>
ACC4240	Taxation of Multinational Enterprises	3
ACC4220	Tax Planning	3
ACC3212/ ACC4209/ ACC4211/ ACC4210 ACC3205	Accounting Information Systems or Principles of Fraud Examination or Cases in Accounting or International Accounting or Principles of Taxation	3
<b>TOTAL</b>		<b>32</b>

### Minors and Requirements under the BACTA Program

Students of the BACTA program can choose one of the following minors:

- Finance
- Management
- Leadership
- Human Resource Management
- Marketing
- Tourism and Hospitality Management
- Taxation

- Operations Management
- Information Systems and
- Computer Applications

A minor requires a set of required and elective “Basic Discipline” courses for a minimum of 12 credits. A student is not required to choose a minor. One who graduates without a minor has more flexibility in selecting elective courses within the basic discipline of the program.

*The specific requirements and other details of minors are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.*

### BACTA: 4-Year Study Plan

A student will be able to graduate within a 4-year period by taking courses successfully according to the following study plan. By taking courses during the summer sessions of the 1<sup>st</sup> and 2<sup>nd</sup> years of study, one may graduate within a shorter period. BACTA students must continuously enroll in the English and Mathematics courses until all required courses are completed with a passing grade. This plan ensures that prerequisite courses are taken appropriately.

<b>1<sup>st</sup> Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
GEN1000	History of Kazakhstan	3	ENG/GEN111	Academic Listening and Note Taking	3
ENG/GEN110	Academic Speaking	3	0	Academic Reading and Writing 2	3
0	Academic Reading and Writing 1	3	ENG/GEN112	Introduction to Computers <b>or</b>	3
ENG/GEN112	Mathematics for Business and Economics	3	1	Business Computer Applications	
0	Kazakh Language	3	GEN1300/	Business Statistical Analysis	3
GEN1201	Physical Education I	2	GEN2301	Kazakh Language	3
KAZxxxx			GEN2402	Physical Education II	2
GEN1101			KAZxxxx	Life Security	2
			GEN1101		
			GEN1040		
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>19</b>
<b>2<sup>nd</sup> Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
GEN1030	Introduction to Environmental Studies	2	GEN2702/	Introduction to Geography <b>or</b>	2
GEN2500	Principles of Ethics	3	GEN2711	Introduction to International Relations	
GEN2700/PA	Fundamentals of Sociology	2	GEN2720	Introduction to Law of Kazakhstan	2
D2700		2	ACC2201	Management Accounting I	3
GEN2701/	Fundamentals of Political Science	2	FIN2106	Business Macroeconomics	3
POL2511			IFS2203	Management Information Systems	3
KAZxxxx	Professional Kazakh Language or	3	MGT3001	Principles of Management	3
RUS2101	Professional Russian Language	3	GEN1101	Physical Education IV	2
ACC2102	Financial Accounting I	2			
MGT2105	Business Microeconomics				
GEN1101	Physical Education III				
<b>Total</b>		<b>19</b>	<b>Total</b>		<b>18</b>
<b>3<sup>rd</sup> Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
FIN3121	Principles of Finance	3	LAW2202	Business Law	3
FIN3101	Financial Markets and Institutions	3	OPM3131	Introduction to Operations Management	3
OPM3011	Decision Tools and Techniques	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
MGT3201	Business Communication	2	Acc3110	Management Accounting II	3
MKT3130	Principles of Marketing	3	ACC3201	Intermediate Financial Accounting I	3
ACC3101	Financial Accounting II	3	ACC3210	Taxation in Kazakhstan	3
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>18</b>
<b>Summer Session: ACC4250 Internship</b>		<b>6 Credits</b>			
<b>4<sup>th</sup> Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		

Code	Title	Credits	Code	Title	Credits
XXXxxxx	Program Foundation Elective Basic Discipline	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
ACC3200	Ethics in Accounting	2	ACCxxxx	Program Elective Specialization	3
ACC3202	Intermediate Financial Accounting II	3	ACCxxxx	Program Elective Specialization	3
ACC4203	Auditing	3	MGT4201	Strategy and Business Policy	3
ACC3300	Research Methods in Accounting	3	ACC4275	Thesis	2
ACCxxxx	Program Elective Specialization	3	ACC4277	State Examination	1
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>15</b>

## BACHELOR OF FINANCE (BFIN)

### Statement of Purpose

The Bachelor of Finance (BFIN) program prepares students to meet the diverse needs of the contemporary Kazakhstan and the worldwide employment markets. Upon graduation students will be able to compete with other highly qualified candidates in these markets. Furthermore, they will demonstrate a firm specialized theoretical knowledge in the field of Finance. They will also acquire fundamental knowledge in Accounting, Management, Marketing, Operations Management, Information Systems and Computer Applications. By applying their skills and knowledge, Bachelor of Finance graduates will make significant contributions to the community in which they work, whether in business or in the public sector.

### Mission Statement

The program's mission is to equip students with a strong specialized knowledge in Finance and a solid foundation of business skills and knowledge, to develop their ability to apply this knowledge, and to enable them to transfer the knowledge to business and industry.

### Unique learning objectives of the BFIN program

To prepare graduates who have a thorough knowledge of (in addition to the common knowledge and skills set in business administration):

- the theory and application of corporate finance;
- the fundamentals of investment analysis and portfolio management;
- nature, structure, and functions of financial institutions.
- regulation, supervision and management of financial institutions.

### Unique Intended Learning Outcomes (ILOs) of the BFIN Program

At successful completion of the Bachelor in Finance program, graduates will be able to:

- describe and apply capital budgeting techniques in evaluating investment decisions;
- demonstrate analytical and computational skills in determining the optimal level of capital structure;
- analyze the current business and investment environment (domestic and international), including the effect of changes in exchange rates, interest rates, and inflation, in making investment and portfolio management decisions;
- explain and apply the methods of evaluating portfolio performance;
- demonstrate knowledge in analyzing financial statements of banks and banking operations and performance;
- describe financial regulations and supervision requirements and demonstrate computational skills in calculating the capital adequacy ratio; and
- describe and apply the concepts and theories of ethics as they apply to the field of Finance.

### BFIN Curriculum

To earn a Bachelor of Finance degree, students must complete 146 credits as follows:

Category of Courses	Credit Hours
General Education Requirements	33
Program Foundation Requirements	64
Program Specialization Requirements	32
Internship	6
Physical Education	8

Thesis	2
State Examination	1
<b>Total Credit Hours Required for Graduation</b>	<b>146</b>

**General Education Requirements (33 credits)**  
**Program Foundation Requirements (64 credits)**

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

**Program Specialization Requirements (32 credits)**

Program Specialization Requirements consist of two components: (1) Required Specialization Courses (11 credits) and (2) Elective Specialization Courses (21 credit). The details are provided in the following tables:

**Program Required Specialization Courses (14 credits)**

Course Code	Course Title	Credit Hours
FIN3200	Ethics in Finance	2
FIN3210	Corporate Finance	3
FIN3220	Investments	3
FIN3230	Financial Institutions Management	3
FIN3300	Research Methods in Finance	3
<b>TOTAL</b>		<b>14</b>

**Program Elective Specialization Courses (18 credits)**

Course Code	Course Title	Credit Hours
FIN3222	Personal Finance	3
FIN4211	Financial Modeling	3
FIN4212	Mergers and Acquisitions	3
FIN4214	Financial Statement Analysis	3
FIN4220	Real Estate Finance	3
FIN4224	Introduction to Financial Derivatives	3
FIN4221	Investment Banking	3
FIN4225	Fixed-Income Securities	3
FIN4231	Commercial Bank Management	3
FIN4232	Risk Management	3
FIN4235	International Financial Management	3
FIN4240	Security Analysis and Portfolio Management	3
FIN4241	Case Studies in Finance	3
FIN4242	Selected Topics in Finance	3
FIN4244	Entrepreneurial Finance	3
FIN4246	Insurance	3
FIN4247	Financial Regulation and Supervision	3
FIN4248	Islamic Banking and Finance	3
OPM3215	Business Time Series Forecasting	3
<b>TOTAL</b>	<b>(Any)</b>	<b>18</b>

**Additional Education (14 credits)**

Course Code	Course Title	Credit Hours
FIN4250	Internship	6
GEN1101	Physical Education	8

**Final Attestation (3 credits)**

Course Code	Course Title	Credit Hours
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FIN4275	Thesis	2
FIN4277	State Examination	1

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

### Specializations and Requirements under the BFIN Program

The general details of specializations are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

**Exit Criteria for Finance Specializations:** To complete specializations in Finance, a student, at the time of graduation, must have an overall GPA of at least 2.67 in Finance courses (two college core courses in Finance and the four required and the seven elective Finance courses for specializations).

Under the Bachelor of Finance (BFIN) program, students have the opportunity to choose one of three specializations: (1) Corporate Finance, (2) Investment Management and (3) Financial Institutions and Regulations. The description and specific requirements of each specialization is provided below:

#### Corporate Finance Specialization

Specialization in Corporate finance is designed for students interested in a finance-related career in the corporate world. Majoring in Corporate Finance, students will be equipped with the tools and skills required in the financial analysis of corporate firms. Students will also obtain an intensive training for evaluating corporate financial and investment decisions and corporate values with the objective to invest in stocks, initial public offering and mergers and acquisitions in a highly internationalized economic and financial environment. For specialization in Corporate Finance, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 5 Program Required Specialization Courses	<b>14</b>
FIN4211	Financial Modeling	3
FIN4214	Financial Statement Analysis	3
FIN4224	Introduction to Financial Derivatives	3
FIN4235	International Financial Management	3
FIN4212 FIN4221	Mergers and Acquisitions or Investment Banking	3
FINxxxx	Any 1 other Program Elective Specialization courses	3
<b>TOTAL</b>		<b>32</b>

#### Investment Management Specialization

Specialization in Investment Management is designed to prepare students for a career in investment analysis and funds management. Majoring in Investment Management, students will obtain intensive training in the application of the advanced tools and skills needed to evaluate financial risks and returns in investment decisions and manage funds and investment risk. In addition, this specialization will prepare students to successfully sit for the CFA examination. For specialization in Investment Management, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 5 Program Required Specialization Courses	<b>14</b>
FIN4211	Financial Modeling	3
FIN4214	Financial Statement Analysis	3
FIN4224	Introduction to Financial Derivatives	3
FIN4225	Fixed-Income Securities	3
FIN4240	Security Analysis and Portfolio Management	3
FINxxxx	Any 1 other course Program Elective Specialization course	3
<b>TOTAL</b>		<b>32</b>

#### Financial Institutions and Regulations Specialization

Specialization in Financial Institutions and Regulations is designed to prepare students for a career in financial institutions and public regulatory institutions for financial markets and financial intermediaries. Majoring in Financial Institutions and Regulations, students will receive an intensive training in the tools of restructuring,

regulation and supervision of financial markets and institutions. For specialization in Financial Institutions and Regulations, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 5 Program Required Specialization Courses	14
FIN4211	Financial Modeling	3
FIN4214	Financial Statement Analysis	3
FIN4224	Introduction to Financial Derivatives	3
FIN4231	Commercial Bank Management	3
FIN4247	Financial Regulation and Supervision	3
FINxxxx	Any 1 other Program Elective Specialization course	3
<b>TOTAL</b>		<b>32</b>

### Minors and Requirements under the BFIN Program

Students of the BFIN program can choose one of the following minors:

- Accounting
- Management
- Leadership
- Human Resource Management
- Marketing
- Tourism and Hospitality Management
- Taxation
- Operations Management
- Information Systems and
- Computer Applications

A minor requires a set of required and elective “Basic Discipline” courses for a minimum of 12 credits. A student is not required to choose a minor. One who graduates without a minor has more flexibility in selecting elective courses within the basic discipline of the program.

*The specific requirements and other details of minors are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.*

### BFIN: 4-Year Study Plan

A student will be able to graduate within a 4-year period by taking courses successfully according to the following study plan. By taking courses during the summer sessions of the 1<sup>st</sup> and 2<sup>nd</sup> years of study, one may graduate within a shorter period. BFIN students must continuously enroll in the English and Mathematics courses until all required courses are completed with a passing grade. This plan ensures that prerequisite courses are taken appropriately.

1 <sup>st</sup> Year					
Fall Semester			Spring Semester		
Code	Title	Credits	Code	Title	Credits
GEN1000	History of Kazakhstan	3	ENG/GEN1110	Academic Listening and Note Taking	3
ENG/GEN1100	Academic Speaking	3	ENG/GEN1121	Academic Reading and Writing 2	3
ENG/GEN1120	Academic Reading and Writing 1	3	GEN1300/	Introduction to Computers <b>or</b>	3
GEN1201	Mathematics for Business and Economics	3	GEN2301	Business Computer Applications	3
KAZxxxx	Kazakh Language	3	GEN2402	Business Statistical Analysis	3
GEN1101	Physical Education I	2	KAZxxxx	Kazakh Language	3
			GEN1101	Physical Education II	2
			GEN1040	Life Security	2
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>19</b>
2 <sup>nd</sup> Year					
Fall Semester			Spring Semester		
Code	Title	Credits	Code	Title	Credits
GEN1030	Introduction to Environmental Studies	2	GEN2702/	Introduction to Geography <b>or</b>	2
GEN2500	Principles of Ethics	3	GEN2711	Introduction to International Relations	2
GEN2700/P	Fundamentals of Sociology	2	GEN2720	Introduction to Law of Kazakhstan	2
AD2700		2	ACC2201	Management Accounting I	3
GEN2701/	Fundamentals of Political Science	2	FIN2106	Business Macroeconomics	3
POL2511			IFS2203	Management Information Systems	3

KAZxxxx	Professional Kazakh Language or	3	MGT3001	Principles of Management	3
RUS2101	Professional Russian Language	3	GEN1101	Physical Education IV	2
ACC2102	Financial Accounting I	2			
MGT2105	Business Microeconomics				
GEN1101	Physical Education III				
<b>Total</b>		<b>19</b>	<b>Total</b>		<b>18</b>
<b>3rd Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
LAW2202	Business Law	3	OPM3131	Introduction to Operations Management	3
FIN3121	Principles of Finance	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
FIN3101	Financial Markets and Institutions	3	FIN3210	Corporate Finance	3
OPM3011	Decision Tools and Techniques	3	FIN3220	Investments	3
MGT3201	Business Communication	2	FIN3230	Financial Institutions Management	3
MKT3130	Principles of Marketing	3	FINxxxx	Program Elective Specialization	3
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>18</b>
<b>Summer Session: FIN4250 Internship</b>		<b>6 Credits</b>			
<b>4<sup>th</sup> Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
XXXxxxx	Program Foundation Elective Basic Discipline	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
FIN3200	Ethics in Finance	2	FINxxxx	Program Elective Specialization	3
FIN3300	Research Methods in Finance	3	FINxxxx	Program Elective Specialization	3
FINxxxx	Program Elective Specialization	3	MGT4201	Strategy and Business Policy	3
FINxxxx	Program Elective Specialization	3	FIN4275	Thesis	2
FINxxxx	Program Elective Specialization	3	FIN4277	State Examination	1
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>15</b>

## BACHELOR OF MANAGEMENT (BMGT)

### Statement of Purpose

The Bachelor of Management (BMGT) program prepares students to meet the diverse needs of the contemporary Kazakhstan and the worldwide employment markets. Upon graduation students will be able to compete with other highly qualified candidates in these markets. Furthermore, they will demonstrate a firm specialized theoretical knowledge in the field of Management. They will also acquire fundamental knowledge in Accounting, Finance, Marketing, Operations Management, Information Systems and Computer Applications. By applying their skills and knowledge, Bachelor of Management graduates will make significant contributions to the community in which they work, whether in business or in the public sector.

### Mission Statement

The program's mission is to equip students with a strong specialized knowledge in Management and a solid foundation of business skills and knowledge, to develop their ability to apply this knowledge, and to enable them to transfer the knowledge to business and industry.

### Unique learning objectives of the BMGT program

To prepare graduates who will have a thorough knowledge of (in addition to the common knowledge and skills set in business administration):

- the core management concepts such as decision making, human resource management, leadership and motivation, global business and strategic management;
- a solid understanding of managing diversity, critical thinking, and managerial ethics;
- a solid grounding in the knowledge, theory and practice of general management.

### Unique Intended Learning Outcomes(ILOs) of the BMGT Program

At successful completion of the BMGT program, graduates will be able to:

- describe the core concepts of management theory, knowledge and practice;
- communicate on a professional level using contemporary communication technologies;
- apply appropriate analytical tools for planning, development and implementation of strategy;



- demonstrate managerial competences for leading people and organizations toward organizational success in competitive environments, local and global;
- identify diverse managerial roles and exercise judgment in highly dynamic and complex business environments; and
- Describe and apply the concepts and theories of ethics as they apply to the field of Management.

### BMGT Curriculum

To earn a Bachelor of Management degree, students must complete 146 credits as follows:

<i>Category of Courses</i>	<i>Credit Hours</i>
General Education Requirements	33
Program Foundation Requirements	64
Program Specialization Requirements	32
Internship	6
Physical Education	8
Thesis	2
State Examination	1
<b>Total Credit Hours Required for Graduation</b>	<b>146</b>

#### General Education Requirements (33 credits)

#### Program Foundation Requirements (64 credits)

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

#### Program Specialization Requirements (32 credits)

Program Specialization Requirements consist of two components: (1) Required Specialization Courses (17 credits) and (2) Elective Specialization Courses (15 credit). The details are provided in the following tables:

##### Program Required Specialization Courses (20 credits)

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>
MGT3200	Managerial Ethics	2
MGT3204	Human Resource Management	3
MGT3206	Leadership and Motivation	3
MGT3208	Innovation Management	3
MGT3210	International Business	3
MGT3212	Organizational Behavior	3
MGT3300	Research Methods in Management	3
<b>TOTAL</b>		<b>20</b>

##### Program Elective Specialization Courses (12 credits)

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>
MGT3202	Principles of Business Ethics	3
MGT3205	Decision Making	3
MGT3207	Managing Negotiation	3
MGT3209	International Management	3
MGT3211	Small Business Management	3
MGT3213	Managing Change	3
MGT3215	Hospitality Management	3
MGT3216	Leisure and Recreational Management	3
MGT3299	Selected Topics in Management	3
MGT4210	Compensation and Performance Management	3
MGT4208	Training and Development	3
MGT4204	Cases in Management	3
LDP3201	Leadership: Principles and Best Practices	3

LDP4201	Leadership: Making Principles Work	3
LDP4202	Leadership in Action	3
OPM3215	Business Time Series Forecasting	3
<b>TOTAL</b>	<b>(Any)</b>	<b>12</b>

#### Additional Education (14 credits)

Course Code	Course Title	Credit Hours
MGT4250	Internship	6
GEN1101	Physical Education	8

#### Final Attestation (3 credits)

Course Code	Course Title	Credit Hours
MGT4275	Thesis	2
MGT4277	State Examination	1

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

#### Specializations and Requirements under the BMGT Program

The general details of specializations are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

Under the Bachelor of Management (BMGT) program, students have the opportunity to choose one of two specializations: (1) Human Resource Management and (2) Leadership. The description and specific requirements of each specialization is provided below:

#### Human Resource Management Specialization

The specialization in HRM will provide students theoretical foundations and practical knowledge in different functional areas of HRM responsibilities, such as (1) recruitment and selection practices (2) training and development at individual, group and organizational level, (3) compensation and salary administration and (4) conflict management, negotiation and industrial relations activities, with a strong sense of ethics and social responsibility. Courses in this major include training and development, compensation and performance management, conflict management and negotiation, decision making, etc. For specialization in Human Resource Management, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 7 Program Required Specialization Courses	<b>20</b>
MGT3213	Managing Change	3
MGT4208	Training and Development	3
MGT4210	Compensation and Performance Management	3
-----	<i>Any 1 courses from the following:</i>	3
MGT3205	Decision Making	3
MGT3207	Managing Negotiation	3
MGT3209	International Management	3
MGT3299	Selected Topics in Management	3
MGT4204	Cases in Management	3
<b>TOTAL</b>		<b>32</b>

#### Leadership Specialization

Leadership is one of the most critical functions that constitute the essence of management competence in modern organizations. It takes mainly strong leaders to prepare the organization to go through essential changes and help it effectively resolve all the difficulties on its way to successful transformation. The Leadership specialization is aimed to develop a new generation of tomorrow's leaders who will be able to: (1) provide strategic vision to their organizations, (2) establish trust and commitment, (3) lead throughout all managerial areas of the organizations, (4) understand the present challenges and trends of the industries, (5) provide effective business solutions, (6) understand and inspire employees, and (7) understand personal capacities of effective leaders. This specialization is intended for highly motivated students who have capacity for leadership and determined to become effective in leading others. For specialization in Leadership, students are required to choose the following specialized courses in auditing:

Course Code	Course Title	Credit Hours
-----	All 7 Program Required Specialization Courses	20
LDP3201	Leadership: Principles and Best Practices	3
LDP4201	Leadership: Making Principles Work	3
LDP4202	Leadership in Action	3
MGTxxxx	Any 1 other Program Elective Specialization courses	3
<b>TOTAL</b>		<b>32</b>

### Minors and Requirements under the BMGT Program

Students of the BMGT program can choose one of the following minors:

- Accounting
- Finance
- Marketing
- Tourism and Hospitality Management
- Taxation
- Operations Management
- Information Systems and
- Computer Applications

A minor requires a set of required and elective “Basic Discipline” courses for a minimum of 12 credits. A student is not required to choose a minor. One who graduates without a minor has more flexibility in selecting elective courses within the basic discipline of the program.

*The specific requirements and other details of minors are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.*

### BMGT: 4-Year Study Plan

A student will be able to graduate within a 4-year period by taking courses successfully according to the following study plan. By taking courses during the summer sessions of the 1<sup>st</sup> and 2<sup>nd</sup> years of study, one may graduate within a shorter period. BMGT students must continuously enroll in the English and Mathematics courses until all required courses are completed with a passing grade. This plan ensures that prerequisite courses are taken appropriately.

1 <sup>st</sup> Year					
Fall Semester			Spring Semester		
Code	Title	Credits	Code	Title	Credits
GEN1000	History of Kazakhstan	3	ENG/GEN111	Academic Listening and Note Taking	3
ENG/GEN1100	Academic Speaking	3	0	Academic Reading and Writing 2	3
ENG/GEN1120	Academic Reading and Writing 1	3	ENG/GEN112	Introduction to Computers <b>or</b>	3
GEN1201	Mathematics for Business and Economics	3	1	Business Computer Applications	
KAZxxxx	Kazakh Language	3	GEN1300/	Business Statistical Analysis	3
GEN1101	Physical Education I	2	GEN2301	Kazakh Language	3
			GEN2402	Physical Education II	2
			KAZxxxx	Life Security	2
			GEN1101		
			GEN1040		
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>19</b>
2 <sup>nd</sup> Year					
Fall Semester			Spring Semester		
Code	Title	Credits	Code	Title	Credits
GEN1030	Introduction to Environmental Studies	2	GEN2702/	Introduction to Geography <b>or</b>	2
GEN2500	Principles of Ethics	3	GEN2711	Introduction to International Relations	
GEN2700	Fundamentals of Sociology	2	GEN2720	Introduction to Law of Kazakhstan	2
/PAD270		2	ACC2201	Management Accounting I	3
0		2	FIN2106	Business Macroeconomics	3
GEN2701	Fundamentals of Political Science		IFS2203	Management Information Systems	3

/		3	MGT3001	Principles of Management	3
POL2511		3	GEN1101	Physical Education IV	2
KAZxxxx	Professional Kazakh Language or	2			
RUS2101	Professional Russian Language				
ACC2102	Financial Accounting I				
MGT2105	Business Microeconomics				
GEN1101	Physical Education III				
<b>Total</b>		<b>19</b>	<b>Total</b>		<b>18</b>
<b>3rd Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
LAW2202	Business Law	3	OPM3131	Introduction to Operations Management	3
FIN3121	Principles of Finance	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
FIN3101	Financial Markets and Institutions	3	MGT3204	Human Resource Management	3
OPM3011	Decision Tools and Techniques	3	MGT3206	Leadership and Motivation	3
MGT3201	Business Communication	2	MGT3212	Organizational Behavior	3
MKT3130	Principles of Marketing	3	MGTxxxx	Program Elective Specialization	3
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>18</b>
<b>Summer Session: MGT4250 Internship</b>			<b>6 Credits</b>		
<b>4<sup>th</sup> Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
XXXxxxx	Program Foundation Elective Basic Discipline	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
MGT3200	Managerial Ethics	2	MGTxxxx	Program Elective Specialization	3
MGT3208	Innovation Management	2	MGTxxxx	Program Elective Specialization	3
MGT3210	International Business	3	MGT4201	Strategy and Business Policy	3
MGT3300	Research Methods in Management	3	MGT4275	Thesis	2
MGTxxxx	Program Elective Specialization	3	MGT4277	State Examination	1
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>15</b>

## BACHELOR OF MARKETING (BMKT)

### Statement of Purpose

The Bachelor of Marketing (BMKT) program prepares students to meet the diverse needs of the contemporary Kazakhstan and the worldwide employment markets. Upon graduation students will be able to compete with other highly qualified candidates in these markets. Furthermore, they will demonstrate a firm specialized theoretical knowledge in the field of Marketing. They will also acquire fundamental knowledge in Accounting, Finance, Management, Operations Management, Information Systems and Computer Applications. By applying their skills and knowledge, Bachelor of Marketing graduates will make significant contributions to the community in which they work, whether in business or in the public sector.

### Mission Statement

The program's mission is to equip students with a strong specialized knowledge in Marketing and a solid foundation of business skills and knowledge, to develop their ability to apply this knowledge, and to enable them to transfer the knowledge to business and industry.

### Unique learning objectives of the BMKT program

To prepare graduates who will have thorough knowledge of (in addition to the common knowledge and skills set in business administration):

- the basic marketing concepts such as customer value, customer satisfaction, marketing mix, promotion mix, and environmental scanning for marketing opportunity;
- marketing strategies as applied to segmentation, targeting, and positioning;
- branding (as a differentiator), brand equity and dealing with competition;
- marketing research, distribution channels, retailing, and integrated marketing communication; and
- local, regional, and global strategies as to design and implement tactical and strategic marketing tools as well as differentiating adaptation and standardization.

### Unique Intended Learning Outcomes (ILOs) of the BMKT Program

At successful completion of the BMKT program, graduates will be able to:

- describe sales and marketing process and conduct market research;
- explain the importance of customer satisfaction, creating customer value and the customer relationship management;
- apply tactical and strategic marketing for acquiring and retention of customers in an ethical manner;
- analyze consumer behaviour, consumer and industrial markets, and new product development process;
- evaluate local, regional, and global markets' strategies in the context of globalization; and
- Describe and apply the concepts and theories of ethics as they apply to the field of Marketing.

### BMKT Curriculum

To earn a Bachelor of Marketing degree, students must complete 146 credits as follows:

<i>Category of Courses</i>	<i>Credit Hours</i>
General Education Requirements	33
Program Foundation Requirements	64
Program Specialization Requirements	32
Internship	6
Physical Education	8
Thesis	2
State Examination	1
<b>Total Credit Hours Required for Graduation</b>	<b>146</b>

#### General Education Requirements (33 credits)

#### Program Foundation Requirements (64 credits)

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

#### Program Specialization Requirements (32 credits)

Program Specialization Requirements consist of two components: (1) Required Specialization Courses (17 credits) and (2) Elective Specialization Courses (15 credit). The details are provided in the following tables:

##### Program Required Specialization Courses (20 credits)

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>
MKT3200	Ethics and Social Responsibility in Marketing	2
MKT3201	Consumer Behavior	3
MKT3202	Marketing Communications	3
MKT3214	Brand Management	3
MKT3150	Strategic Marketing	3
MKT4203	Marketing Research	3
MKT3300	<i>Research Methods in Marketing</i>	3
<b>TOTAL</b>		<b>20</b>

##### Program Elective Specialization Courses (12 credits)

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>
MKT3205	Retailing	3
MKT3210	Services Marketing	3
MKT3212	Fundamentals of Selling	3
MKT3213	Public Relations	3
MKT3216	New Product Development	3
MKT3220	Tourism Marketing	3
MKT3221	Tourism Practices and Principles	3

MKT3222	Cross-Cultural Tourism Marketing	3
MKT3223	Niche Tourism	3
MKT3275	Advertising Management	3
MKT3277	Sustainable Marketing	3
MKT3279	Cross-Cultural Marketing	3
MKT3280	Social Media	3
MKT4201	Cases in Marketing	3
MKT4208	International Marketing	3
MKT4210	Digital Marketing	3
MKT4219	Event Marketing	3
MKT4225	Qualitative Research in Marketing	3
MKT4299	Selected Topics in Marketing	3
MGT3215	Hospitality Management	3
MGT3216	Leisure and Recreational Management	3
OPM3205	Logistics and Supply Chain Management	3
OPM3215	Business Time Series Forecasting	3
<b>TOTAL</b>	<b>(Any)</b>	<b>12</b>

#### Additional Education (14 credits)

Course Code	Course Title	Credit Hours
MKT4250	Internship	6
GEN1101	Physical Education	8

#### Final Attestation (3 credits)

Course Code	Course Title	Credit Hours
MKT4275	Thesis	2
MKT4277	State Examination	1

The details of these requirements are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

#### Specializations and Requirements under the BMKT Program

The general details of specializations are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.

Under the Bachelor of Marketing (BMKT) program, students have the opportunity to choose one of three specializations: (1) Marketing Communications (2) Brand Management and (3) Tourism and Hospitality Management. The description and specific requirements of each specialization is provided below:

#### Marketing Communications Specialization

The marketing communications major integrates the activities of advertising, public relations, sales promotion, direct marketing, personal selling and digital marketing into a single professional field of expertise. Students will develop knowledge and skills in oral, written and visual modes of communication. In addition to an introductory course in marketing communications, students will take various specialized courses like PR and event marketing. Internship program is intended to ensure that students have not only strong academic preparation, but also practical experience in marketing communications activities. Graduates of this program are expected to be skilled in communicating in various mediums and contexts; have a working knowledge of the basic principles and capabilities of advertising, digital marketing, social media; and have a broad understanding of contemporary marketing theory and business practices. They are expected to be hired by global advertising PR and event agencies as account managers, media planners and event managers. They may also be employed in marketing departments of local and international companies, developing integrated marketing communications strategies and activities. For specialization in Marketing Communications, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 7 Program Required Specialization Courses	20
-----	Any 3 courses from the following:	9

MKT3212	Fundamentals of Selling	3
MKT3213	Public Relations	3
MKT3275	Advertising Management	3
MKT3279	Cross-Cultural Marketing	3
MKT4210	Digital Marketing	3
MKT4219	Event Marketing	3
-----	Any <b>1</b> from Program Elective Specialization courses	3
<b>TOTAL</b>		<b>32</b>

### Brand Management Specialization

The brand management major integrated various courses like social media, cross-cultural marketing, and retailing. Students will develop knowledge and skills in brand audit, negotiations with retailers, communications with international partners and conducting or evaluating marketing research projects. Students are expected to gain broader understanding of all liaisons brand managers need to develop and maintain as well all functions depending on the specifics of the industry they will operate in. Graduates are expected to be hired by international and local companies for managing the brands and growing brand equity. Alternatively they may start their career as marketing managers. For specialization in Brand Management, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 7 Program Required Specialization Courses	20
-----	Any <b>3</b> courses from the following:	9
MKT3205	Retailing	3
MKT4208	International Marketing	3
MKT4210	Digital Marketing	3
MKT4225	Qualitative Research in Marketing	3
OPM3205	Logistics and Supply Chain Management	3
-----	Any <b>1</b> other Program Elective Specialization courses	3
<b>TOTAL</b>		<b>32</b>

### Tourism and Hospitality Management Specialization

The Tourism and Hospitality Management specialization prepares students to understand, analyze, synthesize and apply practical skills and theoretical concepts to the successful management and marketing in a diverse range of organizations including hotels and other accommodations, airlines, attractions, consulting companies, travel agencies, regional tourism organizations, educational institutions and government. For specialization in Tourism and Hospitality Management, students are required to choose the following specialized courses:

Course Code	Course Title	Credit Hours
-----	All 7 Program Required Specialization Courses	20
MKT3220	Tourism Marketing	3
MKT3222	or Cross-Cultural Tourism Marketing	
MGT3215	Hospitality Management	3
MKT3221	Tourism Practices and Principles	3
-----	Any <b>1</b> other courses from the following	3
MKT3210	Services Marketing	3
MKT3223	Niche Tourism	3
MGT3216	Leisure and Recreational Management	3
MKT4208	International Marketing	3
MKT4210	Digital Marketing	3
MKT4219	Event Marketing	3
<b>TOTAL</b>		<b>32</b>

### Minors and Requirements under the BMKT Program

Students of the BMKT program can choose one of the following minors:

- Accounting

- Finance
- Management
- Leadership
- Human Resource Management
- Taxation
- Operations Management
- Information Systems and
- Computer Applications

A minor requires a set of required and elective “Basic Discipline” courses for a minimum of 12 credits. A student is not required to choose a minor. One who graduates without a minor has more flexibility in selecting elective courses within the basic discipline of the program.

*The specific requirements and other details of minors are provided under the GENERAL INFORMATION ON BCB UNDERGRADUATE DEGREE PROGRAMS.*

### BMKT: 4-Year Study Plan

A student will be able to graduate within a 4-year period by taking courses successfully according to the following study plan. By taking courses during the summer sessions of the 1<sup>st</sup> and 2<sup>nd</sup> years of study, one may graduate within a shorter period. BMKT students must continuously enroll in the English and Mathematics courses until all required courses are completed with a passing grade. This plan ensures that prerequisite courses are taken appropriately.

1 <sup>st</sup> Year					
Fall Semester			Spring Semester		
Code	Title	Credits	Code	Title	Credits
GEN1000	History of Kazakhstan	3	ENG/GEN1110	Academic Listening and Note Taking	3
ENG/GEN1100	Academic Speaking	3	ENG/GEN1121	Academic Reading and Writing 2	3
ENG/GEN1120	Academic Reading and Writing 1	3	GEN1300/	Introduction to Computers <b>or</b>	3
GEN1201	Mathematics for Business and Economics	3	GEN2301	Business Computer Applications	
KAZxxxx	Kazakh Language	3	GEN2402	Business Statistical Analysis	3
GEN1101	Physical Education I	2	KAZxxxx	Kazakh Language	3
			GEN1101	Physical Education II	2
			GEN1040	Life Security	2
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>19</b>
2 <sup>nd</sup> Year					
Fall Semester			Spring Semester		
Code	Title	Credits	Code	Title	Credits
GEN1030	Introduction to Environmental Studies	2	GEN2702/	Introduction to Geography <b>or</b>	2
GEN2500	Principles of Ethics	3	GEN2711	Introduction to International Relations	
		2	GEN2720	Introduction to Law of Kazakhstan	2
GEN2700	Fundamentals of Sociology	2	ACC2201	Management Accounting I	3
/PAD2700		2	FIN2106	Business Macroeconomics	3
			IFS2203	Management Information Systems	3



GEN2701 / POL2511	Fundamentals of Political Science	3 3 2	MKT3130 GEN1101	Principles of Marketing Physical Education IV	3 2
KAZxxxx RUS2101 ACC2102 MGT2105 GEN1101	Professional Kazakh Language or Professional Russian Language Financial Accounting I Business Microeconomics Physical Education III				
<b>Total</b>		<b>19</b>	<b>Total</b>		<b>18</b>
<b>3rd Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
FIN3121	Principles of Finance	3	LAW2202	Business Law	3
FIN3101	Financial Markets and Institutions	3	OPM3131	Introduction to Operations Management	3
OPM3011	Decision Tools and Techniques	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
MGT3201	Business Communication	2	MKT3201	Consumer Behavior	3
MGT3001	Principles of Management	3	MKT3202	Marketing Communications	3
MKT3150	Strategic Marketing	3	MKTxxxx	Program Elective Specialization	3
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>18</b>
<b>Summer Session: MGT4250 Internship</b>		<b>6 Credits</b>			
<b>4th Year</b>					
<i>Fall Semester</i>			<i>Spring Semester</i>		
<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Code</b>	<b>Title</b>	<b>Credits</b>
XXXxxxx	Program Foundation Elective Basic Discipline	3	XXXxxxx	Program Foundation Elective Basic Discipline	3
MkT3200	Ethics and Social Responsibility in Marketing	2	MKTxxxx	Program Elective Specialization	3
MkT3214	Brand Management	3	MKTxxxx	Program Elective Specialization	3
MkT4203	Marketing Research	3	MGT4201	Strategy and Business Policy	3
MKT3300	Research Methods in Marketing	3	MKT4275	Thesis	2
MKTxxxx	Program Elective Specialization	3	MKT4277	State Examination	1
<b>Total</b>		<b>17</b>	<b>Total</b>		<b>15</b>

## GRADUATE DEGREE PROGRAMS

### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Statement of Purpose

The Master of Business Administration (MBA) program at KIMEP is dedicated to train leaders who can effectively manage and successfully transform organizations both in Kazakhstan and internationally and solve contemporary business problems in a dynamic and competitive global marketplace, in a socially responsible manner.

#### Mission

The mission of the Master of Business Administration program is to train and prepare full-time and part-time graduate students for leadership positions and service in business, public and non-profit organizations and for further postgraduate study, and to develop entrepreneurs. This is accomplished through an intellectual and practical multi-disciplinary approach to learning.

#### Goals

The overarching goals of the MBA program are:

- to promote excellence in the study and practice of business administration through the building and strengthening of the analytical, problem-solving, and leadership capacities of its graduates;
- to train leaders who can effectively manage and successfully transform organizations both in Kazakhstan and internationally; and

- to prepare high-quality decision-makers and business leaders capable of solving contemporary business problems in a dynamic and competitive global marketplace, in ethically and socially-responsible manner.

### Program Objectives

The objectives of the MBA program are:

- to provide students with graduate-level knowledge and analytical skills needed to employees in business, public and non-profit organizations as well as higher education institutions. In particular, it aims to develop cross-functional knowledge among its graduates in the areas of Accounting, Finance, Management, Marketing, Information System, Operations Management and International Business;
- to educate graduate students for ethical service to their society and the broader regional and international community; and
- to provide graduates with a solid foundation knowledge and skills necessary for pursuing higher studies in areas relevant to business administration.

### Learning Objectives

The MBA program's learning objectives are to ensure that graduates have:

- A satisfactory knowledge of:
  - the micro-economic business issues and macro-economic business environment;
  - the core business disciplines of Accounting, Finance, Marketing, Management, Operations Management, and Information Systems;
  - the local, regional and international business perspectives;
  - interdisciplinary nature and challenges of business operations and strategic management of organizations, in a global context;
  - quantitative and qualitative techniques of problem solving; and
  - ethics as they apply to business practices.
- And the necessary cognitive, inter-personal and self-management skills to:
  - undertake supervised independent research, involving the synthesis and application of theoretical constructs to topics in the fields of business, with a specific focus on Kazakhstan and Central Asia;
  - communicate ideas and information clearly and effectively in written and oral English;
  - use information technology for the retrieval, analysis and presentation of information; and
  - work effectively with others in the pursuit of common objectives.

### Intended Learning Outcomes (ILOs)

At the successful completion of the MBA program, graduates will be able to:

- describe micro- and macro-economic perspectives on operation of business organizations, in a global context;
- identify and apply various systems of accounting practices and tools for effective decision-making;
- describe and apply various financial tools and techniques for effective investing and financing decision-making;
- define and apply the concepts and theories of managing people and organizations;
- describe and apply the concepts and theories of strategic marketing;
- describe and apply the concepts and theories of ethics as they apply to business organizations;
- analyze and solve business problems, using the necessary quantitative and qualitative tools;
- use information technology for the retrieval, analysis, and presentation of information for effective management of business organizations;
- communicate ideas and information clearly and effectively in written and oral English;
- undertake supervised independent research and practical training, involving application of theoretical constructs related to business administration in the context of Kazakhstan, Central Asian and the CIS region; and
- synthesize cross-functional knowledge of business administration and apply for strategic management of organizations, in a global context.

### Degree Requirements

In order to obtain an MBA degree, a student must complete all necessary coursework with an overall GPA of 3.00 (with a maximum of 2 C grades). Specific course requirements for the MBA program are as follows:

Courses	Credits
<b>Foundation Courses</b>	<b>12</b>
<b>Core Courses</b>	<b>27</b>
<b>Specialization Courses</b>	<b>6</b>
<b>Internship</b>	<b>3</b>
<b>Final Attestation</b>	<b>4</b>
Comprehensive Exam (1 credit)	

MBA Thesis (3 credits)	
<b>Total</b>	<b>52</b>

### Foundation Courses

There are seven foundation courses that introduce concepts and terminology to students with no prior knowledge of the subject matter as illustrated in the following table:

Course Code	Course Title	Credits
ACC5001	Foundations of Accounting	1.5
FIN5001	Foundations of Finance	1.5
MKT5001	Foundations of Marketing	1.5
MGT5001	Foundations of Management	1.5
IFS5001	Foundations of Information Systems	1.5
OPM5001	Foundations of Operations Management	1.5
FIN5200	Managerial Economics (Micro and Macro)	3
<b>Total</b>		<b>12</b>

Admitted students without necessary business education background are required to take the foundation courses at the beginning of the program.

For students who have prior relevant certified learning, waivers/transfers of these foundation courses can be given under a set of principles, without compromising the attainment of the competences embedded in the MBA program.

The MBA program offers possibilities of waiver/transfer of foundation courses, for up to 12 credits, to students admitted to the MBA program. In order to be eligible, a student must have:

- The necessary business or business-related education - having completed a bachelor's degree in Business Administration / Economics / Public Administration / etc<sup>10</sup>. - from a reputed university; and
- The medium of instruction of the bachelor degree must be English;
- The bachelor courses used for waiver/transfer must have significantly similar curricula and ILOs to the corresponding MBA Foundation courses curricula and ILOs;
- The bachelor courses used for waiver/transfer must have required more learning hours than the corresponding MBA Foundation course; and
- The bachelors courses must have been passed at a higher level - B+ (3.33/4.33) or above grade

The waiver/transfer equivalence table is shown below.

MBA Foundation Courses		Eligible Bachelor Courses for Waiver/Transfer*		
Title	Credits	Title	Credits	Minimum Grade**
ACC5001 Foundations of Accounting	1.5	Financial Accounting	3	B+
FIN5001 Foundations of Finance	1.5	Principles of Finance	3	B+
MGT5001 Foundations of Management	1.5	Principles of Management	3	B+
MKT5001 Foundations of Marketing	1.5	Principles of Marketing	3	B+
IFS5001 Foundations of Information Systems	1.5	Management Information Systems	3	B+
OPM5001 Foundations of Operations Management	1.5	Introduction to Operations Management	3	B+
FIN5200 Managerial Economics	3	Business Microeconomics and Business Macroeconomics	6	B+
* A course, or combination of courses, with different course titles, but significantly similar curricula and ILOs of the relevant MBA course, may be considered as equivalent.				
** In case more than one bachelor courses are used to justify a waiver/transfer, average grade is considered.				

### Core Courses

<sup>10</sup> However, if a student holds a different degree, course waiver/transfer can be given if the other conditions are met.

Course Code	Course Title	Credits
MGT5200	Business Communications	3
MGT5201	Organizational Behavior and Leadership Ethics	3
ACC5203	Financial Reporting and Management Control	3
FIN5202	Advanced Corporate Finance	3
MKT5202	Advanced Marketing Management	3
BUS5200	Business Research Methods	3
OPM5203	Logistics and Supply Chain Management	3
MGT5211	International Business	3
MGT5250	Strategic Management	3
<b>Total</b>		<b>27</b>

### Internship, MBA Thesis and Comprehensive Exam

An Internship and a Thesis related to the major is required. Students without a major will undertake Internship and Thesis in general business or in any specialization/major area.

Course Code	Course Title	Credits
ACC/FIN/MGT/MKT5270	Internship	3
ACC/FIN/MGT/MKT5275	MBA Thesis	3
ACC/FIN/MGT/MKT5277	Comprehensive Exam	1
<b>Total</b>		<b>7</b>

### Specializations

MBA students may acquire specialized knowledge in the following areas (**6 credits**):

- Accounting and Audit
- Finance
- Management and
- Marketing

However, students may receive an MBA without a specialization.

### Program Plan

Students may take courses in any order they wish as long as a course's prerequisites are met. The following schedule is suggested to ensure that students make orderly progress towards degree completion.

<i>A Suggested Schedule Assuming Fall Entry and No Business Education Background</i>			
<i>(August 2014 - December 2015 = 1.5 years)</i>			
<i>Fall</i>		<i>Summer I &amp; II</i>	
<i>12 credits</i>		<i>9 credits</i>	
ACC5001	Foundations of Accounting	MKT5202	Advanced Marketing Management
FIN5001	Foundations of Finance	MGT5211	International Business
MGT5001	Foundations of Management	BUS5200	Business Research Methods
MKT5001	Foundations of Marketing		
IFS5001	Foundations of Information Systems		
OPM5001	Foundations of Operations Management		
FIN5200	Managerial Economics (Micro and Macro)		
<i>Spring</i>		<i>Fall</i>	
<i>15 credits</i>		<i>16 credits</i>	
MGT5200	Business Communications	MGT5250	Strategic Management
MGT5201	Organizational Behavior and Leadership Ethics	XXXxxx	Specialization Elective
ACC5203	Financial Reporting and Management Control	XXXxxxx	Specialization Elective
OPM5203	Logistics and Supply Chain Management	ACC/FIN/MGT/MKT5270	Internship
FIN5202	Advanced Corporate Finance	ACC/FIN/MGT/MKT5275	MBA Thesis
		ACC/FIN/MGT/MKT5277	Comprehensive Exam

<i>A Suggested Schedule Assuming Fall Entry and Business Education Background</i> (August 2014 – August 2015 = 1 year)							
<i>Fall</i>		<i>15 credits</i>		<i>Summer I &amp; II</i>		<i>10 credits</i>	
MGT5200	Business Communications	MGT5250	Strategic Management	ACC/FIN/MGT/MKT5270	ACC/FIN/MGT/MKT5270	ACC/FIN/MGT/MKT5275	ACC/FIN/MGT/MKT5277
MGT5201	Organizational Behavior and Leadership Ethics		Internship				
ACC5203	Financial Reporting and Management Control		MBA Thesis				
MKT5202	Advanced Marketing Management		Comprehensive Exam				
FIN5202	Advanced Corporate Finance						
<i>Spring</i>		<i>15 credits</i>					
OPM5203	Logistics and Supply Chain Management						
BUS5200	Business Research Methods						
MGT5211	International Business						
Elective	Specialization Elective						
Elective	Specialization Elective						

### **MBA: ACCOUNTING AND AUDIT SPECIALIZATION**

Accounting involves the measurement, recording and reporting of financial information that is critical for management decision-making in organizations. Managers need to understand how accounting information may be used to make decisions, control processes and people, and motivate employees. In addition to use this information effectively, managers need to be familiar with the manner in which Annual Financial Statements, Budgets and Variance Reports, etc. are constructed. Crucially also, managers need to understand their personal and legal responsibilities for internal control and for reporting financial information.

The MBA program offers a 4-course specialization (including the MBA Thesis and Internship courses) in “Accounting and Audit” that addresses the broad range of issues described above. The specialization prepares students both for careers as managers, and for careers in accounting, auditing, controllership, treasury functions and budgeting. The Accounting specialization will help prepare students to sit for such professional exams as the CPA, CMA, ACCA, etc.

### **ACCOUNTING AND AUDIT SPECIALIZATION COURSES**

<b>Specialization requires the course from Group A and 1 course selected from Group B</b>	
<b>Group A: Required courses for specialization</b>	
ACC5212	Financial Statements Analysis
<b>Group B: Elective courses for specialization</b>	
ACC5209	Advanced Accounting
ACC5206	Auditing
ACC5207	International Financial Reporting Standards
ACC5210	Taxation in Kazakhstan
ACC5211	Principles of Taxation
ACC5216	Professional Auditing
ACC5217	Fraud Examination
ACC5260	Selected Topics in Accounting

### **Exit Criteria for Accounting and Audit Specialization**

**Exit criteria:** At the time of graduation, a student will be required to have a minimum overall GPA of 3.00 in Accounting courses (GPA of the core Accounting course and the four courses for Specialization in Accounting, including Thesis and Internship).

### **MBA: FINANCE SPECIALIZATION**

The discipline of Finance in business education has undergone major changes over the last two to three decades as a result of changing contents and contexts of business finance. Modern finance is just at the corridor of money and capital markets in Kazakhstan. Students learning finance will be in high demand in the local and international markets as it has been happening all over the world.

Finance as an academic discipline is concerned with three interrelated fields:

- Money and Capital Markets that deal with securities markets and financial institutions;

- Investments which focuses on the decisions of both individual and institutional investors as they choose securities for their investment portfolios; and
- Financial Management or “business finance” which involves the actual management of firms.

Students with a 4-course specialization (including the MBA Thesis and Internship courses) in Finance can seek career opportunities, either domestically or internationally, in the following areas:

- Financial institutions and markets such as banks and other depository institutions, insurance companies, mutual funds, pension funds and the central bank;
- Small or big corporations, typically within the treasury functions of these firms that involve cash, credit, receivables and inventory management, capital budgeting, financial analysis and forecasting, dividend and capital structure policy-making, etc.;
- Investment sectors, typically, working as sales agent of financial securities, security analyst, portfolios manager, investment advisor, etc.

#### FINANCE SPECIALIZATION COURSES

Specialization requires the course from Group A and 1 course selected from Group B	
<i>Group A: Required courses for specialization</i>	
FIN5206	Investment Management
<i>Group B: Elective courses for specialization</i>	
FIN5204	Financial Institutions Management
FIN5209	International Finance
FIN5210	Financial Derivatives
FIN5211	Bank Management
FIN5213	Credit and Market Risk Management
FIN5214	Risk Management and Insurance
FIN5215	Investment Banking
FIN5260	Selected Topics in Finance

#### Exit Criteria for Finance Specialization

**Exit criteria:** At the time of graduation, a student will have to have a minimum overall GPA of 3.00 in Finance courses (GPA of Finance courses including the core course and four Finance courses for specialization, including Internship and Thesis).

#### MBA: MANAGEMENT SPECIALIZATION

A 4-course specialization (including the MBA Thesis and Internship courses) in Management prepares students for a career as a manager. As Kazakhstan develops, the need for trained and capable managers in the area of international and cross-cultural management will continue to grow. This will create a need for managers who are able to work effectively with ideas and with people through strategic decisions, negotiations, projects, and human resources management. This specialization intends to fully develop the capability of Managers to understand and make decisions regarding the globalization of business. After completing this program, participants will

- Have the ability to visualize and understand the organization, the factors critical for its success, and the processes that can empower people to reach their objectives;
- Be able to organize tasks, delegate responsibilities, communicate priorities, and to lead and motivate others to work together to accomplish shared goals;
- Be capable of identifying and analyzing problems, taking corrective actions, and rewarding performance.

#### MANAGEMENT SPECIALIZATION COURSES

Specialization requires one course from Group A and 1 course selected from Group A or B	
<i>Group A: Required courses for specialization</i>	
MGT5206	Leadership and Motivation
MGT5212	Decision Making
MGT5207	Human Resources Management
<i>Group B: Elective courses for specialization</i>	

MGT5227	Change Management
MGT5225	Hospitality Management
MGT5229	Competitive Advantage Strategy
MGT5230	Innovation Management
MGT5260	Selected Topics in Management

### **MBA: MARKETING SPECIALIZATION**

Marketing is a complex and multi-faceted function that demands the practitioner be competent across a wide range of knowledge and skills. As a marketing executive, the young entrant may be asked to carry out many different functions. Marketing management is responsible to employers, shareholders, stakeholders, and fellow employees. A marketing manager requires an ability to absorb information quickly and to be able to use analytical, interpretative, and decision-making skills. In the Marketing specialization courses, students learn practical skills by analyzing Kazakhstani and international company's activities through market research projects and promotional campaigns.

The 4-course Marketing specialization (including the MBA Thesis and Internship courses) prepares students for careers in a challenging, fast-paced, dynamic, and constantly changing organizational environment.

### **MARKETING SPECIALIZATION COURSES**

<b>Specialization requires 1 course from Group A and any 1 course from Group B</b>	
<b><i>Group A: Required courses for specialization</i></b>	
MKT5203	Consumer Behavior and Marketing Strategy
<b><i>Group B: Elective courses for specialization</i></b>	
MKT5206	Marketing Research
MGT5225	Hospitality Management
MKT5204	Integrated Marketing Communications
MKT5210	International Marketing
MKT5213	Event Marketing
MKT5214	Strategic Brand Management
MKT5221	Tourism Marketing
MKT5230	New Product Development
MKT5260	Selected Topics in Marketing

# MASTER OF ACCOUNTING AND AUDIT PROGRAM

## Statement of Purpose

Master of Accounting and Audit program at the Bang College of Business is designed to prepare high quality Accounting and Auditing professionals capable of solving complex business problems in today's global business environment. The program provides unique opportunities and a natural progression route necessary for gaining the prestigious ACCA qualification and building a successful professional career in areas relevant to accounting, auditing and taxation.

## Mission

The mission of the Master of Accounting and Audit program is to train and prepare accounting, auditing and taxation specialists for leadership positions in business, public and non-profit organizations, for further postgraduate study and to develop entrepreneurs. This is accomplished through an intellectual and practical multi-disciplinary approach to learning. Bang College of Business at KIMEP University has an excellent reputation for its Accounting programs and it consists of teaching professionals that have a variety of research interests, including corporate governance, fair value accounting, earnings management, corporate disclosures, and professional education. They also have experience of delivering business seminars and trainings to corporate clients and multinational organizations on topics including corporate reporting, governance, performance management, risk management, and assurance services.

## Goals

The overarching goals of the Master of Accounting and Audit program are:

- to promote excellence in the study and practice of accounting and auditing fields through advancing analytical, problem-solving, communication, team work, independent learning , life long learning, and leadership skills that are vital in the workplace;
- to train accounting professionals and business managers who can effectively manage and successfully transform organizations in today's global business markets; and
- to prepare high-quality accounting and finance leaders capable of solving complex business problems in a modern and competitive business environment, in an ethically and socially-responsible manner.

## Program Objectives

The objectives of the Master of Accounting and Audit program are:

- to provide the opportunity for students to advance their research and analytical skills that are necessary for professional accountants and highly qualified auditors. In particular, the program helps students to develop in-depth knowledge in the areas of Accounting, Auditing, Taxation, Finance, Corporate Governance, Management and International Business;
- to educate graduates with business ethics needed to provide moral values and professional judgments as they apply in accounting and auditing services.; and
- to provide graduates with a natural progression route necessary for gaining prestigious accounting qualifications and building a successful professional career in areas relevant to accounting, auditing, and taxation.

## Learning Objectives

Master of Accounting and Audit program's learning objectives are to ensure that graduates have:

- A satisfactory knowledge of:
  - underlying principles and concepts of financial reporting along with applications of accounting standards and interpretations in the preparation, interpretation, analysis, communication and reporting of financial statements of single entities and business groups;
  - the core business disciplines including Financial Reporting, Management Control Systems, Taxation, Audit and Assurance, Finance, Governance and Ethics, Corporate Law, Business Communication, and Organizational Behavior and Ethics;
  - international Financial Reporting Standards (IFRS), International Accounting Standards (IAS), and other interpretations and pronouncements related to financial and corporate reporting;
  - the operation and scope of tax systems of both Kazakhstan and International practices;
  - interdisciplinary nature and challenges of business operations and governance issues of organizations, in a global context;
  - quantitative and qualitative techniques of problem solving used in managerial decision making;
  - professional ethics needed to carry out the role of accounting and audit professionals relating governance, internal control, compliance, and the management of risk within an organization, in the context of an overall ethical framework;
- And the necessary cognitive, inter-personal and self-management skills to:



- o undertake supervised independent research, involving the synthesis and application of theoretical constructs to topics in the fields of accounting, auditing, taxation, and finance with a specific focus on Kazakhstan and International practices;
- o communicate ideas and information clearly and effectively both in written and oral English;
- o use information technology for the retrieval, analysis and presentation of information;
- o work effectively in a team in the pursuit of common objectives.

### Intended Learning Outcomes (ILOs)

At the successful completion of the Master of Accounting and Audit program, graduates will be able to:

- prepare, interpret, and analyze financial statements of single entities and business groups through applications of accounting standards and interpretations;
- deal with management accounting techniques and tools to solve problems surrounding cost allocation, pricing, budgeting, decision making, variance analysis, performance measurement, capital budgeting, etc;
- recognize the regulatory environment and its impact on audit and assurance practices, identify and formulate the work required to meet the objectives of audit as well as non-audit assignments and apply the relevant Standards on Auditing, evaluate the results and findings of audit work performed and draft suitable reports on assignments;
- explain impact of relevant taxes on various situations and courses of actions, to determine the tax planning possibilities and apply relevant legitimate tax planning techniques, as well as to communicate professionally with the clients, tax authorities and other professionals;
- define governance, explain its function in the effective management and control of resources, and demonstrate the application of professional values and judgment through an ethical framework;
- describe and apply various financial tools and techniques used for effective investing and financing decision-making;
- undertake supervised independent research and practical training, involving application of theoretical constructs related to accounting and auditing in the context of Kazakhstan and International practices;
- communicate ideas and information clearly and effectively in written and oral English;
- use information technology for the retrieval, analysis, and presentation of information for effective management of business organizations;

### Degree Requirements

In order to obtain a Master of Accounting and Audit degree, a student must complete all necessary coursework with an overall GPA of 3.00 (with a maximum of 2 C grades). Specific course requirements for the Master of Accounting and Audit program are as follows:

Courses	Credits
<b>Core Courses</b>	<b>5 - 11</b>
<b>Specialization Courses</b>	<b>15 - 30</b>
<b>Internship</b>	<b>4</b>
<b>Final Attestation</b>	<b>4</b>
Comprehensive Exam (1 credit)	
Master Thesis (3 credits)	
<b>Total</b>	<b>28 - 49</b>

### Core Courses

Course Code	Course Title	Credits
MGT5100	Business Communications	2
MGT5101	Organizational Behavior and Leadership Ethics	3
ACC5101	Financial Accounting	3*
ACC5102	Management Accounting	3*
<b>Total</b>		<b>5 - 11</b>
<i>* These courses may be waived for those with exemptions for relevant ACCA "F" level papers.</i>		

### Specialized Courses

Course Code	Course Title	Credits
ACC5104	Corporate and Business Law	3*

ACC5105	Performance Management	3*
ACC5106	Taxation	3*
ACC5107	Financial Reporting	4*
ACC5108	Audit and Assurance	3*
ACC5109	Financial Management	3*
ACC5111	Governance, Risk and Ethics	3
ACC5112	Corporate Reporting	4
ACC5113	Business Analysis	4
ACC5114	Advanced Financial Management	3
ACC5115	Advanced Performance Management	3
ACC5116	Advanced Taxation	3
ACC5117	Advanced Audit and Assurance	3
<b>Total</b>		<b>15 – 30</b>
* These courses may be waived for those with exemptions for relevant ACCA "F" level papers.		

### Internship, Master Thesis and Comprehensive Exam

An Internship and research work including Thesis related to Accounting is required.

Course Code	Course Title	Credits
ACC5170	Internship	4
ACC5150	Master Thesis	3
ACC5177	Comprehensive Exam	1
<b>Total</b>		<b>8</b>

### Program Plan

An Indicative Study Plan Assuming no Exemptions of ACCA "F" Level Papers							
<i>Fall (year 1)</i>		<i>14 credits</i>		<i>Summer (year 1)</i>		<i>10 credits</i>	
MGT5100	Business Communication (2)	ACC5109	Financial Management (3)	ACC5111	Governance Risk and Ethics (3)	ACC5170	Internship (4)
MGT5101	Organizational Behavior and Leadership Ethics (3)						
ACC5101	Financial Accounting (3)						
ACC5102	Management Accounting (3)						
ACC5104	Corporate and Business Law (3)						
<i>Spring (year 1)</i>		<i>13 credits</i>		<i>Fall (Year 2)</i>		<i>12 credits</i>	
ACC5105	Performance Management (3)	ACC5112	Corporate Reporting (4)	ACC5113	Business Analysis (4)	ACC5150	Master Thesis (3)
ACC5106	Taxation (3)			ACC5177	Comprehensive Exam (1)		
ACC5107	Financial Reporting (4)						
ACC5108	Audit and Assurance (3)						

# MASTER OF FINANCE PROGRAM

## Statement of Purpose

The Master of Finance program at KIMEP is committed to educating a future generation of competent and ethical investment professionals confident that their knowledge, skills, and abilities are at the highest level generally accepted and applied by the investment profession throughout the world. This education will transform Almaty into truly a regional financial center and Kazakhstan into a highly competitive nation in the financial sphere. The wealth temporarily achieved from the extraction of natural resources will have the opportunity to be invested in a sustainable, ethical, and socially responsible manner to promote innovation and dynamic growth for future generations.

## Mission

The mission of the Master of Finance program is to train and prepare full-time graduate students for leading positions in finance and investments. This will be accomplished by relying heavily on the Chartered Financial Analyst Program curriculum of the CFA Institute. This body of knowledge which is constantly updated will insure that our Master of Finance program truly reflects relevant global best-practices. In addition we will complement this practitioner-oriented curriculum with additional academic scholarly-research material, an internship and a master's thesis.

## Goals

The goals of the Masters of Finance program are:

- to nurture the highest level of ethics and integrity in our students and to instill an understanding of the critical importance of ethics for the investment profession;
- to educate leaders who will transform the investment profession in Kazakhstan and the region; and
- to prepare the highest-quality research analysts, valuation experts, securities traders, financial advisors, portfolio managers, and consultants who will have successful careers due to their world-class competitive knowledge, skills, and abilities.

## Program Objectives

The objectives of the Masters of Finance program are:

- to train our students in the leading areas of economics, quantitative methods, financial reporting and analysis, and corporate finance;
- to educate our students in a complete range of investment instruments: equity investments, fixed income, derivatives, and alternative investments;
- to provide graduates with a solid foundation in the skills and knowledge necessary for portfolio management and wealth planning; and
- to teach the ethical and professional standards of the global investment industry.

## Learning Objectives

The Master of Finance program's learning objectives are to ensure that graduates have:

- A satisfactory knowledge of:
  - **Ethical and Professional Standards:** Professional Standards of Practice, Ethical Practices;
  - **Quantitative Methods:** Time Value of Money, Probability, Probability Distributions and Descriptive Statistics, Sampling and Estimation, Hypothesis Testing, Correlation Analysis and Regression, Time Series Analysis, Simulation Analysis, Technical Analysis;
  - **Economics:** Market Forces of Supply and Demand, The Firm and Industry Organization, Measuring National Income and Growth, Business Cycles, The Monetary System, Inflation, International Trade and Capital Flows, Currency Exchange Rates, Monetary and Fiscal Policy, Economic Growth and Development, Effects of Government Regulation, Impact of Economic Factors on Investment Markets;
  - **Financial Reporting and Analysis:** Financial Reporting System (with an emphasis on IFRS), Analysis of Principal Financial Statements, Financial Reporting Quality, Analysis of Inventories and Long-Lived Assets, Analysis of Taxes, Analysis of Debt, Analysis of Off-Balance-Sheet Assets and Liabilities, Analysis of Pensions, Stock Compensation, and Other Employee Benefits, Analysis of Inter-Corporate Investments, Analysis of Business Combinations, Analysis of Global Operations, Ratio and Financial Analysis;
  - **Corporate Finance:** Corporate Governance, Capital Investment Decisions, Business and Financial Risk, Capital Structure Decisions, Working Capital Management, Dividend Policy, Mergers and Acquisitions and Corporate Restructuring;
  - **Equity Investments:** Types of Equity Securities and Their Characteristics, Equity Markets: Characteristics, Institutions, and Benchmarks, Fundamental Analysis (Sector, Industry, Company),

- Valuation of Individual Equity Securities, Equity Market Valuation and Return Analysis, Closely Held Companies, Equity Portfolio Management Strategies;
- **Fixed Income:** Types of Fixed-Income Securities and Their Characteristics, Fixed-Income Markets: Characteristics, Institutions, and Benchmarks, Fixed-Income Valuation (Sector, Industry, Company) and Return Analysis, Term Structure Determination and Yield Spreads, Analysis of Interest Rate Risk, Analysis of Credit Risk, Valuing Bonds with Embedded Options, Structured Products;
- **Derivatives:** Types of Derivative Instruments and Their Characteristics, Forward Markets and Valuation of Forward Contracts, Futures Markets and Valuation of Futures Contracts, Options Markets and Valuation of Option Contracts, Swaps Markets and Valuation of Swap Contracts, Credit Derivatives Markets and Instruments;
- **Alternative Investments:** Types of Alternative Investments and Their Characteristics, Real Estate Valuation, Private Equity/Venture Capital Valuation, Hedge Funds, Distressed Securities/Bankruptcies, Commodities and Managed Futures, Collectibles, Alternative Investment Management Strategies;
- **Portfolio Management and Wealth Planning:** The Investment Policy Statement, Modern Portfolio Management Concepts, Behavioral Finance, Management of Individual/Family Investor Portfolios, Management of Institutional Investor Portfolios, Investment Manager Selection, Economic Analysis and Setting Capital Market Expectations, Tax Efficiency Strategies, Asset Allocation, Portfolio Construction and Revision, Risk Management, Execution of Portfolio Decisions (Trading), Performance Evaluation, Presentation of Performance Results.
- And the necessary cognitive, inter-personal and self-management skills to:
  - undertake supervised independent research, involving the synthesis and application of theoretical constructs to topics in the field of investments, with a specific focus on Kazakhstan and Central Asia;
  - communicate ideas and information clearly and effectively in written and oral English;
  - use information technology for the retrieval, analysis and presentation of information; and
  - work effectively with others in the pursuit of common objectives.

### Intended Learning Outcomes (ILOs)

At the successful completion of the Master of Finance program, graduates will be able to:

- demonstrate a thorough understanding of the professional code of practice and ethical practices in the investment profession;
- effectively utilize quantitative tools and methodologies in investment research;
- analyze investment opportunities utilizing economic and financial accounting data;
- demonstrate a deep understanding of various investment instruments, i.e. equities, fixed income, derivatives, and alternative investments;
- construct appropriate and optimal investment portfolios for different investors taking into consideration investment objectives, time horizon, risk tolerance, and taxes and other special considerations;
- use information technology for the retrieval, analysis, and presentation of information for effective management of business organizations;
- communicate ideas and information clearly and effectively in written and oral English;
- undertake supervised independent research and practical training, involving application of theoretical constructs related to finance and particularly investment management in the context of Kazakhstan and the Central Asian and CIS region; and
- synthesize cross-functional knowledge of the investment process and apply this knowledge to the practice of financial firms and other businesses in a global context.

### Degree Requirements

In order to obtain a Master of Finance degree, a student must complete all necessary coursework with an overall GPA of 3.00 (with a maximum of 2 C grades). Specific course requirements for the Master of Finance program are as follows:

Courses	Credits
<b>Core Courses</b>	<b>11</b>
<b>Specialization Courses</b>	<b>30</b>
<b>Internship</b>	<b>4</b>
<b>Final Attestation</b>	<b>4</b>
Comprehensive Exam (1 credit)	
Master Thesis (3 credits)	
<b>Total</b>	<b>49</b>

### Core Courses

Course Code	Course Title	Credits
MGT5100	Business Communications	2
FIN5103	Financial Institutions Management	2
FIN5105	Behavioral Finance and Market Psychology	1
FIN5107	Economics	3
FIN5109	Theory of Finance	3
<b>Total</b>		<b>11</b>

### Specialized Courses

Course Code	Course Title	Credits
FIN5111	Ethics and Professional Standards	3
FIN5113	Financial Reporting and Analysis	4
FIN5115	Corporate Finance	3
FIN5117	Equity Analysis	3
FIN5119	Fixed Income	3
FIN5121	Quantitative Methods	4
FIN5123	Portfolio Management	4
FIN5125	Derivatives	3
FIN5127	Alternative Investments	3
<b>Total</b>		<b>30</b>

### Internship, Master Thesis and Comprehensive Exam

An Internship and research work including Thesis related to Finance is required.

Course Code	Course Title	Credits
FIN5170	Internship	4
FIN5150	Master Thesis	3
FIN5177	Comprehensive Exam	1
<b>Total</b>		<b>8</b>

### Program Plan

<b>An Indicative Study Plan</b>			
<i>Fall (year 1)</i>		<i>Summer (year 1)</i>	
<b>14 credits</b>		<b>7 credits</b>	
FIN5107.1	Economics (2)	FIN5109.2	Theory of Finance (2)
FIN5109.1	Theory of Finance (1)	FIN5170	Internship (4)
FIN5111.1	Ethics and Professional Standards (1)	FIN5150.1	Master Thesis (1)
FIN5113.1	Financial Reporting and Analysis (2)		
FIN5115.1	Corporate Finance (1)		
FIN5117.1	Equity Analysis (1)		
FIN5119.1	Fixed Income (1)		
FIN5121.1	Quantitative Methods (2)		
FIN5123.1	Portfolio Management (1)		
FIN5125.1	Derivatives (1)		
FIN5127.1	Alternative Investments (1)		
<i>Spring (year 1)</i>		<i>Fall (Year 2)</i>	
<b>14 credits</b>		<b>14 credits</b>	
FIN5107.2	Economics (1)	MGT5100	Business Communication (2)
FIN5111.2	Ethics and Professional Standards (1)	FIN5103	Financial Institutions Management (2)
FIN5113.2	Financial Reporting and Analysis (2)	FIN5105	Behavioral Finance and Market Psychology (1)
FIN5115.2	Corporate Finance (2)	FIN5111.3	Ethics and Professional Standards (1)
FIN5117.2	Equity Analysis (1)	FIN5117.3	Equity Analysis (1)
FIN5119.2	Fixed Income (1)	FIN5119.3	Fixed Income (1)
FIN5121.2	Quantitative Methods (2)	FIN5123.3	Portfolio Management (1)
FIN5123.2	Portfolio Management (2)	FIN5125.3	Derivatives (1)
FIN5125.2	Derivatives (1)	FIN5127.3	Alternative Investments (1)
FIN5127.2	Alternative Investments (1)	FIN5150.2	Master Thesis (2)
		FIN5177	Comprehensive Exam (1)

## MASTER OF MARKETING PROGRAM

### Statement of Purpose

The Master of Marketing program at KIMEP is dedicated to train professionals who can successfully develop and manage marketing activities of organizations both in Kazakhstan and internationally in a socially responsible manner.

### Mission

The mission of the Master of Marketing program is to train and prepare graduate students for leadership positions and service in various organizations. This is accomplished through an intellectual and practical multi-disciplinary approach to learning.

### Goals

The overarching goals of the Master of Marketing program are:

- to promote excellence in the study and practice of Marketing through the building and strengthening of the analytical, problem-solving, and leadership capacities of its graduates;
- to train leaders who can effectively manage and successfully transform organizations both in Kazakhstan and internationally; and
- to prepare high-quality decision-makers and business leaders capable of solving contemporary business problems in a dynamic and competitive global marketplace, in ethically and socially-responsible manner.

### Program Objectives

The objectives of the Master of Marketing program are:

- to provide students with graduate-level knowledge and analytical skills needed to managers in business, public and non-profit organizations as well as higher education institutions. In particular, it aims to

develop specialized knowledge and skills among its graduates in the areas of Marketing, Management, and International Business;

- to educate graduate students for ethical service to their society and the broader regional and international community; and
- to provide graduates with a solid foundation knowledge and skills necessary for pursuing higher studies in areas relevant to business administration.

### Learning Objectives

The Master of Marketing program’s learning objectives are to ensure that graduates have:

- A satisfactory knowledge of:
  - the micro-economic business issues and macro-economic business environment;
  - the core business disciplines of Organizational Behavior, Business Communications, Strategic Marketing Management, Marketing Planning and Marketing Research;
  - the local, regional and international business perspectives;
  - interdisciplinary nature and challenges of business operations and strategic management of organizations, in a global context;
  - quantitative and qualitative techniques of problem solving; and
  - ethics as they apply to business practices.
- And the necessary cognitive, inter-personal and self-management skills to:
  - undertake supervised independent research, involving the synthesis and application of theoretical constructs to topics in the field of investments, with a specific focus on Kazakhstan and Central Asia;
  - communicate ideas and information clearly and effectively in written and oral English;
  - use information technology for the retrieval, analysis and presentation of information; and
  - work effectively with others in the pursuit of common objectives.

### Intended Learning Outcomes (ILOs)

At the successful completion of the Masters of Marketing program, graduates will be able to:

- describe micro- and macro-economic perspectives on operation of business organizations, in a global context;
- define and apply the concepts and theories of managing people and organizations;
- describe and apply the concepts and theories of strategic marketing;
- develop skills for effective business communications;
- describe and apply the concepts and theories of ethics as they apply to business organizations;
- analyze and solve business problems, using the necessary quantitative and qualitative tools;
- use information technology for the retrieval, analysis, and presentation of information for effective management of business organizations;
- communicate ideas and information clearly and effectively in written and oral English;
- undertake supervised independent research and practical training, involving application of theoretical constructs related to marketing management in the context of Kazakhstan and the Central Asian and CIS region; and
- synthesize cross-functional knowledge of management and marketing and apply for strategic marketing activities of organizations, in a global context;
- conduct market research and present results in a professional manner;
- explain the importance of customer satisfaction, creating customer value and the customer relationship management;
- apply tactical and strategic marketing for acquiring and retention of customers in an ethical manner;
- analyze consumer behavior, consumer and industrial markets; and
- describe and apply the concepts and theories of ethics as they apply to the field of Marketing.

### Degree Requirements

In order to obtain a Master of Marketing degree, a student must complete all necessary coursework with an overall GPA of 3.00 (with a maximum of 2 C grades). Specific course requirements for the Master of Marketing program are as follows:

Courses	Credits
<b>Core Courses</b>	<b>11</b>
<b>Specialization Courses</b>	<b>30</b>
<b>Internship</b>	<b>4</b>
<b>Final Attestation</b>	<b>4</b>
Comprehensive Exam (1 credit)	

Master Thesis (3 credits)	
<b>Total</b>	<b>49</b>

### Core Courses

Course Code	Course Title	Credits
MGT5100	Business Communications	2
MGT5101	Organizational Behavior and Leadership Ethics	3
MKT5102	Managing Marketing	3
MKT5104	Marketing Planning Process	3
<b>Total</b>		<b>11</b>

### Specialized Courses

Course Code	Course Title	Credits
MKT5106	Delivering Customer Value through Marketing	3
MKT5108	Project Management in Marketing	3
MKT5110	Analysis and Decision Making in Marketing	3
MKT5112	Emerging Themes in Marketing	3
MKT5114	Marketing Planning and Leadership	3
MKT5116	Research Methods for Marketing	3
MKT5118	Corporate Reputation: Communication and Brands	3
MKT5120	Digital Marketing*	3
MKT5122	Strategic Brand Management*	3
MKT5124	Consumer Behavior*	3
MKT5126	Integrated Marketing Communications*	3
MKT5128	International Marketing*	3
<b>Total</b>		<b>30</b>
*A student must complete any 3 (9 credits) of these 5 elective courses.		

### Internship, Master Thesis and Comprehensive Exam

An Internship and research work including Thesis related to Marketing is required.

Course Code	Course Title	Credits
MKT5170	Internship	4
MKT5150	Master Thesis	3
MKT5177	Comprehensive Exam	1
<b>Total</b>		<b>8</b>

### Program Plan

An Indicative Study Plan			
<i>Fall (year 1)</i>		<i>Summer (year 1)</i>	
<i>14 credits</i>		<i>10 credits</i>	
MGT5100	Business Communication (2)	MKTxxxx	Elective Course (3)
MGT5101	Organizational Behavior and Leadership Ethics (3)	MKTxxxx	Elective Course (3)
MKT5102	Managing Marketing (3)	MKT5170	Internship (4)
MKT5104	Marketing Planning Process (3)		
MKT5106	Delivering Customer Value through Marketing (3)		



<i>Spring (year 1)</i>		<i>Fall (Year 2)</i>	
<i>15 credits</i>		<i>10 credits</i>	
MKT5108	Project Management in Marketing (3)	MKT5118	Corporate Reputation: Communication and Brands (3)
MKT5110	<b>Analysis and Decision Making in Marketing</b> (3)		
MKT5112	Emerging Themes in Marketing (3)	MKTXXXX	Elective Course (3)
MKT5114	Marketing Planning and Leadership (3)	MKT5150	Master Thesis (3)
MKT5116	Research Methods for Marketing (3)	MKT5177	Comprehensive Exam (1)

# EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)

## Statement of Purpose

The Executive Master of Business Administration Program is targeted towards middle and senior managers with the potential for further growth. The program, based on the North American model, is designed to enhance strategic and global business prospects of the program participants and to develop a wider range of leadership and management skills. Participants will develop the strategic thinking necessary in today's world of business to gain increased understanding of the total organization to achieve and maintain a competitive advantage. The program has been accredited in 2012 by international agencies: *Asian Forum on Business Education (AFBE)* on Level 3 (Full International) and *Foundation for International Business Administration Accreditation (FIBAA) Unconditional* and with a Quality Seal in Higher Education. The program is offered in both English and Russian languages via the flexible learning model that allows for active full-time employment while simultaneously achieving the academic MBA degree.

Executive MBA at KIMEP University is a transformational experience in terms of personal and professional development. The program equips participants with the skills, knowledge and networking environment that encourage professional development in the direction selected by the participants.

The program allows participants *to balance a demanding career and personal commitments* within the 18-month period of intensive studies and professional development. Learning modules (courses) are scheduled by Fridays and Saturdays (unless otherwise noted), and specialization is available through elective studies.

Taught by world-renowned academic faculty and business experts, program participants benefit from the diverse perspectives of peers from a wide variety of nationalities, job functions and industry sectors.

## Mission

The purpose of the Executive MBA Program (EMBA) is to provide business enterprises with strategic competitive advantages and government agencies – with the enhanced capacity to deliver public services by building on the existing capacities of the next generation of senior managers and executives to allow them to become effective leaders. The program also enables the participants (working professionals, managers and executives) to gain a comprehensive understanding of business and earn the Master of Business Administration (MBA) degree without interrupting their career.

## PROGRAM OBJECTIVES

The program objectives of this Program are to provide the participants with:

1. A comprehensive understanding of business and general management.
2. The knowledge and skills to lead ethically within any part of an organization or across departments.
3. A broader perspective of business, developing a strategic and global perspective.
4. The enhanced capacity to apply strategies to improve their organizations.
5. The enhanced capacity to use information technology proficiency, including supply chain management.
6. The enhanced capacity to improve organizational performance.
7. The ability to analyze impact of the external forces on the organization (including economic, financial, marketing, and other).

## INTENDED PROGRAM LEARNING OUTCOMES

After successful completion of the Program, learners will be able to:

- Design and conduct a business research project that analyzes the causes of, and offers a solution to, a business problem or issue.
- Analyze and synthesize business theories, market analysis, and reporting practices in organizational development settings, so as to be able to identify creative solutions to organizational and managerial problems and issues.

- Use a simple circular flow model and the national accounts, to identify how and why economic factors can contribute to an organization's success or failure.
- Apply the main concepts underpinning modern financial systems to analyze financial markets their financial institutions, so as to be able to identify solutions to organizational and managerial problems and issues related to financial markets and institutions.
- Identify organizational, personal, cultural issues that impact on Ethics as leaders who can lead culturally diverse work teams to a success.
- Evaluate contemporary issues in IT/MIS and their impact on IT/MIS problems, so as to be able to identify solutions to organizational and managerial problems and issues related to IT/MIS.
- Apply the key concepts, techniques, and methods of analyses in accounting, so as to be able to identify solutions to organizational and managerial problems and issues related to accounting data.
- Apply current investment decision-making methodologies, so as to be able to identify solutions to organizational and managerial problems and issues related to investment data.
- Analyze the relationship between operations and a competitive advantage in the marketplace, so as to be able to by to use marketing data to support management decision-making.
- Analyze the key concepts in strategic marketing and assess their relative importance, so as to be able to identify solutions to organizational and managerial problems and issues related to marketing.
- Define the current trend of globalization, so as to be able to identify solutions to organizational and managerial problems and issues related to globalization.
- Identify and synthesize strategic approaches to business development, including, in particular, risk management, so as to be able to identify solutions to organizational and managerial problems and issues related to business strategy and risk management.
- Assess strategic approaches to business strategy, then select and justify an appropriate business strategy as the basis for conducting a strategic audit of a company.

### **Equal Opportunities**

KIMEP University provides equal opportunities for all applicants irrespective of age, sex, religion and other conditions. It includes the acceptance of people with disabilities, offering them the same conditions as are offered to other applicants.

A person with a disability is able to seek admission to, or apply for enrolment in, KIMEP University *on the same basis* as a prospective student without a disability.

KIMEP University puts actions in place to help ensure equal opportunity for people with a disability by making education related adjustments.

The academic requirements for admissions are determined by identifying academic achievement reasonably expected at the admission, including skills and abilities required and whether the academic requirements can be met in another way by making education related adjustments.

Admissions test: KEPT is objective and does not discriminate against applicants on grounds of any of the protected characteristics. Tests and assessments are accessible to applicants with disabilities and KIMEP University complies with its duty to make reasonable adjustments for disabled people who are being assessed. KIMEP University makes the test material available in an adapted format, allowing extra time or providing a scribe, depending on the individual needs of the applicant.

**NB: Fulfilling the entry requirements does NOT guarantee admission, as the admission is subject to approval by the Executive MBA Oversight Committee.**

### **Degree Requirements**

The Executive MBA is offered via a venue that is consistent with the area that business and government needs. Class meetings are scheduled on weekends during intensive learning sessions. In the future, a customized meeting schedule may be developed to accommodate the specific needs of prospective candidates. Anyway, the requisite 45 hours faculty-to-learner contact time per each 3-credit module (equivalent to 5 ECTS) will be achieved.

Learning time at the Executive MBA Program is organized so that a learner is required to spend per week on average 30 hours including teaching and self-study hours.

The schedule or order of course/module delivery is at the discretion of the Executive MBA Oversight Committee. While the program curriculum is fixed, the order that courses/modules are delivered may vary from cohort by cohort.

Coursework required for Graduation	ECTS	KIMEP credits
12 learning modules including internship and original research in report form	<b>60</b>	<b>36</b>
<b>Cumulative GPA (at or above)</b>	<b>3.00</b>	

### Executive MBA Program Courses

The program curriculum aims to improving management skills and pushing business practice to new heights. Prerequisites to all Executive MBA courses (learning modules) are being determined at the discretion of the Executive MBA Oversight Committee. In general, at least five years of business or government management or leadership experience is sufficient, however, if a particular skill-set or background is missing, a prerequisite course/module can be required. The program encompasses the business skills and knowledge needed for building leadership capacity in a small to large organization.

### Learning Modules on Executive MBA Program

Code	Title	KIMEP credits	ECTS
<b>Foundation Concepts</b>			
EBA5290	Research Methodology and Writing <sup>1</sup>	3	5
EBA5254	Organizational Behavior and Development <sup>2</sup>	3	5
<b>Core Management Concepts</b>			
EBA5231	Applied Managerial Economics	2	3.5
EBA5206	Accounting and Finance: Theory and Applications	4	6
<b>Leadership and Technology Development</b>			
EBA5257	Leadership and Ethics	3	5
EBA5281	Business Intelligence Applications	3	5
<b>Decision Making</b>			
EBA5221	Management Control Systems	3	5
EBA5216	Financing and Investment Decision Making	3	5
<b>Global Perspectives</b>			
EBA5273	Global Logistics and Supply Chain Management	2	3.5
EBA5242	Strategic Marketing	2	3.5
EBA5255	Global Business, Innovation and Risk Management	2	3.5
<b>Integrative Concepts</b>			
EBA5251	Strategic Management and Business Policy <sup>3</sup>	3	5
EBA5292	MBA Thesis	3	5
<b>Total EMBA Required credits</b>		<b>36</b>	<b>60</b>

NB:

<sup>1</sup>Ministry-required course for all master's degree programs in Kazakhstan, Research Methodology and Writing module serves to meet the Professional Foreign Language (Business English) requirement.

<sup>2</sup>Ministry-required course for all master's degree programs in Kazakhstan, Organizational Behavior and Development module is accepted for Psychology requirement.

<sup>3</sup>Ministry-required internship for all master's degree programs in Kazakhstan, Internship is 0 (zero) ECTS as it is included in this learning module. Learning assessment (in the strategic plan format)

documents portfolio of students' practical experience, which serves as the basis of this internship requirement.

### Specializations

In addition to 36 US credits (60 ECTS) - hour work, Executive MBA students wishing to obtain a specialization are expected to complete at least three additional modules weighting **15 additional ECTS**. However, students may receive an EMBA without a specialization.

Specialization areas

- Oil & Gas Management
- Leadership & Organizational Development
- Global Logistics & Supply Chain Management
- Corporate Governance
- Marketing
- Management
- Finance

#### OIL & GAS MANAGEMENT SPECIALIZATION

<b>Oil &amp; Gas Management specialization requires three modules to be completed from the list</b>	
OGM5201	Energy Policy
OGM5202	Environment
OGM5203	Petroleum Economics
OGM5210	Oil and Gas Business and Markets
OGM5260	Selected Topics in Oil and Gas Management

#### LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT SPECIALIZATION

<b>Leadership &amp; Organizational Development specialization requires three modules to be completed from the list</b>	
ELD5201	Leading Change and Innovation
ELD5202	Managing Organizational and Business Processes
ELD5203	Leadership Workshops
ELD5260	Selected Topics in Leadership

#### GLOBAL LOGISTICS and SUPPLY CHAIN MANAGEMENT SPECIALIZATION

<b>Specialization in Global Logistics &amp; Supply Chain Management requires the module from Group A and 4 modules selected from Group B totaling 15 ECTS</b>		
<i>Group A: Required module for specialization</i>		
GLM5201	Logistics and Supply Chain Management	3 credits, 5 ECTS
<i>Group B: Elective modules for specialization</i>		
GLM5202	Transportation Logistics	1.5 credits, 2.5 ECTS
GLM5203	Warehouse Logistics	1.5 credits, 2.5 ECTS
GLM5204	Inventory Management	1.5 credits, 2.5 ECTS

GLM5205	Customs and Duties	1.5 credits, 2.5 ECTS
GLM5206	Logistics Information Systems	1.5 credits, 2.5 ECTS
GLM5260	Selected Topics in Global Logistics & Supply Chain Management	3 credits, 5 ECTS

### CORPORATE GOVERNANCE SPECIALIZATION

Specialization in Corporate Governance requires three modules to be completed	
CGN5201	Corporate Governance
CGN5202	Organizational Design
CGN5203	Corporate Law

***Note:** Students wishing to pursue specializations in Marketing, Management or Finance areas may acquire them through fulfillment of General MBA program specialization requirements.*

#### Prerequisite coursework

Prerequisites to all Executive MBA courses/modules shall be determined at the discretion of the Executive MBA Oversight Committee. In general, the business or government management/leadership experience prescribed in the admissions criteria is sufficient. However, if a particular set of skills or background knowledge are missing, a pre-requisite course/module can be required. The program encompasses the business skills and knowledge needed for effective leadership capacity in a small and large organization.

#### Transfer of Credits

##### Transferring KIMEP credits

Business-related credits earned by a student in degree status at KIMEP University are permanent and can be used in any degree program for which the credits are appropriate. If a student is withdrawn from KIMEP University and later reapplies to study under a new student ID, the credits previously earned can be transferred to the records for the new ID. If requirements have changed then some credits may not be applicable. The curriculum committee of the department or program makes the final determination of whether previous credits correspond to current requirements and can count towards the degree.

Grade taken at KIMEP University, on a different students' ID, can be transferred only if they are "B-" or better." Students who change degree status or ID number must request that their records are updated during the first semester of study under the new ID number.s

Transfer of credits from non-degree status are allowed in case the student transfer from non-degree to a degree status and when student has earned a grade of minimum "B" or better. Any credits earned by the day of student's transfer to the regular status are eligible for transfer from non-degree to a degree status. Transfer of credits from a degree to non-degree status is not allowed.

##### Transferring Credits from another University

Business-related coursework completed at other accredited universities in Kazakhstan or abroad can be transferred to KIMEP University. The verification of the Ministry of Education and Science (MES) license or its equivalent shall accompany any college decision on credits transferred (except for the institutions that have a formal agreement with KIMEP University on academic course/module transfers). Number

of credits transferred is a math calculation of course/module content as per the current KIMEP University credit system.

A student with the coursework completed outside of KIMEP University should present a request for course/module transfer to the department that would most likely be responsible for the course/module at KIMEP University. The application must be accompanied by a detailed module syllabus showing the topics covered in the module and an official transcript showing the number of credits and the grade or final assessment in the module.

1. If an equivalent course/module exists at KIMEP University the transcript will indicate the equivalent KIMEP University module code and module title. The module doesn't need to be transferred for the same number of credits as the KIMEP University module.
2. If a business-related module does not match a current module title then the module can be transferred as Special Topics.
3. Courses/modules in disciplines that are not taught at KIMEP University can still be transferred as free electives.
4. Courses/module taught in languages other than English can be considered for transfer if the courses/modules were taken at an accredited university.
5. Credits for courses/modules taken at other institutions of higher education will only be transferred if the student has earned a "B-" or higher grade in the course/module. Transfer of grades earned at graduate level at KIMEP University involves a transfer of a letter grade equivalent and will count towards the requirements of Grade Point Average (GPA). However, coursework taken at a partner university as part of a KIMEP University sponsored student exchange program requires only a passing grade in order to be transferred.
6. Course(s) /modules transferred credits do not affect the tuition fee for the program. Candidates are required to pay the full tuition cost in effect at the time of enrollment regardless of number of credits transferred. Students may be offered the equivalent credits free of charge in a regular Master degree program at KIMEP or other programs at the discretion of the Executive MBA Oversight committee and KIMEP administration approval. Such courses/modules will not be included in the student's graduation requirements.
7. No letter grade is assigned to transfer courses/modules. Transfer courses/modules are not considered in the GPA calculation
8. No more than fifty (50) percent of student's degree program requirements can be transferred. No transfer credits to non-degree status are allowed.
9. The course/module transfer decision is an academic decision and the final judgment and decision is made by the department that would most likely be responsible for the course/module at KIMEP University (number of credits, level of the course/module, course/module equivalent in KIMEP University catalog, etc.).
10. Office of the Registrar may not accept some credits transfers for processing if not satisfied with above. The Academic Council does oversight of the course/module transfer procedure and decision making at KIMEP University in any cases of inconsistency or student appeals.

### **Independent Study**

In light of a special course/module delivery mode at Executive MBA Program (sequential delivery), certain students may require to enroll in the format of Independent study course format.

A *graduate student* (in good academic standing on regular status) may enroll in independent study if:

1. A course/module necessary for graduation is missed when offered at the enrolled cohort.
2. A course/module necessary for graduation is missed with the next cohort when the course is offered.
3. A course/module necessary for graduation is not offered.
4. A course/module necessary for graduation has been cancelled.

Independent study can be authorized if sufficient courses or substitute courses are not available for the student to make continuous progress towards completing the degree. No more than six KIMEP University credits of independent study can be used for a graduate degree.

The process for completing an independent study is as follows:

1. A faculty member with expertise in the subject area (preferably a faculty member who has previously taught the course) agrees to supervise the independent study of an executive student.
2. The supervising faculty member submits a study plan detailing the learning objectives, reading assignments, student-faculty learning schedule, and methods of assessment.

3. The Program Administration reviews the submitted study plan. The Program Administration may approve the plan, disapprove the plan, or request additional information.
4. If the Program Administration agrees with the proposed study plan then a recommendation is made to the dean for the final approval.
5. The dean notifies the Registrar's Office in writing about the approval of the independent study. The form for Independent Study is available at the Office of the Registrar webpage.
6. The student registers for the course/module as independent study and pays the tuition fee at 50% level of the regular tuition fee. The tuition fee for the registered independent study must be paid by the student in addition (over the total amount) of tuition fees payable for the entire Program.
7. At the end of the semester, the supervising faculty submits all documents verifying completion of the independent study along with the student grade.

### **Time Limits**

All students admitted to the program are admitted as full-time students

1. The program is delivered such that students are expected to complete all degree requirements within 18-months period.
2. The maximum duration of the program is 36 months. Under exceptional circumstances the Executive MBA Oversight Committee may extend this period.

### **Grade of Incomplete**

The procedure for Incomplete grade follows KIMEP University policy, except for the period of grade completion. At the EMBA program the grade of Incomplete stays at the student's records for the entire period of study of the respective student until it is changed into regular letter grade.

### **Tuition and Refund Policies**

There is one fee for the program, set for each cohort group. Information on tuition fee, discounts, payments options and refund policy are available from the program office.

### **TUITION:**

There is one fee for the program, referred to as the 'Tuition Fee', set for each cohort group. This fee includes:

- Tuition
- Textbooks and reference materials
- Meals and refreshments during class sessions
- Preparation trainings for taking SFLT
- Parking (KIMEP campus only)

Information on tuition fees is available from the program office.

### **PAYMENT OPTIONS:**

There are two payment options for the Executive MBA Tuition Fee.

#### **Option 1: Full Tuition Payment upon Enrollment**

Candidates pay for the full program prior to commencement in the program. In the case of advance payment, candidates are provided a 10% discount on the total tuition fee (in effect at the time of enrollment).

#### **Option 2: Four Installment Payment Plan**

Payment for the program is made in four installments, each equal to 25% of the total tuition fee and each spaced a quarter of the program's 13 modules duration apart.

*First installment deadline:* First day of first module



*Second installment deadline:* Last session of the third module

*Third installment deadline:* Last session of the sixth module

*Fourth installment deadline:* Last session of the ninth module

There is no discount on the tuition fee under this payment plan.

**Note:** that candidates are free to pay in two installments of 50% of full fee on first and third installment deadlines articulated above.

### **Option 3: Monthly Installment Payment Plan**

Candidates may to apply to *special status* and pay according to the program administration elaborated plan. Installment payments must be made on the first working day of the month.

In case of debt occurrence before registration for the upcoming module, the outstanding debt must be covered.

In case when accumulated tuition fee including latest monthly installment is less than the cost of the registered modules, difference must be covered in addition to the monthly installment.

No registration with outstanding debt is allowed at the program.

### **REFUND:**

The refund available to students is dependent on the payment option chosen by the student. In each case the student forfeits claim to 25% of the full tuition fee at the start of each quarter. Forfeited amount is cumulative resulting in no refund available after the start of the fourth quarter of the program.

### **Refund Policy for Full Tuition Payment Upon Enrollment**

A full refund of tuition fee paid is available up to, and including, the day prior to the first class meeting. Partial refunds follow the schedule below:

<b>Refund Amount</b>	<b>Available Until</b>
(Discounted Tuition) - (25% * Full Tuition)	End of the 3 (third) module
(Discounted Tuition) - (50% * Full Tuition)	End of the 6 (sixth) module
(Discounted Tuition) - (75% * Full Tuition)	End of the 9 (ninth) module

### **Refund Policy for Four Installment Payment Plan**

Candidates forfeit refund of quarterly tuition fee payment upon commencement of each quarter. Payment for any quarter that has not commenced is fully refunded.

### **Refund Policy for Monthly Installment Payment Plan**

Candidates forfeit refund of monthly tuition fee payment upon commencement of the module during the payment month. Payment for any month before the commencement a module is fully refunded with prior written notification of the program administration.

### **DISCOUNT OPTIONS:**

Information on discount schemes is available from the program office.

### **Suspension of Studies**

The program recognizes that unforeseen circumstances may result in a student being unable to attend one or more courses/modules. In such cases, the student may request a temporary suspension of their studies. This does not mean a withdrawal from the program itself. Requests to suspend studies must be made in writing to the Executive MBA Program Director.

Courses/modules missed during the period of suspension may be taken by joining another Executive MBA cohort. In the event that the course/module is not offered by the Executive MBA Program, or if the student is unable to attend the course/module that is offered, the student may be required to take a similar course/module (approved by the Executive MBA Program) from KIMEP University's regular MBA program. Alternatively, the student makes a special request to the Executive MBA Program Director to complete the course/module requirement as a self-study. Normally, a maximum of one self-study course/module will be permitted for EMBA. At the discretion of the Program, additional requests may be considered in exceptional circumstances.

In the cases of courses/modules taken by joining another Executive MBA cohort, or taken with the regular MBA program, there will be no additional charge to the student, provided the request for suspension of studies was received prior to the start of the course/module. In the case of self-study the student will be required to pay the full-credit (Executive MBA) value for the course/module.

A suspension of studies does not alter the time allowed to complete the Executive MBA degree. It is the student's responsibility to complete the degree requirements within the time period articulated in the 'Degree Requirements' section of the Program Overview and/or KIMEP University catalog.

### **Retaking of Courses/Module**

Students retaking courses/modules for reasons other than those described above will be required to pay a tuition fee based on the per-credit fee in effect for the Executive MBA class that he/she joins. The tuition fee will be calculated as 'total credits in the program / full tuition fee for the program' \* 'credit value of the course'/module'.

## **DOCTOR OF BUSINESS ADMINISTRATION (DBA)**

### **Mission**

The main mission of the program is to train scholars, academics and professionals in the design and development of original business research. The program involves a combination of course and research work over a period of approximately six years. This degree will build the graduate's capacity in the areas of teaching and professional business research, and ensures that graduates are placed in the leading positions in academia and businesses. The main objective of the program is to strategically affect all business and economics education in Central Asia, and foster international business techniques to assist in the development of the Kazakhstan economy and educational system. With a team of internationally renowned professors and researchers, and extensive partnership with some of the top business schools in the world, we are well prepared to deliver a quality DBA program unrivalled in the entire region.

### **Learning Goals and Objectives**

The DBA program at BCB aims at achieving the following goals:

- Create scholars who can advance business theory and practice,
- Develop effective business educators,
- Encourage analytical thinking, critical analysis and innovative problem solving.

In consideration of the program mission and goals the DBA program has established a set of learning objectives.

Upon completion of the program the DBA graduate should be capable of:

- Making significant intellectual contributions to the body of knowledge in their chosen field.
- Applying relevant theoretical knowledge to contemporary business problems.
- Applying a range of qualitative and quantitative research methods.
- Critically evaluating business research studies.
- Demonstrating superior oral and written communication skills.
- Gain expertise in respective areas such as management, finance and accounting

### **Admissions**

Admission to the DBA program is highly competitive. Admission is granted to candidates deemed most likely to complete and benefit from the program. The final decision on admission is based on a comprehensive assessment of the applicant's overall qualifications and commitment to the program.

Requirements for admission to the DBA program include:

- A master's degree or equivalent from a nationally attested or internationally recognized university
- Official GMAT score of at least 600 or equivalent
- Official TOEFL score of at least 600 or equivalent
- At least three years of experience in a corporate, government, academia or non-profit organization.
- At least two professional letters of recommendation.
- A typed statement of purpose (500 words or less) that states the applicant's academic and professional interests; how the applicant will benefit from the DBA program professionally and personally; the applicant's strengths and qualities that will enable him/her to complete a rigorous doctoral program; and the specific reasons for choosing KIMEP.
- A professional resume.
- An Admissions Interview

### Degree Requirements<sup>11</sup>

Requirements for the DBA program are as follows:

Requirements	Credits
<b>Course Work</b>	<b>36</b>
Core Courses	18
Specialization Courses	18
<b>Internship</b>	<b>6</b>
<b>Experimental Research work Including Dissertation</b>	<b>28</b>
Experimental Research Work	13
Dissertation	15
<b>Final Attestation</b>	<b>5</b>
DBA Dissertation Defense	4
Comprehensive Exam	1
<b>Total</b>	<b>75</b>

### Grade Point Average

A student must maintain a cumulative 3.33 GPA throughout the program. Courses in which grades below "B-" are received but are not accepted for the DBA degree. Grades received in courses transferred from another institution are not included in calculation of the grade point average. If a grade of "C+" or lower is received, the student should repeat the course. More than one retake should acquire an approval from the Council. When the GPA is calculated, the grade for the repeated course will substitute for the original grade. Grades of "I" turn to "F" if work is not completed by the 7<sup>th</sup> week of the following semester.

### Core Courses (Total of 18 credits)

Course Code	Course Title	Credits
BUS6201	Modern Problems of the Economy	3
BUS6301	Qualitative Research Methods	3
BUS6302	Quantitative Research Methods	3
BUS6303	Econometrics	3
MGT6304	Strategic Management and Competitive Advantage	3
MGT6309	International Business Strategies	3

<sup>11</sup> Students without sufficient business education background are required to undertake additional coursework as previously mentioned.

### Specialization

DBA students may acquire specialized knowledge in the following areas:

- Accounting and Audit
- Finance
- Management and
- Marketing

#### Specialization Courses: Accounting and Audit (Total of 18 credits)

Course Code	Course Title	Credits
ACC6301	Accounting Research	3
ACC6302	Accounting Related Capital Markets Research	3
ACC6303	Management Accounting Research	3
ACC6304	Judgment and Decision Making in Accounting	3
ACC6306	Auditing	3
ACC6307	Taxation	3

#### Specialization Courses: Finance (Total of 18 credits)

Course Code	Course Title	Credits
FIN6301	Theory of Finance	3
FIN6302	Research in Finance	3
FIN6303	Corporate Finance	3
FIN6304	Financial Markets and Institutions	3
FIN6307	Investment Management	3
FIN6308	Financial Derivatives	3

#### Specialization Courses: Management (Total of 18 credits)

Course Code	Course Title	Credits
MGT6301	Business and Entrepreneurship	3
MGT6302	Organizational Behavior and Leadership Theories	3
MGT6303	Management and Organization Theory	3
MGT6306	Leadership and Corporate Governance	3
MGT6307	Human Resource Management	3
MGT6308	Change and Innovation Management	3

#### Specialization Courses: Marketing (Total of 18 credits)

Course Code	Course Title	Credits
MKT6301	Theory of Marketing	3
MKT6302	Theories of Consumer Behavior	3
MKT6303	Strategic Marketing	3
MKT6304	Strategic Brand Management	3
MKT6306	Integrated Marketing Communication	3
MKT6307	International Marketing	3

Pedagogic and Industry Internship and Research Work including Dissertation (Total of 34credits)

	Course Code	Course Title	Credits		
Final	ACC/FIN/MGT/MKT6370	Pedagogic and Research Internship	6	Attestation	
		or			
	ACC/FIN/MGT/MKT6372	Organizational Internship	6		
	ACC/FIN/MGT/MKT 6380-6388	Experimental Research Work Including Dissertation	28		
	Course Code	Course Title	Credits		
	ACC/FIN/MGT/MKT6390	Dissertation Formatting and Defense	4		
ACC/FIN/MGT/MKT6393	Comprehensive Exam	1			

### Industry and Pedagogic Internship or Organizational Internship

Internship gives DBA students an opportunity to put into practice the knowledge acquired during their studies, get some business and academic experience and be better prepared for their future career. Details of this requirement are specified in the DBA Handbook.

### Experimental Research

Under this component of the DBA program, requirements are twofold: (1) a student must take a qualifying exam in order to demonstrate proficiency in the knowledge acquired through course work and be admitted to the candidate status; and (2) undertake appropriate research activities that lead to conference presentations and journal publications. Details of this requirement are specified in the DBA Handbook.

### Dissertation and DBA Dissertation Defense

DBA dissertation is a scholarly research work, involving the analysis of a specific problem in the area of specialization, evaluation of the results of the analysis, which serves as a basis for developing specific proposals and implementing the appropriate solution to the problem. The student will present an oral defense of their dissertation in front of the members of the dissertation committee, in a public forum. Details of this requirement are specified in the DBA Handbook.

### Comprehensive Exam

Before graduation, a doctoral student must pass a comprehensive exam in the field of specialization. Details of this requirement are specified in the DBA Handbook.

### Program Plan

Students may take courses in any order they wish as long as courses meet all prerequisites. The following schedule is suggested to ensure that students make orderly progress towards degree completion, by taking prerequisites before the courses that require prerequisites.

<i>A Suggested Schedule Assuming Fall Entry and Business Education Background (August 2014 - August 2017 = 3 years)</i>			
<i>(All courses are 3 credits unless indicated otherwise)</i>			
<i>Fall</i>		<i>Spring</i>	
<i>12 credits</i>		<i>12 credits</i>	
BUS6201	Modern Problems of Economy	BUS6303	Econometrics
BUS6301	Qualitative Research Methods	MGT6304	Strategic Management and Competitive Advantage
BUS6302	Quantitative Research Methods	MGT6309	International Business Strategies
XXXxxxx	Specialization Elective	XXXxxxx	Specialization Elective
<i>Fall</i>		<i>Spring</i>	
<i>12 credits</i>		<i>12 credits</i>	
ACC/FIN/MGT/MKT 6370/6372	Pedagogic Internship/Organizational Internship I	ACC/FIN/MGT/MKT 6370/6372	Research Internship/Organizational Internship II
XXXxxxx		XXXxxxx	
XXXxxxx	Specialization Elective	ACC/FIN/MGT/MKT 6380	Specialization Elective
XXXxxxx	Specialization Elective		Research Work I
	Specialization Elective	ACC/FIN/MGT/MKT 6381	Research Work II
<i>Fall</i>		<i>Spring</i>	
<i>10 credits</i>		<i>9 credits</i>	

ACC/FIN/MGT/ MKT 6382	Research Work III	ACC/FIN/MGT/ MKT 6385	Dissertation II (Literature Review and Methodology Development)
ACC/FIN/MGT/ MKT 6383	Research Work IV (Qualifying Exam; 4 credits)	ACC/FIN/MGT/ MKT 6386	Dissertation III (Data Collection)
ACC/FIN/MGT/ MKT 6384	Dissertation I (Proposal Write-up and Defense)	ACC/FIN/MGT/ MKT 6387	Dissertation IV (Data Analysis)
<b>Summer I &amp; II</b>		<b>8 credits</b>	
ACC/FIN/MGT/ MKT 6388	Dissertation V (Dissertation Write-up)		
ACC/FIN/MGT/ MKT 6390	Dissertation Formatting and Defense (4 credits)		
ACC/FIN/MGT/ MKT 6393	Comprehensive Exam (1 credit)		

### DBA PROGRAM ACADEMIC POLICIES

In general academic policies on registration, course load, class attendance, withdrawal, etc. apply to doctoral students the same as to other graduate students. In other cases there may be a separate policy for doctoral students which take precedence over general academic policy.

#### Independent Study Policy

An Independent Study is a course in which the instructor will direct student(s) in a non-classroom environment to replace a regular (traditional) course when the regular course cannot be offered by the program for the current semester due to various reasons. The purpose of an Independent Study course is to help the student complete their course requirements in a timely manner. Any course in the curriculum can be taken as an independent study if there is consent from the instructor who offers the course and approval from the DBA Council. The Independent Study workload should be equivalent to a regular DBA course. Students must submit an Approval for Independent Study Form. A DBA Student may take a maximum of 9 credits as independent study.

#### Transfer of Credit

Unless coursework has been transferred, students must take a minimum of 75 credits to satisfy the requirements of the DBA program. A transfer of credit may be given for a post graduate level course completed by the student especially if taken as part of an official exchange program. A maximum of nine credits of coursework may be transferred upon petition to the DBA Council. Transfer credits are allowed only for courses from accredited institutions with a grade of B or higher. A doctoral student must successfully complete one semester in residency at BCB before the coursework is eligible for transfer. The transfer of credit must be approved by DBA council.

# COLLEGE OF SOCIAL SCIENCES

ADMINISTRATION

GENERAL INFORMATION

DEPARTMENT OF ECONOMICS

DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION

DEPARTMENT OF INTERNATIONAL RELATIONS AND REGIONAL STUDIES

DEPARTMENT OF PUBLIC ADMINISTRATION

**UNDERGRADUATE DEGREE PROGRAMS:**

BACHELOR OF ARTS IN ECONOMICS (BAE)

BACHELOR OF ARTS IN JOURNALISM (BAJ)

BACHELOR OF ARTS IN PUBLIC AND MUNICIPAL ADMINISTRATION (PMA)

BACHELOR OF ARTS IN INTERNATIONAL RELATIONS (IR)

**GRADUATE DEGREE PROGRAMS:**

MASTER OF ARTS IN ECONOMICS (MAE)

MASTER OF ARTS IN INTERNATIONAL JOURNALISM AND MASS COMMUNICATION

(MAIJ)

MASTER OF PUBLIC AND MUNICIPAL ADMINISTRATION (MPMA) MASTER OF

INTERNATIONAL RELATIONS (MIR)

## ADMINISTRATION

Interim Dean

Alessandro Frigerio, PhD

Associate Dean

Aigul Adibayeva, CSc

Research Director

Kristopher White, PhD

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[www.kimep.kz/academics/css](http://www.kimep.kz/academics/css)

## GENERAL INFORMATION

### Statement of Purpose

The College promotes understanding about society, its structure, its relationship to both the state and the marketplace, and the means by which information is disseminated throughout society. The College accomplishes its purpose by:

- developing graduates who are independent and highly qualified critical thinkers, who are well prepared for graduate social sciences study in English, and who can become the future leaders of the public and private sectors, including news media, in a modern Kazakhstan;
- conducting and disseminating applied and academic research for the betterment of Kazakhstan and Central Asia more generally; and
- contributing, through our graduates, to the securing of the foundations for democratic government, strong civil society, good laws and fair law enforcement in the region.

### Mission Statement

The goal of the College is to aid in the building of civil society in Kazakhstan and, through our graduates who move beyond its borders, in Central Asia and elsewhere. The College strives to play a significant role in promoting societal and political liberalization throughout the region, thereby contributing to the quality of people's lives both materially and culturally.

The Strategy for achieving the mission is to develop and disseminate knowledge of diversified human economic, social and political experience relevant to Central Asia. We recognize that life is complex and that not all the situations our graduates will face will be easily understood. That's why we prepare them to think analytically and critically about past and present human experience at the individual, group national and global level. That is also why we provide our students with the values, the basic analytical knowledge and techniques, and the employment-relevant and problem-solving skills they needed to be able to address both the anticipated and the unknown challenges that lie ahead in the twenty-first century. Our students are prepared for a wide variety of

graduate programs in the social sciences and for career opportunities in business, journalism, government, social services and education.

We want all our students to experience a vibrant academic community, one in which they have opportunities:

- to mix with foreign exchange and visiting field-work students;
- to learn from, and to be mentored by our well qualified and experienced foreign and local faculty and visiting professors;
- to study abroad for credits at one of our world-class partner universities; and
- to be paid teaching and research assistance working with faculty committed to delivering high quality teaching and learning, and research.

### **Profile**

The College is a union of four disciplines that range from classical social science theory to professionally-oriented curricula. The faculty is a mix of both foreign faculty and Kazakhstani faculty. Not only are the faculty academically qualified but they possess a wealth of professional experience which is important in developing and mentoring the professionals of the future.

To provide a focus for College's research and scholarship activities, there is an active academic research center – The Central Asian Studies Center.

### **Research Center**

Since the Academic Year 2010-11 the College of Social Sciences (CSS) of KIMEP University has created the Central Asian Studies Center (CASC) based in the College of Social Sciences (CSS) - led by the Department of International Relations and Regional Studies and including academics from all the four departments of the college - for fostering cooperation on research with international scholars.



### **Central Asian Studies Center (CASC)**

Facebook: CASC Almaty

Website: <http://www.casc.kz>

Director:

Associate Professor NargisKassenova

Deputy Director:

Assistant Professor ZharmukhamedZardykhan

### **Degree Programs**

The College is administratively divided into four departments: Economics, Media and Communications, International Relations and Regional Studies, Public Administration. Each department has both an undergraduate and a graduate degree program.

## **DEPARTMENT OF ECONOMICS**

Office □ 222 (Valikhanov building)

Tel.: +7 (727) 270-42-63

(ext: 3043, 3041)

e-mail: [gpech@kimep.kz](mailto:gpech@kimep.kz)

### **Administration**

Department Chair

Gerald Pech, PhD

### **Mission Statement**

The Department provides international-standard education in economics. It is a center of education with relevance to the region and beyond.

Its core mission is to train students in the economic way of thinking and apply analytical tools to social, business and economic policy issues. It aspires to enable its students to compete on an equal footing with graduates from top-ranking departments anywhere in the world. It trains graduates to lead and support decision making processes at all levels in organizations in business and society and inculcates them with a set of concepts and ideas which transcend cultural boundaries.



The department prepares its students for a wide range of career choices in government, financial institutions, private and public sectors, intergovernmental as well as multilateral institutions. It provides its students accordingly with personal development and a choice of courses and specializations, such that they can match their educational profile to the career they wish to pursue. The greatest strength of an education in economics, however, is the variability of how it can be applied and the rigor and clarity of thinking which it imparts.

#### **Degree Programs**

The Department of Economics offers a Bachelors of Economics at the undergraduate level and a Master of Arts in Economics for post graduate students.

## **DEPARTMENT OF MEDIA AND COMMUNICATIONS**

Office □ 418 (Valikhanov building)  
Tel.: +7 (727) 270-42-96  
(ext. 3109),  
e-mail: sholpank@kimep.kz

#### **Administration**

Department Chair  
SholpanKozhamkulova, Ph.D.

#### **Mission Statement**

The Department of Media and Communications offers the skills and understanding needed for success in professional communication, in such fields as Public Relations, online and print Journalism, Management of media organizations, and Broadcasting. In an age of Internet-propelled change, effective communication is essential. We are the leading program in Central Asia for preparing students for professional and academic excellence. Courses are taught in English, giving graduates the strong language skills that help them achieve their dreams around the world.

The Department offers international-level opportunities to aspiring communication specialists. We have strong ties with Journalism, Broadcast and Public Relations leaders, both internationally and in Kazakhstan. This helps our graduates gain key positions in a full range of media companies. Beyond media employment, many graduates become leaders in commercial, governmental and non-governmental organizations, which increasingly demand communication and media expertise.

At the same time, the Department prepares students for academic prominence. Our graduates earn Ph.D.s in leading Western universities. Analytical and research skills, valued by employers all over the world, are a central part of each course.

Students learn from highly qualified international professors with a wealth of both professional and academic experience. Instructors from Kazakhstan combine Western training with extensive local knowledge. The DMC department is strongly student-focused and supportive. We treat each student as an individual, helping them complement practical skills with a superb knowledge base. Departmental facilities are exceptional, giving graduates outstanding hands-on skills and problem-solving abilities.

The Department of Media and Communications is Kazakhstan's leader in professional communication education at an international level. It has been conditionally accredited by the American Communications Association (ACA). We are committed to the success and satisfaction of our students, and to the development of Kazakhstan in an interconnected world of information.

#### **Degree Programs**

The Department of Journalism and Mass Communication offers a Bachelor of Journalism and a Master of Arts in International Journalism and Mass Communication.

## **DEPARTMENT OF PUBLIC ADMINISTRATION**

Office □ 306 (Valikhanov building)  
Tel.: +7 (727) 270-42-66  
(ext. 3049),  
e-mail: dpmngr@kimep.kz

#### **Administration**

Department Chair

#### **Mission Statement**

The mission of the Department of Public Administration is to deliver international-standard education and research in public policy, administration, and management relevant to Kazakhstan and the Central Asian region.

The department's operational goals are:

- to educate Kazakhstani and Central Asian professionals for future leadership in government, business, and the NGO sector;
- to provide students with the analytical and practical skills needed for them to be successful researchers, policymakers, and managers; and
- to foster within students an ethos of public service and active citizenship.

The Department realizes its goals through a diverse and highly qualified local and foreign faculty and support staff. It offers an interdisciplinary range of courses in areas such as financial management, public administration, environment, health, and education, while encouraging students in a broad range of research endeavors of their own choice. Its program is rounded out through a Public Administration Internship which places candidates in their choice of public, private, and non-government organizations, including the Parliament of Kazakhstan. Graduates of the Department of Public Administration are accepted into top Western universities.

The Department is an institutional member of various organizations, such as the National Association of Schools of Public Affairs and Administration (NASPAA), the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG), and the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee). The membership in NISPAcee qualifies the Department to apply for accreditation of its programs by the European Association for Public Administration Accreditation (EAPAA).

### **Degree Programs**

The Department of Public Administration offers a Bachelor of Public and Municipal Administration for undergraduate students and a Master of Public and Municipal Administration for post graduate students. Both BPMA and MPMA programs of the department are accredited by the European Association for Public Administration Accreditation (EAPAA). KIMEP University is the first institution in Central Asia to achieve this recognition. The accreditation is valid for a period of seven years with effect from September 2012.

## **DEPARTMENT OF INTERNATIONAL RELATIONS AND REGIONAL STUDIES**

Office □ 108 and 110 (Valikhanov building)

Tel: +7 (727) 270-42-79/88

(ext. 3001/3050)

Email: spehr@kimep.kz

### **Administration**

Department Chair

Scott Spehr, PhD.

### **Mission Statement**

The Department of International Relations and Regional Studies is designed to produce graduates capable of taking on leadership roles in the challenging arena of world affairs, including positions within the diplomatic corps, multinational corporations, education and non-governmental organizations. Our multidisciplinary program provides a cutting-edge, well-rounded education, modeled on and delivered according to the highest international standards. Our program of study has received international recognition from top programs such the Internal Masters in Russian, Central and Eastern European Studies program in Glasgow University, UK, which now offers a joint degree with our Master of International Relations program. By closely cooperating with a KIMEP-based research institute, the Central Asian Studies Center (CASC), the Department is establishing itself as an internationally-recognized base of excellence in research and the training of future scholars.

### **Objectives**

The Objectives of the Department are:

1. to train professionals capable of taking on challenging jobs and playing leadership roles in the international arena, as diplomats, consular agents, communications officers, international affairs analysts and advertising specialists; and
2. to provide a solid foundation for future scholars who want to pursue graduate study and research in international relations and related fields in the social sciences and humanities.
3. To foster students' critical and analytical thinking and to expand their linguistic, technical, research and communication skills.
4. To analyze the core fields and sub-fields in the discipline through innovative teaching
5. To develop student/faculty collaboration that allows students to attain the political literacy necessary for good citizenship.
6. To help students understand the concepts, theories and methodologies used in the disciplines so that students can integrate theoretical knowledge and practical experience.

### **Degree Programs**

The Department of International Relations and Regional Studies offers a Bachelor of International Relations (BSSIR) for undergraduate students and a Master in International Relations (MIR) for post graduate students.

## UNDERGRADUATE DEGREE PROGRAMS

To earn a degree from the College of Social Sciences, a student must fulfill the following requirements:

1. Fulfill all KIMEP degree requirements, which include the completion of all General Education Requirements and completion of a minimum of 146 credits.
2. Completion of 33 credits of General Education Required courses
3. Completion of 64 credits of Program foundation courses.
4. Completion of 33 Major requirements
5. Completion of an internship (6 credits) as specified by the program requirements.
6. Completion of the requirements of a degree program offered by the College of Social Sciences.
7. Completion of the physical education, internship, thesis and exit test requirements

The College of Social Sciences offers the following undergraduate degree programs:

- Bachelor of Arts in Economics (BAE)
- Bachelor of Arts in Journalism (BAJ)
- Bachelor of International Relations (IR)
- Bachelor of Public and Municipal Administration (BPMA)

Each degree program has one or more options for a major. In some programs the student is not required to complete a major. A student who graduates without a major has more flexibility in selecting elective courses within the program.

The following table illustrates the general structure of the degree programs in the College of Social Sciences. The exact details are given under each degree program.

General Education Requirements	33
Program Foundation Courses	64
Program Requirements or Major	32
Internship	6
Physical Education	8
Thesis	2
State Examination	1
<b>Total Required for Graduation</b>	<b>146</b>

### BACHELOR OF ARTS IN ECONOMICS (BAE)

#### STATEMENT OF PURPOSE

The BAE program teaches students how to analyze social and economic systems. This gives them flexibility in thinking and in choice of career. The program emphasizes intuition and empirical foundations of economic analysis.

#### LEARNING OBJECTIVES

In order to ensure that graduates have the critical perspective necessary to lead and the skills to support decision making, the BAE program aims to impart

- knowledge of core concepts and theories of economics sciences and the ability to put them into perspective, that is to compare their predictions and to critically assess their applicability in different circumstances;
- the ability to structure and analyze situations and to critically assess and evaluate solutions;
- practical skills to establish relationships between economic variables;
- the ability to communicate ideas and information clearly and effectively in oral and written English;
- the ability to work effectively with others in the pursuit of common objectives.

#### BAE CURRICULUM

To earn a Bachelor of Arts in Economics a student must complete 146 credits.

	Credit hours	ECTS

General Education Requirements	33	53
Physical Education	8	8
Program Foundation Courses	64	106
Major Requirements	41	73
<b>Total Required for Graduation</b>	<b>146</b>	<b>240</b>

Students should choose the General Education courses with the assistance and advice of the academic advisors. For details, see Undergraduate General Education requirements.

**Program Foundation Courses (64 credits)**

**Program Foundation Required Courses (37 credits)**

Course Code	Course Title	Credit hours	ECTS
KAZ21021.2 RUS2101.2	Professional Kazakh (Russian) Language	2	3
ENG2101	Professionally Oriented Foreign Language	2	3
ENG1110	Academic Listening and Notetaking	3	5
ENG1121	Academic Reading and Writing II	3	5
GEN1201/ ECN1201	Mathematics for Business and Economics	3	5
ECN2083	Introduction to Statistics	3	5
ECN2103	Principles of Microeconomics	3	5
ECN2102	Principles of Macroeconomics	3	5
ECN3081	Intermediate Microeconomics (Microeconomics)	3	5
ECN3082	Intermediate Macroeconomics (Macroeconomics)	3	5
ECN3184	Econometric Methods	3	5
ECN3103	Quantitative Methods	3	5
ECN4104	Research Methods and Methodology (Data Analysis)	3	5
<b>TOTAL</b>		<b>37</b>	<b>61</b>

**Program Foundation Elective Courses (27 credits)**

Course Code	Course Title	Credit hours	ECTS
ECN4125	Monetary Economics	3	5
ECN4086	Applied Microeconomics (Microeconomics II)	3	5
ECN4085	Applied Macroeconomics (Macroeconomics II)	3	5
ECN4185	Applied Econometrics	3	5
ECN3083	Mathematical Economics	3	5
ECN3151	Managerial Economics (Entrepreneurship)	3	5
ECN2202	Business Law (Entrepreneurial Law)	3	5
ECN2201	Accounting and Auditing	3	5
ECN3105	Marketing	3	5
ECN3104	Operations Management (Production Planning and Economics of Production)	3	5
ECN2360	Introduction to Personal Finance	3	5
MATH2001	Linear Algebra	3	5
MATH3001	Introduction to Analysis	3	5
MATH3002	Differential Equations	3	5
MATH4001	Discrete Mathematics	3	5
MATH4002	Probability Theory and Statistics	3	5
MATH4003	Introduction to Multivariable Analysis	3	5

<b>Total</b>		<b>27</b>	<b>45</b>
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### Major requirements

The BAE program offers three majors: Business Economics, Public Policy and Financial Economics. Students who want a flexible curriculum may choose to graduate without a major by earning 9 credits from economics elective courses.

**Public Policy** prepares students to work with international organizations such as IMF, World Bank, WTO, multinational organizations, international law firms, financial institutions, government agencies, such as ministry of commerce and trade and research organizations.

**Business Economics** prepares students for work in the private sector with an emphasis on courses which combine decision theory with the analysis of interaction in markets. Several electives allow a more focused specialization in institutions and organizations in financial markets.

**Financial Economics** prepares students for work in the financial sector. The courses are designed to meet the qualification profile of financial analysts, risk-performance analysts, investment bankers, investment brokers, and financial consultants.

### Major Required Courses (26 credits)

Course Code	Course Title	Credit hours	ECTS
ECN3189	Economy of Kazakhstan	3	5
ECN4112	International Economics	3	5
ECN3350	Financial Economics I (Finance)	3	5
ECN4154	Government and Business (Government Regulation of the Economy)	3	5
ECN4121	Public Economics	3	5
ECN3888	Internship	6	10
ECN4183	Thesis	3	5
	Thesis Defense	1	3
ECN4999	State Examination	1	2
<b>Total</b>		<b>26</b>	<b>45</b>

### Major Elective courses

In addition to the major required courses, students choose 15 credits from the following courses:

### Major in Business Economics (15 credits)

Course Code	Course Title	Credit hours	ECTS
ECN3193	Project Appraisal	3	5
ECN4351	Foreign Exchange Markets	3	5
ECN4359	Investment in Emerging Markets	3	5
ECN4153	Law and Economics	3	5
ECN4122	Labor Economics	3	5
ECN4350	Advanced Financial Economics	3	5
ECN4152	Industrial Organization (Economics of Enterprise)	3	5
ECN3161	Natural Resource Economics (Environmental Economics)	3	5
ECN4181	Special Topics in Economics	3	5
ECN3155	Money and Banking	3	5
ECN3230	Financial Institutions Management (Financial Institutions and Markets)	3	5
<b>Total</b>		<b>15</b>	<b>25</b>

### Financial Economics (15 credits)

In addition to the major required courses, students choose 15 credits from the following courses:

Course Code	Course Title	Credit hours	ECTS
ECN4350	Advanced Financial Economics	3	5
ECN4351	Foreign Exchange Markets	3	5

ECN4352	Financial Econometrics	3	5
ECN4359	Investment in Emerging Markets	3	5
ECN4181	Special Topics in Economics	3	5
ECN3210	Corporate Finance	3	5
ECN3155	Money and Banking	3	5
ECN3230	Financial Institutions Management (Financial Institutions and Markets)	3	5
<b>Total</b>		<b>15</b>	<b>25</b>

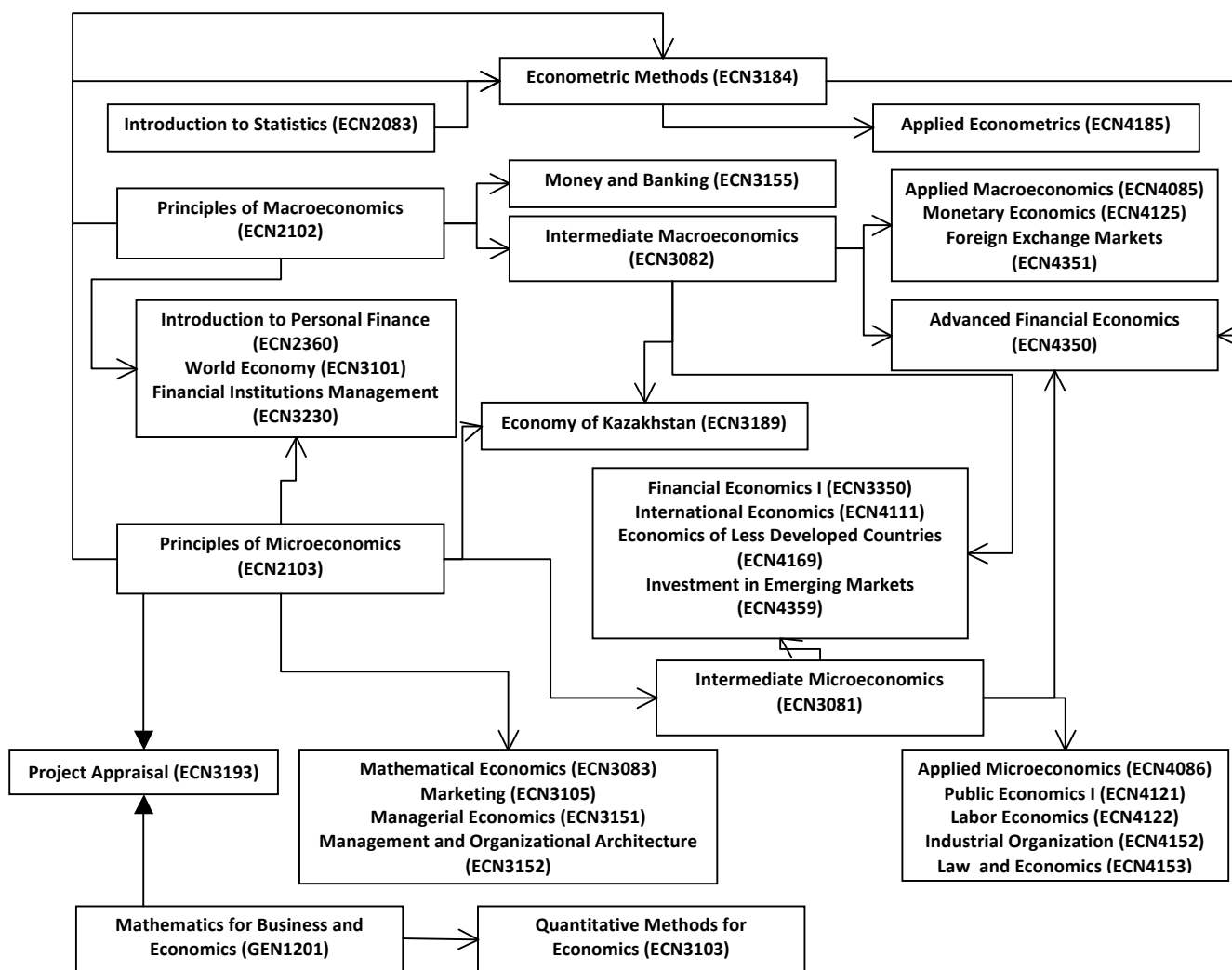
#### Major Electives for Public Policy (15 credits)

Students choose ECN4169 (Development Economics) and 15 credits from the following electives:

Course Code	Course Title	Credit hours	Credit hours
ECN3193	Project Appraisal	3	5
ECN3101	World Economy	3	5
ECN4153	Law and Economics	3	5
ECN4122	Labor Economics	3	5
ECN4359	Investment in Emerging Markets	3	5
ECN4152	Industrial Organization (Economics of Enterprise)	3	5
ECN3161	Natural Resource Economics (Environmental Economics)	3	5
ECN4181	Special Topics in Economics	3	5
<b>Total</b>		<b>15</b>	<b>25</b>

#### Prerequisites

The following chart illustrates which Economics courses have prerequisites. For details see course descriptions. All required English courses must be completed before taking Microeconomics or Macroeconomics.



### Thesis requirements<sup>12</sup>

**Thesis (ECN4183.4)** Students have to write a thesis on an independent research which they undertake in consultation with a faculty advisor. Students must set up an appointment with a faculty member who may specialize in the student's potential topic, submit a proposal and obtain written approval of the faculty advisor. In order to register for a thesis, students must have completed 90 credits, including ECN 4104 Research Methods and Methodology and an econometrics methods course.

#### Writing the thesis

The thesis analyzes an economic problem. It should follow the structure of a journal article: Introduction, Explanation of the Methodology Used, Evaluation of the Data (if any), and Conclusion. As a guideline, the paper should be about 10,000 words in length, with supporting data, graphs and appendices.

#### Grading of the Thesis

The thesis is graded on a letter scale with plus and minus grades (e.g., A+, A, ..., D, D-). The faculty advisor will determine the final grade based on the quality of the thesis and on feedback from two faculty members.

#### The following criteria will be applied:

- Is the argument of the thesis sound?
- Does valid evidence and do examples support the argument of the thesis?
- Is the essay well organized? Are the parts arranged in a clear sequence?
- Is the essay well researched?
- Is the thesis well presented?
- Are there mistakes in usage or spelling?

**State Examination (Exit Exam)** Students are required to take the examination.

#### Internship requirements

All BAE students are required to complete a 6-credit internship.

Course Code	Course Title	Credit hours	ECTS
ECN 3888	Professional Internship in	3	5

<sup>12</sup> For details see the Guideline for BAE Theses in Economics.

	Economics I		
ECN 3888.1	Professional Internship in Economics II	3	5
<b>Total</b>		<b>6</b>	<b>10</b>

## Minor in Mathematics

**Why Mathematics?** All major US universities offer minors in mathematics because Mathematics plays a very important and ever growing role in modern science and technology. The symbiotic relationship between mathematics and its areas of application is ever growing as more areas of engineering and science become dependent on new mathematical tools and mathematically trained scientists. Applied mathematics is therefore becoming underpinning of the revolutionary changes taking place in all scientific, engineering and technological fields. These areas are vital to the new industries that will dominate the twenty-first century. A great variety of areas of human activity need mathematically trained people. Prospective employers recognize that mathematics is an excellent tool to develop critical thinking and analytical skills.

**Why Mathematics at KIMEP?** Modern financial analysis, economic analysis, operations management and other areas of business administration use a high-level mathematics. We want to recruit high quality students from the best local high schools especially through the Early Start Program. A minor in mathematics can, potentially, attract to KIMEP the brightest young people of Kazakhstan. These same students will be advised and mentored regarding the interrelatedness of mathematics to the career paths in business such as Finance, Accounting, or Operations Management as well as the opportunities presented in the discipline of Economics. We believe the Math program will benefit the College of Business and the College of Social Sciences as well as serve the community by offering this new degree program. A minor in mathematics can significantly widen anyone's scope of career opportunities and will benefit those individuals. Interaction between students studying social sciences or business and those studying fundamental mathematics would make the atmosphere at KIMEP more intellectually stimulating and so improve students' learning.

**Why anything beyond 'Mathematics for Business and Economics' and 'Calculus'?** These two are introductory courses with an emphasis on computational skills rather than mathematical theory. But mathematics is not just substitution of numbers in the known formulas. If a student wants to properly understand and successfully apply mathematics, to know where the formulas and rules come from and maybe to derive his or her own formulas or develop his or her own methods, he or she should have a sound knowledge of fundamental mathematics where the emphasis is on the theory, ideas, and deductive reasoning.

**The mission** of the proposed Minor in Mathematics is to give students a solid knowledge of fundamental mathematics, to develop their ability to think critically and analytically and ability to use their knowledge. This will improve preparation of students and increase their competitiveness for future jobs and graduate schools anywhere in the world.

**Program structure.** All CSS minors consist of 5 courses (15 credits). Thus, a Minor in Mathematics at KIMEP also consists of 5 courses: all courses from Group A (required courses) and any 3 courses from Group B (elective courses).

### Group A: Required Courses

Course Code	Course Title	Credit hours	ECTS
MATH2001	Linear Algebra	3	5
MATH3001	Introduction to Analysis	3	5
<b>Total</b>		<b>6</b>	<b>10</b>

### Group B: Elective Courses

Course Code	Course Title	Credit hours	ECTS
MATH3002	Differential Equations	3	5
MATH4001	Discrete Mathematics	3	5
MATH4002	Probability Theory and Statistics	3	5
MATH4003	Introduction to Multivariable Analysis	3	5
<b>Total</b>		<b>9</b>	<b>15</b>

**Who can minor?** To be admitted to the Mathematics minor, a student must have a minimum overall GPA of 2.67 and have a grade of B or higher in any of the mathematical courses from the general education requirements.

**The learning objectives of the Minor in Mathematics program** are to develop:

- critical thinking and analytical skills;
  - the ability to make a sound logical inference;
  - an understanding of basic mathematical techniques and the ability to use them;
  - an understanding of mathematical proofs and the ability to produce a correct mathematical proof;
- knowledge of foundational facts (theorems) of linear algebra, analysis and related subjects.



## BACHELOR OF ARTS IN JOURNALISM (BAJ)

### Statement of Purpose

The department prepares well-trained communicators, providing them the practical, technical and language skills necessary to develop Kazakhstan's media environment. The Bachelor of Arts in Journalism (BAJ) is a four-year program that primarily enrolls recent high school graduates who want to pursue careers in mass media and mass communication.

### Mission

The BAJ program is committed to provide students with a clear understanding of the fields of Public Relations, multimedia journalism, with practical preparation for success as professionals or academics in these or related areas.

### Learning Objectives

Students who graduate with a BAJ degree will be prepared to enter employment in mass and online communication fields including journalism, public relations, or broadcasting. This preparation is based on developing understanding and practical skills, including the abilities to:

- comprehend the role of professional communication in Kazakhstan and the world;
- investigate and become skilled at the practices of media and mass communication;
- study and apply major ethical standards related to the practices of professional communication;
- learn and apply legal issues related to the practice of communication in Kazakhstan;
- understand the impact of new information technologies on the practice of Public Relations, Management, Broadcasting and Journalism;
- comprehend historical and contemporary practices in CIS and Kazakhstan and in other regions of the world, as well as major social, economic, and political issues affecting those practices;
- develop the analytical skills to critically evaluate verbal and visual communication;
- gain the analytical skills to conceive and produce professional and/or academic communication materials;
- enhance practical skills for effective traditional and online communication;
- learn the skills and understanding needed to conduct journalistic research, using a variety of method; and
- gain practical experience as an intern in a professional communication workplace.

### Intended Learning Outcomes

The program is a national and regional leader in developing and implementing transparent and effective academic learning outcomes as a core element of the development strategy of KIMEP University. Therefore, on the successful completion of the program, BAJ graduates will be able to:

- explain the role of journalism and mass media in society;
- apply foundation practices in professional communication, such as writing, planning, analysis, and research;
- follow ethical and professional practices related to the practice of journalism and mass communication;
- work with legal issues and procedures related to the practice of journalism and mass communication in Kazakhstan;
- manage and explain the role of new information technologies in the practice of mass communication;
- engage with, and advance, communication practices in CIS and Kazakhstan and in other regions of the world, in ways that reflect the major social, economic, and political aspects and impacts of those practices;
- develop the analytical skills needed to critically evaluate professional communication materials and performances;
- master the practical skills needed to conceive, report, and produce news for online, print, broadcast and other media;
- adopt the language, management and technical skills needed to communicate effectively;
- understand the basics of commercial and academic research, including a variety of methods;
- demonstrate the technical skills necessary to communicate effectively in a multimedia environment; and
- undertake at least one semester of work in a mass communication role or field.

### Department of Media and Communication policies

Advanced undergraduate students may enroll in graduate-level courses for undergraduate credit with permission of the Department. The content of such courses must not substantially duplicate the content of a course the student has previously taken or is currently taking.

### BAJ Curriculum

To earn a Bachelor of Arts in Journalism, a student must complete 146 KIMEP credits (240 ECTS).

	KIMEP credits	ECTS
General Education Requirements	33	53

Physical Education	8	8
Program Foundation Courses	64	111
Program Requirements or Major	41	68
<b>Total Required for Graduation</b>	<b>146</b>	<b>240</b>

**GENERAL EDUCATION REQUIREMENTS (33 KIMEP CREDITS, 53 ECTS)**

See Undergraduate General Education requirements

**BAJ PROGRAM FOUNDATION COURSES (64 KIMEP CREDITS, 111 ECTS)**

BAJ Program Foundation Courses (64 KIMEP credits, 111 ECTS) are required by all students in the BAJ program.

BAJ Program Foundation Courses (64 KIMEP credits, 111 ECTS) are grouped into two components:

**Program Foundation Required Courses: 61 KIMEP credits, 106 ECTS**

**Program Foundation Elective Course - 3 KIMEP credits, 5 ECTS**

**Program Foundation Required Courses: 61 KIMEP credits, 106 ECTS**

Course Code	Course Title	KIMEP Credits	ECTS
JMC3615.2 or JMC3616.2	Writing for Russian Language Media or Writing for Kazakh Language Media	2	3
JMC 1601.2	English for Media Communication I	2	3
JMC2607	Ethical and Legal Issues in Press	3	10
JMC 3201	Media Writing	3	5
JMC3608	Journalism of Kazakhstan and CIS	3	5
JMC 3609	Principles of Media Management	3	5
JMC 3622	Print Journalism	3	5
JMC2605	Media and Society	3	5
JMC2604	Computer Design and Editing	3	5
JMC 2611	Introduction to Journalism	3	5
JMC 2612	New Information Technologies	3	5
JMC2608/ GEN2812	Introduction to Public Relations	3	5
ENG1110	Academic Listening and Note Taking	3	5
ENG1121	Academic Reading and Writing II	3	5
JMC 2430	Research, Reading and Writing	3	5
JMC 2703	Photojournalism	3	5
JMC3211	Editing	3	5
JMC 4611	Professional Project	3	5
JMC 4612	Online Journalism 1 (Digital Information Production)	3	5
JMC 4615	Online Multimedia Technologies	3	5
JMC 4701	Communication Research	3	5
<b>TOTAL:</b>		<b>61</b>	<b>106</b>

**Program Foundation Elective Courses: 3 KIMEP credits, 5 ECTS**

Students must choose any 1 (one) course from the following:			
Course Code	Course Title	KIMEP Credits	ECTS
JMC 2609	Psychology in Communication	3	5

JMC 4706	Creative Workshop	3	5
JMC 3707	Broadcasting in Russian (Kazakh)	3	5
JMC 3708	Independent Studies in Communications	3	5
JMC 3709	Audio Production	3	5
JMC 4610	Advanced News Editing	3	5
<b>TOTAL:</b>		<b>3</b>	<b>5</b>

#### **PROGRAM REQUIREMENTS OR MAJOR (41 KIMEP credits, 68 ECTS)**

The BAJ program offers two majors: **Media Management** and **Public Relations**. Students who want a flexible curriculum may choose to graduate without a major. In such cases, students should complete **41 KIMEP credits (68 ECTS)** in BAJ Major Program Requirements or Major section.

BAJ *Program Requirements or Major* courses are grouped into two components:

**Major Required Courses – 35 KIMEP credits, 58 ECTS**

**Major Elective Courses- 6 KIMEP credits, 10 ECTS**

**Media Management** is designed for students who want to manage news organizations. To work successfully on the management side of media, students need to understand the various information businesses, such as newspapers, magazines, radio, television and online. In addition, students need to have a foundation in management economics and business administration to work effectively in this field.

**Public Relations** teach students how to serve as intermediaries between organizations and those organizations' publics. They will learn communication skills needed to advise management, set policies, and plan and execute strategic campaigns. The program includes business administration and management courses.

**Major in Media Management**

**Major Required Courses: 35 KIMEP credits, 58 ECTS**

Course Code	Course Title	KIMEP Credits	ECTS
JMC 3623	Broadcast Journalism	3	5
JMC 3603	Business News	3	5
JMC3605	Political Communication	3	5
JMC 3611	Internship I	3	5
JMC 3612	Internship II	3	5
JMC 4070.2	Thesis	2	3
JMC 4080	State Examination	1	2
JMC4601	Advertising and Media Sales	3	5
JMC 4209	Public Relations Management and Strategies	3	5
JMC 4703	Crisis Communication	3	5
JMC 4613.2	Online Journalism 2 (Online Publication Management)	2	3
JMC 4614	Media Analysis	3	5
JMC 4690	Special Topics in Journalism and Mass Communication	3	5
<b>TOTAL:</b>		<b>35</b>	<b>58</b>

#### **JMC 4070.2 Thesis**

Students will write an undergraduate thesis on independent research undertaken in consultation with a faculty advisor, who may specialize in the student's potential thesis topic. Students must submit a proposal and obtain the written approval of the faculty advisor.

**Major Elective Courses: 6 KIMEP credits, 10 ECTS**

Students must choose any 2 (two) of major electives courses:		KIMEP credits	ECTS
JMC 4201	Advanced Media Writing	3	5
JMC 4704	Brand/Image Management	3	5
JMC 4702	Government Media Relations	3	5
JMC 4707	Broadcast Production and Editing	3	5
JMC 4708	Broadcast Public Speaking	3	5
JMC 4713	Persuasive Visual Communication	3	5
JMC 4622	Advertising Writing, Layout and Strategies	3	5
JMC 2704	Persuasive Communication	3	5
JMC 3621	International Relations and Journalism	3	5

JMC 3610	News and Economics	3	5
MGT 1201	Intro to Business	3	5
JMC 4705	Introduction to Documentary	3	5
<b>TOTAL</b>		<b>6</b>	<b>10</b>

### Major in Public Relations

Major Required Courses: 35 KIMEP credits, 58 ECTS

Course Code	Course Title	KIMEP Credits	ECTS
JMC 3623	Broadcast Journalism	3	5
JMC 4613.2	Online Journalism 2 (Online Publication Management)	2	3
JMC 3603	Business News	3	5
JMC 3611	Internship I	3	5
JMC 3612	Internship II	3	5
JMC 4070.2	Thesis	2	3
JMC 4080	State Examination	1	2
JMC 4703	Crisis Communication	3	5
JMC 4209	Public Relations Management and Strategies	3	5
JMC 4707	Broadcast Production and Editing	3	5
JMC4201	Advanced Media Writing	3	5
JMC 4690	Special Topics in Journalism and Mass Communication	3	5
JMC 2704	Persuasive Communication	3	5
<b>TOTAL:</b>		<b>35</b>	<b>58</b>

Students must choose any 2 (two) of major electives courses.

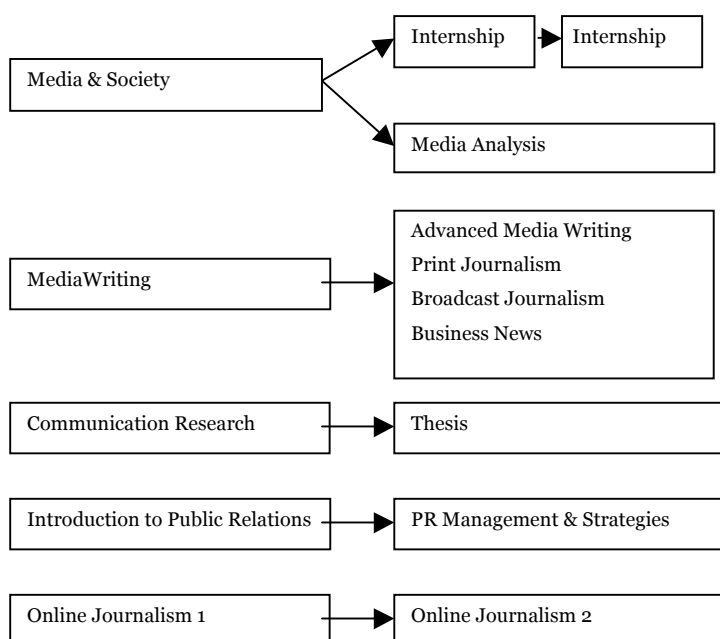
Major Elective Courses: 6 KIMEP credits, 10 ECTS

Students must choose any 2 (two) of major electives courses:		KIMEP credits	ECTS
JMC3605	Political Communication	3	5
JMC4601	Advertising and Media Sales	3	5
JMC 4614	Media Analysis	3	5
JMC 4622	Advertising Writing, Layout and Strategies	3	5
JMC 4702	Government Media Relations	3	5
JMC 4704	Brand/Image Management	3	5
JMC 4705	Introduction to Documentary	3	5
JMC 4708	Broadcast Public Speaking	3	5
JMC 4713	Persuasive Visual Communication	3	5
JMC 3621	International Relations and Journalism	3	5
JMC 3610	News and Economics	3	5
MGT 1201	Intro to Business	3	5
<b>TOTAL</b>		<b>6</b>	<b>10</b>

Total required for graduation is 146 KIMEP credits, 240 ECTS.

### Prerequisites

The following chart illustrates which Journalism courses have prerequisites. Journalism courses not listed on the chart do not have any prerequisites.



## BACHELOR OF PUBLIC AND MUNICIPAL ADMINISTRATION (BPMA) (Code of the Major: 5□051000)

### Statement of Purpose

The purpose of the Bachelor of Public and Municipal Administration at KIMEP is to prepare professionals for careers in the public, non-profit, and private sectors through an intellectual and practical interdisciplinary approach. The program aims to prepare prospective managers with skills that enable them to adapt to changing demands within different sectors.

### Learning objectives

In order to equip students who graduate from the BPMA program with the essential knowledge and skills they need to gain employment in professional, managerial, and, ultimately, executive positions in the public, non-profit and private sectors, the program's learning objectives are to ensure that undergraduates have a satisfactory level of knowledge of:

- the concepts and theories that have informed the development of public administration, public policy and public management;
- the nature of the public sector and its relationship to government, civil society and the marketplace, and how it can be institutionally arranged and reformed;
- the concepts and theories of public finance (taxation and expenditure), governmental budgeting and financial management;
- the nature of public organizations and impact of their structure and culture on organizational performance;
- the concepts and theories of motivation, leadership, job design and organizational change that can be applied to improve the performance of public organizations; and
- one or more areas of public policy specialization (including natural resources, urban development, social policy, environmental policy, and health policy).

The undergraduates also acquire the necessary cognitive, inter-personal and self-management skills to:

- 1) undertake research involving the synthesizing, integrating and applying of theoretical constructs to define, analyze and address issues in the fields of public administration, public policy and public management;
- 2) communicate ideas and information clearly and effectively oral and written English;
- 3) make appropriate use of information technology for the retrieval, analysis and presentation of information; and
- 4) work effectively with others in the pursuit of common objectives.

### BPMA Curriculum

To earn a Bachelor Public and Municipal Administration a student must complete 146 credits.

	Credits	ECTS
General Education Requirements	33	53

Program Required Courses	62	98
Major Requirements (including thesis, state exam and internship)	43	81
Physical Education	8	8
<b>Total Required for Graduation</b>	<b>146</b>	<b>240</b>

### General Education Requirements (33 credits/53 ECTS)

Students should choose the General Education courses with the assistance and advice of the academic advisors. The following are some guidelines for students in the BPMA program.

The General Education Requirements are explained in Undergraduate General Education section of this Catalog.

### Program Required Courses (62 credits/98 ECTS)

Course Code	Course Title	Credits	ECTS
KAZxxx Or RUS 1021	Professional Kazakh Language Or Professional Russian Language	2	2
PAD 2430	Research, Reading, Writing (Professional Foreign Language)	3	3
GEN1201	Mathematics for Business and Economics	3	5
PAF2211	Public Marketing	3	5
ECN2102	Macroeconomics	3	5
PAD4443	Public Management	3	7
PAF3531	Public Finance	3	5
PAD 3533	Organization Theory and Design	3	5
ENG 1110	Academic Listening and Note Taking	3	3
ENG 1121	Academic Reading and Writing II	3	3
PAD 3113	Quantitative Data Analysis	3	5
PAD 3116	Methods of Social Research	3	5
PAD 3511	Fundamentals of Public Financial Management	3	5
PAD 3523	Human Resource Management	3	5
PAD 3524	Leadership and Management	3	5
PAD 3542	Public Policy Analysis	3	5
PAD4520	Program Evaluation	3	5
PAF4534	Public Budgeting	3	5
PAD4541	Gender and Public Policy	3	5
PAD3522	Decision-making	3	5
PAD4442	Comparative Public Administration	3	5
<b>Total</b>		<b>62</b>	<b>98</b>

### Major Requirements

The Department of Public Administration offers the following specializations to students: Public Policy and Administration, Financial Management, Governance and Law, and International Customs Administration.

**Financial Management** provides an opportunity to acquire more of the knowledge and skills that are required to make policy and manage effectively in public and management organizations. It is designed to prepare students to pursue careers as financial analysts in the public, nonprofit, and private sectors. The coursework in this track will have an analytical, problem solving orientation, and focus on effective management of programs and resources.

**Public Policy and Administration** is for students interested in policy issues, politics, public administration, and related areas. It gives students the foundational skills and knowledge needed for understanding the policy process, and provides students with the analytical skills and training necessary for careers in government agencies, business, consulting, and non-profit organizations.

**Governance and Law** is designed to prepare capable, innovative professionals to pursue careers in the public and non-profit sectors. The program equips future managers with knowledge and practical skills for effective governance in an era of globalization. The joint major permits students to pursue either an LLM at the Law School

or a Master in Public Administration at the College of Social Sciences. **This is a new major and shall be implemented in Fall 2015.**

**Major in Financial Management (32 credits/81 ECTS)**

**Major Required Courses (5 credits/8 ECTS)**

Course Code	Course Title	Credits	ECTS
PAD2111	Theories of Public Administration	3	5
PAD4553	Local Government (Municipal Management in GOSO)	2	3

**Major Electives Courses (27 credits)**

**Major Prerequisite Courses (6 credits/20 ECTS)-2 from here**

Course Code	Course Title	Credits	ECTS
PAD4556	Senior Research Project	3	10
PAF4532.2	Fiscal Governance (for Financial Management Major)	3	10
PAD3536	Organizational Behavior (for Public Policy Major)	3	10
PAD3540	Governance and Development (for Law and Governance Major)	3	10

**Major Electives in Financial Management (21 credits/35 ECTS)**

Following are the options from which 7 electives can be selected. Any 6 from the following

Course Code	Course Title	Credits	ECTS
PAF3534	Taxation and Spending in Selected Countries	3	5
PAF3535	Fundamentals of Financial Accounting	3	5
PAF4531	Investment Management	3	5
PAF4532	Current Topics in Financial Management	3	5
PAF4533	Financial Management in the Public Sector	3	5
PAF4535	Public Sector Auditing	3	5
PAF4536	Project Appraisal and Management	3	5
PAF4532.4	Managerial Accounting	3	5
PAF3532	Government and Business	3	5

Plus any 1 from the following

Course Code	Course Title	Credits	ECTS
PAD3541	Natural Resources Management	3	5
PAD3543	Urban Development	3	5
PAD3540	Governance and Development	3	5
PAD3547	Social Policy in Transitional Countries	3	5
PAD 3548	Health Care Policy	3	5
PAD3550	NGOs and Development	3	5
PAD4441	Oil and Gas Policy	3	5
PAD4542	Current Issues in Public Policy and Administration	3	5
PAD 4702	CSR and International Development	3	5

**Major Electives in Public Policy and Administration (21 credits/35 ECTS)**

Following are the options from which 7 electives can be selected. Any 6 from the following

Course Code	Course Title	Credits	ECTS
PAD3540	Governance and Development	3	5

PAD3541	Natural Resources Management	3	5
PAD3543	Urban Development	3	5
PAD3547	Social Policy in Transitional Countries	3	5
PAD3546	Comparative Educational Policy and System Design	3	5
PAD3547	Social Policy in Transition Countries	3	5
PAD3548	Health Care Policy	3	5
PAD3550	NGOs and Development	3	5
PAD4441	Oil and Gas Policy	3	5
PAD4542	Current Issues in Public Policy and Administration	3	5
PAD4003	Public Policy of Kazakhstan	3	5
PAD 4702	CSR and International Development	3	5

Plus any 1 from the following( 3 credit/5 ECTS)

Course Code	Course Title	Credits	ECTS
PAF3534	Taxation and Spending in Selected Countries	3	5
PAF3535	Fundamentals of Financial Accounting	3	5
PAF4531	Investment Management	3	5
PAF4532	Current Topics in Financial Management	3	5
PAF4533	Financial Management in the Public Sector	3	5
PAF4535	Public Sector Auditing	3	5
PAF4536	Project Appraisal and Management	3	5
PAF4532.4	Managerial Accounting	3	5
PAF3532	Government and Business	3	5

#### Major Electives in Governance and Law (21/ credits/35 ECTS)

Following are the options from which 7 electives can be selected. Students are free to choose any 3 from the governance and any 4 from Law areas

#### Governance Area (any 3 from the following)

Course Code	Course Title	Credits	ECTS
PAD4003	Public Policy of Kazakhstan	3	5
PAD4553	Government and Business	3	5
PAD4701	Current Issues in Governance and Law	3	5
PAD4702	CSR and International Development	3	5

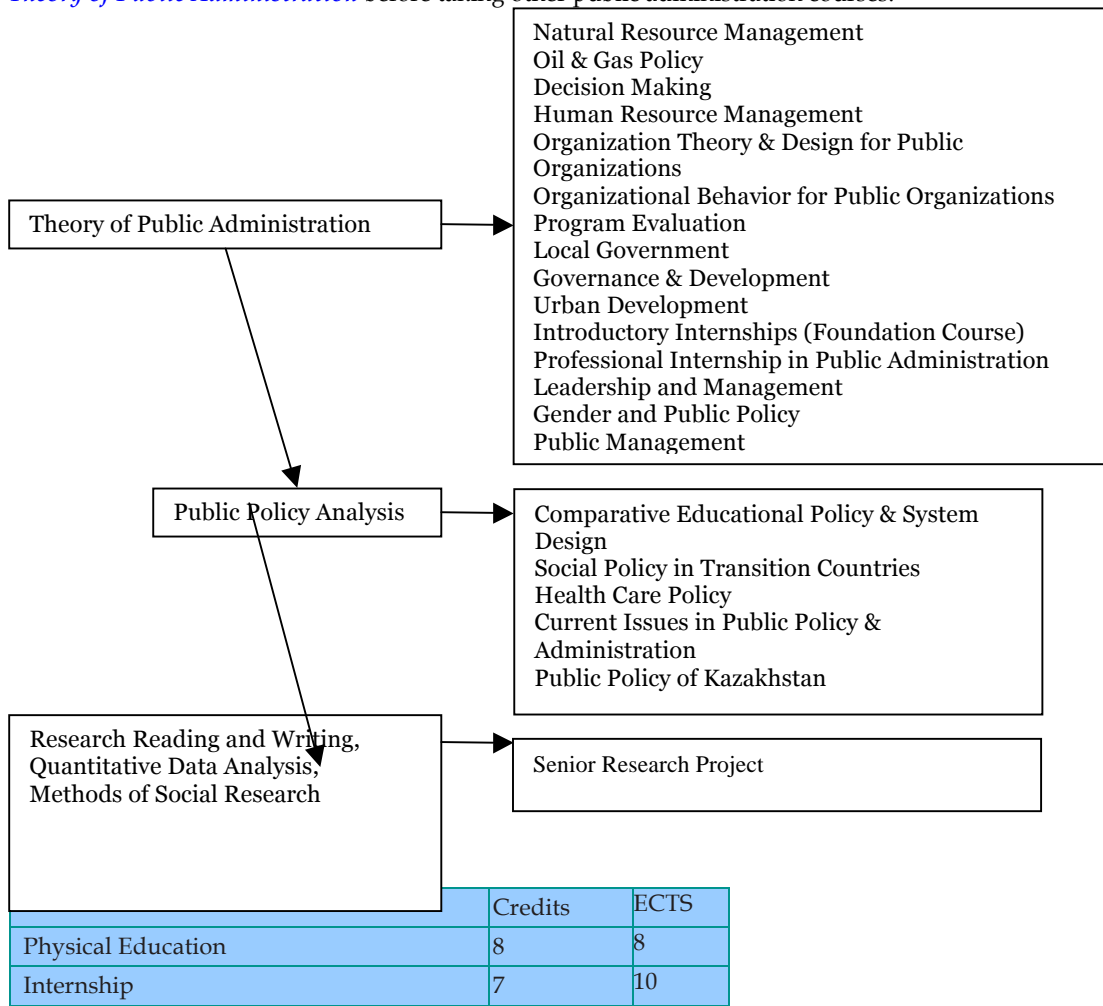
#### Law Area (any 4 from the following)

Course Code	Course Title	Credits	ECTS
GEN1630	Theory of State and Law	3	5
Law3511	Public International Law	3	5
Law2101	History of State and Law in Kazakhstan	2	5
Law2201	Civil Law of Kazakhstan: General Law	3	5
Law3520	Tax Law of Republic of Kazakhstan	3	5
Law2102	History of State and Law in Foreign Countries	2	5



**Prerequisites**

The following chart illustrates which courses have prerequisites. In general, students must complete PAD2111 *Theory of Public Administration* before taking other public administration courses.



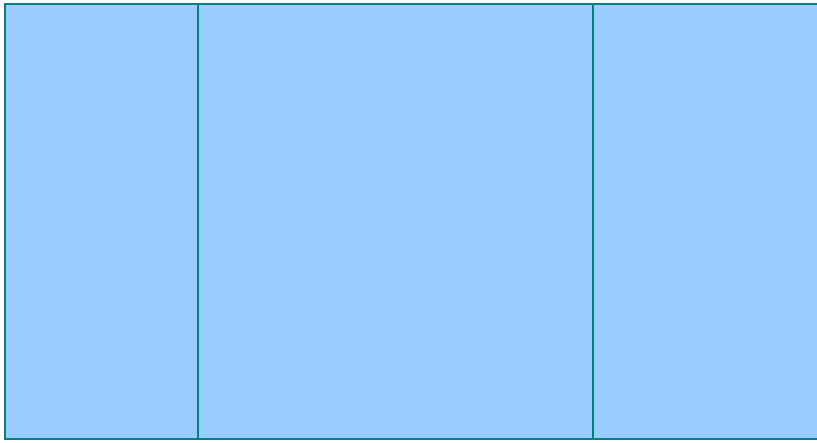
**Final Attestation (4 credits/8 ECTS):**

Course Code			
PAD4557	Thesis Defense	3	6
	State Examination (Exit Exam)	1	2

**Internship requirements (7 credits/10 ECTS):**

All BPMA students are required to complete a 7-credit internship.

	Introductory Internship (Kazakhstan Parliament) Foundation Course and	3(5)
CSS3001.1	Introductory Internship (Kazakhstan Parliament)	4(5)
CSS3001.2	Or	
CSS3002.1	Introductory Internship (Ministry of Economics)	3(5)
CSS3002.2	Foundation Course) and	3(5)
	Introductory Internship (Ministry of Economics)	4(5)
PAD3115.1	Or	
PAD3115.2	Professional Internship in Public Administration I and	3(5)
	Professional Internship in Public Administration II	4(5)



**Program Plan**

The following table is a sample program of study to finish the degree in four years.

**BSSPA Study Plan**

<b>1st Year</b>	<b>Fall</b>			<b>Spring</b>	
GEN1000	History of Kazakhstan	3	( )	Kazakh Language-II	3 ( )
GEN1300	Introduction to Computers	3	GEN1110	Academic Listening and	3 GEN1201
( )	Kazakh Language-I	3		Note-taking	
GEN1030	Introduction to		GEN1040	Life Security	2
	Environmental Studies	2	( )	Physical Education -2	2
GEN1100	Academic Speaking	3	GEN2702	Introduction to	2
( )	Physical Education	2	GEN1122	Geography	3
GEN1120	Academic Reading Writing I	3		Academic Reading	
				Writing II	
		19			15
<b>2nd Year</b>	<b>Fall</b>			<b>Spring</b>	
GEN2720	Introduction to Law of	2	GEN2700/PA	Fundamentals of	2 CSS3001
	Kazakhstan		D2700	Sociology	2
GEN 2430	Research Reading and	3	GEN2701/	Fundamentals of Political	
	Writing		POL2511	Science	3
PAD 2111	Theory of Public	3			3
	Administration				3
GEN2500	Introduction to Philosophy	3	PAD3116	Methods of Social	
ECN2102	Macroeconomics	3		Research	
( )	Physical Education	2	PAF2211	Public Sector Marketing	
			PAD3113	Quantitative Data	
		16		Analysis	
					13
<b>3rd Year</b>	<b>Fall</b>			<b>Spring</b>	

PAF3531	Public Finance	3		Major Pre-requisite	3	CSS3002
PAD3524	Leadership and Management	3	PAD4553	Local Government	2	
PAD 3533	Organization Theory and Design for Public Organization	3	PAD3523	Human Resource Management	3	PAD3540
			PAD3522	Decision-making	3	PAD4520
PAF 3511	Fundamentals of Public Financial Management	3	PAD3542	Public Policy Analysis	3	
	Major Elective	3		Major Elective	3	or PAF4531 PAF 4536

		15			17
<b>4<sup>th</sup> Year</b>	<b>Fall</b>			<b>Spring</b>	
PAD4443	Public Management	3	PAD4556	Senior Research Project	3
PAD 4442	Comparative Administration	3		Thesis Defense	2
PAF 4534	Public Budgeting	3		Major Elective	3
PAD4541	Gender and Public Policy	2		Major Elective	3
	Major Elective	3		Exit Test	1

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### **MINORS OFFERED BY THE PUBLIC ADMINISTRATION DEPARTMENT**

A minor is a body of study that is taken outside of the major area. Each program within the College of Social Sciences offers one or more minors that are available to students from other programs within CSS and to students from the Bang College of Business. Some interdisciplinary minors are also available. All minors from the College of Social Sciences require 15 credits of coursework. Students must carefully select General Education and elective courses to ensure that prerequisites are met for required courses in some minors. The Public Administration department offers a minor in Public Financial Management, a minor in Public Policy and Administration and a minor in Public Management. In order to familiarize the minors offer by the Department of Political Science and International Relations, the Department of Economics, and the Department of Journalism and Mass Communication, please visit the relevant pages in this catalog.

#### **For Students outside the Department**

##### **Public Financial Management**

<b>Minor requires the following two courses and additional courses in Financial Management to complete 15 credits/25 ECTS</b>	
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PAD2111	Fundamentals of Public Administration
PAF3531	Fundamentals of Public Financial Management

##### **Public Policy and Administration**

<b>Minor requires the following two courses and additional courses in Public Policy and Administration to complete 15 credits</b>	
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PAD2111	Fundamentals of Public Administration
PAD3542	Public Policy Analysis

##### **Public Management**

<b>Minor requires the following two courses and additional courses in Public Management to complete 15 credits</b>	
<b>Required courses (6 credits/10 ECTS)</b>	
PAD2111	Fundamentals of Public Administration
PAD4443	Public Management

<b>Elective courses (9 credits/15 ECTS)</b>	
PAD3536	Organization Behavior for Public Organizations
PAD3524	Leadership and Management
PAD3533	'Organization Theory and Design for Public Organization'
PAD3522	Decision Making
PAD3523	Human Resource Management
PAD4520	Program Evaluation
PAD4443	Public Management
PAD4521	Current Issues in Public Management

## **BACHELOR OF INTERNATIONAL RELATIONS (BIR)**

### **MISSION OF THE BIR PROGRAM**

Our mission is to prepare leading professionals and scholars in the fields of International Relations while providing students with solid training in the social sciences and liberal arts. After completion of the program, students are expected to be familiar with all aspects of international and comparative politics.

### **STATEMENT OF PURPOSE OF THE BIR PROGRAM**

The BIR Program is designed to:

- ✓ produce graduates capable of taking on leadership roles in the challenging arena of world affairs, including positions within the diplomatic corps, multinational corporations, education and non-governmental organizations.
- ✓ offer an integrated multidisciplinary curriculum program that compares favorably in standards and quality to comparable programs in Western universities.

### **OBJECTIVES OF THE PROGRAM**

The objectives of BIR program are:

1. to train professionals capable of taking on challenging jobs and playing leadership roles in the international arena, as diplomats, consular agents, communications officers, international affairs analysts and advertising specialists; and
2. to provide a solid foundation for future scholars who want to pursue graduate study and research in international relations and related fields in the social sciences and humanities.
3. to foster students' critical and analytical thinking and to expand their linguistic, technical, research and communication skills.
4. to analyze the core fields and sub-fields in the discipline through innovative teaching
5. to develop student/faculty collaboration that allows students to attain the political literacy necessary for good citizenship.
6. to help students understand the concepts, theories and methodologies used in the disciplines so that students can integrate theoretical knowledge and practical experience.

### **LEARNING OBJECTIVES**

In line with the Institute's development strategy to 2014, which has at its heart the development of a transparent learning process, learning objectives have been developed. In many respects, the BIR has built this process in advance of the rest of the Institute. The BIR's program's learning objectives are to ensure that graduates have:

A satisfactory level of knowledge of:

- the concepts and theories that inform the field of international relations, political theory, comparative politics and regional studies;
- the nature of the international system and its relationship to individuals, socio-economic and cultural groups, states, international organizations, international law, global civil society, and private multinational corporations;

- the economic perspectives on global, international and regional governance;
- ethics as they apply to international affairs;
- the differences between political systems in terms of constitutional frameworks, social and cultural traditions and practices, and political participation;
- one or more areas of specialization in international and regional studies (including security, natural resources, geopolitics, foreign policy history and decision-making, bilateral relations, diplomacy, and governance of international organizations);

And the necessary cognitive, inter-personal and self-management skills to:

- undertake research that synthesizes, integrates and applies theoretical constructs to define, analyze and address issues in the fields of international relations, comparative politics, and regional studies;
- communicate ideas and information clearly and effectively in oral and written English;
- make appropriate use of information technology for the retrieval, analysis, and presentation of information;
- work effectively with others in the pursuit of common objectives.

### INTENDED LEARNING OUTCOMES

At the successful completion of the program, graduates will be able to:

1. describe and articulate the key concepts, major paradigms and theoretical perspectives within the discipline;
2. appraise the impact of cultural, historical, geographic, and economic factors on the formation of different states, regions and civilizations within the international system;
3. analyze the structure and dynamics shaping the contemporary international system and regional structures such as the European Union, NATO, the Eurasian Economic Union, the Shanghai Cooperation Organization, the Asia Pacific Economic Conference, and others;
4. explain the behavior and interactions of the primary actors within the international system and regional subsystems, so as to be able to explain their impact on state-level policy decision-making, risk assessment and conflict resolution;
5. appraise the structure of political systems and the impact of social classes, ethnic groups, social/political movements and interest groups on the formation of foreign and domestic policy in various states;
6. evaluate the role of global institutions, international law, and fundamental values or ethical considerations in the formulation of foreign and domestic policy;
7. assess the impact of major threats to the global order, including the breakdown of the global financial system, economic and social polarization, geopolitical rivalry, resource scarcity, environmental degradation, terrorism and nuclear proliferation;
8. utilize the skills and knowledge noted above to frame the policies of Kazakhstan and other Central Asian states in a global context;
9. implement basic social scientific research skills, critical thinking models and effective communication techniques in the preparation of original compositions in the field of international relations and regional studies; and
10. work effectively with others in the pursuit of common objectives.

### CURRICULUM

#### Program Structure

Like all undergraduate degrees at KIMEP University, the BIR has five study program categories.

**To earn a Bachelor of International Relations a student must complete 146 KIMEP credits equivalent to 240 ECTS**

Category	Credits	ECTS
Foundation English	0	0
General Education	33	53
Physical Education	8	8
Program Foundation Courses	64	106
Major Requirements	41	73
<b>Total Required for Graduation</b>	<b>146</b>	<b>240</b>

**GENERAL EDUCATION REQUIREMENTS (33 credits equivalent to 53 ECTS)**

Students should take the General Education required courses.

The General Education Requirements are explained in Undergraduate General Education section of this Catalog.

**PHYSICAL EDUCATION REQUIREMENTS (8 credits equivalent to 8 ECTS)**

Students should take the Physical Education required courses.

The Physical Education Requirements are explained in Undergraduate General Education section of this Catalog.

**PROGRAM FOUNDATION COURSES (64 credits equivalent to 106 ECTS)**

- Program Foundation Required Courses 58 credits equivalent to 96 ECTS

- Program Foundation Elective Courses 6 credits equivalent to 10 ECTS

**Program Foundation Required Courses (58 credits equivalent to 96 ECTS)**

**Pre-requisites:** All International Relations majors are required to take POL1511.2/GEN1701.2 "Fundamentals of Political Science" and IRL1512.2 "Fundamentals of International Relations" prior to admission into other program-foundation and program-major classes.

All language courses offered by the Language Center are exempted from these prerequisites (GEN1110, GEN1121, Kazakh or Russian Professional Language).

Also exempted from these prerequisites are GEN/POL2600 "History of Civilizations 1", GEN/POL2601 "History of Civilizations 2" and IRL3541 "Contemporary World History".

NOTICE: Program foundation required courses are normally offered once a year. Students should carefully decide what courses to take on a yearly basis.

Course Code	Course Title	Credits	ECTS
GEN 1110	Academic Listening and Note-taking	3	5
GEN 1121	Academic Reading and Writing II	3	5
KAZ2101.2/ RUS2101.2	Professionally oriented Kazakh (Russian) Language	2	3
IRL2510.2	Professional Foreign Language: Strategic Communications in International Affairs	2	3
GEN1711/IRL 1512	Fundamentals of International Relations	3	5
IRL3517	International Institutions and Law	3	5
IRL 3521	Theories of International Relations	3	5
IRL 3545	Diplomatic Protocol and Documents	3	5
IRL3544	Diplomatic and Consular Service	3	5
IRL 3523	International Political Economy	3	5
IRL3539	History of Diplomacy 1648 to 1815	3	5
IRL3540	History of Diplomacy 1815 to 1945	3	5
IRL/POL 3515	Political Geography	3	5
IRL3547	Security Studies	3	5
POL 3534	Social and Political Theory	3	5
IRL4526	Comparative Foreign Policy	3	5
POL3512	Comparative Politics	3	5
IRL3541	Contemporary World History 1945 to Present	3	5
IRL 4527	Ethics in International Affairs	3	5
IRL3595	Research Design and Methods	3	5
<b>Total</b>		<b>58</b>	<b>96</b>

**Program Foundation Elective Courses (6 credits equivalent to 10 ECTS)**

All International Relations majors are required to take two of the following courses following the requirements of the table.

Program foundation elective courses are normally offered once a year. Students should carefully decide what courses to take on a yearly basis.

Course Code	Course Title	Credits	ECTS
IRL/POL 4534	Politics of the European Union	3	5
IRL4519	Globalization: Current Issues	3	5
IRL3550	United Nations: Structure and Practices	3	5
GEN/POL 2600	History of Civilizations 1	3	5
GEN/POL 2601	History of Civilizations 2	3	5
<b>Total</b>		<b>6</b>	<b>10</b>

### PROGRAM MAJOR REQUIREMENTS (41 credits equivalent to 73 ECTS)

The credits are distributed in two components:

- Common Major Required (48 ECTS)
- Major Electives (25 ECTS)

The Department of International Relations and Regional Studies offers the following two specializations to students:

- Major in Global Security and International Affairs
- Major in Regional Studies and Energy Politics

### Common Major Required Courses (26 credits equivalent to 48 ECTS)

Course Code	Course Title	Credits	ECTS
IRL 3520	Foreign Policy of Kazakhstan	3	5
IRL4590	Undergraduate Seminar in International Relations	3	10
IRL4512	Multivector Diplomacy: Central Asia in Global Politics	3	5
IRLXXX	Any Major Elective of the BIR Program <sup>13</sup>	3	5
IRLXXX	Any Major Elective of the BIR Program <sup>14</sup>	3	5
See table below for the codes	Internship	3+3 (see table below)	5+5
IRL4599.4	Thesis	4	6
IRL4599.1	State Examination	1	2
<b>Total</b>		<b>26</b>	<b>48</b>

### Internship requirements

All students are required to complete 6 credits of internship choosing among the options below:

CSS3001.1	Introductory Internship (Kazakhstan Parliament) Foundation Course (3 credits, 5 ECTS)
AND CSS3001.2	Introductory Internship (Kazakhstan Parliament) (3 credits, 5 ECTS)
CSS3002.1	Introductory Internship (Ministry of Economics) Foundation Course (3 credits, 5 ECTS)

<sup>13</sup> Students of a Major can take either a course from the electives of the other Major or from the electives of their own Major. For example, a student with a Major in Global Security and International Affairs can take a course from the list of major electives of his own Major or from the list of electives of the Major in Regional Studies and Energy Politics.

<sup>14</sup> Students of a Major can take either a course from the electives of the other Major or from the electives of their own Major. For example, a student with a Major in Global Security and International Affairs can take a course from the list of major electives of his own Major or from the list of electives of the Major in Regional Studies and Energy Politics.

AND CSS3002.2	AND Introductory Internship (Ministry of Economics) (3 credits, 5 ECTS)
IRL4596 AND IRL4597	Academic Internship (3 credits, 5 ECTS) AND Professional Internship in International Relations (3 credits, 5 ECTS)

### Major Electives in Global Security and International Affairs (15 credits equivalent to 25 ECTS)

Major elective courses are normally offered once a year. Students should carefully decide what courses to take on a yearly basis.

Students need to take:

- Any two courses from Group A
- Any two courses from Group B
- One course from any Group (A, B, C)

Course Code	Course Title	Credits	ECTS
<b>GROUP A</b>			
IRL3526	Domestic Politics and Foreign Policy of the USA	3	5
IRL3527	Domestic Politics and Foreign Policy of the Russian Federation	3	5
IRL3528	Domestic Politics and Foreign Policy of the People's Republic of China	3	5
<b>GROUP B</b>			
IRL 4525	Asian Security: Theory and Practice	3	5
IRL3524	Global Security and International Conflict Resolution	3	5
IRL 3516	Terrorism and Security	3	5
<b>GROUP C</b>			
IRL4550	Emerging Powers	3	5
IRL 3546	Selected Topics in International Relations	3	5
<b>Total</b>		<b>15</b>	<b>25</b>

### Major Electives in Regional Studies and Energy Politics (15 credits equivalent to 25 ECTS)

Major elective courses are normally offered once a year. Students should carefully decide what courses to take on a yearly basis.

Students need to take:

- Any two courses from Group A
- Any two courses from Group B
- One course from any Group (A, B, C)

Course Code	Course Title	Credits	ECTS
<b>GROUP A</b>			
IRL4531	Domestic Politics and Foreign Policy of Central Asia and the Caucasus	3	5
IRL/POL 4530	Middle East Politics	3	5
POL 4537	Society and Culture of Central Asia	3	5
<b>GROUP B</b>			
IRL4531	Political Economy of Central Asia	3	5
IRL 4521	Petropolitics	3	5
IRL 4540	Geopolitics and Political Economy	3	5



	of Natural Resources		
<b>GROUP C</b>			
IRL 4528	Central Asia-Russia Relations	3	5
POL 3546	Selected Topics in Regional Studies	3	5
<b>Total</b>		<b>15</b>	<b>25</b>

## GRADUATE DEGREE PROGRAMS

### MASTER OF ARTS IN ECONOMICS (MAE)

#### Statement of Purpose

The Master of Arts in Economics is a western-style graduate program in economics and prepares graduates to understand the complex interplay of economic activities in businesses, policy making and other analytical functions related to the performance evaluation of a business enterprise, a government project, or to the forecasting of various economic and business scenarios.

#### Mission

The Master of Arts in Economics provides its graduates with a strong foundation in economic knowledge, both theoretical and applied, that is required to advance their professional careers or to continue their studies in doctoral programs in economics or in related disciplines. Graduates possess the analytic skills that are necessary in the workplace whether as managers or as economic analysts for business, government, and nonprofit organizations.

#### Learning objectives

The Program's learning objectives are to ensure that graduates have

1. an understanding of how a market economy organizes production and exchange
2. an understanding of how the national economy works and how its performance is measured;
3. the ability to evaluate macroeconomic policies;
4. analytical reasoning skills;
5. effective problem solving skills;
6. an understanding of the economic issues of Kazakhstan and Central Asia.

#### Degree Requirements

The MAE program comprises 48 credits, made up of 39 required course credits and 9 elective course credits for those students with adequate background.

Requirements for the MA in Economics are as follows

	Credit hours	ECTS
Program Required Courses	36	70
Program Foundation Electives	6	10
Program Electives	6	10
<b>Total Required for Graduation</b>	<b>48</b>	<b>90</b>

#### Required Courses

The following courses are required for a total of 36 credits.

Course Code	Course Title	Credit hours	ECTS
ENG5301.2	Professional English	2	3
ECN5041.1	Management	1	2
ECN5042.2	Psychology and Behavioral Economics	2	3
ECN5013	Advanced Econometrics	3	10
ECN5022	Advanced Microeconomics	3	7.5
ECN5032	Advanced Macroeconomics	3	7.5
ECN5093	Project Planning and Welfare	3	5
ECN5801	Research Methods and Methodology	3	5
ECN5990	Research Seminar	3	5

ECN5991	Thesis	6	10
ECN5888	Internship	6	10
ECN5999.1	Comprehensive Examination	1	2
<b>TOTAL</b>		<b>36</b>	<b>70</b>

### Foundation Electives

Students must complete two courses (6 credit hours/10 ECTS) in this category. ECN5021 Microeconomics and ECN5031 Macroeconomics are prerequisites for Advanced Microeconomics and Advanced Macroeconomics. Students who have done intermediate level coursework at undergraduate level with satisfactory results can request these prerequisites to be waived.

Course Code	Course Title	Credit hours	ECTS
ECN5021	Microeconomics	3	5
ECN5031	Macroeconomics	3	5
ECN5052	Statistical Methods	3	5
ECN5053	Game Theory	3	5
ECN5054	Mathematical Modeling	3	5
ECN5352	Advanced Financial Econometrics	3	5
ECN5354	Advanced Financial Economics	3	5
<b>TOTAL</b>		<b>6</b>	<b>10</b>

### Program Electives

Students must complete 6 credit hours/10 ECTS in graduate Economics electives. With permission of the chair some FIN graduate courses or ECN foundation electives can be used as program elective credits. ECN5012 Econometrics is also prerequisite for ECN5013, Advanced Econometrics. Students who have done coursework in econometric methods at undergraduate level with satisfactory results can request this prerequisite to be waived. With the permission of the chair, the student may replace a program elective with any upper level foundation elective. Graduate Economic elective courses include:

Course Code	Course Title	Credit hours	ECTS
ECN 5012	Econometrics	3	5
ECN5051	Money and Banking	3	5
ECN5142	International Trade	3	5
ECN5143	International Finance	3	5
ECN5226	Industrial Organization	3	5
ECN5261	Public Economics	3	5
ECN5271	Emerging Markets and Powers	3	5
ECN5296	Labor Economics	3	5
ECN5334	Monetary Economics	3	5
ECN5355	Theory of Corporate Finance	3	5
ECN5890	Selected Topics in Economics	3	5
ECN5891	Selected Topics in Financial Economics	3	5
<b>TOTAL</b>		<b>6</b>	<b>10</b>

### Course Waiver Policy and Procedures

Students with undergraduate coursework in Economics may have up to 4 courses requirements waived based on their undergraduate academic record. Any students may qualify for a waiver of required courses and Internship (on the bases of current or past employment), **but additional electives must be substituted**. Waivers can only be granted by departmental admissions committee. Often students with grades of "B+" or equivalent will have an opportunity to be considered for a waiver. Thus, the credit waiver policy is applied on a case-by-case basis by the Department of Economics. The maximum number of credits that can be waived for any student in the MAE program is 12 credits.

### Major in Financial Economics

Students may declare Financial Economics their major. A student who majors in Financial Economics has to take ECN 5354 Advanced Financial Economics and one other of the following foundation elective courses:

Course Code	Course Title	Credit hours	ECTS
ECN5053	Game Theory	3	5
ECN5054	Mathematical Modeling	3	5
ECN5352	Advanced Financial Econometrics	3	5

The foundation elective may be replaced by any graduate level FIN course with the permission of the chair. In addition, the student has to take one of the following major electives

Course Code	Course Title	Credit hours	ECTS
ECN5891	Selected Topics in Financial Economics	3	5
ECN5355	Theory of Corporate Finance	3	5

The major elective may be replaced with any graduate level FIN course with the permission of the chair.

### MASTER OF INTERNATIONAL JOURNALISM (MAIJ)

The Graduate Program in International Journalism and Mass Communications leading to a Master of Arts in International Journalism (MAIJ) was first offered in August 2002.

This is a three-semester program of full-time study that must be completed within five years of commencement. There are two specializations or majors in the program: media management and public relations.

#### Mission and Goals

This three-semester (48 KIMEP credits, 90 ECTS) program is designed to appeal to media scholars or professional employees seeking career development or advanced education, and to recent recipients of undergraduate degrees in communication arts or other fields seeking to advance their competitiveness and research and communication skills. Its central goals are:

1. to provide graduate-level education in the discipline of communications as consistent with the mission statement of KIMEP;
2. to produce competent professionals who demonstrate a thorough knowledge of the theory and practice of print journalism, broadcasting and/or new media, media management, public relations and advertising; and
3. to foster within students an ethos of professionalism and citizenship.

#### Objectives

The objectives of the MAIJ program are to:

1. provide the knowledge and communication skills necessary for students to succeed as leaders in their chosen area of mass communication, and/or as scholars and researchers in academic or other spheres;
2. develop student understanding and competence in key skills of media management and PR;
3. strengthen critical thinking and analytical skills needed to investigate trends and issues in journalism and mass communication;
4. help students develop as constructive and ethical members of their local, national, regional and international communities.

#### Learning Objectives

The learning objectives of this program study are to ensure that students understand:

- the major concepts and theories of the production, distribution, and impact of mediated messages in a range of contexts and technologies, including traditional and online communication;
- the nature of mass communication processes and production and their relationship to society, the marketplace and Kazakhstani media systems, and how professional projects can be conceived, designed, planned and implemented; and
- the characteristics and structures of media organizations, and the impact of their activities and culture on information flow within individuals, groups, and society.

#### Program Intended Learning Outcomes

The program is a national and regional leader in developing and implementing transparent and effective academic learning outcomes as a core element of the development strategy of KIMEP University. Therefore, on the successful completion of the program, MAIJ graduates will be able to:

- describe the function of mass media in society, and integrate their understanding into their own advanced professional and academic work;
- apply advanced practices in professional communication, such as conducting research, planning, report writing, and analysis;
- describe and evaluate the elements of ethical and professional practices related to journalism and mass communication;
- manage and explain the changing and formative role of new information technologies in mass communication;
- engage with, and advance, communication practices in CIS and Kazakhstan and in other regions of the world, reflecting the major social, economic, and political aspects and impacts of those practices;
- develop the analytical skills needed to critically evaluate professional communication materials and performances;
- adopt the language, management and technical skills needed to communicate effectively as a leader in their selected field;
- describe, assess and apply the concepts and procedures of commercial and academic research, and master the use of key research methods;
- design and complete a professional or academic thesis, based on an original theorization and resulting in high-quality analysis and/or professional product;
- undertake at least one semester of work in a mass communication role or field.

### **Program Majors' Intended Learning Outcomes**

#### *Major in Journalism and Media Management ILO*

On completion of the MAIJ with a Major in Journalism and Media Management, students will demonstrate the following learning outcomes at an advanced level:

- conceive, plan and execute relevant, publishable articles or other materials that demonstrate professional values, standards and ethics;
- find information and evaluate, organize and present it efficiently and clearly, with fairness and balance;
- use advanced reporting/writing techniques in print, broadcast and online journalism;
- gather information, using methods relevant to the discipline and the topic;
- investigate civic issues through original research and analysis of official and public materials;
- meet the operational needs of media organizations;
- assume leadership in strategic and operational opportunities and problems;
- design and implement plans that help organizations transform their vision into reality;
- plan and execute activities for public relations, advertising and other communication, media and other organizations;
- design marketing that fully utilizes traditional and interactive marketing techniques; and
- use strategic planning and communication to analyze their organization's current conditions and how to reach goals;
- consult for media companies and organizations, and the communication departments of other companies.

#### *Major in Public Relations and Advertising ILO*

At the completion of the MIJMC with a Major in Public Relations and Advertising, students will demonstrate the following learning outcomes at a high level:

- write a comprehensive public relations plan and effective traditional and electronic press releases and media kits;
- apply reporting/writing techniques in broadcasting and online journalism;
- design and implement effective public relations strategies, and evaluate results, to improve the image of a corporation or business;
- apply a range of effective planning and communications strategies during a crisis;
- formulate targeted marketing plans and develop a company's marketing communications strategy;
- write in a clear, lively, visual, stimulating and concise style;
- plan and manage cost-effective media that reach selected targets through advertising and sales promotion;
- demonstrate a range of copywriting, photographic, video and design techniques and skills for a PR campaign;
- develop a professional integrated marketing communications plan;
- design, compile, and produce a professional-quality marketing plan using traditional and new direct marketing techniques;
- formulate a cost-effective marketing communications budget;
- gather and apply information on consumer behavior to create a marketing plan using traditional and new direct marketing techniques.

## Department of Media and Communications policies

Graduate students may enroll in 4000-level courses for graduate credit so long as the chosen course does not substantially reproduce the content of another course the student has taken or is currently taking. Graduate students may be allowed to enroll in courses at the 3000-level or below for graduate credit with permission of the department. Graduate students who enroll in undergraduate-level courses will be required to complete additional course requirements to justify graduate credit.

Advanced undergraduate students may enroll in graduate-level courses for undergraduate credit with permission of the Department. The content of such courses must not substantially duplicate the content of a course the student has previously taken or is currently taking.

### MAIJ Curriculum

#### MAIJ Program Structure

	KIMEP credits	ECTS
Program Required Courses	30	50
Program Major Courses	18	40
<b>Total Required for Graduation</b>	<b>48</b>	<b>90</b>

#### Program Required Courses: 30 KIMEP credits, 50 ECTS

Course code	Title of the course	KIMEP Credits	ECTS
JMC 5708.2	English for Media Communication II	2	3
JMC 5013.1	Communication Management	1	2
JMC5014.2	Psychology in Communication	2	3
JMC 5000	Critical Thinking and Writing	3	5
JMC 5690	Special Topic in Mass Communication	3	5
JMC 5666	Introduction to Kazakhstani Media Market	3	5
JMC 5621.01	Internship 1	3	5
JMC 5621.02	Internship 2	3	5
JMC 5661	Thesis I	3	5
JMC 5662	Thesis II	3	5
JMC 5663	Thesis III	3	5
JMC 5080	Comprehensive Exam	1	2
<b>TOTAL</b>		<b>30</b>	<b>50</b>

#### Program Major Courses: 18 KIMEP credits, 40 ECTS

The Graduate Program in International Journalism offers two majors:  
*Journalism and Media Management Major* and *Public Relations and Advertising Major*.

***Journalism and Media Management Major: 18 KIMEP credits, 40 ECTS***

#### Major Required Course: 3 KIMEP credits, 5 ECTS

All students will complete:		KIMEP credits	ECTS
JMC5612	Advanced Media Writing	3	5

#### Major Core Courses: 6 KIMEP credits, 20 ECTS

Students must choose <b>any 2 (two)</b> from :		KIMEP credits	ECTS
JMC 5656	Broadcast Journalism Practicum	3	10
JMC 5657	Online Journalism	3	10
JMC 5610	Advanced News Editing	3	10
JMC 5611	Principles of Media Management	3	10
JMC 5623	Writing for Russian (Kazakh) Language Media	3	10
JMC 5624	Broadcasting in Russian	3	10
<b>TOTAL</b>		<b>6</b>	<b>20</b>

**Major Electives: 9 KIMEP credits, 15 ECTS**

Students must choose <b>any 3 (two) from:</b>		KIMEP credits	ECTS
JMC 5619	Advertising and Media Sales	3	5
JMC 5655	Crisis Communication	3	5
MKT 5201	Marketing Management	3	5
MGT 5201	Organizational Behavior	3	5
MGT 5203	Strategic Planning	3	5
JMC 5704	Persuasive Communication	3	5
JMC 5630	Political Communication	3	5
JMC 5622	Advertising Writing, Layout and Strategies	3	5
JMC 5714	Media Analysis	3	5
JMC 5702	Government Media Relations	3	5
JMC 5606	Research Methods in Mass Communication	3	5
<b>TOTAL</b>		<b>9</b>	<b>15</b>

**Public Relations and Advertising Major: 18 KIMEP credits, 40 ECTS**

**Major Required Course: 3 KIMEP credits, 5 ECTS**

All students will complete:		KIMEP credits	ECTS
JMC5612	Advanced Media Writing	<b>3</b>	<b>5</b>

**Major Core Courses: 6 KIMEP credits, 20 ECTS**

Students must choose <b>any 2 (two) from :</b>		KIMEP credits	ECTS
JMC 5653	PR Management and Strategies	3	10
JMC 5627	Public Relations Campaigns	3	10
JMC 5622	Advertising Writing, Layout and Strategies	3	10
JMC 5623	Writing for Russian (Kazakh) Language Media	3	10
JMC 5624	Broadcasting in Russian	3	10
<b>TOTAL</b>		<b>9</b>	<b>20</b>

**Major Electives: 9 KIMEP credits, 15 ECTS**

Students must choose <b>any 3 (three) from:</b>		KIMEP credits	ECTS
JMC 5705	Image and Brand Management	3	5
JMC 5656	Broadcast Journalism Practicum	3	5
JMC 5619	Advertising and Media Sales	3	5
JMC 5655	Crisis Communication	3	5
MKT 5204	Integrated Marketing Communications	3	5
MKT 5203	Consumer Behavior and Marketing Strategy	3	5
JMC 5704	Persuasive Communication	3	5
JMC 5714	Media Analysis	3	5
JMC 5702	Government Media Relations	3	5
JMC 5606	Research Methods in Mass Communication	3	5

TOTAL		9	15
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### Internships

Student internships, which are a mandatory component of the program curriculum, are an important part of the learning process. They can take two forms:

- professional (for students contemplating a career in journalism, media management, public relations or advertising );
- organizational (for students contemplating employment in the public, non-profit, and business sectors).

To support its internship program, the College has:

- an Internship Coordinator, who is responsible for finding suitable Professional Internship opportunities and placing students in such internships;
- a dedicated Senior Lecturer in Governmental Internships, a former Minister of Labor, who is responsible for designing, delivering, and assessing Introductory Internships to the Kazakhstan Parliament and the Ministry of Economic Development and Trade; and
- a MAIJ core faculty, appointed on a semester basis, to oversee and assess student internships.

The DMC Internship Program aims to provide students with an opportunity to work in real-world organizations (media outlets, PR and marketing and advertising companies, production and film studios, corporate media, government agencies, embassies, etc.) and acquire marketable skills in the areas of their specialization.

Internships are available in the following areas:

- communication,
- broadcasting,
- publicrelations,
- marketing,
- advertising,
- multimediajournalism,
- SMM
- mediamanagement, and
- eventmanagement.

The professional internship program is designed to:

- Immerse the students into the reality of Kazakhstani and international multimedia and communication field.
- Get introduced to the work of mass communication professionals; learn more about career choices;
- Give students hands-on reporting and writing experience in a professional newsroom; experience in planning and implementing strategic campaigns;
- Help students build a portfolio that will strengthen their applications for post-graduate jobs; employers will require previous experience and gauge a candidate's ability through their work samples;
- Develop a network of professional contacts that will help students launch a career in mass communications, public relations, marketing, and advertising.
- Improve their understanding of how market-based analysis can help them better understand economic and social problems;
- Enhance interns' awareness of the real-life situation in the chosen field;
- Help identify necessary skills and knowledge in order to focus in their academic program;

- Help develop interns' analytical, communication, team-working, decision-making and other professional skills;

The DMC internship program prepares students for such jobs as:

- Multimediajournalists
- Mediaproducers
- PR managers
- Magazineeditors
- Marketingspecialists
- Communicationconsultants
- Corporatecommunicationspecialists
- Accountmanagers
- Mediaplanners
- Newsanchors
- Copywriters
- Socialmediacoordinators
- Event managers, among many others.

Students have the opportunity to undertake an internship abroad or study abroad as part of their MIJMC program. This can be arranged with one of KIMEP's partner universities by the International Relations Office.

## MASTER OF PUBLIC AND MUNICIPAL ADMINISTRATION (MPMA)

### Statement of purpose

The MPA Program's purpose is to prepare graduates for careers, leadership positions, and ethical service in public, non-profit, and business organizations. It seeks to demonstrate to Kazakhstan and the Central Asian region the value of high-quality, research-informed teaching of public administration, policy, and management.

The Master in Public Administration (MPA) program started in 1994 shortly after the inception of KIMEP. Since then, over 300 MPAs have graduated, contributing skills, knowledge and abilities to public, non-profit service at *the national as well as the international level*. We are currently working to internationalize the student body to bring people together to share ideas from across the world, and particularly China and South Asia, as well as former Soviet republics.

The program:

- Promotes excellence in public, non-governmental, and private management and policy-making through the building and strengthening of the analytical and leadership capacity of graduate students;
- Provides graduate students with the generic and specialized management and policy knowledge and skills needed for successful careers in the public, non-governmental, and private sectors; and
- Educates graduate students for ethical service to their society and the broader regional and international community.

The Master of Public Administration degree requires 48 credits of coursework for students new to the field or a minimum of 36 credits for students with significant experience in public management and/or KIMEP graduates. The program includes 42 credits of required component courses, 6 credits of concentration and electives courses.

The courses taught for MPA students are conducted in a number of ways: as advanced lecture courses, as seminars in which faculty and students present critical studies of selected problems within the subject field, as independent study or reading courses, or as research projects conducted under faculty supervision. It is important to note that all graduate courses are offered during evening time to ensure that our students keep their full-time jobs at KIMEP or outside of KIMEP.

Graduate studies imply developing scientific curiosity and acquiring special skills to be able to do the research. Nurturing a research culture among MPA students is one of our very first priorities. Under the guidance of a faculty member, all MPA students are expected to write and defend a thesis. A thesis should make a genuine contribution to the understanding and analysis of public policy issues, management and administration in Kazakhstan.

### Learning objectives

In order to equip students who graduate from the MPA program with the essential knowledge and skills required by professionals seeking managerial and executive positions in the public, non-profit and private sectors, the program's learning objectives are to ensure that graduates have:

1. a satisfactory knowledge of the nature of the public sector and its relationship to government, civil society, and the marketplace, and how it can be institutionally arranged;
2. a satisfactory knowledge of economic perspectives on government and public policy, governmental budgeting, and public financial management;
3. a satisfactory knowledge of ethics as they apply to the public sector;



4. a satisfactory knowledge of public organizations and their management and leadership, and the impact of organizational structure, culture, and leadership on organizational change and performance;
5. a satisfactory knowledge of project appraisal and management, and the necessary cognitive, self-management, and interpersonal skills;
6. a satisfactory knowledge of the concepts and theories of public policy and analysis;
7. a satisfactory capacity to undertake supervised independent research, involving the synthesis and application of theoretical constructs to topics in the fields of public administration, policy, and management
8. a satisfactory capacity to communicate ideas and information clearly and effectively in written and oral English;
9. a satisfactory capacity to use information technology for the retrieval, analysis and presentation of information; and
10. a satisfactory capacity to work effectively with others in the pursuit of common objectives.

### Degree Requirements

Requirements for the MPA are as follows:

	CREDITS	ECTS
Program Foundation courses	12 credits	26
Program Major courses	21 credits	35
Internship	4 credits	8
Thesis (including defense)	10 credits	20
Comprehensive Examination	1 credit	1
<b>Total Required for Graduation</b>	<b>48 credits</b>	<b>90 ECTS</b>

### Program Foundation required courses (12 credits)

Course Code	Course Title	Credits	ECTS
PAD5000	Academic Reading and Writing in Public Administration*	2	5
PAD 5216	Public Management and Leadership	2	3
PAD 5261	Work and Organizational Psychology	2	3
PAD5114	Essentials of Public Administration and Management	3	5
PAD 5219	Public Policy Analysis	3	10
	<b>TOTAL</b>	<b>12 credits</b>	<b>26 ECTS</b>

### Program Major required (15 credits)

Course Code	Course Title	Credits	ECTS
PAD5123	Economic Perspectives on Government	3	5
PAD5214	Fiscal Governance	3	5
PAD5113	Research Methods and Statistics	3	5
PAD5122	Administrative and Management Ethics	3	5
PAD5262	Organizational Behavior for Public Organizations	3	5
	<b>TOTAL</b>	<b>15 credits</b>	<b>25 ECTS</b>

Notes:

\*May be waived for fast-track students. PAD5230 Internship in Public Administration course may also be waived for non fast-track students who can demonstrate that they have had full-time employment for a minimum period of six-month.

### Program Elective courses (6 credits/10 ECTS- any two from the following)

Course Code	Course Title	Credits	ECTS
PAD5213	Local Government	3	5
PAD5222	Social Policy	3	5
PAD5219	Public Sector Reform	3	5
PAD 5223	Public Sector Economics	3	5
PAD5260	Selected Issues in Public Administration and	3	5

	Management		
PAD5218	Project Evaluation and Management in Public Sector	3	5
PAD5269	Governance and Development	3	5
PAD5200	Decision-making	3	5
PAD5255	Current Issues in Public Administration	3	5
PAD5268	CSR and Public Policy	3	5
PAD 5269	NGOs and Non-profit Management	3	5
PAD5256	Seminar in Public Administration	3	5
PAD5266	Organization Theory and Practice	3	5
	<b>TOTAL</b>	<b>6 credits</b>	<b>10 ECTS</b>

#### Internship (4 credits/8 ECTS)

PAD5230 PAD5231.1	Internship in Public Administration and Management* or Applied Research Project in Public Administration and Management	4/8	
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Notes:

\*May be waived for fast-track students. PAD5230 Internship in Public Administration course may also be waived for non fast-track students who can demonstrate that they have had full-time employment for a minimum period of six-month.

#### Thesis requirements (10 credits/20 ECTS)

PAD5131	Research Methods/Thesis I	3 credits	5 ECTS
PAD5231.1	Thesis II (For details, please see the CSS Guidelines for Master's Thesis.)	3 credits	5 ECTS
PAD5231.2	Thesis III (Including Thesis Defense)	4 credits	10 ECTS

#### Comprehensive Examination (1 credit/1 ECTS)

	Comprehensive Examination	1/1	
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#### Credit Transfers and Waivers

The Department of Public Administration is committed to allowing students flexible options in choosing their programs and courses. Thus, the Department will allow the waiver of up to 12 credits from undergraduate coursework from the BSS program to the MPA Program. It will also allow the transfer of up to 12 credits from such relevant coursework taken outside KIMEP from recognized institutions to the MPA Program. This should allow most BSS students to complete an MPA degree from KIMEP within one calendar year. KIMEP students from other undergraduate programs who have taken the appropriate BSS courses can also be eligible for waiver of credit and finish the MPA Program sooner. However, previous coursework submitted for application for a transfer or waiver of credit will be evaluated on a case-by-case basis to determine MPA graduation requirements. Credits can be transferred or waived not only for elective courses but also for required courses. Out of a total of 48 credits, required courses occupy 42 credits. Every course submitted for a transfer or waiver of credit must have an overall grade point average of at least B- (2.67 on the KIMEP grade point average scale).

## MASTER OF INTERNATIONAL RELATIONS (MIR)

#### Statement of purpose of the MIR program

The Master's Program in International Relations (MIR) was launched in 2002. The MIR is a three regular semesters, 48 credits (90 ECTS) program. It is designed to build up a new cadre of scholars/officials capable of taking on leadership roles in the challenging arena of world affairs, including positions within the diplomatic corps, multinational corporations, education and non-governmental organizations.

#### Mission of the MIR program

The aim of the Master's Degree in International Relations is to train experts and young professionals capable of taking on challenging jobs and playing leadership roles in the international arena. Unique in Central Asia, the MIR program is comparable in standards and quality to masters' programs in Western Universities, such as Glasgow University, which offers its students in the Russian, Central and Eastern European Studies program an opportunity to earn a dual degree program by studying alongside MIR students at KIMEP.

The overarching goals of the MIR program are:

- to promote excellence in the study of international relations and regional studies
- to train professionals capable of taking on challenging jobs and playing leadership roles in the international arena; and
- to provide a solid foundation for scholars who want to pursue doctoral study and research in international relations.

## Objectives

The objectives of MIR program are:

- to provide students with graduate-level knowledge and analytical skills needed for employment in public, no-profit, and private organizations with an international orientation as well as government agencies and higher education institution; and
- to educate graduate students for ethical service to their society and the broader regional and international community.
- to prepare graduates for doctoral studies in areas relevant to international relations

## Learning Objectives

The MIR program's learning objectives are to ensure that graduates have:

A satisfactory knowledge of:

- the major paradigms of international relations;
- the nature of the international system and its relationship to individuals, socio-economic and cultural groups, states, international organizations, international law, global civil society, and private multinational corporations;
- the economic perspectives on global, international and regional governance;
- ethics as they apply to international affairs;
- international organizations and their management and leadership, and the impact of development paradigms on political, social and cultural changes;
- Central Asian security issues, geopolitics, economics and integration in the international and global system

And the necessary cognitive, inter-personal and self-management skills to:

- undertake supervised independent research, involving the synthesis and application of theoretical constructs to topics in the fields of international relations, international political economy, developmental studies, and regional studies with a specific focus on Central Asia
- communicate ideas and information clearly and effectively in written and oral English;
- use information technology for the retrieval, analysis and presentation of information; and
- work effectively with others in the pursuit of common objectives.

## Intended Learning Outcomes

At the successful completion of this Program, graduates will be able to:

1. identify and analyze the structure and fundamental dynamic processes of the international system;
2. describe and articulate the major paradigms and theoretical perspectives within the discipline;
3. explain the behavior and interactions of the primary actors within the international system, so as to be able to construct basic models of policy decision-making;
4. discuss and appraise the impact of culture, history, geography, and power and wealth differentials on the formulation of foreign policies of different states;
5. appraise the impact of social classes, ethnic groups, social/political movements and interest groups on the formation of foreign policy in various states;
6. evaluate the role of global institutions, international law, and fundamental values or ethical considerations in the formulation of foreign policy;
7. utilize the skills and knowledge noted above to frame the policies of Kazakhstan and other Central Asian states in a global context; and
8. conduct original research and develop the capacity to communicate that knowledge via written and oral presentations at a satisfactory level in English.

## CURRICULUM

### Program Structure

Requirements for the MIR are as follows:

Program Foundation courses	13 credits	24 ECTS
Program Major courses	24 credits	40 ECTS
Internship	4 credits	5 ECTS
Thesis	6 credits	20 ECTS
Comprehensive Exam	1 credit	1 ECTS
<b>Total Required for Graduation</b>	<b>48 credits</b>	<b>90 ECTS</b>

With the exception of Thesis III, courses are normally offered every three regular semesters, therefore students are advised to plan their graduate career accordingly.

### *Program-specific Prerequisite Coursework*

MIR students must complete the following prerequisite courses or have completed equivalent coursework before taking any graduate-level courses (with the exception of IRL5512). The prerequisites may be waived at the discretion of the departmental Curriculum Committee if completed during the course of undergraduate study (or if part of the agreement with partner universities):

EITHER

POL2511 Fundamentals of Political Science

OR

IRL2512 Fundamentals of International Relations

### *Course Transfer Policy*

Entrants can gain credit for the prerequisites on the basis of their undergraduate study.

At the discretion of the Department of Politics and International Relations, courses taken in other graduate programs may be recognized as equivalent to required coursework in the MIR program.

Such a possibility will be evaluated on a case-by-case basis.

### *Program Foundation required courses (13 credits equivalent to 24 ECTS)*

Course Code	Course Title	Credits	ECTS
IRL 5010.2	Professional Foreign Language for International Relations	2	3
IRL 5536.2	Management of International Institutions and Organizations	2	3
IRL5517	Political Psychology and International Relations	3	3
IRL5513	Theories of International Relations	3	10
IRL5515	International Political Economy	3	5
	<b>TOTAL</b>	<b>13</b>	<b>24</b>

### *5.6.1.4 Program Major Required courses (15 credits → 25 ECTS)*

Students need to take:

- All courses from Group A
- One course from Group B
- One course from group C

Course Code	Course Title	Credits	ECTS
<b>GROUP A</b>			
IRL5521	Central Asia in Global Politics	3	5
IRL5538	Ethics in International Affairs	3	5
IRL5512	Research Methods/Thesis I	3	5
<b>GROUP B</b>			
IRL5533	Developmental Studies	3	5
IRL5531	International Institutions and Law	3	5
<b>GROUP C</b>			
IRL5580	Master Seminar in Regional Studies	3	5
IRL5590	Master Seminar in International Relations	3	5
	<b>TOTAL</b>	<b>15</b>	<b>25</b>

#### 5.6.1.5 Program Major Elective courses (9 credits → 15 ECTS)

Students need to take any 3 of the following elective courses for a total of 9 credits

Course Code	Course Title	Credits	ECTS
IRL5555	Asian Security: Theory and Practice	3	5
IRL5525	Domestic Politics and Foreign Policy in the Post-Communist World	3	5
IRL5561	Emerging Powers and Markets	3	5
IRL 5539	Political Geography	3	5
IRL5540	History of International Relations	3	5
IRL5542	Government and Politics in Central Asia	3	5
IRL5547	Russian Foreign Policy	3	5
IRL5551	Petro Politics	3	5
IRL5558	Central Asia – Russia Relations	3	5
IRL5552	Central Asia – United States Relations	3	5
IRL5548	European Union: Politics and Foreign Policy	3	5
IRL5563	Foreign Policy: Doctrines and Strategies	3	5
IRL5580	Master Seminar in Regional Studies <sup>15</sup>	3	5
IRL5590	Master Seminar in International Relations <sup>16</sup>	3	5
	<b>TOTAL</b>	<b>9</b>	<b>15</b>

#### 5.6.1.6 Internship (4 credits → 5 ECTS)

IRL5534	Internship in International Relations	4 credits	5 ECTS
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#### 5.6.1.7 Thesis requirements ( 6 credits → 20 ECTS)

<sup>15</sup> If not taken as Major required

<sup>16</sup> If not taken as Major required

IRL5525	Thesis II (For details, please see the CSS Guidelines for Master Thesis.)	3 credits	10 ECTS
IRL5526	Thesis III (For details, please see the CSS Guidelines for Master Thesis.)	3 credits	10 ECTS

#### 5.6.1.8 Final attestation (1 credit → 1 ECTS)

IRL5999.1	Comprehensive examination in International Relations	1 credit	1 ECTS
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## GENERAL EDUCATION

### GENERAL INFORMATION UNDERGRADUATE GENERAL EDUCATION CURRICULUM GENERAL EDUCATION FOR TRANSFER STUDENTS

The courses are offered by the departments that are most in line with the specific area of general education. General Education courses will still refer to the goals and objectives that are listed under this section.

#### Mission

General Education develops the foundation skills necessary for functioning in complex local and global environments. General Education courses foster those skills necessary to acquire knowledge, comprehend complex material, think critically and creatively, formulate ideas, evaluate moral and ethical issues, consider different and sometimes conflicting perspectives, derive solutions to problems and communicate effectively throughout the process.

#### Goals and Objectives

The experiences of General Education encourage students to develop a critical and inquiring attitude, an appreciation of the interdisciplinary nature of subject areas, acceptance of persons of different backgrounds or values, and a deepened sense of self. In their lives and in their careers, students must be prepared to grasp complex problems, develop a global perspective on the diversity of human experience and knowledge, respond to changing demands, and articulate innovative responses and solutions. GE seeks to grow students':

- Creative and intellectual engagement.
- Civic, personal and social responsibility.
- Dedication to lifelong learning to enable them to thrive in a knowledge-intensive economy and a society where new ideas are essential for progress.

#### Intended Learning Outcomes

The goals of the General Education program as well as the measurable learning outcomes are driven by the mission of KIMEP. These goals reflect the philosophy of a balanced education that prepares students for decision-making, leadership and lifelong learning. After completing the General Education program, a student will be able to:

- 1: Demonstrate analytical skills.
- 2: Demonstrate effective problem solving and critical thinking skills.
- 3: Demonstrate awareness of topics in history, geography, and economy.
- 4: Demonstrate awareness of ethical and philosophical topics.
- 5: Demonstrate awareness of topics in political science.
- 6: Demonstrate knowledge and skills in legislative system.
- 7: Demonstrate knowledge and skills in information technology.

#### Required GE courses: 33 credits equivalent to 53 ECTS

CODE	TITLE	CREDITS	ECTS
GEN/PAD1040.2	Life Security [KAZ, RUS, ENG]	2	3
GEN/IRL1000	History of Kazakhstan [KAZ, RUS, ENG]	3	5

KAZ1xxx	Kazakh language [semester 1]	3	5
KAZ1xxx	Kazakh language [semester 2] <sup>17</sup>	3	5
GEN1010	Academic Speaking	3	5
GEN1011	Academic Reading and Writing I <sup>18</sup>	3	5
GEN/OPM1300 OR GEN/OPM2301	Introduction to Computers or Business Computer Applications	3	5
GEN/PAD2030.2 OR GEN/PAD 2031.2	Ecology and Sustainable Development OR Sustainable Development: Society, Ecology and Economy	2	3
GEN/IRL2500 OR GEN/IRL2510	Introduction to Philosophy OR Principles of Ethics	3	5
GEN/PAD2700.2	Introduction to Sociology	2	3
GEN2701.2/POL2511.2	Introduction to Political Science	2	3
GEN1704.2/ECON1101.2	Introduction to Economics	2	3
GEN/LAW2720.2	Introduction to the Legal System of Kazakhstan	2	3
	<b>TOTAL GENERAL EDUCATION REQUIREMENTS</b>	<b>33</b>	<b>53</b>

The Ministerial course requirements apply to all undergraduate degree students (including students from outside Kazakhstan). Non-degree students (including non-degree international exchange students) are exempt from these Ministerial requirements, as they are not seeking a KIMEP undergraduate degree. Anyway, if non-degree students later decide to enroll as regular students, they will be required to take the courses required by the Ministry of Education in order to complete their programs.

The General Education curriculum consists of preparatory courses that develop the skills necessary to succeed in other core courses. These courses include English, Kazakh, Life Security, Introduction to Computers, History of Kazakhstan, Political Science and Economics. They must be completed in the first year of study to ensure that students are prepared to do well in more challenging courses. For some of them there are course options that are designed specifically for students in certain fields.

GEN1040.2/PAD 1040.2 Life Security should be taken in the first semester. Sections are available in Kazakh, Russian and English. Students should complete GEN1000 History of Kazakhstan during the first year of their study at KIMEP. Sections of this course taught in Russian and Kazakh are available, although students are strongly encouraged to take the course in English.

Students (except non-degree international exchange students) must study two semesters of Kazakh language. The program in Kazakh includes suitable courses at various levels, from beginner to advance, for students who enter with different levels of Kazakh proficiency. Students should read the course descriptions in order to ensure that they choose the right level. Kazakh instructors will offer assistance in the first week of classes in order to confirm the choice of level.

After all preparatory courses have been completed, students are encouraged to make regular progress on the other advanced General Education courses, such as Ecology and Sustainable Development, Fundamentals of Sociology, Introduction to the Legal System of Kazakhstan, Principles of Ethics or Introduction to Philosophy by taking *at least* two General Education courses per semester, or as specifically recommended by a student's department of major, until all requirements have been completed.

**The following general rules and procedures apply to the State Exam for "History of Kazakhstan" in effect at KIMEP U from Spring 2013:**

<sup>17</sup> Depending on the level of their proficiency students take two of the following courses:

- KAZ1401 Beginning Kazakhs
- KAZ1402 Elementary Kazakh 1
- KAZ1403 Elementary Kazakh 2
- KAZ1404 Intermediate Kazakh 1
- KAZ1405 Intermediate Kazakh 2
- KAZ1407 Business Kazakh

- KAZ1408 Kazakh Language and Culture (Advanced)

<sup>18</sup> Students complete their preparation in English by undertaking two further English courses as part of their Program Required Foundation Courses (see below)

- GEN1110 Academic Listening and Note Taking
- GEN1121 Academic Reading and Writing II

1. State Exam for “History of Kazakhstan” is conducted during the final examination period based on the approved academic calendar.
2. All students enrolled in any bachelor program are required to take the State Exam for “History of Kazakhstan” after the full completion of the course and at the same semester.
3. The Department of International Relations under the supervision of CSS Dean’s Office, and in cooperation with Office of Academic Affairs organizes state Exam preparation work.
4. The Faculty Members who are teaching the course are responsible for developing a unified course structure including content, assessment scheme, and syllabus. These must follow Ministerial standards, and must be approved by the KIMEP Academic Council.
5. The State Exam conducted in written form, counts as the course final exam.
6. The Membership of the State Examination Commission is formed for the one academic year, and should be approved by the President of KIMEP University. The candidate for the Chair of the State Examination Commission should be sent to the relevant state organ at the latest by November 1, and be approved by the MES at the latest by December 1.
7. The Office of the Registrar must schedule the meeting of State Examination Commission. This meeting’s purpose is to ratify and approve those students eligible to take the State Exam. This meeting must take place two weeks before the State Exam date, and its duration must not exceed 6 hours.
8. The minutes (online protocol) of State Examination Commission meeting should be prepared for each individual student. The signed original hard copies should be submitted to the Office of Registrar in the Ministerial required format (numbered, officially bound, and stamped). The other copies should be kept in the Department of International Relations.
9. The grading system for State Exam is the same as that used at KIMEP University.
10. If a student has failed the State Exam for “History of Kazakhstan” s/he must retake the course. To retake the course, a student should pay registration and tuition fee just as for the other courses. The student must attend class sessions (lectures) and complete all assignments and exams, the same as if s/he was taking the course for the first time. The student may not recycle assignments or exam scores from a previous enrollment, nor can a student use current assignments or exam grades to raise a grade from the previous semester. To retake the course for the third time a student needs the approval of the dean of the student’s enrolled college. A forth and subsequent retake require the approval of Vice President of Academic Affairs.
11. If a student receives a passing grade (at least D-) on State Exam for “History of Kazakhstan” s/he is not permitted to retake the course.
12. If a student feels that a grade is incorrect s/he should go through an official process (write an official appeal request and submit to State Examination Commission for future consideration).
13. The Chair of State Examination Commission is responsible for preparation of the State Exam report. The report should be approved by KIMEP Academic Council, and to be sent to the MES during the period of one month after State Exam’s completion.
14. Credits for “History of Kazakhstan” taken at other institutions of higher education will only be transferred if the student has earned a “C” or higher grade in the state exam.

### Physical Education

The undergraduate academic curriculum includes physical education courses that adhere to the current legislative standards of the Republic of Kazakhstan. Physical Education courses are compulsory and not included in the GE curriculum. Physical education (PE) emphasizes the development of physical skills; improvement in physical self-education, shaping the need for regular physical activities, and the acquisition of knowledge that contributes to a healthy lifestyle.

A total of 8 credits in physical education need to be completed in order to earn a bachelor degree. Special arrangements have been made for students with disabilities and other health-related conditions.

### Math Study Support

A Math Study Support is available to provide assistance to students who need help in mathematics. The lab is open to all KIMEP students regardless of the courses in which they are enrolled. The lab has several computers with self-

teaching software that can give students practice in solving math problems. Tutors are also available who can provide help in understanding math concepts.

### GENERAL EDUCATION FOR TRANSFER STUDENTS FROM INSTITUTIONS OF HIGHER EDUCATION

Students who have completed general education course requirements at other institutions of higher education may transfer these courses subject to the following conditions:

1. Course being transferred must be sufficiently similar in content to KIMEP University course description.
2. A grade of „C“ or higher must be earned for any course being transferred.
3. Any course being transferred must have at least the number of credits as the corresponding KIMEP University GE courses
4. No letter grade is assigned to transferred courses, meaning such courses do not figure into the calculation of grade point average.
5. Credits for “History of Kazakhstan” will only be transferred if the student has earned a “C” or higher grade in the state exam.



## **THE SCHOOL OF LAW**

**ADMINISTRATION  
GENERAL INFORMATION  
UNDERGRADUATE DEGREE PROGRAM:  
BACHELORS OF LAW (LLB)  
MINORS IN LAW  
GRADUATE DEGREE PROGRAM:**

**MASTER OF INTERNATIONAL  
LAW (LLM)  
MINOR IN TAX LAW  
MINOR IN BUSINESS LAW**

**ADMINISTRATION**

Zhenis Kembayev, Ph.D, Acting Chair

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**GENERAL INFORMATION**

**Statement of Purpose**

The School of Law provides graduate and undergraduate education in law to prepare students to take leadership and management roles in the development of the business economy, legal practice community and civil society in Kazakhstan, Central Asia and the rest of the world.

**Mission**

The mission of the School of Law is to provide students with a deep understanding of substantive Kazakhstan and international law, and of the role that national and international law plays in the development of orderly and successful societies. In addition, the School will provide students with the skills necessary to apply that law to solve business, individual and societal problems. The fundamental principle guiding the School of Law and the courses in its curriculum is the Rule of Law. The School seeks to produce the next generation of leaders in legal practice, government, and international organizations. Accomplishing this mission necessitates a reconstruction of how law is taught and applied in Kazakhstan and Central Asia. The School of Law has developed four-step plan to implement that policy.

**Profile**

The School of Law incorporates best academic practices in teaching and scholarship adopted by leading law schools throughout the world. The School stresses innovative courses and teaching methodology, legal research and publication, and education in non-legal disciplines to deepen understanding of the law. The School's objective is to create the foremost School of Law in Central Asia.

The School of Law teaches by transmitting knowledge required to understand each field, instilling in students critical thinking skills, and developing practical skills to apply law to solve legal and social problems.

**Faculty**

The Faculty of the School of Law consists of foreign and local scholars and practitioners. The School of Law stresses high-quality teaching without sacrificing a commitment to advance knowledge through research. Faculty members are actively engaged in research both in law and in related fields. The faculty publishes articles in peer-reviewed journals and engages in the publication of books in their fields of expertise.

**Degree Programs**

The School of Law offers undergraduate (LL.B) and post-graduate (LL.M) programs. In addition, the School of Law maintains a Minor in Law program to undergraduate students enrolled in other Colleges of KIMEP.

The School of Law has also received a license for an undergraduate Bachelor of Laws degree (LL.B.) in International Law specialty to be offered beginning the 2014-15 academic year. It also offers an LL.M.-M.B.A. Dual degree program in cooperation with the Bang College of Business. In addition it offers a Minor in Business Law to MBA students.

**UNDERGRADUATE DEGREE PROGRAM**

**BACHELOR OF LAW (LL.B.)**

The Law School received its license to offer a LL.B. in Jurisprudence in 2011. Its first cohort of students was admitted for the 2011-12 academic year. This degree program is designed to provide the young people of Kazakhstan with an education in law that will enable them to acquire both the knowledge and the skills necessary to become effective practice-ready lawyers by the time that they graduate. In accordance with current international best practices, the KIMEP LL.B. degree will integrate the study of substantive Kazakhstan law and international law with critical thinking and problem solving skills, and with drafting, negotiating and advocacy

skills. As a result, students who earn the KIMEP LL.B. degree will be well-trained, highly effective lawyers and business people, who upon graduation will be well-prepared to practice law. The LL.B. program requires that students complete 146 credits of education. The program can be completed in eight regular winter and spring semesters, plus two summer semesters.

The LL.B. degree will be taught primarily in English. However, KIMEP law students will also study the substantive laws of Kazakhstan in Russian so that they are able to understand the technical terms and to use the law in advising clients and representing them in judicial proceedings under Kazakh law. They will then analyze and apply the laws in English, in the same way that they will do when they enter the practice of law and business in the international business community in Kazakhstan. Because of their unique training that integrates theory and the practice of law, graduates of the KIMEP School of Law will have a competitive advantage when they work for internationally recognized law firms, consulting firms, accounting firms or multinational corporations as well as for smaller law firms and individual clients.

### Program Objectives

1. To train students to take up positions that require legal knowledge so as to become leaders in Kazakhstan legal field by developing professional competencies of:
  - a. applying statutes and regulations, particularly in civil and business-related law;
  - b. drafting of legal documents, including statutes and regulations in both English and Russian;
  - c. communicating and negotiating with lawyers from other legal systems; and
  - d. representing clients in litigations and other legal actions.
2. To provide a foundation for future legal scholars to pursue graduate studies in law, particularly the development of legal research skills.
3. To foster students' critical and analytical thinking and to expand their linguistic, technical, research and communication skills.
4. To instill a sense of professional ethics that will allow them to resolve professional ethical dilemmas.

### Program Learning Objectives

1. To impart knowledge of major theories, principles, concepts and sources of law.
2. To impart basic knowledge of major areas of Kazakhstan legislation and regulations both procedural and substantive.
3. To develop skills that constitute professional competencies in Kazakhstan legal practice, indicatively including:
  - a. legal drafting;
  - b. legal negotiation and litigations;
  - c. communication with lawyers from other legal systems;
  - d. legal representation; and
  - e. client management.
4. To develop the ability to communicate effectively on legal issues in written and spoken English and Russian.
5. To impart knowledge of ethical issues associated with professional practice and develop an understanding of how to recognize ethical dilemmas; identify options for resolving these dilemmas and how to apply an appropriate option to solve professional ethical problems.

### Intended Learning Outcomes

The graduate of the LLB program will be able to:

1. describe and critically evaluate key concepts in law especially as it relates to the Kazakhstan legal system;
2. identify relevant normative acts; analyze and explain the implications of applying the relevant law; apply the appropriate law to particular legal scenarios;
3. demonstrate in writing and orally professional competencies, indicatively to include legal research, drafting, negotiation, communication with fellow attorneys;
4. communicate legal issues effectively in Russian as well as in English; identify and address barriers to effective communication in a legal setting;
5. identify clients' legal needs, explain legal options, and represent clients in legal actions; and
6. describe ethical principles as applied to legal practice; identify common ethical dilemmas in legal practice; identify options to resolve these dilemmas and apply solutions to common ethical problems in legal practice.

### LLB Curriculum

To earn a bachelor's degree at KIMEP University a student must complete **146 credits**

Category of Courses	Credit Hours
General Education Requirements	36
Program Foundation Requirements	30
Program Foundation Electives	33
Program Specialization Requirements	6
Program Specialization Electives	24
Internship	6
Physical Education	8
Thesis	2
State Examination	1
<b>Total Credit Hours Required for Graduation</b>	<b>146</b>

The general education portion of the LLB program is the same as for all other KIMEP students:

#### General Education Requirements

GEN1000	History of Kazakhstan	3
KAZ	Kazakh I	3
KAZ	Kazakh II	3
GEN1100	Academic Speaking [English]	3
GEN1120	Academic Reading and Writing I (English)	3
GEN1040	Life Security	2
ECON1101	Introduction to Economics	2
GEN2701/ POL2511	Fundamentals of Political Science	2
GEN1300 or GEN2301	Introduction to Computers or Business Computer Applications	3
GEN/PAD2030.2	Ecology and Sustainable Development	2
GEN2700/PAD2700	Fundamentals of Sociology	2
GEN2500	Introduction to Philosophy	3
GENxxxx	Business Russian / Kazakh	2
LAW1001	Introduction to the Legal System of Kazakhstan	3
	<b>TOTAL</b>	<b>36</b>

#### Program Foundation Requirements

#### Prerequisites

LAW1101	Theory of State and Law	3	None
LAW1102	History of State and Law of Kazakhstan	3	None
LAW1103	History of State and Law in Foreign Countries	3	None
LAW2104	Constitutional Law of RK	3	None
LAW2105	Administrative Law of RK	3	Constitutional Law of RK
LAW2106	Criminal Law of RK: General Part	3	Theory of State and Law
LAW2107	Criminal Law of RK: Special Part	3	Criminal Law of RK General Part
LAW2108	Civil Law of RK. General Part	3	Theory of State and Law
LAW2109	Civil Law of RK. Special Part	3	Civil Law of RK General Part
LAW2110	Labor Law of RK	3	Civil Law of RK General Part
	<b>TOTAL</b>	<b>30</b>	

Students may choose program foundation elective courses from the list below:

#### Program Foundation Electives

LAW	Foundation Elective #1	3
LAW	Foundation Elective #2	3
LAW	Foundation Elective #3	3
LAW	Foundation Elective #4	3

LAW	Foundation Elective #5	3
LAW	Foundation Elective #6	3
LAW	Foundation Elective #7	3
LAW	Foundation Elective #8	3
LAW	Foundation Elective #9	3
LAW	Foundation Elective #10	3
LAW	Foundation Elective #11	3
	<b>TOTAL</b>	<b>33</b>

**List of the Program Foundation Elective courses**

**Prerequisites**

LAW1301	Legal Research, Reading and Writing	3	None
LAW2301	History of Political and Legal Studies	3	None
LAW2302	Philosophy of Law	3	None
LAW2303	Roman Law	3	None
LAW2304	Law Enforcement Bodies	3	None
LAW3301	Contract Law of RK	3	None
LAW3302	Tort Law of RK	3	None
LAW3303	Company Law of RK	3	None
LAW3304	Family and Inheritance Law of RK	3	None
LAW3305	Comparative Constitutional Law	3	None
LAW3306	Intellectual Property Law of RK	3	None
LAW3307	Land Law of RK	3	None
LAW3308	Environmental Law of RK	3	None
LAW3309	Animal Law	3	None
LAW3310	Customs Law of RK	3	None
LAW3311	Public International Law	3	None
LAW3312	Private International Law	3	None

**Program Specialization Requirements**

**Prerequisites**

LAW4401	Criminal Procedure Law of RK	3	Criminal Law of RK General Part
LAW4402	Civil Procedure Law of RK	3	Civil Law of RK General Part
	<b>TOTAL</b>	<b>6</b>	

Students may choose program specialization elective courses from the list below:

**Program Specialization Electives**

LAWxxxx	Specialization Elective #1	3
LAWxxxx	Specialization Elective #2	3
LAWxxxx	Specialization Elective #3	3
LAWxxxx	Specialization Elective #4	3
LAWxxxx	Specialization Elective #5	3
LAWxxxx	Specialization Elective #6	3
LAWxxxx	Specialization Elective #7	3
LAWxxxx	Specialization Elective #8	3
	<b>TOTAL</b>	<b>24</b>

**List of the Program Specialization Elective courses**

**Prerequisites**

LAW4501	Commercial Litigation in Kazakhstan	3	None
LAW4502	Law of the WTO	3	None
LAW4503	Law of the European Union	3	None
LAW4504	International Human Rights Law	3	None
LAW4505	International Investment Law	3	None
LAW4506	International Commercial Law	3	None

LAW4507	Law of Energy and Natural Resources	3	None
LAW4508	Financial Law of RK	3	None
LAW4509	Tax Law of RK	3	None
LAW4510	Procuracy Supervision in RK	3	None
LAW4511	Advocacy in Kazakhstan and Professional Ethics of Lawyer	3	None
LAW4512	Criminalistics	3	None
LAW4513	Court Expertology	3	None

#### Internship

LAW2601	Academic Internship	2	prerequisite 36 credits plus Constitutional Law of RK and Civil Law of RK General Part
LAW3602	Professional Internship	2	prerequisite completion of at least 90 credits of courses
LAW4603	Pre-Diploma Internship	2	prerequisite completion of at least 120 credits of courses
	<b>TOTAL</b>	<b>6</b>	

#### Physical Education

GENxxxx	Physical culture	2
GENxxxx	Physical culture	3
GENxxxx	Physical culture	3
	<b>TOTAL</b>	<b>8</b>

#### Thesis and State Examination

LAW4701	State Exam(s)	1	prerequisite completion of at least 140 credits of courses
LAW4702	Thesis	2	
	<b>TOTAL</b>	<b>3</b>	

Students must take the State Exam before defending their thesis. This exam must be taken after all academic credits have been earned.

Students must defend their Theses before graduation. At least in his second year they must select a topic and find a supervisor from among Faculty members.

The program plan below recommends the following course track for LL.B students:

#### Program Plan

1 <sup>ST</sup> YEAR	FALL SEMESTER	
LAW1001	Introduction to the Legal System of Kazakhstan	3
LAW1101	Theory of State and Law	3
LAW	Foundation Elective #1	3
KAZ	Kazakh I	3
GEN1000	History of Kazakhstan	3
ECON1101	Introduction to Economics	2
GEN1100	Academic Speaking [English]	3
Total		20

1 <sup>ST</sup> YEAR	SPRING SEMESTER	
GEN1120	Academic Reading and Writing I [English]	3
LAW1102	History of State and Law of Kazakhstan	3
GEN1300 GEN2301	Introduction to Computers or Business Computer Applications	3
KAZ	Kazakh II	3
LAW1103	History of State and Law in Foreign Countries	3
GEN1040	Life Security	2
GEN2701/ POL2511	Fundamentals of Political Science	2
Total		18

1 <sup>ST</sup> YEAR	SUMMER I	
GEN	Physical Culture	3
Total		3

1 <sup>ST</sup> YEAR	SUMMER II	
Total		

2 <sup>ND</sup> YEAR	FALL SEMESTER	
LAW2104	Constitutional Law of RK [prerequisite Theory of State and Law]	3
LAW2106	Criminal Law of RK: General Part [prerequisite Theory of State and Law]	3
LAW2108	Civil Law of RK: General Part [prerequisite Theory of State and Law]	3
LAW	Foundation Elective #2	3
GEN2700/ PAD2700	Fundamentals of Sociology	2
GEN	Business Russian / Kazakh	2
GEN	Introduction to Environmental Studies	2
Total		18

2 <sup>ND</sup> YEAR	SPRING SEMESTER	
LAW2105	Administrative Law of RK [prerequisite Constitutional Law of RK]	3
LAW2107	Criminal Law of RK: Special Part [prerequisite Criminal Law of RK General Part]	3
LAW2109	Civil Law of RK: Special Part [prerequisite Civil Law of RK General Part]	3
LAW2110	Labor Law of RK [prerequisite Civil Law of RK General Part]	3
LAW	Foundation Elective #3	3
GEN2500	Introduction to Philosophy	3
LAW2601	Academic Internship [prerequisite 36 credits plus Civil Law of RK General Part or Constitutional Law of RK]	2
Total		2

2 <sup>ND</sup> YEAR	SUMMER I	
GENxxxx	Physical Culture	3
Total		3

2 <sup>ND</sup> YEAR	SUMMER II	
Total		

3 <sup>RD</sup> YEAR	FALL SEMESTER	
LAW4401	Criminal Procedure Law of RK [prerequisite Criminal Law of RK General Part]	3
LAW	Foundation Elective #4	3
LAW	Foundation Elective #5	3
LAW	Foundation Elective #6	3
LAW	Foundation Elective #7	3
LAW	Foundation Elective #8	3
Total		18

3 <sup>RD</sup> YEAR	SPRING SEMESTER	
LAW4402	Civil Procedure Law of RK [prerequisite Civil Law of RK General Part]	3
LAW	Foundation Elective #9	3
LAW	Foundation Elective #10	3
LAW	Foundation Elective #11	3
LAW	Specialization Elective #1	3
LAW	Specialization Elective #2	3
Total		1

3 <sup>RD</sup> YEAR	SUMMER I	
GEN	Physical Culture	2
LAW3602	Professional Internship [prerequisite completion of at least 90 credits of courses]	2
Total		4

3 <sup>RD</sup> YEAR	SUMMER II	
Total		

4 <sup>TH</sup> YEAR	FALL SEMESTER	
LAW	Specialization Elective #3	3

4 <sup>TH</sup> YEAR	SPRING SEMESTER	
LAW	Specialization Elective #8	3

LAW	Specialization Elective #4	3
LAW	Specialization Elective #5	3
LAW	Specialization Elective #6	3
LAW	Specialization Elective #7	3
	Total	15

LAW4603	Pre-Diploma Internship [prerequisite completion of at least 120 credits of courses]	2
LAW4701	State Exam(s) [prerequisite completion of at least 128 credits of courses]	1
LAW4702	Thesis [prerequisite completion of at least 128 credits of courses]	2
	Total	8

TOTAL CREDITS

1.

### MINOR IN LAW FOR UNDERGRADUATES

A minor in law is a concentration that an undergraduate student selects to obtain a specialized knowledge in law. A student must complete the prerequisite course (GEN2720 Introduction to the Legal System of Kazakhstan) and 12 credit hours within the Minor in Law Program for a total of 15 credit hours.

Minor in Law for Undergraduates in Tabular Format

Minor in Law		
Prerequisite		
LAW1001	Introduction to the Legal System of Kazakhstan	3
Mandatory Courses		
LAW1101	Theory of State and Law	3
LAW2104	Constitutional Law of RK	3
LAW2106	Criminal Law of RK General Part	3
LAW2108	Civil Law of RK: General Part	3
<b>Total</b>		<b>15</b>

### BUSINESS LAW FOR BCB STUDENTS

The School of Law also offers the following course for the students of BCB:

Business Law		Prerequisites	
LAW2202	Business Law	3	None

## GRADUATE DEGREE PROGRAM

### MASTER OF LAWS IN INTERNATIONAL LAW (LL.M)

#### Statement of Purpose and Mission

The LL.M in International law is a one-year degree program providing specialized knowledge of International law for legal and business practitioners engaged in cross-border legal transactions. Foundational knowledge of international law permits students to acquire a profound understanding of the normative predicates upon which contemporary and particularized departments of law repose. The objective of the program is to provide professionals with the skills to solve complex legal problems, provide service to clients based on ethical principles, and to reform the legal system of the Republic of Kazakhstan.

The KIMEP LL.M in International Law is based on first principles. Students are expected to acquire the skill to read and interpret legal texts, to critically examine the underlying policies of legal rules, and to prepare written and oral arguments based upon correct reasoning and applicable to practical tasks encountered in the external environment. The KIMEP LL.M in International law next takes advantage of Kazakhstan's geopolitical position. Kazakhstan is rich in natural resources, expects the city of Almaty to become the financial center of Central Asia, and has joined a Customs Union with the Russian Federation and Byelorussia. The curriculum weaves



conventional courses found in general LL.M. courses with courses dealing with the particular legal regime of Kazakhstan that constitute a precondition for foreign direct investment in the extractive industries and emerging cutting edge markets of Kazakhstan. The faculty within the LL.M program provides guidance to its students, especially within the context of the LL.M thesis. Close relationships between faculty and students benefit both parties. Students have an opportunity to receive professional advice both in academic matters and professional career choices. The ratio of faculty to students is low and allows for the creation of a “lyceum-like” atmosphere at KIMEP.

### Program Objectives

The primary objective of the LL.M program is to train students to apply detailed substantive knowledge of international law, using skills required by the external environment in which they will undertake careers in law and businesses engaged in international transactions.

These mandatory skills are:

1. To draft legal documents in the English language virtually equivalent to a native speaker.
2. To think outside the box by knowing how to interpret and apply law to formulate creative solutions to legal problems.
3. To understand legal principles triggered by cross border transactions.
4. To comprehend the business models upon which laws are based.
5. To understand legal formalities without losing sight of substance.
6. To produce an LL.M thesis demonstrating deep knowledge of a subject and representing scholarly work equivalent to that expected in any world class law school.

Each course in the LL.M program contains explicit components on critical thinking and legal argumentation. No student graduates from the program without mastering these skills.

### Program Intended Learning Outcomes

At the successful completion of this Program, graduates will be able to:

7. Describe, interpret, synthesize and apply principles of public and private international law, including statutes, treaties, judicial decisions, legal texts, and public and private legal agreements.
8. Provide ethical legal advice and solutions to legal problems involving the international aspects of actions by private individuals, business, government and civil society.
9. Identify and advocate among choices of law and plan the locations of international activities based upon comparisons of the legal frameworks for conducting international and cross-border private and business transactions and other activities in Kazakhstan, Central Asia and internationally.
10. Complete supervised independent research projects, involving the synthesis and application of legal principles, legislation, judicial decisions and expert commentary, to practical and scholarly topics in the field of international law.
11. Communicate ideas and information clearly and effectively, in both oral and written English, using correct legal terminology, in descriptive, persuasive and transactional formats, using principles of inductive, deductive and practical reasoning.
12. Demonstrate the ability to work collaboratively in teams, evidencing leadership capacity.

Having achieved these learning outcomes, students are prepared to pursue further study of law at the PhD level or to work locally or internationally. For example graduates will be qualified to work in:

1. Law Firms
2. Business Firms
3. Financial Services Firms
4. Government
5. International organizations

### Degree Requirements

The LL.M program consists of 37 credits. The LL.M degree may be completed in one year for full-time enrolled students. The LL.M also may be completed over an extended time period to accommodate working professionals. Admitted students who have a score of less than 60 on the KIMEP Entrance English Test (KEET) test are required to take Foundation English language courses depending upon the range of the KEET score.

	credits
Program Requirements	9
Program Electives	24
Final Attestation	4
<b>Total Required for Graduation</b>	<b>37</b>

Students must have a minimum GPA of 3.00 to graduate from the program and may not have more than 2 grades of 2.0 (C) or below.

### Program Requirements

The following courses are required.

#### Program Requirements

Code	Title of courses	Credits
LAW5203	Public International Law*	3
LAW5205	Private International Law**	3
LAW5207	Psychology for Lawyers	2
LAW5208	Management for Lawyers	1
	Total	9

\* The courses *LAW5203 Public International Law* qualifies for English Language (Professional) as required by the Ministry of Education and Science.

\*\* The course *LAW5205 Private International Law* qualifies for *LAW5923 Internship Substitute*.

### Program Electives

The electives can be selected from the following courses:

#### Program elective courses

LAW5201	Legal Method, Skills and Reasoning	3
LAW5202	Methods of Legal Argument	3
LAW5204	International Commercial Law	3
LAW5206	International Commercial Arbitration	3
LAW5701	Company Law of RK	3
LAW5702	Tax Law of RK	3
LAW5703	Business Litigation Practicum	3
LAW5704	Law of Energy and Natural Resources	3
LAW5705	Intellectual Property Law	3
LAW5706	International Banking Law	3
LAW5707	International Commercial Arbitration Practicum	3
LAW5708	Administrative Law of RK	3
LAW5709	Introduction to the Legal System of RK	3
LAW5801	Corporate Finance	3
LAW5802	International Taxation Law	3
LAW5803	International Investment Law	3
LAW5804	Mergers and Acquisitions	3
LAW5805	Constitutional Law of RK	3
LAW5806	Commercial Litigation in Kazakhstan	3
LAW5807	Contract Law of RK	3
LAW5808	Tort Law of RK	3
LAW5809	Law of the WTO	3
LAW5810	International Anti-Corruption Law	3
LAW5299	Selected Graduate Topics in Law	3

### Final Attestation

LAW5991	Comprehensive Master's Exam	1
LAW5992	Thesis Defense	3

Students shall write their Thesis. They may choose any course offered by the Program in order to start writing their Thesis under supervision of the respective instructor(s). This course shall simultaneously constitute *LAW5990 Thesis Seminar*.

Students shall take *LAW5991 Comprehensive Master's Exam* and *LAW5992 Thesis Defense* before graduation. *LAW5991 Comprehensive Master's Exam* may be taken after all course credits have been earned. *LAW5992 Thesis Defense* may be completed after *LAW5991 Comprehensive Master's Exam* was successfully passed.

#### Prerequisites

Students who do not have an undergraduate degree in law shall be required to take the following courses:

LAW5709	Introduction to the Legal System of Kazakhstan
LAW5701	Company Law of RK
LAW5806	Commercial Litigation in Kazakhstan
LAW5807	Contract Law of RK
LAW5808	Tort Law of RK

Students who graduated from KIMEP LL.B Program may transfer two out of the four following courses earned within their LL.B Curriculum:

LAW5701	Company Law of RK
LAW5806	Commercial Litigation in Kazakhstan
LAW5807	Contract Law of RK
LAW5808	Tort Law of RK

Students who graduated from KIMEP LL.B Program may not take the following course:

LAW5709	Introduction to the Legal System of Kazakhstan
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#### Program Plan for Academic Year 2013-14

The following table is the tentative program of courses offered in academic Year 2013-2014; this schedule may change based on availability of professors or interests of students.

1 <sup>ST</sup> YEAR	FALL SEMESTER	cr.
LAW5203	Public International Law	3
LAW5207	Psychology for Lawyers	2
LAW5208	Management for Lawyers	1
LAWxxxx	Elective course	3
LAWxxxx	Elective course	3
LAWxxxx	Elective course	3
LAWxxxx	Elective course	3
	Total	18

1 <sup>ST</sup> YEAR	SPRING SEMESTER	cr.
LAW5205	Private International Law	3
LAWxxxx	Elective course	3
LAWxxxx	Elective course	3
LAWxxxx	Elective course	3
LAWxxxx	Elective course	3
	Total	15

1 <sup>ST</sup> YEAR	SUMMER I SEMESTER	cr.
LAW5991	Comprehensive Master's exam	1
LAW5992	Thesis Defense	3

	Total	4
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#### **Minor in Business Law**

The Law School offers a Minor in Business Law to MBA students in the Bang College of Business. Details about that Minor can be found in the MBA portion of the catalogue.

#### **Dual Degree with University Of Dundee**

The School has negotiated an agreement for a dual degree with University of Dundee. Please contact the International Relations Office or the Law School Coordinator for details.

## **UNDERGRADUATE COURSE DESCRIPTIONS**

### **LANGUAGE CENTER**

**GENERAL EDUCATION—LIBERAL ARTS and ADDITIONAL ENGLISH ELECTIVES (offered by the Language Center)**

#### **GEN2800 Public Speaking (3 credits)**

*Prerequisites: ENG/GEN1100 Academic Speaking*

Students who have already attained a high level of fluency will enjoy learning how to communicate in a public setting. This course will teach students how to prepare and present speeches to diverse audiences. Students will listen to professional speakers and review their writing and organizing skills, as well as present their own speeches.

### **GEN2801 English for Specific Purposes (3 credits)**

*Prerequisites: Completion of all four Academic English courses: ENG/GEN110, ENG/GEN1120, ENG/GEN1110 and ENG/GEN1121*

This course is designed for those students who have already completed Academic English courses and have background knowledge about subject matter of their specializations. The course will focus on the application of Academic English speaking, reading, writing and listening skills for discussion, analysis and evaluation of interdisciplinary issues. Specific needs and difficulties of students from different colleges and specialities are identified through a needs assessment survey at the beginning of the course and incorporated into the assignments. Students will cooperate with each other taking on specific roles, planning their process of learning, and sharing their subject-specific knowledge.

### **GEN1622 Introduction to Films (3 credits)**

*Prerequisites: Completion of all four Academic English courses: ENG/GEN110, ENG/GEN1120, ENG/GEN1110 and ENG/GEN1121*

The purpose of this course is to give the student a better understanding of cinema from the perspective of the viewer, the professional critic, and the filmmaker. Designed for non-film majors, the class will give an overview of the world of cinema from history and theory to the craft of filmmaking.

### **GEN2811 Critical Thinking (3 credits)**

*Prerequisites: Completion of all four Academic English courses: ENG/GEN110, ENG/GEN1120, ENG/GEN1110 and ENG/GEN1121*

This course aims to improve the ways in which students critically analyze information. Students will improve these skills through reading and analyzing arguments in text, video, and audio formats. Students will practice constructing sound arguments in a range of activities – opinion pieces, advertisements, video productions, and art work.

### **ENG1301W English Writing (1 credit)**

*Prerequisites: None*

This course is offered to students who need one credit to complete their English language requirements. Because all students in the course are in their third and fourth year of study, this course does not set out to prepare students for academic study. Rather, it aims to help students to identify areas in their own writing that need improvement and for students to apply English to their study/professional lives. By means of a course requiring reading and writing and through individual or pair/group work, students' writing skills should improve.

### **ELA1302 Learner Autonomy (1 credit)**

*Prerequisites: None*

The course Learner Autonomy is designed especially for students in their first and second years of study at KIMEP University. It aims to focus on study skills that will assist them in making a successful transition from school to academic study at a world-class university. Students will encounter appropriate study skills so that they can successfully apply them in other courses during their studies at KIMEP University. The course provides students with strategies for effective time-management, setting goals, self-assessment, and self-monitoring. The course also aims to help students become more efficient and independent learners.

## **MODERN LANGUAGES**

### **CHN1301 Beginning Chinese (3 credits)**

*Prerequisites: None*

The Beginning Chinese course introduces the basic elements of the Chinese language in such a way as to enable students to engage in simple communication. It also provides a good foundation for further study of the language. Practice is given in the four skills of listening, speaking, reading and writing. Basic vocabulary and elementary grammatical structures are introduced. The course focuses on writing short compositions, dictations, delivering monologues, intensive and extensive reading of graded books. Speaking and listening skills will be developed primarily through fulfilling the self-study assignments.

### **CHN 1302 Elementary Chinese 1 (3 credits)**

*Prerequisite: CHN 1301 Beginning Chinese or equivalent*

The course follows Beginning Chinese and assumes knowledge of all the materials covered in CHN 1301. This course is designed to provide students with a solid background in the four language learning skills: speaking, listening, reading and writing. A special focus of this course is given to developing speaking skills as an integral part of the learning process. Students will learn to communicate simply about their house/flat and their immediate needs, and to describe and comment on their living situations, as well as daily and leisure-time activities. Reading and listening activities will focus on a variety of topics from everyday life in Chinese-speaking countries. Students will also have an opportunity of learning about Chinese culture and traditions.

**GER1301 Beginning German (3 credits)**

*Prerequisites: None*

The Beginning German course introduces the basic elements of the German language in such a way as to enable students to engage in simple communication. It also provides a good foundation for further study of the language. Practice is given in the four skills of listening, speaking, reading and writing. Basic vocabulary and elementary grammatical structures are introduced. The course focuses on writing short compositions, dictations, delivering monologues, intensive and extensive reading of graded books. Speaking and listening skills will be developed primarily through fulfilling the self-study assignments.

**GER 1302 Elementary German 1 (3 credits)**

*Prerequisites: GER 1301 Beginning German or equivalent*

The course follows Beginning German and assumes knowledge of all the materials covered in GER 1301. This course is designed to provide students with a solid background in the four language learning skills: speaking, listening, reading and writing. A special focus of this course is given to developing speaking skills as an integral part of the learning process. Students will learn to communicate simply about their house/flat and their immediate needs, and to describe and comment on their living situations, as well as daily and leisure-time activities. Reading and listening activities will focus on a variety of topics from everyday life in the German speaking countries. Students will also have an opportunity of learning about German culture and traditions.

**GER1303 Elementary German 2 (3 credits)**

*Prerequisite: GER 1302 Elementary German 1 or equivalent*

This course is a continuation of GER 1302 Elementary German 1. Students continue developing their communicative skills in listening, speaking, reading, and writing. The course content will include language and vocabulary used in situational contexts, cultural and historical information about regions where German is spoken. Emphasis will be placed on improving proficiency in oral communication and on developing reading comprehension and fluent writing skills. Students also read short pieces on modern German culture, write compositions and make presentations on topics of personal interest. The course makes extensive use of technology (computer programs, the Internet, e-mail, videos) to promote and enhance students' comprehension of the German language.

**RUS1301 Beginning Russian (3 credits)**

*Prerequisites: None*

The Beginning Russian course introduces the basic elements of the Russian language in such a way as to enable students to engage in simple communication. It also provides a good foundation for further study of the language. Practice is given in the four skills of listening, speaking, reading and writing. Basic vocabulary and elementary grammatical structures are introduced. The course focuses on writing short compositions, dictations, delivering monologues, intensive and extensive reading of graded books. Speaking and listening skills will be developed primarily through fulfilling the self-study assignments.

**RUS1302 Elementary Russian 1 (3 credits)**

*Prerequisite: RUS1301 Beginning Russian or equivalent*

The course follows Beginning Russian and assumes knowledge of all the materials covered in RUS 1301. This course is designed to provide students with a solid background in the four language learning skills: speaking, listening, reading and writing. A special focus of this course is given to developing speaking skills as an integral part of the learning process. Students will learn to communicate simply about their house/flat and their immediate needs, and to describe and comment on their living situations, as well as daily and leisure-time activities. Reading and listening activities will focus on a variety of topics from everyday life in Russian-speaking countries. Students will also have an opportunity of learning about Russian culture and traditions.

**RUS1303 Elementary Russian 2 (3 credits)**

*Prerequisite: RUS1302 Elementary Russian 1 or equivalent*

This course is a continuation of RUS1302 Elementary Russian 2 and is aimed at students who have a basic knowledge of Russian. Students continue to develop communication skills in listening, speaking, reading and writing. The course includes a cross-cultural material, encompassing themes of Russian history, culture, literature, and social and intellectual texts from Russia. The focus is on the development of oral communication skills and the understanding of texts from different genres. Students will prepare presentations on a variety of topics including writing an essay based on listening materials provided from classical and contemporary literature. This course involves the increased use of technology (computer software, Internet, e-mail, and audio and video materials) for the development and understanding of the Russian language.

**RUS1304 Pre-Intermediate Russian 1 (3 credits)**

*Prerequisite: RUS1303 Elementary Russian 2 or equivalent*

This course is a continuation of RUS1303 Elementary Russian 2 and is aimed at students who possess sufficient basic knowledge of phonetics, morphology and syntax of the Russian language and have experience in everyday speech in Russian. The course will help to improve students' accents, to provide proper intonation, to improve their knowledge of Russian grammar, and to introduce the basic features of functional styles of the Russian

language. This course will greatly expand the vocabulary and common lexicon, and will form a reserve of "background knowledge" of Russian culture. Students will learn not only to participate in educational discussions, but to lead them. The course involves watching television, and listening to lectures and recorded guides to historical Russian cities. These auditory and visual materials will help improve skills in monologues of oral and written texts on cultural material. Tasks will include a need to describe, narrate, explain and reason about the given cultural information.

### **RUS1305 Pre-Intermediate Russian 2 (3 credits)**

*Prerequisite: RUS 1304 Pre-Intermediate Russian 1 or equivalent*

The course follows Pre-Intermediate Russian 1 and assumes knowledge of all the materials covered in RUS1304. This course will continue the pre-intermediate level of Russian while emphasizing the acquisition of reading, listening, speaking and writing skills at pre-intermediate level. Focus will be on developing conversational proficiency and control of basic grammar and vocabulary. A component promoting cross-cultural understanding and sound academic skills is also included. Contents included in this module should enable a student to achieve the level B1 in Russian, according to the CEFR or TORFL-1 on the Russian State System established for classifying levels of Russian as a foreign language.

### **RUS 1306 Intermediate Russian 1 (3 credits)**

*Prerequisites: RUS 1305 Pre-Intermediate Russian 2 or equivalent*

Intermediate Russian 1 is intended to motivate students in their Russian language learning, develop communication skills in real situations, and improve knowledge and appreciation of Russian culture. The course is intended to be communicative, with a focus on active student participation and the use of many different learning resources (textbooks, recordings, computers, etc.). Cultural and literary readings are used to expand vocabulary, stimulate discussion, and broaden understanding of the Russian world. Constant review and acquisition of new knowledge are fundamental requirements for the study of this course.

### **RUS1307 Intermediate Russian 2 (3 credits)**

*Prerequisite: RUS 1306 Intermediate Russian 1 or equivalent*

This is an intermediate level course aimed at enhancing the four basic skills of listening, speaking, reading, and writing. The course is taught in Russian by native-speakers. Grammar, vocabulary, and oral communication skills, as well as comprehension and production of written Russian, will be taught through a combination of class discussion and focused individual and group exercises, using tutor-recommended texts and multimedia resources. The course will enable students to understand complex authentic texts on both concrete and abstract topics; to successfully interact with Russian speakers in practical situations; and to compose coherent written or recorded texts on various topics. The communicative component will cover both everyday situations and formal presentations related to students' research interests, focusing on vocabularies for specific needs, such as travel, business, socializing, or tourism.

### **RUS1308 Upper Intermediate Russian 1 (3 credits)**

*Prerequisite: RUS 1307 Intermediate Russian 2 or equivalent*

This is an upper intermediate level 1 course aimed at enhancing the four basic skills of listening, speaking, reading, and writing. The course is taught in Russian by native-speakers. Vocabulary, and oral communication skills, as well as comprehension and production of written Russian, will be taught through a combination of class discussion and focused individual and group exercises, using tutor-recommended texts and multimedia resources. The course will encourage students to read and comprehend news and journals in the original language; provide students an opportunity to bolster vocabulary for both literary and Kazakhstani contextual needs; conduct research and compose coherent written or recorded texts on various topics. The communicative component will cover both everyday situations and formal presentations related to students' research interests, focusing on vocabularies for specific needs, such as travel, business, socializing, or tourism.

### **RUS1309: Upper Intermediate Russian 2 (3 credits)**

*Prerequisite: RUS1308 Upper Intermediate Russian 1 or equivalent*

This is an upper intermediate level course building on upper intermediate course 1. The course continues from prior coursework enhancing the four basic skills of listening, speaking, reading and writing. The course is taught in Russian by native-speakers. Vocabulary that expresses complex thoughts and ideas is studied. Oral communication skills beyond daily rudimentary interactions are also covered. Comprehension and production of written Russian of both contemporary and historic sources is possible. The class combines individual, pair and group work to be allow students to work both collaboratively and independently. The class combines online and multi-media sources which allow for interaction with contemporary texts. The course will encourage students to read and understand texts from journals and historical essays. Students are to complete original research on contemporary issues present in countries of the former Soviet Union that allow them to research topics of interest in the target language. The communicative component will cover both everyday situations and formal and research presentations about students' research interests, with an emphasis on vocabulary for specific needs such as travel, business, socializing or tourism.

### **RUS2001 Advanced Russian 1 (3 credits)**

*Prerequisite: RUS1309 Upper Intermediate Russian 2 or equivalent*

This course provides lower advanced students of Russian with an opportunity to continue their study of the language, concentrating on the development of the four skills: reading, writing, speaking and listening. To strengthen their writing, students will be required to write several essays during the course of the semester. Work for the course will involve regular study of new vocabulary, reading a variety of texts, and writing essays. A main focus of this course is communication within a variety of contexts while trying to enhance listening, reading comprehension, and oral proficiency.

### **RUS2002 Advanced Russian 2 (3 credits)**

*Prerequisite: RUS 2002 Advanced Russian 2 or equivalent*

This course focuses attention on the development of students' lexical competence (active vocabulary of 2,500 words) by acquainting them with prototypical models of the word formation and derivation processes of contemporary standard Russian. Much of the class's work is devoted to the detailed analysis of Russian texts representing different styles as well as an oral and written communicative skills so that students can achieve speaking proficiency. Students give short presentations based on students' professional, cultural or social interests and they complete this course with advanced language skills.

### **GEN2802 Business Communication in Russian**

*Prerequisites: Advanced-level proficiency in Russian*

This course is designed for native-speakers of Russian and for students with advanced knowledge of Russian as a second language. It provides students with a comprehensive view of international business communication, and its scope and importance in business. The course also aims to expand students' awareness of certain important aspects of business life such as corporate culture, guiding principles of business ethics, cross-cultural relations in business, and so forth. This course offers opportunities to develop communication skills through speaking and writing assignments and presentations based on research into real business cases.

## **KAZAKH**

### **KAZ1501 Beginning Kazakh (previously KAZ1401) (3 credits)**

*Prerequisites: None*

*Students with some understanding of a Turkic language, such as Kyrgyz, Uzbek or Uighur, should not take this course but rather begin with KAZ1502.*

This course is intended for those international students, including students from CIS countries, who have **never** been exposed to Kazakh before. Students will first learn the Kazakh alphabet. Then they will learn to understand, read and write simple words and phrases and to participate in easy conversations by using those phrases and sentences learned in the course.

### **KAZ1502 Elementary Kazakh 1 (previously KAZ1402) (3 credits)**

*Prerequisites: KAZ1501 or placement according to the results of the diagnostic test*

This course provides students with knowledge of basic vocabulary and elementary grammar and to develop basic listening skills on everyday topics and reading skills of uncomplicated texts. Students will also learn to construct simple sentences and exchange information on daily topics.

### **KAZ1503 Elementary Kazakh 2 (previously KAZ1403) (3 credits)**

*Prerequisites: KAZ1502 or placement according to the results of the diagnostic test*

In this course students continue studying Kazakh elementary grammatical structures, increase their vocabulary and take part in simple daily conversations. Upon completion of this course, students will be able to create simple texts and participate in social conversations by using familiar word constructions and vocabulary.

### **KAZ1504 Pre-intermediate Kazakh 1**

*Prerequisites: KAZ1403 or KAZ1503 or placement according to the results of the diagnostic test*

This course is intended for students with knowledge of basic Kazakh. During the course students will develop skills in understanding of main points in simple texts; with the help of familiar questions they will be able to understand conversations and interviews on various topics, such as: work, study, vacation, etc. Then they will learn to speak freely by means of abstracts (culture, film, book, music, etc.) and general topics; to express their attitudes; to develop their skills in writing essays and short reports.

### **KAZ1505 Pre-intermediate Kazakh 2**

*Prerequisites: KAZ1504 or placement according to the results of the diagnostic test*

This course is designed for students who have some knowledge of Kazakh. During the course, learners develop their skills in comprehending the main idea of the topic; quickly finding the conclusion or support for a certain point of view in a text. Students will be able to compose simple texts on interesting material by connecting its ideas with elements that are very familiar to them. They will be able to compose simple texts, describing their experiences, feelings and impressions. They will be able to participate in different situations without preparation on general topics, such as family, hobbies, work, travel and daily routines. They will be able to express their opinions freely.



**KAZ1506 Intermediate Kazakh 1 (previously KAZ1404) (3 credits)**

*Prerequisites: KAZ1505 or placement according to the results of the diagnostic test*

This course is intended for students who graduated from non-Kazakh schools. Thus, it is designed for students who already have some knowledge of Kazakh, but desire to expand their practical knowledge of Kazakh. Students will develop the skills of accurate use of Kazakh vocabulary and widely used phrases and sentences. Students will also learn to participate in discussions, to compile meaningful texts on familiar or interesting topics and to write short essays on assigned topics by using those word combinations and sentences learned in the course.

**KAZ1507 Intermediate Kazakh 2 (previously KAZ1405) (3 credits)**

*Prerequisites: KAZ1506 or placement according to the results of the diagnostic test*

This course is intended to develop students' ability to summarize texts on general topics and those related to their major. Students will learn to understand the main ideas of texts of moderate difficulty on particular topics, speak fluently, communicate with Kazakh native-speakers, participate in discussions, and express their opinions freely in the writing and speaking.

**KAZ2001 Business Kazakh 1 (previously KAZ1406) (3 credits)**

*Prerequisites: KAZ1507 or placement according to the results of the diagnostic test*

This course is intended for students who are fluent in Kazakh. Students who wish to enhance their knowledge of Kazakh in the fields of business and communication need to develop skills in understanding the principles and use of business Kazakh. Students will develop their Kazakh business vocabulary and learn to analyze business texts of moderate complexity. They will also learn to participate in uncomplicated business discussions.

**KAZ2002 Business Kazakh 2 (previously KAZ1407) (3 credits)**

*Prerequisites: Kazakh school certificate or KAZ1406/KAZ2001 Business Kazakh 1 or KAZ1408/KAZ2003 Kazakh Language and Culture or KAZ1409/KAZ2004 Business Correspondence in Kazakh or KAZ1410/KAZ2005 Public Speaking in Kazakh or placement according to the results of the diagnostic test*

This course is intended for students who are fluent in Kazakh.

This course is designed to develop students' communication and correspondence in Kazakh business language. It is also focused on teaching students to work effectively with professional literature in their field of study, to express themselves effectively when making formal presentations, compiling and analyzing research projects, participating in business debates, and solving and negotiating various business issues. Student will acquire specialized vocabulary in the fields of business and public management, economics, politics and social affairs.

**KAZ2003 Kazakh Language and Culture (previously KAZ1408) (3 credits)**

*Prerequisites: Kazakh school certificate or KAZ1405/KAZ16-7 Intermediate Kazakh 2 or KAZ1406/KAZ2001 Business Kazakh 1 or KAZ1407/KAZ2002 Business Kazakh 2 or KAZ1409/KAZ2004 Business Correspondence in Kazakh or KAZ1410/KAZ2005 Public Speaking in Kazakh or placement according to the results of the diagnostic test*

This course is designed for students with at least upper intermediate proficiency in Kazakh. The course enables students to become familiar with the culture of Kazakh people, and to develop competence in dialogue and communication in Kazakh. Students learn to lead and participate in discussions and debates on vital topics and to develop their critical thinking skills. The course introduces fixed phrases, sayings and idioms reflecting the national peculiarities of Kazakh culture that students then use in research projects in the course.

**KAZ2005 Public Speaking in Kazakh (previously KAZ1410) (3 credits)**

*Prerequisites: Kazakh school certificate or KAZ1406/KAZ2001 Business Kazakh 1 or KAZ1407.KAZ2002 Business Kazakh 2 or KAZ1408/KAZ2003 Kazakh Language and Culture or KAZ1409.KAZ2004 Business Correspondence in Kazakh or placement according to the results of the diagnostic test*

This course is mainly intended for students who have a good command of the Kazakh literary language, as well as for those who have abilities in oratory and creativity. In this course students will learn to express their own opinions freely and use more complex language. The course also develops students' leadership qualities, which are necessary for success in the public domain when speaking to an audience, dealing with a situation or being resourceful in decision-making.

**PROFESSIONAL KAZAKH/RUSSIAN**

Students are referred to the relevant section of the Language Center catalog for regulations pertaining to registration for a professional Kazakh or Russian course.

**KAZ2101 Professional Kazakh 1 (2 credits)**

*KAZ1403 or KAZ1503 or placement according to the results of the diagnostic test*

This course is intended for students with knowledge of basic Kazakh. In this course students increase their economic and professional vocabulary in the sphere of business communications. Students will develop skills in speaking abilities, which is often used in structures and word forms of business communications. Students also will be able to discover the main information from professional texts, to write short reports, to analyze and to construct texts.

**KAZ2102 Professional Kazakh 2 (2 credits)**

*KAZ1404 or KAZ1506 or placement according to the results of the diagnostic test*

This course is designed for students with an intermediate level of Kazakh. In this course students will learn professional terms and various vocabularies on their specialties; to develop speaking skills in the area of their profession. The students will also be able to express themselves freely in the official-business communication spheres; to take part in interviews according to their specialties with general professional topics.

#### **KAZ2103 Professional Kazakh 3 (2 credits)**

*KAZ1405 or KAZ1507 or placement according to the results of the diagnostic test.*

The aim of the course is to develop the ability of students to be able to do a summary of texts on general topics and those that are related to core courses/subjects. Students learn to understand the main idea of a text of average complexity on certain topics, speak fluently, to communicate with native-speakers of Kazakh language, participate in discussions and express their thoughts in writing and speaking.

#### **KAZ2104 Professional Kazakh 4 (2 credits)**

*KAZ1406 or KAZ2001 or placement according to the results of the diagnostic test.*

This course is designed for students who have a perfect command of the Kazakh language.

Students who wish to extend their knowledge of Kazakh in the field of economics, finance, public relations, politics, business etiquette and communication skills; it is necessary to form and ability to understand how to use the business Kazakh properly. Students can increase their business Kazakh vocabulary and learn how to analyze business texts of average complexity. They also learn to engage in simple business discussions.

#### **RUS2101 Professional Russian 1 (2 credits)**

*Prerequisites: Pre-intermediate-level proficiency in Russian, equivalent to a pass in RUS1305*

This course prepares students to use Russian for their professional studies and consequently for their professional needs in real life and work. It further helps students master Russian language skills by using economic and professional terminology and fundamental business communication tools such as writing memoranda, letters, e-mail, progress reports, business idioms, practicing interviews and delivering presentations. The classroom focus will be to use and improve Russian speaking and communication skills within the context of the business world.

### **ENGLISH**

#### **Undergraduate Foundation English Program**

##### **Course description/overview**

The Foundation English Program is a package of courses designed for students whose native language is other than English and whose knowledge and use of English do not meet the standards for entry into regular first-year English courses. The Program aims to bridge the gap between secondary school and university education and focuses on developing four language skills (reading, writing, listening and speaking), which will prepare students for academic subjects. Its goals are to encourage students' independent learning and critical thinking abilities.

##### **Foundation English Level C**

The Foundation English C course is the beginning step in the set of levels to be taken by freshmen and is intended for students at the Beginner level of proficiency upon entry. This is an integrated A1 level course that develops students' receptive skills (reading and listening), productive skills (writing and speaking), and develops a good control of simple grammatical structures and sentence patterns. The course focuses on writing dictations, diaries, personal messages/ letters, and basic paragraphs conveying personal information. The course focuses on delivering monologues as well as intensive and extensive reading of graded texts. Listening skills are developed primarily through fulfilling independent-study assignments and classroom interaction. There are multiple individual tutorials with the instructor. By the end of Foundation English Level C, students satisfy the criteria of the CEF A1 level.

##### **Foundation English Level B**

The Foundation English B course is the second step in the set of levels to be taken by freshmen and is intended for students at the A1+ level of proficiency upon entry. This course continues the development of language skills through activities such as group discussions, individual presentations, writing reproductions, descriptive paragraphs and essays, listening to information on various topics, watching videos and films, reading short stories and novels of a corresponding level. Particular emphasis is placed on analyzing information and drawing conclusions, and relating ideas in the text to real life experiences. By the end of the Foundation English 2 students will demonstrate competence at the CEF B1 level.

##### **Foundation English Level A**

The Foundation English A course is the third step in the set of levels to be taken by freshmen and is intended for students at the B1 Mid level of proficiency upon entry. This course continues the development of language skills through such activities as discussions, presentations, speeches, and group work; writing summaries, argumentative essays, and letters; listening to news, speeches, films, and other videos; and reading of essays, short stories, novels or non-fiction books, textbook chapters, and academic and popular articles. Particular emphasis is placed on developing as writers and speakers and using ideas and information from reading and

listening. By the end of the course, students who have made adequate progress in English demonstrate competence at the CEF B2 level.

**TRANSLATION AND INTERPRETING**

**TRN 2101 Introduction to Translation (3 credits)**

*Prerequisites:* 1. Completion of all four Academic English courses (all GEN requirements).  
2. Evidence of proficiency in Russian.

*Subject to approval by the program team leader, students who do not speak Russian but are proficient in Kazakh or another Central Asian or European language may also meet the prerequisites.* This is the core prerequisite course for students pursuing a Certificate in Translation. The course introduces the basic principles of translation from Russian into English and vice-versa, with special emphasis on translation history and theory, textual analysis, vocabulary building, systematic research, and team work. The course provides an overview of the translator's profession in Central Asia and throughout the world and at the same time hones the skills involved in solving practical translation problems. Students are encouraged to analyze what "works" about their own translations, what doesn't work, and why.

**TRN 3101 Introduction to Interpreting (3 credits)**

*Prerequisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and/or Permission of the instructor.

This course introduces the special nature of interpreting (translating orally) and the particular skills the interpreter must develop. It offers an overview of the responsibilities of interpreters in judicial, commercial, political, or educational settings. Extensive practice is included in sight translation and in simultaneous as well as consecutive interpreting.

**TRN 3201 Commercial Translation (3 credits)**

*Prerequisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and/or Permission of the instructor

This course examines the particular characteristics of business texts, such as commercial correspondence, company policy documents, advertising copy and product-related literature. The specialized vocabulary and conventions governing such texts are studied. Careful attention is paid to the translator's responsibility to the client. Practice is given in translating a wide variety of authentic texts. Students continue to focus on basic principles of translation, with special emphasis on theory, textual analysis, vocabulary building, systematic research, and team work.

**TRN 3202 Legal Translation (3 credits)**

*Prerequisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and/or Permission of the instructor.

This course examines the particular characteristics of legal texts, such as legal correspondence, contracts, official documents, law enforcement and other legal documents. The specialized vocabulary and conventions governing such texts are studied. Careful attention is paid to the translator's responsibility to the client. Practice is given in translating a wide variety of authentic texts. Students continue to focus on basic principles of translation, with special emphasis on theory, textual analysis, vocabulary building, systematic research, and team work.

**TRN 3203 Translation from Informational Media (3 credits)**

*Prerequisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and/or Permission of the instructor.

This course delves into materials taken from newspapers, magazines, and other media in print and online. Journalistic practices in English and Russian or Kazakh will be compared and contrasted. Special emphasis will be given to the vocabulary of current events, public issues, and news reporting. Students continue to focus on basic principles of translation, with special emphasis on theory, textual analysis, vocabulary building, systematic research, and team work.

**TRN 4101 Topics in Translation (3 credits)**

*Prerequisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and/or Permission of the instructor.

**TRN 4102 Topics in Interpreting (3 credits)**

*Prerequisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and/or Permission of the instructor.

These advanced courses focus on particular topics in translation and interpreting, including both practical topics (such as translation in the health care or tourism industries, conference interpreting, and movie subtitling) and theoretical topics (such as the history of translation or the role of translation in globalization). Some topics courses may be cross-listed with courses in literary or film studies. Topics vary from semester to semester.

**TRN 4103 Senior Project in Translation (3 credits)**

*Pre-requisite:* TRN 2101 Introduction to Translation (minimum grade: "B") and  
One elective course at the 3000- or 4000-level.

This course is restricted to students completing a Certificate in Translation and Interpreting. Students will develop a semester-long translation project in consultation with the instructor and/or program coordinator. The

final translation may include a written defense reflecting on the student's translation principles or analyzing particular translation problems.

## **BANG COLLEGE OF BUSINESS**

### **ACCOUNTING AREA**

#### **ACC2102 Financial Accounting I (3 Credits)**

*Prerequisites: None*

This course introduces financial accounting and addresses such topics as; accounting principles and concepts, the accounting cycle including recording transactions; preparing financial statements, adjusting and closing accounts for proprietorships, partnerships, and corporations. It also addresses; accounting for merchandising, cash; temporary investments and receivables; inventories and cost of goods sold; plant and equipment, natural resources, and intangible assets.

#### **ACC3101 Financial Accounting II (3 Credits)**

*Prerequisites: ACC2102 (or ACC2101 or AC1201)*

This course continues the introduction of financial accounting and addresses the following topics; organization and operations of corporations; corporate transactions; reporting income and retained earnings; earnings per share; bonds as liabilities and investments; the cash flow statement, equity investments and international operations.

#### **ACC2201 Management Accounting I (3 Credits)**

*Prerequisites: ACC2102 (or ACC2101 or AC1201)*

*Previous Title: Managerial Accounting*

This course introduces basic concepts in cost and management accounting. The course introduces the student to internal uses of the financial data. Topics that may be covered include Systems Design (Job Order & Process Costing), Cost Behavior, Break-Even Analysis, Variable Costing, Activity-Based Costing, Profit Planning, Standard Costs, Budgeting, and Segment Reporting. Other topics may be included as time permits.

#### **ACC3110 Management Accounting II (3 Credits)**

*Prerequisites: ACC2201*

*Not available to students with credit for AC3203*

*Previous Title: Cost Accounting I*

This course builds on the basic cost and management concepts to focus more intensively on their use by managers in organizations. This course introduces students to the basic concepts in cost accounting and teaches the student how to measure, analyze, and report financial and non-financial information. Topics that may be covered include CVP Analysis, Job Costing, Activity Based Costing, Budgeting, Determining how Costs Behave, Decision Making with Relevant Information, and Pricing Decisions.

#### **ACC3200 Ethics in Accounting (2 Credits)**

*Prerequisites: ACC2201*

The course is designed for students' understanding of the meaning of ethics; various aspects of moral reasoning and how moral reasoning is used for ethical decision-making; and learning the tools and techniques for analyzing ethical situations and using these tools to make ethical decisions. Specific topics include identification of the stakeholders, development of corporate codes of conduct, impact of business ethics and corporate codes on corporate governance, the importance of ethics in management accounting, internal auditing and not-for-profit accounting and legal liability issues that accountants face.

#### **ACC3201 Intermediate Financial Accounting I (3 Credits)**

*Prerequisites: ACC3101 (or ACC2101)*

This course begins in depth analyses of accounting issues introduced in Financial Accounting. It addresses some of the following topics; the accounting process, financial accounting and reporting, the income statement and statement of retained earnings, the balance sheet and statement of cash flows, revenue recognition and income determination, cash and receivables, inventory valuation and departures from historical cost and estimating inventory cost.

#### **ACC3202 Intermediate Financial Accounting II (3 Credits)**

*Prerequisites: ACC3201*

This course continues the in depth analysis and development of issues in financial accounting. Among the topics addressed are accounting for capital assets, intangible assets and natural resources; investments; current liabilities and contingencies; bonds (investments and payables) and long term notes payable, leases; accounting for income

taxes; shareholders' equity including contributed capital, retained earnings and dividends; and earnings per share.

### **ACC3204 International Financial Reporting Standards (3 Credits)**

*Prerequisites: ACC3202*

Reporting practices vary significantly throughout the world. Kazakhstan now requires that International Financial Reporting Standards be used in accounting for business transactions. This course bridges the gaps between the Chart of Accounts, GAAP methods and the methods used in International Financial Reporting Standards. Upon completion, the students will be prepared to conduct business in Kazakhstan using past records and current methods.

### **ACC3205 Principles of Taxation (3 Credits)**

*Prerequisites: ACC2102 (or ACC2101)*

This course provides a survey of tax concepts, structure and policy. Among the topics addressed are; types of taxes and the jurisdictions that use them, tax policy and the standards for a good tax, taxes as transaction costs, income tax planning, taxable income from business operations, property acquisitions, dispositions and cost recovery deductions.

### **ACC3210 Taxation in Kazakhstan (3 Credits)**

*Prerequisites: ACC2102 (or ACC2101)*

This course is a survey of the tax structure including concepts and policies, which shape the law. Emphasis will be on general concepts applicable to all taxpayers and on taxation of individuals. It also covers the taxation of property transactions, accounting periods and methods, corporate formulation and income taxation, and the taxation of partnerships and corporations.

### **ACC3212 Accounting Information Systems (3 Credits)**

*Prerequisites: ACC 3101 (or ACC2101 or AC1202) and GEN2301 (or IS2201 or CIT1712 or GEN1300)*

*Not available to students with credit for IFS3212*

This course addresses issues of computer based accounting. The course will focus on teaching skills needed to use modern accounting software for effective decision support. Students, through extensive hands-on experience with such software, will acquire the skills necessary to manipulate data efficiently and accurately, to produce useful information. Eventually, the students are expected to develop practical skills to handle common business-related situations. The course includes discussions on the accounting software principles, and concentrates on effective techniques of using software in the business world.

### **ACC3299 Selected Topics in Accounting (3 Credits)**

*Prerequisites: ACC3202*

The course examines particular issues in accounting. Topics vary according to the interests of the students and instructors.

### **ACC3300 Research Methods in Accounting (3 Credits)**

*Prerequisites: MGT3201, GEN2402 and at least 90 credits completed*

This course aims to study the design, and the appropriate methods of research in accounting. It covers basic aspects of the logic of scientific inquiry, the main techniques and methods of research. The course provides students with an understanding of the relationship between accounting theory, estimation method, and practice. The students will also be provided with an understanding of the use of the primary data generated based on questionnaires to examine accounting practices, and the secondary data to study the relevance of accounting theory in the real world. The course also covers such topics as statistical concepts, probability and sampling distribution, correlation and regression, single- and multiple-regression, hypothesis testing, goodness of fit, analysis of variance, the problems in regression analysis and remedies and time series analysis.

### **ACC4201 Advanced Financial Accounting (3 Credits)**

*Prerequisites: ACC3202*

This course builds on the intermediate accounting courses to develop the professional judgment, as well as the more technical skills, needed by students for careers in accounting, auditing or finance. Among the topics addressed are: pooling of interests, consolidated financial statements, inter-corporate investments, factors affecting ownership interests, segmented and interim reporting, accounting for international activities, foreign currency transactions, translating foreign operations, and reporting foreign operations.

### **ACC4203 Auditing (3 Credits)**

*Prerequisites: ACC3101*

The primary emphasis of this course is on the auditor's decision-making process in both, an audit of financial statements, and an audit of internal control over financial reporting. The course teaches the fundamental concepts and techniques including; determination of the nature and amount of evidence needed by the auditor given the

unique circumstances of each engagement, the demands imposed by the need to comply with the U.S. Sarbanes-Oxley Act of 2002 and the internal-control related Section 404, technology, e-commerce, and fraud.

### **ACC4205 Cost Accounting (3 Credits)**

*Prerequisites: ACC2201*

Cost accounting measures, analyzes and reports financial and non-financial information relating to the costs of acquiring or using resources in an organization. Cost management refers to the approaches and activities performed by managers to use resources to increase value to customers and to achieve organizational goals. Topics covered in this course will include master budget and responsibility accounting, flexible budgets, direct and overhead cost variance and management control, inventory costing and capacity analysis, pricing decisions and cost management, management control systems, transfer pricing, and performance measurement, compensation and multinational considerations.

### **ACC4209 Principles of Fraud Examination (3 Credits)**

*Prerequisites: ACC3101*

The course is intended to provide fundamental and practical knowledge for all students to learn about the global threat of fraud and to prepare for careers in the anti-fraud profession. The students will be able to identify and assess appropriate fraud risk factors by increasing the body of anti-fraud knowledge in the current audit environment, in which the identification of the fraud risk factors by auditors is required by law or standards and emphasized. The knowledge gained from this course, which regular auditing course do not fully cover due to limited time frame, should be instrumental for the detection and deterrence of fraud in any types of audits.

### **ACC4210 International Accounting (3 Credits)**

*Prerequisites: ACC2102 and ACC3101*

The objective of this course is to give an overview of the main topics in international accounting and to introduce the international dimensions of financial statement analysis.

Students will learn about differences in financial measurement and reporting practices that exist internationally, the reasons for these differences, their resultant financial statement effects and methods that you can employ to cope with such differences.

Accounting has frequently been called the 'language of business'. Understanding the two primary accounting systems commonly used throughout the world and ways in which they differ will increase the students' fluencies in communicating with business professionals in the US and in a rapidly expanding international context.

The international financial reporting standards (IFRS) movement and the implications of reading financial statements based on IFRS is also discussed during the course.

### **ACC4211 Cases in Accounting (3 Credits)**

*Prerequisites: ACC3202 and 90 credits completed*

This course provides students the opportunity to apply their knowledge and skills to address a series of real life issues that have arisen in organizations. The variety of cases, in terms of issues addressed and different organizational settings, provides the opportunity to accelerate learning in a manner not possible in real-life. Moreover, learning can occur without the adverse consequences of real-life mistakes. Students can expect to develop and apply not only their critical, analytical and decision-making skills but also those of written and oral communication.

### **ACC4216 Professional Auditing (3 Credits)**

*Prerequisites: ACC4203*

This course extends and upgrades the knowledge obtained in Auditing AC4203 to a professional level, preparing students for entry positions in the international Accounting Firms. The course is designed to enhance students' knowledge of auditing procedures, auditing standards and other standards related to attest engagements and the skills needed to apply that knowledge to auditing and other attest engagements.

### **ACC4220 Tax Planning (3 Credits)**

*Prerequisites: ACC3210*

Tax planning is an advanced taxation course designed to provide in-depth knowledge of direct tax laws and their impact on decision making. The course encompasses major components of international taxation such as the concept of permanent establishment and the arm's length principle, which are used for international tax planning schemes. Also it discusses the difference between legitimate tax planning, tax avoidance and tax evasion as well as some tax planning techniques for multinational enterprises. The course provides both theoretical and practical approaches. Moreover with the purpose to illustrate the key concepts learnt case studies and juridical decisions would be used. The course is aimed to prepare the students who are interested in becoming tax practitioners or tax advisers in their future careers.

### **ACC4240 Taxation of Multinational Enterprises (3 Credits)**

*Prerequisites: ACC3205 or ACC3210*

This course will address advanced areas of taxation, with a particular focus on the interpretation and application of tax legislation in the international and comparative perspective. The class will review different areas of relevance to the taxation of multinational enterprises, providing theoretical and practical guidance on how to navigate the complex rules of different jurisdictions while managing tax opportunities and challenges. It will also review the tax attributes of financial statements.

#### **ACC4250 Credit Internship Program (6 Credits)**

*Prerequisites: 90 credits completed*

An internship is working for a company and learning on-the-job. It is an opportunity to put into practice the Accounting and Audit knowledge learned from classroom coursework.

#### **ACC4275 Thesis (2 Credits)**

*Prerequisites: 105 credits completed*

A thesis is a research work on a topic that is in the area of Accounting and Audit. Students will be supervised by faculty members in the process. Further details on thesis requirements are provided under the KIMEP University regulations on this matter.

#### **ACC4277 State Examination (1 Credit)**

*Prerequisites: As per MES regulation*

Students are required to take the state examination. Further details on this requirement are provided under the KIMEP University regulations on this matter.

### **BUSINESS AREA**

#### **BUS4201 Cases in Entrepreneurship (3 credits)**

*Prerequisites: ACC2201, FIN3121, MKT3130, MGT3001 and 90 credits completed*

This is a multi-disciplinary business course designed to integrate knowledge of marketing, finance, accounting, and management in the launching of new business ventures. The course is a substitute for a corporate internship for those students who are considering an entrepreneurial career. Topics such as new product/service market research, management of start-ups, forecasting sources and uses of cash, and alternative financing approaches will be explored in the context of new ventures. Students will be required to write an original business plan with the support of instructors from various business disciplines in order to effectively integrate different perspectives into their business model.

#### **BUS4250 Credit Internship Program (3 Credits)**

*Prerequisites: 90 credits completed*

An internship is working for a company and learning on-the-job. It is an opportunity to put into practice the knowledge learned from classroom coursework.

### **COMPUTER INFORMATION TECHNOLOGY AREA**

#### **CIT2731 Business Graphics (3 Credits)**

*Prerequisites: GEN1300 or GEN2301*

This course involves studies of computer graphics software; basis of computer graphics: vector, bitmap (raster), 2-, 3- dimensional software packages, graphics coding, etc. The course is emphasized on the use of computer graphics in business (design of business cards, logo, booklets, leaflets, animated banners, billboards, etc.) with Corel Draw 12, Corel Draw X5 as software package "3 in 1" combining vector and bitmap graphics facilities (drawing with Corel Draw, image modifying with Corel Photo Paint, animating with Corel R.A.V.E.)

#### **CIT2733 Survey Research with SPSS (3 Credits)**

*Prerequisites: GEN1300 or GEN2301 and GEN2400 or GEN2401 or GEN2402*

This course is providing the essential introduction to various functions of SPSS such as data management, data analysis, plotting graphs, creating reports, etc. It is especially focused on survey research that covers critical topics such as how to design a questionnaire, to code and enter responses, to transfer (exchange) data to/from different file formats, to manipulate and analyze data with different approaches, methods, and eventually to prepare a final report that concisely and clearly summarizes results. At the end of the course, a group project will be assigned to conduct virtual survey on the business subject.

#### **CIT3734 Web Design (3 Credits)**

*Prerequisites: GEN1300 or GEN2301*

This course provides knowledge about Web Design principles. In this course students will learn the fundamentals of web site design. Topics include publishing Web sites, updating web sites, Internet technologies. Topics include

an overview of the www, e-mail, browsers, basic web page elements and organization of virtual communities. In the course software for web site development such as MS FrontPage and Dream Weaver are taken as tools.

## **FINANCE AREA**

### **FIN2105 Business Microeconomics (3 Credits)**

*Prerequisites: None*

*Not available to students with credit for ECN2103*

This is an introduction to microeconomic concepts and techniques (mathematical and statistical) that are useful for business decision-making. The course begins by examining markets -the interaction of demand and supply. It examines the determinants of demand, and the cost structures that underlie supply. It also looks at the dynamic process of price adjustment. Next, various models of profit maximization are developed, under different competitive assumptions. Finally, the course looks at strategic problems. While there is no prerequisite for this course, the course moves quickly and develops an intermediate level of microeconomic theory.

### **FIN2106 Business Macroeconomics (3 Credits)**

*Prerequisites: None*

*Not available to students with credit for ECN2102*

This is an introduction to macroeconomic concepts and techniques (mathematical and statistical) that are useful for business decision-making. The course begins by developing Keynesian models of income determination and multiplier effects. It moves quickly to the interaction of real and financial markets, and the process of income determination and money creation. Emphasis is placed on predicting the impacts of fiscal and monetary policy. Students will develop a computer simulation, and use the computer model to analyze policy variables. Finally, the course introduces models of the open economy, and provides basic techniques for determination of spot and forward exchange rates.

### **FIN3101 Financial Institutions and Markets (3 Credits)**

*Prerequisites: FIN2106*

*Previously listed as FN2201*

The course introduces topics such as the functions, organization, structure and regulation of financial institutions and markets. Students also study the role and operations of financial markets and institutions in the economy, supply and demand for funds, interest rate determination, monetary and fiscal policy, and flow of funds analysis. In addition, the course analyzes basics of financial policies and operations of commercial banks and other financial institutions as well as an overview of the globalization of financial markets and institutions.

### **FIN3121 Principles of Finance (3 Credits)**

*Prerequisites: ACC2102 (ACC2101)*

*Previously listed as FN2202*

This is an introductory course to the field of finance with a broad scope and emphasis on general principles. The objective of the course is to introduce basic tools and techniques essential in understanding major theories of Finance and making financial decisions. Students will learn basics of financial system, time value of money and discounting, financial performance analysis, basics of capital budgeting, basics of stock and bond valuation, and introduction to corporate finance.

### **FIN3200 Ethics in Finance (2 Credits)**

*Prerequisites: FIN3121, FIN3101*

This 2-credit course will examine issues in ethics that arise from a financial context. We will begin with ethical theories such as Kantianism, Utilitarianism, Virtue Ethics, Care Ethics, and Contract theory. We will then explore contemporary issues involving Corporate Governance, Corporate Social Responsibility, Corporate Sustainability, Socially Responsible Investing and share holder activism, and Stakeholder Theory. The course will examine in detail major cases of financial fraud, e.g. Mad off, Enron, BTA Bank. Finally, students will prepare and present a business case in Kazakhstan dealing with financial ethics. Course materials will consist of articles, research articles, business cases and notes, and The Code of Ethics and Standards of Professional Conduct of the CFA Institute.

### **FIN3210 Corporate Finance (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

This is an intermediate business financial management course, combining theory and applications. The course focuses on detailed look at capital budgeting methods including Net Present Value and Internal Rate of Return, capital budgeting under uncertainty, risk and return analysis, financial planning and forecasting, dividend policy, capital structure policy, working capital policy, and interactions of investment and financing decisions.

### **FIN3220 Investments (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

This course introduces the foundations of portfolio theory, asset pricing, trading and valuing securities as well as provides frameworks for investment analysis of various financial instruments. The course begins with an introduction of the modern portfolio theory and then turns to asset valuation based on the capital asset pricing



model and arbitrage pricing theory. The two subsequent areas of study are valuation and analysis of fixed income instruments and stocks. Overall, this course represents the minimal financial theory and necessary practical tools with which an undergraduate student majoring in finance should be able to make meaningful investment decisions and be prepared for advanced courses in investment management.

### **FIN3230 Financial Institutions Management (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

The course provides an analysis of the role of private financial intermediaries in providing financial services to the public with a focus on the latest techniques of asset/liability and risk management in modern day financial institutions. Other topics include the impact of recent regulations and the breakdown of geographic barriers worldwide on the risks and opportunities to financial institutions. The impact of ethical, technological and diversity issues affecting managerial decision making in financial intermediation is also discussed.

### **FIN3222 Personal Finance (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

This course focuses on the analysis of the problems involved in efficient handling of personal finance. Topics include time value calculations, budgeting, career planning, banking, insurance, home buying, consumer credits and money management, investment planning, retirement planning, and estate planning.

### **FIN3300 Research Methods in Finance (3 Credits)**

*Prerequisites: MGT3201, GEN2402 and at least 90 credits completed*

This course aims to study the design, and the appropriate methods of research in finance. It covers basic aspects of the logic of scientific inquiry, the main techniques and methods of research. The course provides students with an understanding of the relationship between finance theory, estimation method, and practice. The students will also be provided with an understanding of the use of the primary data generated based on questionnaires to examine finance practices and the secondary data to study the relevance of finance theory in the real world. The course also covers such topics as statistical concepts and market returns, probability and sampling distribution, correlation and regression, single- and multiple-regression, hypothesis testing, goodness of fit, analysis of variance, the problems in regression analysis and remedies and time series analysis.

### **FIN4211 Financial Modeling (3 Credits)**

*Prerequisites: FIN3220*

This course will involve using spreadsheets to model financial transactions, perform valuations, and solve complex financial problems from all areas of finance (equity, debt, and their derivatives). It will also involve the use of financial functions and formulas, macros, and new programming in various financial applications. Intermediate knowledge of any electronic spreadsheet (Microsoft Excel, Lotus, etc.) is required.

### **FIN4212 Mergers and Acquisitions (3 Credits)**

*Prerequisites: FIN3210*

The course provides the key financial sources and instruments used for mergers and acquisitions (M&A) deals; how to select the most appropriate type of financing - debt, equity, or a combination of the two; financing via debt, bonds, and leases, and ways to borrow or lend; tactics considered in contracts, including contingent payments, earn-outs, and equity kickers; how to determine when refinancing is necessary; how volatile global events can affect economic systems and M&A financing and refinancing; debt/equity hybrids and other financing methods.

### **FIN4214 Financial Statement Analysis (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

The course objective is to teach students to accurately read and analyze financial statements of various companies in a variety of industries. It examines the uses and misuses of financial statement data for a wide range of financing decisions. The course analyzes various reporting options that affect income, assets, cash flow forecasts, financial ratios, and trends; distinguishes between accounting rules and underlying economic realities; and examines approaches that analysts can take when external reports do not reflect a firm's underlying economics. The course focuses on the pragmatic implications of corporate disclosures and nondisclosures.

### **FIN4220 Real Estate Finance (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

This course provides a broad introduction to real estate finance. Project evaluation, financing strategies, and capital markets issues related to real estate are covered. Other topics include real estate law, government regulations of real estate uses, development and marketing of commercial and residential real estate.

### **FIN4221 Investment Banking (3 Credits)**

*Prerequisites: FIN3210*

The course provides a study of investment banking activities, including their regulatory, institutional and market environments, with extensive reference to the global marketplace. Students will learn the analysis of the main investment banking services with emphasis on the mechanics and economics of the issuance process. Analysis of

the market for new issues and appraisal of their spread and price performance will be provided. Consideration of ethical, technological and diversity issues in investment banking operations will be made.

#### **FIN4224 Introduction to Financial Derivatives (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

This course offers an introduction to derivative markets. A derivative is an instrument whose value depends on the values of other more basic underlying variables. This course focuses on financial derivatives. Emphasis is placed on organization and role of put and call options markets, futures and forward markets, swaps markets, and their interrelations. Major topics include arbitrage relations, valuation, hedging and speculating with derivatives and implementation of derivatives trading strategies.

#### **FIN4225 Fixed-Income Securities (3 Credits)**

*Prerequisites: FIN3220*

The course provides in-depth coverage, analysis, and guidance on analysis and management of fixed-income securities. Topics include types and features of fixed income securities; risks and risk control strategies; mortgage-backed and asset-backed securities; bond market indexes; bonds with embedded options; floating rate securities; municipal bonds; fixed-income portfolio management; treasury securities; inflation-indexed bonds; and interest rate derivatives and their applications.

#### **FIN4231 Commercial Bank Management (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

The course aims on understanding the field of banking from the perspectives of both a bank customer as well as a bank manager. Topics include introduction to the business of banking; asset-liability management techniques and hedging against interest rate and credit risk; managing the bank's investment portfolio and liquidity position; managing bank sources of funds; providing loans to businesses and consumers; the bank's organizational structure and service options; and developing a channel for future growth and expansion.

#### **FIN4232 Risk Management (3 Credits)**

*Prerequisites: FIN4224*

The course provides comprehensive analyses and insights in risk management including: overview of risk management -from the history of risk management to the new regulatory and trading environment; a look at past and present risk management; risk management program designs; techniques to organize the risk management function; develop a system to cover organizations exposures; and risk management implementation including the use of the myriad systems to derive value at risk (VaR), stress-testing, and derivatives for measuring and hedging risk in today's marketplace.

#### **FIN4235 International Financial Management (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

This course covers principles and applications of managerial finance in an international context. Particular emphasis is placed on financial management of multinational business. Major topics include analysis of opportunities, risks and problems unique to businesses involved in multinational operations, international financial environment, international sources and uses of funds, foreign exchange risk management, and managing international assets, liabilities, and securities.

#### **FIN4240 Security Analysis and Portfolio Management (3 Credits)**

*Prerequisites: FIN3220*

This is an advanced investment course designed to expand knowledge acquired in the introductory investment course. The course provides thorough analysis of security valuation techniques and systematic portfolio management. The topics include the processes and principles of financial valuation, valuation models and components, valuation of debt, equity and other securities, portfolio construction and analysis, strategic management of various classes of assets, and portfolio applications and portfolio evaluation.

#### **FIN4241 Case Studies in Finance (3 Credits)**

*Prerequisites: FIN3210, FIN3220, FIN3230 and 90 credits completed*

The course offers various advanced case studies on practical problems in planning, procuring, and maintaining optimum distribution and utilization of financial resources of business entities. Topics of case studies will vary depending on the interests of students, and the course instructor.

#### **FIN4242 Selected Topics in Finance (3 Credits)**

*Prerequisite: FIN3210, FIN3220, FIN3230*

The course examines particular issues and contemporary subject areas in Finance at an advanced level. Selection of topics depends on students and instructors preferences.

#### **FIN4244 Entrepreneurial Finance (3 Credits)**

*Prerequisites: FIN3210, FIN3220*

This 3-credit course will explore the financing needs of start-up firms and typical sources of capital from both the perspectives of the entrepreneur and the investor. The first part of the course emphasizes identifying and valuing entrepreneurial business opportunities. Topics include pro forma development and review, business valuation models, cash flow analysis. The second part addresses how and from whom entrepreneurs raise funds and how financial contracts are structured to manage risk and align incentives; raising capital from private investors, venture capitalists and banks. The third part addresses ways in which entrepreneurs and investors “harvest” success and value.

**FIN4246 Insurance (3 Credits)**

*Prerequisites: FIN3121, FIN3101*

This course explores the principles of risk management and insurance. The course provides an understanding of the foundations, applications and selection of insurance. Fundamentals of life and health insurance as well as property and liability insurance will be included. Enterprise risk management for corporations, financial risk management, overview of employee benefits, and strategic policies to mitigate risk will also be covered. The student will also learn insurance relations, rules and regulation in Kazakhstan in this course.

**FIN4447 Financial Regulations and Supervision (3 Credits)**

*Prerequisites: FIN3121, FIN3101*

Financial regulation and supervision course focuses on the public regulation of the financial markets and financial intermediaries - topics of high relevance in today's environment of ongoing transformation of the way financial markets are regulated. The course aims to develop students' understanding of theory and practice of regulation and supervision of financial markets. After introducing the general principles of effective regulation and supervision of financial markets and institutions, the course is broadly split into three main parts focusing on the following key areas: Regulation of securities markets, Regulation and supervision of financial institutions and financial regulation and supervision in Kazakhstan.

**FIN4248 Islamic Banking and Finance (3 Credits)**

*Prerequisites: FIN3121, FIN3101*

The ongoing turbulence and crises in the modern financial system has drawn attention towards an alternative system of financial intermediation, Islamic banking and finance. The objective of this course is to introduce students to the alternative banking practices and financial market operations which are based on the Shari'ah principles. Major topics include the fundamental Muslim beliefs, Shari'ah objectives, sources of Shari'ah rules and role of Shari'ah boards in supervision of banking and financial market practices, difference between conventional and Islamic banking, prohibition of riba and rationale of Islamic banking, key principles of Islamic banking and investment, the basic Shari'ah rules for economic and financial transactions, conventional and Islamic modes of financing: murabaha, mudaraba, musharaka, ijara, istisna'a and salam, the problems of moral hazards and adverse selection in Islamic finance and conventional versus Islamic (Takaful) insurance.

**FIN4250 Credit Internship Program (6 Credits)**

*Prerequisites: 90 credits completed*

An internship is working for a company and learning on-the-job. It is an opportunity to put into practice the Finance knowledge learned from classroom coursework.

**FIN4275 Thesis (2 Credits)**

*Prerequisites: 105 credits completed*

A thesis is a research work on a topic that is in the area of Finance. Students will be supervised by faculty members in the process. Further details on thesis requirements are provided under the KIMEP University regulations on this matter.

**FIN4277 State Examination (1 Credit)**

*Prerequisites: As per MES regulation*

Students are required to take the state examination. Further details on this requirement are provided under the KIMEP University regulations on this matter.

**INFORMATION SYSTEMS AREA**

**IFS2203 Management Information Systems (3 Credits)**

*Prerequisite: GEN2301 or GEN1300*

This course provides a broad overview of the information systems including their resources and components. In addition the course discusses key managerial issues relating to implementation and application of information systems in an enterprise, understanding the impact of information systems/ information technology on business

functions; outlining strategies for corporate growth based on the effective use and management of information systems; analyzing business problems and developing the design for relevant information systems solutions; understanding how information systems can be used to transform business processes and provide more effective management control and decision systems.

### **IFS3202 Database Management Systems in Business (3 Credits)**

*Prerequisite: GEN2301 or GEN1300*

The Database plays a key role in business management. Management without the support of right Database is unthinkable. This course provides hands-on-training of the tools and techniques of designing, implementing, modifying and accessing enterprise databases. The course demonstrates how the database technologies may be effectively used to manage business operations, marketing products and services, and maintain customer relations. The course involves students to design databases for real business tasks, implement simple database environment using available facilities. The course will cover physical database & DBMS implementation (storage and index structures, system catalog, query optimization, transaction processing, concurrency control, database recovery, security & authorization), and other related topics.

### **IFS3208 Data Communication and Networking, 3 Credits**

*Prerequisite: IFS2203*

The course presents basic knowledge of communication systems as one of the largest computer science fields. It covers systematic methods for classification of the present and future development of computer communication; changes in the infrastructure of information and communication systems, distributed systems, open systems, architectures as blueprint for open systems; communication networks for local area environments (within organizations) and for wide area environments (between organizations); and communication services in local and wide area networks. In addition course will introduce networking models, intranet and ethernet and their use in E-business and E-commerce.

### **IFS3211 Information System Security, 3 Credits**

*Prerequisites: IFS2203*

The course will cover information security aspects, information network security aspects and Information Technology aspects. These aspects will include security processes, security tools and techniques, security standards, responsibility centers, implantations issues & processes, total cost of ownership and advantages to the organization. In addition courses will provide detailed analysis of various options available in the market for implementing security infrastructure in a global environment.

### **IFS4202 Management of E-Business Systems, 3 Credits**

*Prerequisites: IFS2203*

This course teaches the students how the new information and communication technology (NICT), such as broadband, mobile communications and the Internet, can be used to develop and improve business processes (E-Business) that cut costs increase revenue and reduces time of doing business across the globe. It empowers the students to develop the necessary analytical skills to distinguish the value from the hype of the New Economy. Upon completion of this course, students should be able to find out: how leading companies and new ventures do business on the Internet? What are the various business models of E-Business? What are the rules of competition of E-Business and how they affect the relationships, profitability and stock prices? How to formulate best-fit E-Business strategies not only for the commercial firms, but also for the management of not-for-profit service sector organizations like government, healthcare and other public utility services? How NICT can be used to create sustainable businesses for Kazakhstan?

## **LEADERSHIP AREA**

### **LDP3201 Leadership: Principles and Best Practices (3 Credits)**

*Prerequisites: None*

The course is intended for highly motivated students who have capacity for leadership and determined to become effective in leading others. It is modeled as an integrated framework that consists of the best leadership practices presentations and lectures. The students will be exposed to learning first hand experience of great leaders from industry, government and various social sector enterprises.

### **LDP4201 Leadership: Making Principles Work (3 Credits)**

*Prerequisites: None*

The main objective of this course is to equip students with tools necessary for analyzing leadership activities within the organizations. The course will also introduce contemporary leadership concepts and practices through delivering guest lectures and simulating leadership exercises. Students will learn major approaches to leading people that will serve as the basis for future organizational success.

### **LDP4202 Leadership in Action (3 Credits)**

*Prerequisites: LDP 3201 and LDP4201*

Provided with general guidelines, students will be involved in case studies and projects in area of their specialization. This course will give the opportunity to apply and polish the knowledge received in previous two courses. Students will also be required to develop their leadership competencies and provide sound solutions for managerial challenges.

## MANAGEMENT AREA

### **MGT3001 Principles of Management (3 Credits)**

*Prerequisites:*

*None*

*Previously listed as MG2201*

This course deals with the role and nature of management as it is used in contemporary business. The course will provide a systematic understanding of the core concepts of management theory and practice. A brief review of the foundations of key management thinking will be presented to set the context. This will be followed by an exploration of the environment for the managers and a discussion of the social and ethical issues, which affect managers. The diverse roles of the manager in contemporary business are then explored placing emphasis on identifying the key role effective management can play in developing successful organizations, private and public, large and small.

### **MGT3200 Managerial Ethics (2 Credits)**

*Prerequisites: MGT3001*

Ethics in management became popular and important concept lately. Different companies might have different ethical standards, but management ethics is almost the same in every industry. Students will learn that corruption is the abuse of power to achieve illegitimate personal gain. Bribery and corruption are extreme forms of unethical behavior. Wherever they do business around the world, managers must not only avoid breaking the law, they should follow high ethical standards. Ethics and appropriate behavior transcend all business activities and figure prominently in management decisions about financial performance and competitive advantage. An integrated, strategic approach to ethical, sustainable, and socially responsible behavior provides firms with competitive advantages, including stronger relationships with customers, employees, shareholders, suppliers, and the communities where they do business.

### **MGT3201 Business Communications (2 Credits)**

*Prerequisites: None*

This class introduces the principles of communication in organizations. The most common organizational communication variables are reviewed; e.g. communication distortion, conflict, power, managerial leadership style, roles, interviewing, and information overload and under-load. The emphasis is placed on the application of the principles reviewed to the organizational setting. Simulations, exercises, and case studies are used to give the course material strong practical relevance.

### **MGT3202 Principles of Business Ethics (3 Credits)**

*Prerequisites: None*

An understanding of Business Ethics is critical for modern managers. The course reviews the prevalent theories of ethics that set and guide society's expectations of doing business in today's private and public sector within the social, economic, and political order in the context of local traditions. Responsibility to all the stakeholders of a business will be studied from an ethical standpoint. International ethical frameworks for gauging business decisions are reviewed. Throughout the course, there is intensive use of case studies to illustrate and solve business ethics problems. The objective of the course is to introduce the student to the ethical concepts that are relevant to resolving moral issues in business; impart the reasoning and analytical skills needed to apply ethical concepts to business decisions; identify the moral issues involved in the management of specific problem areas in business; and to provide an understanding of the social, technological, and natural environments within which moral issues in business arise.

### **MGT3204 Human Resources Management (3 Credits)**

*Prerequisites: MGT3001*

*Not available to students with credit for PAD3523*

This course deals primarily with activities that directly affect how employees are brought into the firm and their treatment once they are employed. These activities include selection, training, evaluation, compensation, labor relations, working conditions, and related issues.

### **MGT3205 Decision Making (3 Credits)**

*Prerequisites: MGT3001*

The course focuses on ideas that can be used in business to understand decisions generally. The curriculum includes the concepts of rational choice, identity, appropriateness, and history-dependent rules. The course also explores how decisions are made in the face of inconsistency in preferences or identities. Prospects for decision engineering are also explored in detail.

**MGT3206 Leadership and Motivation (3 Credits)**

*Prerequisites: MGT3001*

This course is intended for future managers who require knowledge on how to motivate people, how to manage groups and use appropriate leadership styles. It is modeled as an integrated framework that consists of lectures and training.

**MGT3207 Managing Negotiations (3 Credits)**

*Prerequisites: MGT3001*

This course deals with the art and skills of negotiating in various business situations. Cases involving and analyzing issues and problems ranging from sales and contracts to the most complicated issues of international business will be discussed.

**MGT3208 Innovation Management (3 Credits)**

*Prerequisites: MGT3001*

The purpose of the course is to introduce students to recent, leading edge management thinking. A study of the most recent trends and ideas in management and their practical application is carried out. The course will include reviews of books by well-known management theorists and a critical analysis of the application of these theories in Kazakhstan.

**MGT3209 International Management (3 Credits)**

*Prerequisites: MGT3001*

This course compares management styles used in various countries and the effectiveness of those styles on that culture. Methods will be contrasted with current management methods used in Kazakhstan to formulate effective methods for practical use. Focus is on the design of the organization; political, legal, and economic concerns; personnel issues; and, negotiating strategies.

**MGT3210 International Business (3 Credits)**

*Prerequisites: MGT3001*

This course involves study of the issues and logistics involved in conducting business in the international arena. Issues such as globalization, the impact of economics, socio-cultural factors, and economic policy are discussed in detail. The nature and economic role of the multinational corporation including the impact of legal, political, educational, and cultural variables upon firm performance and managerial activity forms the core of the course. Case studies illustrate managerial, marketing and financial and accounting activities, in the global economic space.

**MGT3211 Small Business Management (3 Credits)**

*Prerequisite: MGT3001*

Lectures and case study methods are applied to investigate and analyze problems related to small business start-ups and functions. Included are: selecting a location, business planning, organizational control, finances, and other areas of interest to the small business owner. The course includes formulating a business plan.

**MGT3212 Organizational Behavior (3 Credits)**

*Prerequisites: MGT3001*

*Not available to students with credit for PAD3536*

Managers get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals. Managers do their work in an organization. This is a consciously coordinated social unit, composed of two or more people. These units strive to achieve a common goal or set of goals. This course develops a sound understanding of the human side of work and provides knowledge of the behavioral aspects of working in organizations.

**MGT3213 Managing Change (3 Credits)**

*Prerequisites: MGT3001*

This course is designed as an introduction to managing change in organizations with an emphasis on the development of student capacity to understand the necessity of change in organizations. This is achieved by focusing on the conceptual and theoretical underpinning of change in the organizational context, analysis of how effective change management helps an organization gain a competitive advantage, and introduction of key change tools.

**MGT3215 Hospitality Management (3 Credits)**

*Prerequisite: none*

This course examines the philosophy and history of hospitality and the special characteristics of the industry. A broad overview of management styles, management and marketing theories and organizational structures is offered, as well as an introduction to local and international issues associated with the industry. This course examines hospitality specific issues such as yield management, services marketing, hospitality distribution channels, and service quality management strategies.

**MGT3216 Leisure and Recreational Management (3 Credits)**

*Prerequisite: none*

Leisure and Recreation Management course deals with the theory of leisure (the time available to an individual when work, sleep and other basic needs have been met) studies as well as the day-to-day practicalities of managing a recreation facility. The course introduces the student to leisure and recreation in society (role, concepts and principles), the relationship between tourism, leisure and recreation, including holiday, sports, basic concepts in outdoor recreation, outdoor recreational resources, recreation resource management, recreation in a changing world.

**MGT3299 Selected Topics in Management (3 Credits)**

*Prerequisites: MGT3001*

This course provides further study into various areas in management. Topics covered will change from year to year depending on the students' particular needs and strengths.

**MGT3300 Research Methods in Management (3 Credits)**

*Prerequisites: MGT3201, GEN2402 and at least 90 credits completed*

This course introduces Management students to the research process using a holistic approach that emphasizes practical application of basic research concepts and tools to enhance understanding of problems in the real world of managers and organizations. This course provides students of management with basic working knowledge of how to carry out research as future managers. It familiarizes them with the main issues in conducting research on management and organizations and provides a basic repertoire of research techniques and skills to address managerial problems.

**MGT4201 Strategy and Business Policy (3 Credits)**

*Prerequisites: MGT3001, MKT3130, FIN3121, ACC2201*

This course examines the enterprise as a whole including understanding how and why the various functions of a business are interdependent and need to be coordinated. The course looks at the environment in which a business operates its strategy, and internal administrative activities. The emphasis is on the kinds of problems and issues that affect the success of the entire organization.

**MGT4204 Cases in Management (3 Credits)**

*Prerequisites: MGT3001 and 90 credits completed*

The course offers various advanced case studies on practical problems in managing the business entities.

**MGT4208 Training and Development (3 Credits)**

*Prerequisites: MGT3204*

This course will cover a comprehensive and wide range of issues relevant with employee training and development activities. It will discuss the issues to clarify the role of training and development in the management of human resources in the organizational contexts. Students will be prepared to plan and execute training programs for different levels of employees – including training needs assessment, learning principles, training methods, organizing training contents, conducting different training sessions, motivating trainees, and training evaluation methods. Further, this will help to understand the national HRD models and skills development programs in different national contexts.

**MGT4210 Compensation and Performance Management (3 Credits)**

*Prerequisites: MGT3204*

The main objective of the course is to provide knowledge of performance management and compensation practices, and their role in promoting organizations' competitive advantage. Student will be prepared to assume the roles of competent compensation professional by having a sound understanding of performance management and compensation practices, and the environment in which business professionals plan, implement, and evaluate employee performance appraisal practices and compensation systems. They will be given the idea of the context of compensation practice, the criteria used to evaluate employees' performance, compensation system design, benefits, and other contemporary HR challenges that HR managers will face in the real circumstances.

**MGT4250 Credit Internship Program (6 Credits)**

*Prerequisites: 90 credits completed*

An internship is working for a company and learning on-the-job. It is an opportunity to put into practice the Management knowledge learned from classroom coursework.

**MGT4275 Thesis (2 Credits)**

*Prerequisites: 105 credits completed*

A thesis is a research work on a topic that is in the area of Management. Students will be supervised by faculty members in the process. Further details on thesis requirements are provided under the KIMEP University regulations on this matter.

### **MGT4277 State Examination (1 Credit)**

*Prerequisites: As per MES regulation*

Students are required to take the state examination. Further details on this requirement are provided under the KIMEP University regulations on this matter.

## **MARKETING AREA**

### **MKT3130 Principles of Marketing (3 Credits)**

*Prerequisites: None*

*Previously listed as MK1201*

The aims of this course are to provide students with a basic understanding of the constituent elements of the marketing function in organizations. The course will develop analytical and diagnostic skills in dealing with marketing situations. Students will learn how marketing objectives are matched with marketing strategies and programs.

### **MKT3150 Strategic Marketing (3 Credits)**

*Prerequisites: MKT3130*

This class involves an in depth study of marketing management, with emphasis on the marketing environment, development of marketing strategies, formulation of policies, and, critically, the integration of marketing with other functional areas of business.

### **MKT3200 Ethics and Social Responsibility in Marketing**

*Prerequisites: MKT3130*

This course introduces students to the relevance and importance of ethics and social responsibility in marketing. The objective of the course is to increase students' awareness and understanding of ethical issues in marketing decisions. The course presents complex, real-world ethical problems associated with the marketing management. Through the study of classical and current case studies, students will discuss the responsibilities of marketers, broaden their awareness of ethics, and address the social responsibility issues. Students will develop projects on implementing social responsibility elements of companies.

### **MKT3201 Consumer Behavior (3 Credits)**

*Prerequisites: MKT3150*

This course will provide the students with knowledge of key concepts of Consumer Behavior Science and their use in developing marketing strategies. This will include analysis of external and internal influences on consumer behavior; consumer decision-making process; concepts of consumer strategy and tactics; the importance of product image and brands; and, store image influence consumer purchases.

### **MKT3202 Marketing Communications (3 Credits)**

*Prerequisites: MKT3150*

This course is designed to introduce students to the main aspects of the marketing communication mix as well as marketing communications strategy. This knowledge will develop them as future marketing managers, who will be able to lead a company's communications. By the end of the course students will be able to define and develop a company's marketing communications strategy; brief advertising agencies about message style and media used for promotional campaign; and, evaluate advertising agency proposals.

### **MKT3205 Retailing (3 Credits)**

*Prerequisites: MKT3150*

This course investigates the structure of the retailing industry. Issues covered include retailing trends, retail store organization, and tools for understanding retail consumers. Store location, design, and layout are examined as the core of understanding the basic fundamentals of operating a retail business.

### **MKT3210 Services Marketing (3 Credits)**

*Prerequisites: MKT3150*

This course focuses on the specific issues facing successful marketers in the service sector. Marketing of services, including promotion and pricing practices and strategies, are discussed in detail as is in-depth practical knowledge of franchising and specific services sectors.

### **MKT3212 Fundamentals of Selling (3 Credits)**

*Prerequisites: MKT3150*



The fundamentals of selling and sales management will be studied in this course to ensure students understand the role of personal selling in the company promotional program, customers' buying behavior, sales process, and functions of a sales manager. The students will practice the skills necessary for effective communication and successful selling. Prospecting and approaching customers, sales presentation, handling objections, and closing and follow-up techniques will be studied in detail. Sales planning, developing, and directing sales forces as well as evaluating the performance of the sales aspect of organizations will contribute to the students' understanding of sales management.

### **MKT3213 Public Relations (3 Credits)**

*Prerequisites: MKT3150*

This course is designed to introduce students to the fundamentals of public relations. Public relations can be defined as the art and science of positioning an organization in its environment. The course examines the various ways that communication facilitates this process. The objectives of the course are to provide an understanding of the functions of public relations, to expose the student to the role of public relations in organizations, and to provide exercises, which offer insights into the practicalities of public relations.

### **MKT3214 Brand Management (3 Credits)**

*Prerequisites: MKT3150*

This course addresses important branding decisions faced by organizations. Its' basic objectives are firstly to increase understanding of the important issues in planning and evaluating brand strategies. Secondly, the course provides the theories, models, and other tools to make better branding decisions. Thirdly, the course provides a forum for students to apply these principles using practical examples. Particular emphasis is placed in the course on understanding psychological principles at the customer level that will improve managerial decision-making with respect to brands. A central aim of the course is to make these concepts relevant for any type of organization (public or private, large or small).

### **MKT3216 New Product Development (3 Credits)**

*Prerequisites: MK1201*

This course addresses important marketing issues involved in developing new product and is based in the strategy of the firm and includes the marketing, manufacturing, finance, engineering and R&D functions. In the context of the course the term "new product" is related to anything new and creative including a product concept, an advertising slogan, the new design of packaging, and a new logo among others. One unique feature of this course is to get students understanding and managing new-product marketing processes.

### **MKT3220 Tourism Marketing (3 Credits)**

*Prerequisite: MKT3150*

This course enables the student to understand the nature of the tourism and hospitality industry. It also provides students with a strong foundation in the field of tourism marketing as well as the essential business skills to enhance this exciting field of marketing. It develops an understanding of applied marketing theory in an international tourism and hospitality environment, provides students with an understanding of the complexity of tourism buyer behavior. Opportunities will be identify to position tourism products and services through an effective target marketing approach.

### **MKT3221 Tourism Practices and Principles (3 Credits)**

*Prerequisite: None*

Through an interdisciplinary approach this course introduces students to the nature of tourism and hospitality from both an industry and a social perspective. The course imparts knowledge and comprehension by introducing research skills, the development of critical analysis and encourages the articulation of concepts and opinions. Students will be made aware of the development of "system thinking" and its application in both the tourism and the hospitality industry.

### **MKT3222 Cross-Cultural Tourism Marketing (3 Credits)**

*Prerequisites: MKT3150/MKT3140*

Through an active participation in this course the student will develop an understanding of culture as a tourism product, as well as cross-cultural tourism marketing and its place in tourism. The perspectives include the fundamental – what is culture and how are representations embodied in specific products and communication channels, the global and comparative – how is the nature of culture changing in a global economy from tourism marketing point of view and how can tourism business respond to the challenge, developing tourism that is culturally sustainable?

### **MKT3223 Niche Tourism (3 Credits)**

*Prerequisite: none*

Niche Tourism examines one of the fastest growing areas within the tourism sector. This course provides an integrated picture of specialty/niche tourism as a whole looking at both the 'macro' and 'micro' niche area. It has a comprehensive theoretical framework, and discusses initiatives, policies and strategies adopted internationally. With an emphasis on linking theory to practice, it is underpinned by up-to-date international case studies from around the world. Divided into 3 parts, it covers a variety of aspects under the headings of special interest tourism, tradition and culture base tourism and activity-based tourism.

### **MKT3275 Advertising Management (3 Credits)**

*Prerequisites: MKT3202*

This course analyses the principles and practices of advertising from a managerial viewpoint. The purpose of the course is to familiarize the student with the process of developing and managing advertising. The course considers the reasons to advertise products and market analyses in the planning phase of the advertising program. This stage also includes media selection, creation, and production of advertisements, copy testing and development of advertising budgets.

### **MKT3277 Sustainable Marketing (3 Credits)**

*Prerequisites: MKT3200, MKT3150*

Sustainable Marketing course will introduce students to the concepts of social and environmental sustainability principles applied to marketing activities of organization. The course will demonstrate students how to optimize marketing decisions with respect to nature and society well being. Participants will learn concepts like Triple Bottom Line, Natural capitalism, cradle-to-cradle design, and other. It is expected to demonstrate that implementation of sustainability principles to marketing activities can improve performance and profitability of business organization.

### **MKT3279 Cross-Cultural Marketing (3 Credits)**

*Prerequisites: MKT3200, MKT3150*

The course will provide the students with an understanding of cross-cultural aspects of marketing. By looking at marketing from a cultural perspective, the students will gain insight into the problem-solving process of international marketing. The cross-cultural setting will enhance understanding of global marketing activities. Students will be introduced to both cross-cultural and intercultural approaches in international marketing decisions.

### **MKT3280 Social Media (3 Credits)**

*Prerequisites: MKT3202*

The course will introduce students to social media marketing specifics. It will provide students with detailed knowledge of social networks, online communities, blog, wikis and any other collaborative media for marketing. The course will detail use of social media portals in order to influence conversion of potential clients into customers, facilitate consumer insights sessions, co-creation activities and other brand related experiences.

### **MKT3300 Research Methods in Marketing (3 Credits)**

*Prerequisites: MGT3201, GEN2402 and at least 90 credits completed*

This course is designed to provide students with an introduction to the research theories, policies, concepts, methods and practices in the field of Marketing. Students will receive instruction on research design and research proposal writing. Specifically; students will learn how to identify an appropriate research problem, how to develop research questions and how to formulate hypotheses. Students will be guided to survey current literature on a topic and from this write a literature review. Students will understand how to work with secondary data and how to conduct research ethically. This course will develop conceptual and critical thinking skills; analytical and investigative skills and academic writing and reasoning skills useful as a foundation for further study or for practical application in the world of business.

### **MKT4201 Cases in Marketing (3 Credits)**

*Prerequisites: MKT3150 and 90 credits completed*

The course offers various advanced case studies on practical problems in marketing.

### **MKT4203 Marketing Research (3 Credits)**

*Prerequisites: MKT3150*

This course looks at how marketing research functions and procedures can be utilized in measuring and analyzing environmental factors in consumer demand, sales efficiency, effectiveness of promotional programs, and effects of competitor's strategies. It includes methods of product distribution and pricing research. Projects emphasize current marketing research techniques.

### **MKT4208 International Marketing (3 Credits)**

*Prerequisites: MKT3150*

This course covers international marketing operations by looking at issues such as product policies, pricing,

marketing communications, distribution channels, and marketing research. The factors governing the decision to engage in foreign transactions by organizations are explored in detail. In-depth market studies form a core part of the course.

### **MKT4210 Digital Marketing (3 Credits)**

*Prerequisites: MKT3202*

The course is designed to examine the unique features of marketing through the digital media. Upon completion of the course, students will be able to understand what activities comprise digital marketing and how to support marketing strategy with those activities. Students will not only learn the advantages of digital media compared to off-line media, but also get recommendations on how to properly use various instruments of digital marketing such as web design, search advertising, display advertising, online video, viral marketing, branded content, mobile marketing, and social media marketing. The course will use local and international real life cases and will emphasize ethics surrounding digital marketing activities.

### **MKT4219 Event Marketing (3 Credits)**

*Prerequisites: MKT3150*

The course will provide the students with an understanding of the constituent elements of the planning, designing, and implementing events. The focus is placed on sales promotion techniques, marketing creativity, and public relations in the organizations. The course will develop analytical and diagnostic skills in dealing with marketing situations.

### **MKT4225 Qualitative Research in Marketing (3 Credits)**

*Prerequisites: MKT4203*

This course focuses on employing a qualitative approach in marketing research. It will introduce students to details of various traditional methods like focus groups, in-dept interviews, projective techniques, case studies and observations. The course will consider contemporary qualitative research methods like netnography and use of special software NVivo for analysis of data.

### **MKT4299 Selected Topics in Marketing (3 Credits)**

*Prerequisites: MKT3001*

This course provides further study into various areas in marketing. Topics covered will change from year to year depending on the students' particular needs and strengths.

### **MKT4250 Credit Internship Program (6 Credits)**

*Prerequisites: 90 credits completed*

An internship is working for a company and learning on-the-job. It is an opportunity to put into practice the Marketing knowledge learned from classroom coursework.

### **MGT4275 Thesis (2 Credits)**

*Prerequisites: 105 credits completed*

A thesis is a research work on a topic that is in the area of Marketing. Students will be supervised by faculty members in the process. Further details on thesis requirements are provided under the KIMEP University regulations on this matter.

### **MGT4277 State Examination (1 Credit)**

*Prerequisites: As per MES regulation*

Students are required to take the state examination. Further details on this requirement are provided under the KIMEP University regulations on this matter.

## **OPERATIONS MANAGEMENT AREA**

### **OPM3011 Decision Techniques and Tools**

*Prerequisite: GEN1201 or GEN1202*

*Replaces OP1201 Business Quantitative Methods*

The course provides the essential concepts of business mathematical methods and knowledge about computer tools used for decision making and problem solving. It will deal with such topics as LP Solutions, Breakeven Analysis, Sensitivity Analysis, Decision Trees, CPM/PERT, Time Series Analysis, Quantitative Forecasting Techniques, Decision Support Systems & Spreadsheets. The course will have a lab section added to focus on application of computer tools.

### **OPM3131 Introduction to Operations Management (3 Credits)**

*Prerequisite: GEN2402*

*Previously listed as OP2202*

This course is an overview of the fundamentals of operations management (OM) used in service and manufacturing organizations. OM uses analytical thinking to deal with real world problems. Students will be introduced to the application of effective operations management techniques: productivity management, product and process design, job design, the planning and management of materials flows, manpower and capacity planning and scheduling, project management, and quality management.

### **OPM3205 Logistics and Supply Chain Management (3 Credits)**

*Prerequisite: OPM3131*

The course reviews how organizations can gain sustainable competitive advantage in global marketplace by efficient and effective management of supply and distribution chains. Methods and techniques to model supply chain strategy, supply chain route analyses, supply chain outsourcing and partnering, JIT management philosophy, inventory management and material requirement planning, warehouse operations, logistics system design, reverse logistics, information systems for logistics, and enterprise resource planning are integrated. The course also looks at the relevance of modern supply chain logistics in Kazakhstan and concepts of the course will be illustrated and integrated with the particular issues facing local industries.

### **OP3207 Total Quality Management, 3 Credits**

*Prerequisites: OPM3131*

This course emphasizes applications of principles and techniques of TQM to manufacturing and service organizations. It will introduce many aspects of quality management and discusses: quality philosophies and principles, Total Quality Management and continuous improvement, process control and improvement (Statistical Process Control, Process Capability and Six Sigma Quality), quality design and improvement, acceptance sampling, ISO 9000:2000 and the implementation of quality improvements.

### **OPM3215 Business Time Series Forecasting (3 Credits)**

*Prerequisites: GEN2402*

The course is devoted to advanced students who would like to refine their knowledge in applied statistics. The course consists of forecasting models and techniques, such as exponential smoothing models, ARIMA models, neural network techniques, rule-based forecasting, business forecasting. Commercial software such as SPSS and Neural Networks Package will be used for practical applications. Examples of time series forecasting related to marketing, operations, and finance are provided.

### **OPM4201 Purchasing and Materials Management (3 Credits)**

*Prerequisites: OPM3205*

This course reviews analysis and application of an integrated approach of purchasing and material management. Particular emphasis will be given on organizational policies and procedures on purchasing, relation of purchasing department with other departments, make-or-buy decision; bid and proposal preparations, supplier or vendor selection; quality assurance, value and cost analysis; quantity discounts, inventory determination, material requirement planning, Just-In-Time (JIT) purchasing; purchasing and warehouse management and purchasing information systems. The students will also relate the government rules and regulations of purchasing.

### **OP4202 Transportation and Distribution Management, 3 Credits**

*Prerequisites: OPM3131*

Transportation alternatives and technologies are changing very rapidly. It is necessary to study the fundamental differences among the various transportation modes in terms of their basic cost structures, mode of transportation, market competition and service characteristics to minimize the transportation cost as well as total logistics expenses and reduce the shipment time. From local and international point of view this course addresses the role of commercial transportation in logistics & business, existing transportation infrastructure, intermediaries involved in movement of goods to and from a country, all critical routing and scheduling; shipment planning & containerization; mode, carrier, and third-party selection; transportation regulations and documentation; transportation management systems; and transportation organization design.

## **COLLEGE OF SOCIAL SCIENCES**

### **ECONOMICS AREA**

#### **ECN1101 Introduction to Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: None*

The course develops economic concepts and illustrates them with applications from Kazakhstan and elsewhere. The course surveys both microeconomics and macroeconomics. "Micro" addresses how markets coordinate the choices of firms and individuals. "Macro" concerns the national and world economy. Macroeconomic topics include the measurement of national economic activity (Gross Domestic Product, or GDP), economic growth, the business cycle, unemployment, inflation, international trade, and the economic role of government. This course helps the student to reach General Education objectives in critical thinking and writing.

**GEN1201/ECN 1201 Mathematics for Business and Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ENG0004 Foundation English Level 4*

The course develops the basic concepts of mathematical analysis used in economics and business with emphasis on differentiation and integration of single real-variable functions and matrix algebra. The approach to these concepts is intuitive and visual. The formal proofs are given only when they help in understanding concepts. Applications to economics, business and social science as well as computational realizations are studied.

**ECN2083 Introduction to Statistics (3 Credit Hours/5 ECTS)**

*Prerequisites: GEN1201 (Not available to students who have credit for OPM2201 or STAT2101)*

This course introduces the basic concepts of study design, data collection, data analysis and statistical inference. Topics include an overview of observational and experimental study designs; graphical and numerical descriptive statistics; probability distributions for simple experiments and for random variables; sampling distributions, confidence intervals, and hypothesis testing for the mean and proportion in the case of one sample. The emphasis is on developing statistical reasoning skills and concepts; computational skill is secondary. Students are taught the use of statistical software to handle the computations.

**ECN2102 Principles of Macroeconomics (3 Credit Hours/5 ECTS)**

*Prerequisites: All required GE English courses*

This course provides basic understanding of a typical market-based economy from society's point of view. It includes national income analysis; the traditional theory of income and employment; economic fluctuations; the economic role of the government; government expenditures and taxation; money and banking; economic growth; and international economics.

**ECN2103 Principles of Microeconomics (3 Credit Hours/5 ECTS)**

*Prerequisites: All required GE English courses*

This course provides students with a basic understanding of how markets work. At the end of the course, students should be able to: understand and explain the basic problems in micro economics; demonstrate knowledge of basic microeconomic terms, concepts and models; correctly apply microeconomic terms and concepts when discussing economic issues; and appreciate the contributions, as well as the limits, of microeconomics in solving current economic problems.

**ECN2201 Accounting and Auditing (3 Credit Hours/5 ECTS)**

*Prerequisites: All required GE English courses*

This course introduces financial accounting and addresses such topics as; accounting principles and concepts, the accounting cycle including recording transactions; preparing financial statements, adjusting and closing accounts for proprietorships, partnerships, and corporations. It also addresses issues of sampling and probability theory in applications to auditing.

**ECN2202 Business Law (3 Credit Hours/5 ECTS)**

*Prerequisites: All required GE English courses*

This course familiarizes students with core notions and landmark concepts of the legal system of Republic of Kazakhstan that are likely to be encountered in future business practice. It begins with an introduction to the major legal concepts in the context of modern business and then introduces students to the basic doctrines of the business law of Republic of Kazakhstan and covers its main branches, including: Law of Transactions, Property Law, Liability Law, Land Law, Labour Law, Tax Law etc..

**ECN2360 Introduction to Personal Finance (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103 and ECN2102 (for non-economics students ECN 1101)*

This course of applied economics helps consumers plan a budget and earmark savings for personal goals. Topics include financing and owning a home; minimizing taxes; budgeting to balance income and expenses; managing expenses such as credit-card spending; planning one's savings, particularly for investment; planning education and careers; determining how much insurance to buy; and retirement planning. The course shows students how to apply basic economic theory to practical problems.

**ECN3081 Intermediate Microeconomics (Microeconomics) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103 or FIN2105. Alternatively ECN1101 with minimum grade B minus.*

This course falls between Principles of Microeconomics and Advanced Microeconomics. Topics include consumer theory, firm production and costs, decision-making under perfect competition, imperfect competition, monopoly, and oligopoly. Students can diagnose and solve microeconomic problems using the economic concepts and tools acquired in this course.

**ECN3082 Intermediate Macroeconomics (Macroeconomics) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2102 or FIN2106. Alternatively ECN1101 with minimum grade B minus.*

This course provides the theoretical background to analyze macroeconomic phenomena. Several competing theories will be introduced to discuss controversial issues of employment, inflation and government policies.

Traditionally, Keynesian and Classical theories are debated in depth in this course. Theories like the Real Business Cycle Model also will be included.

#### **ECN3083 Mathematical Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103 and GEN 2410*

This introductory course applies mathematical tools to optimization decisions in economics. Matrix algebra and calculus (differentiation and integration) will be briefly reviewed. The economic intuition behind various mathematical assumptions is explained. Particular emphasis is given to the unconstrained and constrained optimization techniques applied to the consumer theory, production theory (profit maximization and cost minimization), and to general equilibrium analysis. Linear modelling and linear programming are also covered.

#### **ECN3101 World Economy (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103 and ECN2102 (for non BAE students may alternatively take ECN 1101 or FIN2106 and FIN2105))*

The purpose of this course is to enable students to understand the world economy. Students will examine classical trade theory and learn the arguments that favor free trade. The course will also introduce the arguments challenging the free-trade paradigm, including New Trade Theory, as well as contentions drawn from economic geography, location theory and other fields. The course may also consider the environment, poverty, demographics, and technological progress, depending on the preferences of the instructor and of the students. The students will learn to analyze current economic events and global economic institutions, using the economic theory developed earlier.

#### **ECN3103 Quantitative Methods for Economics (3 Credit Hours/5 ECTS)**

The course provides necessary concepts of one and multivariable calculus as well as the theory of matrices needed for mathematical economics, econometrics, and financial mathematics. The course emphasizes intuition and conceptualization, avoiding difficult proofs. The course applies these concepts to economics, business, and other social sciences.

#### **ECN3104 Operations Management (Production Planning and Economics of Production) (3 Credit Hours/5 ECTS)**

*Prerequisites: GEN 2410*

This course develops the fundamentals of operations management as it is used in service and manufacturing organizations. It provides analytical tools and applies them to decision and planning problems of enterprises. The course covers topics such as productivity management, product and process design, job design, the planning and management of materials flows, manpower and capacity planning and scheduling, project management, and quality management.

#### **ECN3105 Marketing (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN 2103*

The aims of this course are to provide students with a basic understanding of the constituent elements of the marketing function in organizations. The course will develop analytical and diagnostic skills in dealing with marketing situations. Students will learn how marketing objectives are matched with marketing strategies and programs.

#### **ECN3151 Managerial Economics (Entrepreneurship) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103*

This course provides the student with the tools for decision making in an enterprise. Course topics include organization and finance of the firm, optimization techniques, estimation of demand functions, behaviour and pricing strategies under different market conditions, creating and capturing value, task assignment and labour contract.

#### **ECN3155 Money and Banking (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2102*

The course begins with a review of the functions of money and of the structure of banking. It proceeds with monetary theory as a guide to changing the money supply and the interest rates. Much of the course concerns bank regulation. To understand the functioning of banks and, more generally, of financial institutions, one must first comprehend such phenomena as market equilibrium, interest, inflation and exchange rates. Specific banking issues will be interwoven into digressions concerning macroeconomics, microeconomics and international trade. The last part of the course is about duration and convexity, which help immunize bank balance sheets against unexpected changes in interest rates.

#### **ECON3161 Natural Resource Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103*

This course addresses theoretical and policy issues related to the exploitation of renewable and non-renewable natural resources, such as land, water, forests, fisheries, minerals and mining. The dynamic dimension in economic modelling of mining and forestry is addressed. In particular, the efficient extraction and depletion path of natural resources (under various market structures and government control) is discussed along with the management of natural resources. Present value and cost benefit analysis are also covered. The issue of sustainability is addressed with particular reference to natural resource scarcity.

#### **ECN3184 Econometric Methods (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN 2103 (alternatively FIN2105), ECN 2102 (alternatively FIN2106) and ECN2083 (alternatively GEN2400 or GEN2402)*

This course introduces regression techniques widely used in economics and finance. It discusses basic procedures for estimating equations and testing hypotheses; the use of one or more independent variables; and problems in time series or cross-sectional data (for example, a dataset of income in each Kazakhstani oblast for a given year).

#### **ECN3189 Economy of Kazakhstan (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103 (alternatively FIN2105) and ECN 3082*

This course starts by introducing the economic history and geography of Kazakhstan and its neighbors. It then details economic development before, during and after the Soviet period. It emphasizes the stabilization and restructuring of Central Asian economies after 1991. It concludes by examining Kazakhstan's resources, sectoral composition, and international comparative advantage.

**ECN3193 Project Appraisal (3 Credit Hours/5 ECTS)**

*Prerequisites: GEN 1201 and ECN2103*

In this course, students will be introduced with the tools used in planning and evaluation of projects. The relevant topics are: the theory of cost-benefit analysis, its application, strengths and limitations, as well as, the course will cover various other competing approaches/techniques/models of project planning and evaluation. Taking this course will help students to make feasibility study, monitoring and evaluation of economic projects.

**ECN3230 Financial Institutions Management (Management) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN2103*

This course gives an overview of financial institutions and their role as financial intermediaries. It develops a framework within which questions of adequate regulation can be addressed and introduces tools to measure, analyze and manage different types of risk to which these institutions are exposed.

**ECN3350 Financial Economics I (Finance) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081, ECN 3082*

This course introduces modern theories in financial economics. It applies economic analysis and the modern theory of finance to decisions of investors and firms. Topics include the selection of a portfolio that may comprise bonds and other securities; option pricing; and basic theories of efficient markets. Students will learn how to evaluate such corporate financial decisions as capital budgeting, working capital management, mergers and acquisitions, bankruptcy and corporate reorganization.

**ECN3888 Professional Internship in Economics for BAE (3 Credit Hours/5 ECTS)**

*Prerequisites: Minimum 60 credits completed*

This course is the first part of the required internship for undergraduate students majoring in Economics. Through the internships, students will be given an opportunity to work with a for-profit or not-for-profit organization and determine alternative ways for better academic and professional planning. Under the supervision of a faculty advisor, students will gain minimum 80 hours working experience. Related readings, a daily journal, and a final report are required for the final evaluation.

**ECN3888\_1 Professional Internship in Economics for BAE (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3888*

The course consists of the second internship and completes the internship requirement for BAE students.

**ECN4085 Applied Macroeconomics (Macroeconomics II) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3082*

This course applies the framework of the course in Intermediate Macroeconomics to current macroeconomic issues. It broadens and deepens the analysis of phenomena such as money, inflation, employment, economic growth and technological change.

**ECN4086 Applied Microeconomics (Microeconomics II) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081*

This course follows up Intermediate Microeconomics with such advanced topics as general equilibrium theory, strategic behavior, making decisions under uncertainty, asymmetric information, public goods and externalities. The course develops these topics with elementary mathematics.

**ECN4104 Research Methods and Methodology (Data analysis) (3 Credit Hours/5 ECTS)**

*Prerequisites: 90 Credit hours*

This course introduces students to methods and methodology of research in economics. It discusses issues such as organizing a research project, collecting data and it provides them with techniques of statistical and data analysis such as cluster analysis and factor analysis. The course will guide the students towards developing their own research projects.

**ECN4111 International Finance (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN4112*

This course gives deepens the analysis of international economics, including different theories of the foreign exchange rate, currency crises, efficiency of foreign exchange markets and international monetary arrangements.

**ECN4112 International Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN 3081, ECN3082*

This course gives an overview of the determinants of trade and money and finance in an open economy. It introduces basic concepts and general equilibrium models of trade with and without factor movements; trade barriers and their impact on social welfare; the political economy of trade barriers and the evolution of trade organizations. It also introduces the balance of payments, theories of the exchange rate and open economies macroeconomics. Other issues, such as optimum currency areas are also discussed.

**ECN4121 Public Economics I (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081*

This class emphasizes government expenditure policy. Topics include the theory of externalities and public goods, welfare economics and income distribution, political economy and voting mechanisms, and the design and evaluation of social insurance programs.

**ECN4122 Labor Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081*

This course develops theoretical models for the labour market, presents related empirical research, and discusses policy applications. Topics include labour supply, labour demand, market equilibrium, compensating wage differences, investment in human capital, and cyclical unemployment. In addition, labour unions, minimum wage laws, compensation policies and productivity, wage indexation, and discrimination and equal opportunity laws may be discussed.

**ECN4125 Monetary Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3082*

This course develops the basic analytical tools used in monetary regulations, such as money supply aggregates as well as the demand and supply of money. After developing several theories of macroeconomics, the course will analyze the effectiveness of monetary policy in various economic situations. Inflation theories will be also covered.

**ECN4152 Industrial Organization (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081*

The study of industrial organization is important for understanding corporate behaviour. The course focuses on an empirical and theoretical examination of the structure, conduct, and performance of firms and industries. Major topics include the theory of the firm; profit maximizing and growth maximizing models; price and output determination under different market structures; measures of market structure and market performance; production and cost functions; productivity growth, technical efficiency and technical change.

**ECN4153 Law and Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081*

This course introduces students to law making and enforcement from an economic perspective. Areas of law amenable to this treatment include contracts, torts, and property law. Topics may include rationality; motivation; moral judgment and responsibility; fairness and justice; self-control; informal social control via norms and education; formal social control via laws; and issues of identity and intergroup conflict.

**ECN4154 Government and Business (Government Regulation of the Economy) (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081*

This course surveys theoretical treatments of oligopoly, natural monopolies, mergers, vertical restraints, and price discrimination; and social welfare tradeoffs associated with public regulation of electrical, natural gas, cable TV, and telecommunications firms and the effects of government policies on businesses and individuals.

**ECN4169 Development Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081 and ECN3082*

The module aims to introduce students to the problems and features of developing economies, and it is based on the modern analytical quantitative approach adopted by the main international development institutions, with an emphasis on the most recent advances in the field. The course focuses on growth models, child labour, inequality and poverty, sharecropping theory, and economics of conflict.

**ECN4181 Special Topics in Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: Minimum GPA 3.4 and 90 credits completed*

This is a study of current topics of economic interest that are not normally covered in the curriculum. Students should discuss their special interests for this course with the Department Chair.

**ECN4183.4 Thesis (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN 4104, 90 credits completed*

A thesis is an independently written piece of work which represents critical scholarly reflection or original research in the student's major field of study. Proposals must be approved by a faculty sponsor. Completed projects will be announced and presented to interested students and faculty.

**ECN4185 Applied Econometrics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3184*

This course applies regression methods to answer economic questions.

**ECN4350 Advanced Financial Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3184, ECN3081, ECN3082.*

The course will give an introduction to advanced mathematical and econometric modelling techniques in financial economics.

**ECN4351 Foreign Exchange Markets (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3082*

The course will enable students to understand global markets for foreign exchange (forex). It emphasizes practical currency dealing, providing the skills that you need to become a forex dealer or market analyst. To learn the ropes of trading, students will play a margin trading game with an Internet demonstration account. The main topics of the course are basic analysis of forex, technical analysis of forex markets, and principles of currency dealing in Kazakhstani banks.

**ECN4352 Financial Econometrics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3184.*

The course focuses on advanced techniques for financial data analysis using methods such as ARCH, GARCH and AREMA.

**ECN4359 Investment in Emerging Markets (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN3081 and ECN3082*

This applied course involves a wide array of issues. These include the peculiarities of emerging capital markets, especially in the CIS. Other topics include investment in emerging fixed income markets, pension funds, securities



markets, and foreign direct investment. Theoretical benefits of international investment are examined empirically. Macroeconomic stability, capital flows, and exchange rate options and are analyzed against a historic background, including the currency crises of Asia and Latin America. Undergraduate students investigate one of these topics in detail and make a paper proposal, which they present in a seminar setting. Graduate students are required to do an extensive paper.

**ECN4999.1 State Examination (1 Credit Hour/2 ECTS)**

Students will take an exit test that evaluates their competencies in the field of economics.

## **MATHEMATICS AREA**

**MATH2001 Linear Algebra (3 Credit Hours/5 ECTS)**

*Prerequisites: any of GEN1201, GEN 1202, GEN1203*

This course studies in depth the main notions and tools of linear algebra including matrices, systems of linear equations, vector spaces, linear operators, determinants, eigenvalues and eigenvectors, inner product spaces, quadratic forms, and some applications. Additional topics may be selected by instructor. The emphasis is on mathematical theory and proofs.

**MATH3001 Introduction to Analysis (3 Credit Hours/5 ECTS)**

*Prerequisites: any of GEN1201, GEN1202, GEN1203*

This course studies in detail the main notions and tools of mathematical analysis. The topics include the real number system, limits, continuous functions, differentiation, the Riemann integral, the concept of metric space, uniform convergence, infinite series. Additional topics may be selected by instructor. The emphasis is on mathematical theory and proofs.

**MATH3002 Differential equations (3 Credit Hours/5 ECTS)**

*Prerequisites: MATH2001, MATH3001*

This course studies first-order and second-order differential equations, homogeneous ordinary differential equations, systems of linear differential equations. Such topics as existence and uniqueness of solutions will also be covered. Additional topics may be selected by instructor. The emphasis is on mathematical theory and proofs.

**MATH4001 Discrete mathematics (3 Credit Hours/5 ECTS)**

*Prerequisites: any of GEN1201, GEN1202, GEN1203*

This course studies such topics an introduction to logic, mathematical induction, sets, relations, functions, introduction to graphics, elementary number theory, combinatorics, algebraic structures. Additional topics may be selected by instructor. The emphasis is on mathematical theory and proofs.

**MATH4002 Probability Theory and Statistics (3 Credit Hours/5 ECTS)**

*Prerequisites: GEN2401/ECN2083 or equivalent, MATH3001*

This course starts with elementary probability and statistics and goes much further. The topics include expectation, distributions (including multivariable), laws of large numbers and central limit theorems, conditional expectations. Additional topics may be selected by instructor. The emphasis is on mathematical theory and proofs.

**MATH4003 Introduction to Multivariable Analysis (3 Credit Hours/5 ECTS)**

*Prerequisites: MATH3001*

This course studies functions of a several variable. The topics include parametric equations and polar coordinates, vectors in 2- and 3-dimensional Euclidean spaces, partial derivatives, multiple integrals, vector calculus, theorems of Green, Gauss, and Stokes. Additional topics may be selected by instructor. The emphasis is on mathematical theory and proofs.

## **JOURNALISM AREA**

**JMC1601.2 English for Media Communication I (2 KIMEP credits)**

*Prerequisites: None*

This course will develop students' skills for journalistic and academic writing. Topics to be covered include: Proper citations (using both the conventions of journalism and of APA academic style); identifying and avoiding plagiarism; proper use and presentation of quotations; and clear writing styles for journalism and academic writing. Students will be introduced to good examples of academic and journalistic writing, and will produce their own examples using each style.

**JMC2430.2 Research Reading and Writing (2 KIMEP credits)**

Research, Reading, and Writing provides students with an introduction to conducting research in an academic setting. The course includes at a minimum the following topics: Identifying, understanding, and using academic sources; How to cite sources; Documenting your research; Identifying and avoiding plagiarism; Creating an annotated bibliography; Basic research activities.

**JMC2604 Computer Design and Editing (3 KIMEP Credits)**

*Prerequisites: None*

In this course students will learn the fundamentals of computer applications used to design and edit journalistic materials. It provides students with the skills needed to edit stories and design newspaper/magazine pages. Topics include drawing setup, drawing and editing techniques, pictorial drawing, how to master dimensions, printing, plotting, and basic 3D modeling.

**JMC2605 Mass Media and Society (3 KIMEP Credits)**

*Prerequisites: None*

This course surveys how media and mass communication impact society and its economic and political development. It is designed to acquaint students with theory and research in the mass communication field. It examines the relationship between individuals and the media and explores the role of and impact of media in

progressively larger social systems. (Students who have taken GED2610 Mass Communications and Society should not take this course.)

#### **JMC2607.4 Ethical and Legal Issues in Mass Communication (3 KIMEP credits)**

*Prerequisites: None*

The course is designed to help journalists and communication professionals understand their rights and responsibilities. The course explores legal and ethical aspects in the press and in the public relations industry in Kazakhstan (local practice) and abroad (international practice). The ethical part of the course addresses news manipulation, bias, unfairness, plagiarism, fabrication, conflict of interest. The legal part introduces Press law and key concepts of Kazakhstani legal system related to regulation of mass and online communication.

#### **JMC2608/GEN2812 Introduction to Public Relations (3 KIMEP Credits)**

*Prerequisites: None*

This course is designed to provide students with introductory theoretical knowledge of public relations and beginning practical experience. It surveys the basics of the PR process and PR-related communication theories. It also introduces students to PR strategies and tactics and discusses public relations professional ethics. The course offers students an opportunity to use some of the strategies and tactics that public relations practitioners have actually used in their campaigns.

#### **JMC2609 Psychology in Communication (3 KIMEP Credits)**

*Prerequisites: None*

This course examines behavior and experience as it relates to the journalist or public relations practitioner. Major topics covered include personality factors, intelligence, perception, motivation, problem solving, social relationships and interpersonal communication. Students will gain an understanding of the importance these factors have for the mass media professional.

#### **JMC2611 Introduction to Journalism (3 KIMEP Credits)**

*Prerequisites: None*

The course provides an introduction to journalism and its role in society. Topics of exploration include: journalism and democratic society, globalization and world trends, and professional practices. Students are introduced to key concepts and issues in the field.

#### **JMC2612 New Information Technologies (3 KIMEP Credits)**

*Prerequisites: None*

This practicum course is concerned with new information technologies and the impact they are having on journalism and related fields as well as on society at large. Students will develop critical understanding and practical skills related to network digital information technologies.

#### **JMC2703 Photojournalism (3 KIMEP Credits)**

*Prerequisites: None*

This course covers the key concepts and skills of digital photography. It explains composition, exposure, and lighting as well as such advanced techniques as working with subjects, producing a professional portfolio, and postproduction. By understanding the traditions and current practices of successful photographers, students learn how to work as a photojournalist, while exploring and developing their own vision. Local professional photographers visit the class to ensure a realistic, stimulating view of photographic skills and options. This practical course treats visual journalism as the basis for other important categories in the field, such as commercial, landscape, fine art and portrait photography.

#### **JMC2704 Persuasive Communications (3 KIMEP Credits)**

*Prerequisites: None*

This course covers key principles, practices, and contexts of persuasion in the current era of changing mass communication patterns, in both traditional and online communication spheres. Its general focus can be summarized as the "applied psychology of messaging." We will cover many key concepts of persuasion, but will mostly focus on practical ways to deal with persuasion. Most of the class will involve learning, critiquing, using and practicing major advanced persuasion techniques. Analytical and creative thinking will be integrated into most projects. The course will also consistently consider the ethical aspects of using persuasion, in terms of individuals, groups and societies.

#### **JMC3201 Media Writing (3 KIMEP Credits)**

*Prerequisites: None*

This course emphasizes news writing and reporting for print media. The course covers news values, basic news reporting skills, news story structure, AP style, and grammar and usage, and basic news reporting skills. Students will learn how to write news stories on a variety of subjects and issues. The course also examines ethical and legal issues related to the practice of journalism.

#### **JMC3211 Editing (3 KIMEP Credits)**

*Prerequisites: None*

This course acquaints students with the philosophy of news editing and gives them extensive practice in the skills required. It covers big-picture editing – whether a story is well organized, whether information is missing that makes a story incomplete, whether the tone of the story is appropriate and so on. It also covers small-picture editing – paragraph transitions, grammar, spelling, punctuation and the like.

#### **JMC3603 Business News (3 KIMEP Credits)**

*Prerequisites: None (Previous Title: Business Communication)*

This course covers how journalists write and edit business stories, and how business people can use their knowledge of journalists' practices and values to get stories about their enterprises published. It looks at hard-news stories, such as company acquisitions, expansions or layoffs, executive changes, new products, earnings

reports and the like. It also covers business feature stories, such as innovative company research, company philanthropy and profiles of interesting company executives.

#### **JMC3605 Political Communication (3 KIMEP Credits)**

*Prerequisites: None*

This course covers the development and techniques of modern political communication. It examines how politicians or government officials can best frame issues to get other officials and the public to buy into their views. It also looks at the importance of communication in a political campaign – and how best to communicate to win or hold office. Finally, because so much of the crafting of political communication is based on polling, it looks at how political polling is done and how important it is.

#### **JMC3608 Journalism in Kazakhstan and CIS (3 KIMEP Credits)**

*Prerequisites: None*

The purpose of this course is to examine news media in Kazakhstan and other CIS countries, including regional problems that relate to journalism. The course surveys different media outlets in Kazakhstan, examines their specifics and introduces their types.

#### **JMC3609 Principles of Media Management (3 KIMEP Credits)**

*Prerequisites: None*

This course introduces the basic principles of media management. It reviews the organization of radio, TV, magazine and newspaper enterprises. It also deals with case studies of media organizations.

#### **JMC3611 Internship (3 KIMEP Credits)**

*Prerequisites: JMC 2605 Mass Media and Society*

This course will help students to develop marketable skills, which they can later apply in a professional setting, and begin career networking. The department, together with the internship supervisor, will evaluate students' performance. Course may be retaken for credit with departmental permission.

#### **JMC3612 Internship II (3 KIMEP Credits)**

*Prerequisites: JMC 2605 Mass Media and Society*

This course offers additional training in the student's chosen field. Students may continue a previous internship or choose a new field of study. The course is designed to provide hands-on knowledge of the field and provide the opportunity to network.

#### **JMC3615.2 Writing for Russian Language Media (2 KIMEP credits)**

*Prerequisites: None*

This course is designed to develop help students apply skills in writing for media in the Russian language. Students will study the language of mass media and access a range of sources in the Russian-language media. The material of the course includes understanding themes and vocabulary of mass media and applying principles of Western style media writing in a Russian language environment. The course will focus on practical written assignments designed to build students' competence in writing professionally in Russian in order to prepare them for entering the local media workforce.

#### **JMC3616.2 Writing for Kazakh Language Media (2 KIMEP credits)**

*Prerequisites: None*

This course is designed to develop help students apply skills in writing for media in the Kazakh language. Students will study the language of mass media and access a range of sources in the Kazakh-language media. The material of the course includes understanding themes and vocabulary of mass media and applying principles of Western style media writing in a Kazakh language environment. The course will focus on practical written assignments designed to build students' competence in writing professionally in Kazakh in order to prepare them for entering the local media workforce.

#### **JMC3622 Print Journalism (3 KIMEP Credits)**

*Prerequisites: JMC 3201 Media Writing*

This course covers newspapers and magazine writing. It introduces students to the writing, editing, layout, and production of magazines and newspapers. The course also teaches students the fundamentals of newsgathering, news writing, interviewing techniques, news editing and design.

#### **JMC3623 Broadcast Journalism (3 KIMEP Credits)**

*Prerequisites: JMC 3201 Media Writing*

This course provides students with theoretical and practical knowledge of television production. It examines gathering, evaluating, writing, and delivering broadcast news copy. The emphasis for the course is on writing broadcast news. The course teaches students to write news stories that are accurate, clear, interesting, and concise.

#### **JMC3707 Broadcasting in Russian (3 KIMEP Credits)**

*Prerequisites: None*

Broadcasting in Russian is ideally taken after Broadcast Journalism (1) to continue building basic video technical skills and broadcast journalism skills initiated in the previous course, and (2) to better prepare students for potential employment especially within the dominant Russian-speaking broadcast/video industry. Students will continue developing on-camera and behind-camera skills, including news/script writing, video editing, and directing skills. They will employ their video/broadcast skills in real and/or realistic settings, producing news and informational programming.

#### **JMC3708 Independent Studies in Communications (3 KIMEP Credits)**

*Prerequisites: None*

This course allows students essentially to write their own syllabus by preparing their own contract of learning goals, activities and outputs. In so doing, students are able to explore areas and develop skills they feel are important to their future. For some, their activities, such as working on a student publication, may be more experiential in nature. For other students, the activities may involve the exploration of topics not covered extensively in scheduled courses, such as movie script or magazine writing. And for yet other students, their independent studies may involve readings and research aimed at completing their required thesis. All students, however, will meet in regular seminar-style classes where they will make regular presentations on topics related to their independent studies and participate in general discussion.

**JMC3709 Audio Production (3 KIMEP credits)**

*Prerequisites: None*

This course focuses on developing skills in producing audio segments and stories. The course introduces technical aspects of digital audio production as well as audio storytelling techniques.

**JMC4070.2 Thesis (2 KIMEP credits)**

*Prerequisites: JMC 4701 Communication Research*

Students will write an undergraduate thesis on independent research undertaken in consultation with a faculty advisor, who may specialize in the student's potential thesis topic. Students must submit a proposal and obtain the written approval of the faculty advisor.

**JMC4080 State Examination (1 KIMEP credit)**

Students will take an exit test that evaluates their competencies in the field of media and communications.

**JMC4201 Advanced Media Writing (3 KIMEP Credits)**

*Prerequisites: JMC 3201 Media Writing*

This course will offer instruction in advanced news writing techniques for newspapers and magazines; these include feature articles, investigative pieces and coverage of government, including speeches by officials and meetings of government agencies. Students will travel off-campus to cover news events.

**JMC4209 Public Relations Management and Strategies (3 KIMEP Credits)**

*Prerequisites: JMC 2608 Introduction to Public Relations*

The course examines the management function of PR, the process of research, planning, communication and evaluation in the field. During the course, students discuss both real and hypothetical PR cases. The course provides students with knowledge and skills to develop strategic communication plans using public relations techniques and tools. It discusses the specifics of different types of PR such as business, non-profit and government, among others

**JMC4601 Advertising and Media Sales (3 KIMEP Credits)**

*Prerequisites: None*

This course examines advertising and promotional principles and their application in mass marketing. It also analyzes advertising media and the preparation of advertising campaigns. Case studies of advertising production will be examined and students will receive hands-on experience.

**JMC4610 Advanced News Editing (3 KIMEP credits)**

This is a practical course in news editing. Students will develop an understanding of the editing process, including dealing with texts and dealing with people.

**JMC4611 Professional Project (3 KIMEP Credits)**

*Prerequisites: None*

Students will complete newspaper, TV/Radio or PR projects under supervision of an instructor from the Department of Media and Communications. To enroll in the course students must have senior standing in the journalism/mass communication program.

**JMC4613.2 Online Journalism 2 (2 KIMEP credits)**

*Prerequisites: none*

This practicum course introduces students to planning, designing, creating, and managing a complex news or informational website using an advanced content management system. Students will produce an online publication with multi-media content.

**JMC4614 Media Analysis (3 KIMEP Credits)**

*Prerequisites: JMC 2605 Media and Society*

This course demonstrates how and why to analyze a wide range of media materials. Students will use a variety of media analysis techniques to investigate the production of media messages.

**JMC4615 Online Interactive, Multimedia Technologies (3 KIMEP Credits)**

*Prerequisites: None*

This course introduces students to online interactive, multimedia technologies including learning management, conferencing, video sharing, social networking multimedia, video creation and editing, and viral marketing.

**JMC4622 Advertising, Writing, Layout and Strategies (3 KIMEP credits)**

This is a practical course in effective presentation and layout. The course has application to advertising as well as to other areas of communication.

**JMC4690 Special Topics in Journalism and Communication (3 KIMEP Credits)**

*Prerequisites: None*

Generally taught in seminar format, the theme of this course will vary depending upon faculty expertise, departmental priorities and student needs. The course can be repeated for credit if the topic changes.

**JMC4701 Communication Research (3 KIMEP credits)**

*Prerequisites: None*

Communication Research is an undergraduate level course designed to introduce the key research areas and gaps in communication studies; major theories of communication research, and basic research methods. The course aims to prepare students to understand the research process, to interpret research reports, and to conduct their own basic research projects.

**JMC4702 Government and Media Relations (3 KIMEP credits)**

*Prerequisites: None*

This explores the role of media and government relations specialists in organizations and communities. The goal is to help prepare students for work in these areas.

**JMC4703 Crisis Communication (3 KIMEP Credits)**

*Prerequisites: None*

Students will learn how PR can prevent an organizational crisis and how to handle it when it occurs. This course is designed to prepare future public relations practitioners for handling crisis situations within their companies. It familiarizes PR students with crisis dynamics and major techniques of coping with crisis. The course cultivates in future PR practitioners an ability to see signs of potential crises and prevent them at their initial "warning

**JMC4704 Brand/Image Management (3 KIMEP Credits)**

*Prerequisites: None*

Image and Brand Management course discusses essential components of building a strong brand and impeccable image. The course helps students to learn how to create, maintain, and possibly regain an appropriate image of themselves in the eyes of stakeholders. Students will study theories and concepts that are crucial to organization's well-being, including credibility, identity, image, and reputation. The objective of this course is to master the foundational principles of image and brand management and apply this knowledge to enhance personal or organizational image.

**JMC4705 Introduction to Documentary (3 KIMEP Credits)**

*Prerequisites: None*

This elective course is designed for undergraduate students. During the first three weeks the course will revise the basics of visual writing, different types/angles of shots, specifics of vocal delivery. The course work involves developing story ideas, on-tape interviewing, reporting, writing, video editing and on-air delivery of the script of the documentary. The final outcome of the coursework will be a production of an individual documentary piece. This course is an excellent opportunity to produce original work for student's future portfolio.

**JMC4706 Creative Workshop (3 KIMEP credits)**

*Prerequisites: None*

The Creative Workshop is a course designed for students to develop creative projects in communication. The focus of the course will vary depending on student and faculty requirements.

**JMC4707 Broadcast Production and Editing (3 KIMEP Credits)**

*Prerequisites: None*

Broadcast Production and Editing is an elective course designed for undergraduate students of journalism and mass communication. The course aims to introduce basic and advanced audio and video editing skills, vocal delivery techniques, audio and video package production. The course will showcase the best sound, image and editing experiments from the field. For students this course will offer an opportunity to apply their creativity and original interpretations in producing and editing for broadcast media.

**JMC4708 Broadcast Public Speaking (3 KIMEP Credits)**

*Prerequisites: None*

This course will help students improve their public speaking skills. The course will teach students how to perfect pronunciation, vocal delivery, pitch, intonation and fluctuation of the voice. It will also cover rhetoric and stylistic rules of writing to the ear. The theory will also prepare students to be effective public speakers on air in various genres.

**JMC4713 Persuasive Visual Communications (3 KIMEP credits)**

This course examines the role of symbols in communication. Considers how symbols serve to convey meaning and how they affect the communication process.

**Course Brief**

**Bachelor of Public and Municipal Administration, 2014**

**Formerly PA, PMG, PAMNG, NMG, PANRM, PPA, HPA, PAFIN and FMG**

**(PAF courses follow)**

**GEN1201/ECN 1201 Mathematics for Business and Economics (3 Credits)**

*Prerequisites: ENG0004 Foundation English Level 4*

The course develops the basic concepts of mathematical analysis used in economics and business with emphasis on differentiation and integration of single real-variable functions and matrix algebra. The approach to these concepts is intuitive and visual. The formal proofs are given only when they help in understanding concepts. Applications to economics, business and social science as well as computational realizations are studied.

**PAD2111 Fundamentals of Public Administration (3 Credits)**

*Prerequisites: None*

*Replaces PA1513 Introduction to Public Administration*

The course provides students with basic concepts and models of public administration. It covers basic theories of public administration, some issues of public policy analysis, and certain tools of new public administration.

**PAF2211: Public Sector Marketing (3 Credits)**

This course examines the relationship between marketing and organizational success in the public sector. It examines the impacts of public organizations on local, national and global economies. Topics covered include strategic marketing, developing a core marketing strategy, developing and launching new offerings, formulating and implementing communication strategies, and estimating and forecasting markets. Students learn to combine marketing strategies and tactics with the concepts of public service, public governance, and corporate social responsibility.

**PAD2430: Research Reading and Writing (3 credits)**

This course is intended for student researchers. The course provides students with an understanding of how to work at different stages of a project and how to manage the complexity of the process. It introduces students to the nature, uses and objectives of research and its reporting and guides students through the complexities of planning, organizing, drafting and writing a report. It gets students familiar with a range of techniques that they can use to write effective essays, papers and dissertations and facilitates the development of skills in successful writing with a clear and scientific style.

**PAD3113 Quantitative Data Analysis (3 Credits)**

*Prerequisites: None*

*Previously listed as PAD2113*

The course focuses on quantitative principles and techniques of decision making and their application in public management, public administration and public policy analysis. The problems analyzed include frequency distribution, sampling techniques, and measures of central tendency, probability, variability, regression, measures of association, correlation, and various other applied quantitative measures. The course is designed for students with little or no background in mathematics: it does not focus on derivations and proofs, but rather on understanding the uses and interpretations of statistics as tools for data analysis. A second objective of the course is to introduce students to the utility of computer packages for statistical analysis.

**PAD3116 Methods of Social Research (3 Credits)**

*Prerequisites: None*

*Previously listed as PAD2502*

This is a basic foundation course designed to instruct students in methodological concepts of academic work. The course will provide students with an understanding of how researchers must operate at different stages in their projects simultaneously, how to understand academic problems, and how to manage the complexity this process entails.

**PAD3115.1 Professional Internship in Public Administration 1 (3 credits) and PAD 3115.4 Professional Internship in Public Administration 2 (4 credits)**

*Prerequisite: PAD2111*

Internships are aimed at practical application of public administration studies, development of professional skills and acquiring work experience. They are available in a wide range of public agencies and non-profit organizations. These high quality professional internships are tailored to suit your needs whether it is a requirement for university, a desire to experience another culture, broaden your horizons or expand your career opportunities.

**PAD3522 Decision Making (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG3522*

This course presents decision-making as a crucial part of strategic management. The course is intended to explain that decision-making is a complex process that involves understanding of constituent components. These components are presented in a logical sequence to students, together with analytical tools for decision-making. Decision-making pervades the entire administrative organization and planning process.

**PAD3523 Human Resource Management (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG3523*

The purpose of this course is to provide students with an understanding of the principles and functions of human resources management and of personnel administration. It also reviews how organizations do or can deal with human resource management issues. Studying the ways that HRM issues are handled can help students who will be tomorrow's managers be better prepared to create policies and procedures that will ensure effective use of human resources in organizations.

**PAD3524 Leadership and Management (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG3524*

The course's main objective is to help students develop personal leadership skills necessary in a challenging and fast-changing environment. The course combines both theoretical foundations and practical exercises on self-management, managing and building relationship with other people, and essentials of managing organizations.

**PAD3533 Organization Theory and Design for Public Organizations (3 credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG3533*

This course is meant for students of public administration. This course focuses on the classical and modern aspects of organizations and the role of managers as leaders and facilitators of change. It aims to provide students with theoretical concepts and knowledge relevant to organizational design and management issues as well as opportunities to apply theories and knowledge to future organizational settings. This course deals with various perspectives on organizations, including a structural frame, human resource frame, political frame and symbolic frame.

**PAD3536 Organizational Behavior for Public Organizations (3 credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG3536*

This course is meant for students of public administration. This course will introduce students to the major concepts of organization theory and behavior. The course examines various theories developed in an attempt to explain and predict employee behavior in an organizational context. The primary focus of organizational behavior is leadership and decision making skills in an intercultural environment, power, job satisfaction, and motivation. The overall objective of this course is the development of skills and knowledge that will allow students to contribute in the managing of effective behavior in organizations.

**PAD3540 Governance and Development (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PPA3540*

Radical global transformations are underway in industrial structures, business activities, production systems, and a new development ideology. To adapt to these diverse changes, developing countries must reconstruct their development policies. Development policies need a new vision of governance to harmonize global movements and diverse socioeconomic activities. The course is primarily aimed at introducing the students to the theoretical foundations of development and governance by acquainting them with the key schools of thought, debates, approaches, and issues. The focus is on bridging theoretical discourses with practical examples and learning. By the end of the course students are expected to develop a broad-based understanding of the key concepts, contexts, issues, and challenges surrounding the theoretical and practical discourses of development and governance both globally and nationally.

**PAD3541 Natural Resource Management (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as NMG3541*

This course is intended to provide students with critical frameworks for understanding problems in natural resource decision-making and use. An interdisciplinary approach to managing natural resources will be developed that will allow students to assess and utilize the types of information, expertise, and value-judgments that need to be considered in reaching a decision. Historical and current examples of resource use will be employed in order to reinforce the learning process. Essay topics of the students' choice may be Kazakh or international.

**PAD3542 Public Policy Analysis (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PPA3542*

This course presents a multi-disciplinary, multi-theoretical approach to understanding public policies in different areas such as health care, education, social welfare, crime, defense, environment, and economic and tax policy. The course will focus on a systematic analysis of public policy alternatives, factors, and processes involved in policy development. It will also examine questions about the content of governmental decisions, the factors that cause different policy-outputs, and the consequences of various governmental decisions.

**PAD3543 Urban Development (3 credits)**

*Prerequisite: PAD2111*

*Previously listed as PPA3543*

This course provides an overview of politics and policy-making for large cities and metropolitan areas. It dwells upon such issues as governmental strategies of reform; land-use planning and regulation; management and social impact of growth; transportation and the environment; citizen participation and development of local democratic institutions.

**PAD3546 Comparative Educational Policy and Systems Design (3 Credits)**

*Prerequisite: PAD3542*

*Previously listed as PPA3546*

The purpose of this course is to enable public policy and teacher candidates to think critically about education as a social institution. The course may be useful for public policy designers, teachers, educational administrators,

workers in international institutions, workers in science and industrial policy, consultants in vocational and human resource development or retraining, and for social reformers. The course focuses on Western Europe and North America, the CIS and Eastern Europe, and Central Asia.

**PAD3547 Social Policy in Transition Countries (3 Credits)**

*Prerequisite: PAD3542*

*Previously listed as PPA3547*

The goal of the course is to provide students with an understanding of social issues involved in the transition from a centrally planned to a market economy. The course equips students with skills in analyzing the process of social policy formation and in evaluating current social policy conditions in transition economies, and gives them knowledge of the steps needed to move from an authoritarian to a civil society

**PAD3548 Health Care Policy (3 Credits)**

*Prerequisite: PAD3542*

*Previously listed as PPA3548*

This course is designed to instill an understanding of major health care policymaking and related issues. The course emphasizes history/background; the physical, social, and economic environment; the policy process; and the political marketplace of contemporary Kazakhstan health care policies.

**PAD3550 NGOs and Development (3 Credits)**

*Prerequisites: PAD2111*

NGOs have become a visible component of civil society. This course critically examines the expanding role of NGOs and their activities, and presents the most significant management challenges facing NGOs today and the tools and approaches that managers use. It will equip students with a sound understanding of the issues facing NGOs. The course examines an analysis of the development of the NGO sector and an introduction to some frameworks for understanding NGOs. It focuses on NGOs and their relationship with a wide range of different stakeholders, examination of the key management functions. This course provides students with critical insight into the scope and nature of this sector; types and characteristics of NGOs, and trends and projections for the future of the third sector.

**PAD4003 Public Policy of Kazakhstan (3 Credits)**

*Prerequisite: PAD 3542*

This course begins with a discussion of social prerequisites for and governmental strategies of national development, with reference to managerial versus liberal modernizing approaches. Reference is made to the historical, economic, and social origins of public policies in Kazakhstan. The course then proceeds to an examination of the main challenges of national consolidation and institutional development facing the country. Students will have the opportunity to work on a variety of topics such as nation-building, culture, and immigration policy; development of the public service; science, education, and labour policy; industrial and agricultural policy; information, broadcasting, and media; WTO accession, or other topics, depending on students' interests and agreement with the instructor.

**PAD4441 Oil and Gas Policy (3 Credits)**

*Prerequisites: PAD2111*

*Previously listed as NMG4541*

The course will examine the role of oil and gas in politics, including the types of regimes in which oil figures prominently, and will examine the ways in which government policies affect economic growth in these industries. The course will pay special attention to the role of OPEC in world affairs, and to the growing influence of newly emerged oil powers, including the Caspian Sea region and Republic of Kazakhstan.

**PAD4442 Comparative Public Administration (3 credits)**

*Prerequisite: PAD2111*

This course introduces students to the comparative aspects of contemporary public administration systems in a selected set of countries. Examples will be drawn from Continental-European, Anglo-Saxon and Asian models of public administration systems. Students will explore how various countries (developed, developing, and transitional) deal with multiple dichotomies in their respective public administrations: theory and practice, efficiency and fairness, secrecy and openness, and the most famous of all, politics and administration. Students will learn about various degrees of impact that politics, economics, culture and environment may have on the functioning of public administration institutions on central and local levels as well as on the relationships between politicians and bureaucrats.

**PAD4443 Public Management (3 credits)**

*Prerequisite: PAD2111*

The course aims to expose participants to current trends and developments in public management theory and practice and to teach students about public organizations and the challenges facing contemporary public managers. It explores new approaches and attempts to reform administration and management in government. We will learn about the evolution of the field of public administration, the way that public organizations differ from private organizations, how the "reinventing government" movement has affected public management and spawned counter-movements, and how public managers interact with other actors and institutions in the political process. There will be a specific focus on state and local government in Kazakhstan.



**PAD4520 Program Evaluation (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG4520*

The course is organized to provide students with an overview of the tools and techniques used to measure the activities, characteristics, effectiveness and efficiency of programs targeted towards specific populations. The primary objective of program evaluation is to provide feedback to decision-makers and other stakeholders, in order to determine whether a particular program is achieving desired outcomes at a reasonable cost. Students will be exposed to evaluation strategies and issues related to evaluation design. Students will develop and conduct a professional project evaluation of existing national and international projects in Almaty, including initiatives undertaken by different international organizations and local NGOs. Project evaluations will be conducted in groups of 3-4 students. Students will be accompanied and supervised throughout all stages of the evaluation process. No previous experience with evaluation research and empirical or qualitative data analysis is required.

**PAD4521 Current Issues in Public Management (3 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG4521*

This course discusses government reform and modernization efforts across the world. It deals with the most common areas in need of reform and innovation such as civil service, regulation, service delivery, and corruption control. It looks at innovations that involve the use of information technology, performance management, and competition to improve the effectiveness and efficiency of government. Many concepts now in use in public sector management borrowed from the private sector. How they apply and conceptualize in a public sector context is an important part of this course.

**PAF4534 Public Budgeting (3 credits)**

*Prerequisite: PAF 3511*

This course is concerned with the practice of public agency budgeting in the decision making process and its impact on policy making. It will introduce participants to significant features of government budgeting topics, such as the role of budgeting in resource allocation, information and control, and various budget formats. Other topics include the budget cycle, the role of budgeting in enhancing social equity, budget analysis methodology, and introduction to theories of budgeting.

**PAF4535 Public Sector Auditing (3 credits)**

*Prerequisite: PAF 3511*

The course introduces participants to the concepts and practices of performance auditing/assessment. Students will be provided with the knowledge and skills to determine whether a public organization is managing and utilizing its resources efficiently. They will be able to identify the causes of inefficiencies in public organizations and determine whether an agency has considered alternatives that might yield desired results at lower costs. Other topics include economy and efficiency assessments, effectiveness assessments, and introduction to financial auditing.

**PAF4536 Project Appraisal and Management (3 credits)**

*Prerequisite: PAF3511*

The main aim of this course is to provide an introduction to elementary techniques in project financial and economic analysis and their application to a range of public sector investment projects at different scales. During the course, agricultural, industrial and infrastructural projects will be considered with the emphasis upon practical decision-making with limited information and in the context of public goals and objectives.

**PAD4541 Gender and Public Policy (3 Credits)**

*Prerequisite: PAD 2111*

*Previously listed as PPA4541*

The course looks at the negative and positive effects of public policy on gender relations in the family and the labor market. The reasons for gender differences in economic outcomes are discussed. Policies to promote gender equity are considered. The first part of the course focuses on the labor market and the gender wage gap. The second part of the course examines the family, with a particular focus on intra-household resource allocation. The final part of the course considers macro-economic issues. The course takes a comparative perspective on gender inequality in the labor market, drawing insights from developed, transitional, and developing countries.

**PAD4542 Current Issues in Public Policy and Administration (3 Credits)**

*Prerequisite: PAD3542*

*Previously listed as PPA4542*

This course provides a scholarly perspective on public policy and administration that covers major theories associated with the field and the political, social, and economic context within which they are developed. The course will make a strong connection between the students' professional development and a body of knowledge based on major theories and concepts of public policy and administration.

**PAD4553.2 Local Government (2 Credits)**

*Prerequisite: PAD2111*

*Previously listed as PMG4553*

The course is designed to provide students with an understanding of the political, institutional, and legal framework of local government activities. Students will be introduced to the concept of power decentralization.

The focus will be on the process of decentralization in Kazakhstan, with regard to particular problems and constraints that local governments encounter.

**PAD4556 Senior Research Project (3 Credits)**

*Prerequisites: Senior level standing*

This course is offered as an alternative to the Internship in Public Administration. The course may be done within any career track or major area, but must cover some topics in Kazakhstan public administration or public policy, or a topic concerning the operation of a private business or NGO in Kazakhstan. The main purpose of the course is to familiarize students how to apply concepts of public and private organizational design and functioning - and to do so in some depth, culminating in a research paper of 20 pages of text. The student will go through the supervised steps of selecting, justifying, and focusing a topic and will use evidence and methods of research appropriate to his/her project. The course is conducted under the supervision a faculty member chosen in agreement by the student and PA Department. It ends with the student's oral presentation of the project before a committee of PA faculty.

**PAF3511 Fundamentals of Public Financial Management (3 Credits)**

*Prerequisite: PAD2111*

*Replaces FMG2511 Introduction to Financial Management*

This course provides students with a conceptual understanding of the financial decision-making process made in public sector enterprises. With a focus on the big canvass, the course provides a foundation to financial decision-making rooted in current financial theory and in the present state of world economic conditions. The goal of this course is not merely to teach a discipline or trade but also enable students to understand what is learned and yet unforeseen problems – in short, to educate students in public financial management issues such as administration and management of Government's financial affairs, allocation, investment, control of public funds, and public budgeting.

**PAF3531 Public Finance (3 Credits)**

*Prerequisite: PAD2111*

This course will examine economics of the public sector. It emphasizes government budget influences on distribution, resource allocation, stability, growth, expenditure, budgeting, and public choice. It will also study public goods, externalities, and social insurance. Students will use models to analyze real-world problems and programs.

**PAF3532 Government and Business (3 Credits)**

*Prerequisite: PAD 2111*

The course focuses on the role of government for supporting and enhancing private entrepreneurship. This includes identifying the industries in which government production of goods and services is necessary and industries in which government is not normally involved, and why. Topics also include ways and forms of government regulation of private business, antitrust policy and promotion of competition. Students will do case studies illustrating the rationale for government intervention in different sectors of the economy and will discuss the public policy toward development of private business.

**PAF3534 Taxation and Spending in Selected Countries (3 Credits)**

*Prerequisites: PAD 2511, ECN2103 (or ECN1101)*

This course will study both the theories of taxation and how various taxation concepts and approaches are used in different countries around the world. Some topics will focus on alternative ways of generating revenue, and how successful government is in doing this. Other topics will examine government spending programs in areas such as social insurance, education, and health care. Students will study the success and difficulties in implementation of different tax structures in different countries, including the United States, Canada, Kazakhstan, and other Central Asian countries.

**PAF 3535 Fundamentals of Financial Accounting**

*Prerequisite: PAF3511*

This course provides an introduction to the concepts and uses of financial accounting information in a business environment and its role in the economic decision-making process. Students will be exposed to the decisions firms make relating to their operating, capital investment, and financing policies. Students will be able to: identify the information conveyed in each of the four basic financial statements and the way that it is used by different decision makers; identify what constitutes a business transaction and apply transaction analysis to record the effects of those transactions; prepare basic financial statements based upon Generally Accepted Accounting Principles (GAAP); and describe common financial statement relationships used in financial analysis.

**PAF4531 Investment Management (3 Credits)**

*Prerequisite: PAF3511*

Theory and practice of investment decisions of individuals and fund managers. Topics include capital market theory and the efficient market hypothesis literature. Standard institutional and investment analysis topics and international investment topics are also covered.

**PAF4532 Current Topics in Public Financial Management (3 Credits)**

*Prerequisite: PAF3511*

Examination of public financial management topics currently being discussed in the media, and development of advanced analytical skills in those areas. Topics will change depending on the global environment and the implications of government decisions on global financial and economic issues.

**PAF 4532.4: Current Topics in Financial Management: Managerial Accounting (3 credits)**

The course makes a focus on how cost accounting helps government managers to make better decisions. Cost accounting is recognized as a managerial tool for planning, strategy, decision-making and implementation. The goal of this course is to teach the students to analyze and apply the concepts and theories of cost accounting for planning and controlling the costs, for budgeting and financial management as well as costing products, and services in government organizations.

**PAF PAF4532.2: Fiscal Governance (3 credits)**

This course will present students with the general concepts, principles and techniques of financial management as they are applied in governmental units and agencies. Topics covered include the study of the budget cycle, legislative control of the budget, the politics of the budgetary process, and different types of budget formats (performance, program, comprehensive). The course covers the concepts of market failure and the role of government; and fiscal and monetary policies. In addition, the course covers policies relating to government revenues and expenditures; analysis of trends that could lead to a locality's fiscal decline, and indicators of revenues. Other topics covered in this course include capital budgeting; property management; cash management, risk management, debt administration; and pension funds management.

**PAF4533 Financial Management in Public Sector (3 Credits)**

*Prerequisite: PAF3511*

In this course students will study theory and practice of financial management in public and private organizations. Analysis of financial statements, pro forma statements, cost of capital, risk and return, capital budgeting, and other indicators of financial performance will be studied. Also, attention will be paid to socioeconomic aspects of financial management. Case studies may be employed where applicable.

**CSS 3001.1 Introductory Internship (Kazakhstan Parliament) Foundation Course (3 credits)**

*Prerequisite: PAD2111*

The purpose of this course is to provide quality preparation for an internship at the Kazakhstan Parliament. The course covers material related to the structure and processes of the Parliament and introduces the essential foundations of representative politics.

**CSS3001.2 Introductory Internship (Kazakhstan Parliament) (3 credits)**

*Prerequisite: CSS3001.1*

The internship is designed to provide the student with an experiential learning opportunity by placing the individual in the Parliament of Kazakhstan

**CSS 3002.1 Introductory Internship (Ministry of Economics) (3 Credits)**

The purpose of this course is to provide quality preparation for an internship and the Ministry of Economics. The course covers material related to the structure and processes of the Ministry and introduces the essential foundations of Economic policy.

**CSS3002.2 Introductory Internship (Ministry of Economics) (3 Credits)**

The purpose of this course is to provide an internship in the Ministry of Economics. During their internship, students will have opportunity to work in one of the Ministry's departments, so as to gain a better understanding of how economic analysis is undertaken and how economic policies are developed and implemented.

**PAD4702 CSR and International Development (3 Credits)**

The course examines corporate social responsibility (CSR), which is one of numerous development challenges today. An overview of corporate social responsibility (CSR), focusing on today's interplay between business and governments, intergovernmental institutions, investors and non-governmental organizations (NGOs) is provided. The course examines both theoretical and real-world cases of CSR and development as well as various topics including global initiatives on CSR and CSR in Kazakhstan. This course is in a seminar format and students are expected to participate actively in class discussions and activities.

**PAD4562 Current Issues in Governance and Law (3 Credits)**

The course examines current trends and innovations that are relevant in enhancing societal development in areas of public governance, public administration and the enactment and development of legal frameworks in furtherance of good governance. Case studies and the use of information technology may be applied.

**[International Relations Area](#)**

**[PROGRAM FOUNDATION REQUIRED COURSES](#)**

**GEN1711/IRL1512 Fundamentals of International Relations (3 credits → 5 ECTS)**

This is an introductory course designed to acquaint students with the various theories and concepts used in the field. This course will examine and analyze the emergence and evolution of the modern world-system, its nature and characteristics as well as the emerging issues and challenges faced by the world today. The focus will be also

roles and functions of states, non-state actors and institutions. The course is not only designed and developed for students in Political Science and IR but it will also fulfill the needs and interests of students from other disciplines. **IRL2510.2 Professional Foreign Language: Strategic Communications in International Affairs (2 credits → 3 ECTS)**

The course focuses on international relations and effective communications with a special attention to international treaties, memorandums and speeches of key decision makers in international relations. In particular we will study the theoretical frameworks behind the communications in International Relations and how to employ them in order to reach the targeted audience and goals.

**IRL3517 International Institutions and Law (3 credits → 5 ECTS)**

This course is designed to introduce students to basic concepts of international organization and international law. It will focus on the history, administration, and politics of key international institutions and the machinery of international law. We will discuss and analyze how institutions and legal frameworks function in the areas of international peace and security, human rights and humanitarian relief, and environment and sustainable development.

**IRL3521 Theories of International Relations (3 credits → 5 ECTS)**

This is a basic course on theories of international relations. The purpose of this course is to acquaint students with the historical evolution of the theories of IR and to focus on various theories, concepts, approaches and methodologies used in the field. Instead of focusing on any particular group of theories, this course will critically review and analyze all theories: old and new, traditional and modern. Recent theories like feminist theories, post-modernist theories, globalist theories, ecological theories will also be discussed here.

**IRL3523 International Political Economy (3 credits → 5 ECTS)**

The main objective of this course is to introduce students to the field of International Political Economy and to discuss the scope boundary and methodologies used in the study of IPE. Students will critically examine and analyze major international economic processes and institutions, such as international monetary and financial organization, globalization of production and distribution, international trade and investment, development, dependency and foreign aid.

**IRL3539 History of Diplomacy from 1648 to 1815 (3 credits → 5 ECTS)**

This is an advanced survey course on the development of modern international relations in Europe from the inception of the Westphalia System to the rise and fall of Napoleon. Special emphasis will be placed upon the role of history in shaping the modern international system.

**IRL3540 History of Diplomacy from 1815 to 1945 (3 credits → 5 ECTS)**

This course task is to give to the students the history of European affairs beginning from 1815 from the point of Europe international relations. Among the main problems of the course are: the XIX century history could be explained by "congress system", middle class discontent that caused revolutions of 1848: Napoleon III "overthrew" the Second Republic and his regaining the Russian friendship by the Reinsurance Treaty; Bismarck unification of Germany and Polish policy of Russia in 1863, Crimean War and causes of it; Anglo-Japanese alliance of 1902 and a decade of anarchy existed in international affairs before the World War I and the settlement of 1919 that "balkanized" Central and Eastern Europe. The new "Versailles-Washington" system established in 1919-20-s led to paradoxical results - intensification of the tensions between defeated and victorious countries which finally broke a peace and led to World War II.

**IRL3541 Contemporary World History: 1945 to Present (3 credits → 5 ECTS)**

This course presents the major historical events from 1945 to the present. It starts with the end of the Second World War and covers the years of the Cold War and Decolonization up to the fall of the Soviet Union. It then considers the end of the second millennium with the fragmentation of states and the beginning of the third millennium with the emergence of new threats such as international terrorism, challenges such as environmental problems, opportunities such as technological developments, and the new distribution of power.

**IRL3544 Diplomatic and Consular Service (3 Credits → 5 ECTS)**

*Prerequisites: POL2511/GEN2701 and IRL2512*

This course covers theoretical and practical problems and issues of diplomacy, organization and functioning of diplomatic and consular services in Kazakhstan. This course will also discuss and debate the process and mechanisms of foreign policy decision-making in Kazakhstan and the forms and methods of their realizations.

**IRL3545 Diplomatic Protocol and Documents (3 Credits → 5 ECTS)**

*Prerequisites: POL2511/GEN2701 and IRL2512*

This course instructs students in diplomatic protocol in the context of preparing them for diplomatic service. Diplomatic privileges and immunities, the presentation of the credentials of diplomatic representatives, the protocol of diplomatic correspondence, diplomatic receptions, personal visits and conversations, international courtesy, the structure of staff protocol and the personal activity of diplomatic representation abroad will be covered. Various kinds of diplomatic documents will also be examined.

**IRL3547 Security Studies (3 credits → 5 ECTS)**

This course is designed as a foundational course for students majoring in International Relations aimed to complement their general knowledge of international issues with an understanding of the challenges of globalizing world. The course will address conceptual problems of defining the 'threat', as a key notion in Security Studies. Threats could range from the survival of individual to groups, nations, and the whole world. By investigating definitions of security as state provision of defence in realist and neorealist conceptions we will set up an analytical departure point. Then we will move towards exploring the notion of threat by 'broadening' and 'deepening' its definitions. Expanded definitions enable us to engage with the constructivist, structuralist and post-modern analytical frameworks within Security Studies.

**IRL3595 Research Design and Methodology (3 credits → 5 ECTS)**

To do research is very exciting and challenging. It can be a source of great satisfaction and fascination. Research helps to understand the world around us, including such complex spheres of our life as politics, economics, history, decision-making, and many other. Social research is an attempt to develop and refine theories that help us to make an order out of the chaotic reality.

This course is designed to be an introduction to the concepts and tools necessary to conduct research both in political science and other social science disciplines. During the course we will discuss why and how certain research tools, e.g. survey, in-depth interviews, experiments, are used to explore certain phenomena. Students will develop important practical skills to collect data and develop their own research design. They will learn how to establish causal relationship between different social phenomena; analyze the effects of various political processes using appropriate specific research techniques they will acquire in this class.

The course will be valuable to anyone who will choose future profession in law, government, business, or community advocacy. It will be also interesting for those who seek to make better arguments and become critical consumers of mass media and political information.

**IRL4526 Comparative Foreign Policy (3 credits → 5 ECTS)**

This course centers on the foreign policies of states, and more specifically, on the various factors that produce these policies. It is not an easy task to analyze policy “outputs”. The complexity of the matrix makes clear that we cannot attribute the adoption of one foreign policy rather than another to any single factor. Clearly, the interactions between and among all the various sources of “input” makes any such analysis that much more difficult. Nevertheless, it is possible to discern patterns in policy process and the broad outlines of policy goals, and this is what will be accomplished in this course. In this task we will be aided by the use of “case studies” and foreign policy profiles of selected countries.

**IRL4527 Ethics in International Affairs (3 credits → 5 ECTS)**

The course presents students a normative approach centered on ethics for studying international affairs. The main purpose of this course is to acquaint students with the moral dilemmas that political leaders, activists and citizens have to face in a globalized world. The theoretical approach is combined with case studies in fields such as just war theory, conflict and reconciliation, humanitarian intervention and the responsibility to protect, sovereignty and social justice, and environmental and technological challenges in the international arena.

**POL/IRL3515 Political Geography (3 credits → 5 ECTS)**

This course provides an introduction to political geography, the study of the location, distribution, and interaction between political units in the world. The world political map has changed dramatically over the past century with a sharp increase in the number of states and nation-states. Today’s era of globalization heightens the need for an understanding of global political-geographic issues. This course will cover such wide-ranging topics as international conflict, relationships between states, ethnic tensions within states, globalization, the breakup of the Soviet Union, and the political geography of Central Asia.

**POL3512 Comparative Politics (3 credits → 5 ECTS)**

This is an introductory course in the field of Comparative Politics. The course will acquaint students with various paradigms in the field, while also offering practical case studies to illustrate different political orientations of nation states and regions.

**POL3534 Social and Political Theory (3 credits → 5 ECTS)**

This course provides a historical background to the development of social and political thought in European and Asian civilizations from antiquity to the present day. Readings from primary sources, such as Plato, Aristotle, Confucius, the Dhammapada, Augustine, al Farabi, ibnKhalidoun, Aquinas, Machiavelli, as well as modern thinkers from Hobbes to the post-moderns will help students to comprehend the theoretical underpinnings of research on political systems, political economy, social hierarchy and comparative civilizations.

**[PROGRAM FOUNDATION REQUIRED COURSES](#)****GEN1711/IRL1512 Fundamentals of International Relations (3 credits → 5 ECTS)**

This is an introductory course designed to acquaint students with the various theories and concepts used in the field. This course will examine and analyze the emergence and evolution of the modern world-system, its nature and characteristics as well as the emerging issues and challenges faced by the world today. The focus will be also roles and functions of states, non-state actors and institutions. The course is not only designed and developed for students in Political Science and IR but it will also fulfill the needs and interests of students from other disciplines.

**IRL2510.2 Professional Foreign Language: Strategic Communications in International Affairs (2 credits → 3 ECTS)**

The course focuses on international relations and effective communications with a special attention to international treaties, memorandums and speeches of key decision makers in international relations. In particular we will study the theoretical frameworks behind the communications in International Relations and how to employ them in order to reach the targeted audience and goals.

**IRL3517 International Institutions and Law (3 credits → 5 ECTS)**

This course is designed to introduce students to basic concepts of international organization and international law. It will focus on the history, administration, and politics of key international institutions and the machinery of international law. We will discuss and analyze how institutions and legal frameworks function in the areas of international peace and security, human rights and humanitarian relief, and environment and sustainable development.

**IRL3521 Theories of International Relations (3 credits → 5 ECTS)**

This a basic course on theories of international relations. The purpose of this course is to acquaint students with the historical evolution of the theories of IR and to focus on various theories, concepts, approaches and methodologies used in the field. Instead of focusing on any particular group of theories, this course will critically review and analyze all theories: old and new, traditional and modern. Recent theories like feminist theories, post-modernist theories, globalist theories, ecological theories will also be discussed here.

**IRL3523 International Political Economy (3 credits → 5 ECTS)**

The main objective of this course is to introduce students to the field of International Political Economy and to discuss the scope boundary and methodologies used in the study of IPE. Students will critically examine and analyze major international economic processes and institutions, such as international monetary and financial organization, globalization of production and distribution, international trade and investment, development, dependency and foreign aid.

**IRL3539 History of Diplomacy from 1648 to 1815 (3 credits → 5 ECTS)**

This is an advanced survey course on the development of modern international relations in Europe from the inception of the Westphalia System to the rise and fall of Napoleon. Special emphasis will be placed upon the role of history in shaping the modern international system.

**IRL3540 History of Diplomacy from 1815 to 1945 (3 credits → 5 ECTS)**

This course task is to give to the students the history of European affairs beginning from 1815 from the point of Europe international relations. Among the main problems of the course are: the XIX century history could be explained by “congress system”, middle class discontent that caused revolutions of 1848: Napoleon III “overthrew” the Second Republic and his regaining the Russian friendship by the Reinsurance Treaty; Bismarck unification of Germany and Polish policy of Russia in 1863, Crimean War and causes of it; Anglo-Japanese alliance of 1902 and a decade of anarchy existed in international affairs before the World War I and the settlement of 1919 that “balkanized” Central and Eastern Europe. The new “Versailles-Washington” system established in 1919-20-s led to paradoxical results – intensification of the tensions between defeated and victorious countries which finally broke a peace and led to World War II.

**IRL3541 Contemporary World History: 1945 to Present (3 credits → 5 ECTS)**

This course presents the major historical events from 1945 to the present. It starts with the end of the Second World War and covers the years of the Cold War and Decolonization up to the fall of the Soviet Union. It then considers the end of the second millennium with the fragmentation of states and the beginning of the third millennium with the emergence of new threats such as international terrorism, challenges such as environmental problems, opportunities such as technological developments, and the new distribution of power.

**IRL3544 Diplomatic and Consular Service (3 Credits → 5 ECTS)**

Prerequisites: POL2511/ GEN2701 and IRL2512

This course covers theoretical and practical problems and issues of diplomacy, organization and functioning of diplomatic and consular services in Kazakhstan. This course will also discuss and debate the process and mechanisms of foreign policy decision-making in Kazakhstan and the forms and methods of their realizations.

**IRL3545 Diplomatic Protocol and Documents (3 Credits → 5 ECTS)**

Prerequisites: POL2511/ GEN2701 and IRL2512

This course instructs students in diplomatic protocol in the context of preparing them for diplomatic service. Diplomatic privileges and immunities, the presentation of the credentials of diplomatic representatives, the protocol of diplomatic correspondence, diplomatic receptions, personal visits and conversations, international courtesy, the structure of staff protocol and the personal activity of diplomatic representation abroad will be covered. Various kinds of diplomatic documents will also be examined.

**IRL3547 Security Studies (3 credits → 5 ECTS)**

This course is designed as a foundational course for students majoring in International Relations aimed to complement their general knowledge of international issues with an understanding of the challenges of globalizing world. The course will address conceptual problems of defining the 'threat', as a key notion in Security Studies. Threats could range from the survival of individual to groups, nations, and the whole world. By investigating definitions of security as state provision of defence in realist and neorealist conceptions we will set up an analytical departure point. Then we will move towards exploring the notion of threat by 'broadening' and 'deepening' its definitions. Expanded definitions enable us to engage with the constructivist, structuralist and post-modern analytical frameworks within Security Studies.

**IRL3595 Research Design and Methodology (3 credits → 5 ECTS)**

To do research is very exciting and challenging. It can be a source of great satisfaction and fascination. Research helps to understand the world around us, including such complex spheres of our life as politics, economics, history, decision-making, and many other. Social research is an attempt to develop and refine theories that help us to make an order out the chaotic reality.

This course is designed to be an introduction to the concepts and tools necessary to conduct research both in political science and other social science disciplines. During the course we will discuss why and how certain research tools, e.g. survey, in-depth interviews, experiments, are used to explore certain phenomena. Students will develop important practical skills to collect data and develop their own research design. They will learn how to establish causal relationship between different social phenomena; analyze the effects of various political processes using appropriate specific research techniques they will acquire in this class.

The course will be valuable to anyone who will choose future profession in law, government, business, or community advocacy. It will be also interesting for those who seek to make better arguments and become critical consumers of mass media and political information.

**IRL4526 Comparative Foreign Policy (3 credits → 5 ECTS)**

This course centers on the foreign policies of states, and more specifically, on the various factors that produce these policies. It is not an easy task to analyze policy “outputs”. The complexity of the matrix makes clear that we cannot attribute the adoption of one foreign policy rather than another to any single factor. Clearly, the interactions between and among all the various sources of “input” makes any such analysis that much more difficult. Nevertheless, it is possible to discern patterns in policy process and the broad outlines of policy goals, and this is what will be accomplished in this course. In this task we will be aided by the use of “case studies” and foreign policy profiles of selected countries.

**IRL4527 Ethics in International Affairs (3 credits → 5 ECTS)**

The course presents students a normative approach centered on ethics for studying international affairs. The main purpose of this course is to acquaint students with the moral dilemmas that political leaders, activists and citizens have to face in a globalized world. The theoretical approach is combined with case studies in fields such as just war theory, conflict and reconciliation, humanitarian intervention and the responsibility to protect, sovereignty and social justice, and environmental and technological challenges in the international arena.

**POL/IRL3515 Political Geography (3 credits → 5 ECTS)**

This course provides an introduction to political geography, the study of the location, distribution, and interaction between political units in the world. The world political map has changed dramatically over the past century with a sharp increase in the number of states and nation-states. Today’s era of globalization heightens the need for an understanding of global political-geographic issues. This course will cover such wide-ranging topics as international conflict, relationships between states, ethnic tensions within states, globalization, the breakup of the Soviet Union, and the political geography of Central Asia.

**POL3512 Comparative Politics (3 credits → 5 ECTS)**

This is an introductory course in the field of Comparative Politics. The course will acquaint students with various paradigms in the field, while also offering practical case studies to illustrate different political orientations of nation states and regions.

**POL3534 Social and Political Theory (3 credits → 5 ECTS)**

This course provides a historical background to the development of social and political thought in European and Asian civilizations from antiquity to the present day. Readings from primary sources, such as Plato, Aristotle, Confucius, the Dhammapada, Augustine, al Farabi, ibnKhalidoun, Aquinas, Machiavelli, as well as modern thinkers from Hobbes to the post-moderns will help students to comprehend the theoretical underpinnings of research on political systems, political economy, social hierarchy and comparative civilizations.

**DESCRIPTION OF PROGRAM FOUNDATION ELECTIVE COURSES**

**IRL3550 United Nations: Structure and Practices (3 credits → 5 ECTS)**

This course provides an overview of the major contemporary international institution. The course will have three parts. First, it presents a review of the structure and functions of the UN in general and of specific agencies (for example, the UNHCR and UNICEF) in particular. Second, it offers a normative theoretical knowledge for interpreting the institution. Third, it reviews case studies with the help of experts involved in the field.

**IRL4519 Globalization: Current Issues (3 credits → 5 ECTS)**

The term “globalization” has quickly become one of the hottest buzzwords in the field of international relations and in the academic debate. This course will cover a wide range of distinct contemporary political, economic, and cultural trends, like liberalization, global civil society, global crisis, and the value of information technology.

**IRL/POL4534 Politics of the European Union (3 credits → 5 ECTS)**

European politics has never been so topical and exciting. With the end of the Cold War division of Europe into East and West, Europe is uniting under the umbrella of the European Union and is moving ahead with a unique experiment whereby European law supersedes national law and a single European currency is used. The purpose of this course is to offer students an informed and accessible overview of European government and politics as well as of the structure and policies of the European Union.

**GEN2600 History of Civilizations 1 (3 credits → 5 ECTS)**

The course provides a comparative analysis and overview of the cultural and political development of human society from the earlier civilization until Renaissance, providing background for the analysis and understanding of the political, legal, ideological, cultural and religious achievements of the world civilization.

**GEN2601 History of Civilizations 2 (3 credits → 5 ECTS)**

The course provides a historical analysis and overview of the cultural and political development of human societies from the Renaissance to the end of World War II. It aims to provide a general knowledge of major events in different areas of the world.

**DESCRIPTION OF PROGRAM MAJOR REQUIRED COURSES**

**IRL3520: Foreign Policy of Kazakhstan (3 credits → 5 ECTS)**

This is an advanced survey course on Kazakhstan’s foreign policy making since 1991. Special emphasis will be given to the impact of the Soviet legacy on Kazakhstan’s foreign policy and the present relationships between Kazakhstan and the West. Other topics include the Kazakhstan’s present role in the War on Terror and regional security.

**IRL4512 Multivector Diplomacy: Central Asia in Global Politics (3 credits → 5 ECTS)**

This course brings together studies of post-colonial, post-Cold War interactions between state and non-state actors. The unanticipated collapse of the USSR initiated a profound crisis in the theory of international relations. The Cold War is rapidly moving into history. The post-Cold War interregnum seems to have come to an end on September 11, 2001. What theory is out there to help us comprehend incisive change in international affairs? We

will use elements borrowed from political realism and constructivism to analyze change underway in one particular region: Central Asia. The objective of the course is to provide greater comprehension of the nature of the post-colonial 'Great Game' underway in that part of the world and to relate that game to the transformation in Central Asia.

**IRL4590 Undergraduate Seminar in International Relations (3 credits → 5 ECTS)**

This seminar course is designed to offer students an opportunity to apply their theoretical knowledge to a specific issue in international relations. Students will participate in ongoing research projects headed by individual faculty members. Topics will vary every time the course is offered, and may include issues in bilateral relations, international security, international political economy and the international legal order.

**DESCRIPTION OF PROGRAM MAJOR ELECTIVE COURSES**

**IRL3516 Terrorism and Security (3 credits → 5 ECTS)**

This course studies the origins and nature of contemporary terrorism, terrorist groups: tactics and trends on the world-wide scale starting from the ancient times to the present. It examines threats and challenges posed by the terrorist groups to state security and to the security of the international system.

**IR3524 Global Security and International Conflict Resolution (3 credits → 5 ECTS)**

Since the end of the Cold War, multiple conflicts, both global and regional in nature, have seriously undermined and threatened world security. This course will study and analyze the roots and causes of modern conflicts and their effects and implications for international peace and security in Central Asia.

**IRL3526 Domestic Politics and Foreign Policy of the USA (3 credits → 5 ECTS)**

This is an advanced course on American domestic politics and foreign policy since the birth of the Republic to the modern era. This course will focus on American government and foreign policy as a whole, but will also give special attention to present-day American foreign policy, and American-Kazakhstan relations in particular.

**IRL3527 Domestic Politics and Foreign Policy of the Russian Federation (3 credits → 5 ECTS)**

This is an advanced course on the formation and development of Russian government and foreign policy from Ancient Russia to the modern era. This course will focus on Russian foreign policy as a whole, but will put special emphasis on present-day Russian foreign policy-making, and Russia-Kazakhstan relations in particular.

**IRL3528 Domestic Politics and Foreign Policy of the People's Republic of China (3 credits → 5 ECTS)**

This is an advanced course on government and foreign policy making in China since the formation of the Chinese State to the modern era. This course will focus on Chinese foreign policy as a whole, but will also give special attention to present-day Chinese foreign relations, and in particular China-Kazakhstan relations.

**IRL3545 Diplomatic Protocol and Documents (3 credits → 5 ECTS)**

This course instructs students in diplomatic protocol in the context of preparing them for diplomatic service. Diplomatic privileges and immunities, the presentation of the credentials of diplomatic representatives, the protocol of diplomatic correspondence, diplomatic receptions, personal visits and conversations, international courtesy, the structure of staff protocol and the personal activity of diplomatic representation abroad will be covered. Various kinds of diplomatic documents will also be examined.

**IRL3546 Selected Topics in International Relations (3 credits → 5 ECTS)**

This course examines various topics of international relations. Topics vary according to the interests of students and instructors.

**IRL4521 Petro Politics (3 credits → 5 ECTS)**

This course examines the geopolitics of energy in the Caspian Sea region. The subject is a broad, complex one that is constantly shifting and evolving even as policymakers try to manage and influence affairs from day to day. The emergence of independent states in the Caspian Sea region has created a new environment of great importance to the world. The region's geopolitical position between Europe, the Persian Gulf, and Asia, and its unresolved ethnic conflicts have made it both a magnet and potential flashpoint for its neighbors, including Russia, Turkey and Iran. Also, the Caspian Sea is the energy world's latest frontier. The development of Caspian energy resources and their transportation to international markets is one of the most controversial and pressing issues in the post-Cold War era.

**IRL4525 Asian Security: Theory and Practice (3 credits → 5 ECTS)**

The main goals of the course are to give a brief introduction to the field of security studies and its current debates and to apply this theoretical knowledge to the study of Asian security at different levels of analysis: national, regional and global. The discussion of key issues in each region (Northeast Asia, Southeast Asia, South Asia and Central Asia) will be combined with the in-depth consideration of various aspects of security: military (including nuclear), political, economic, environmental and societal security.

**IRL4528 Central Asia-Russia Relations (3 credits → 5 ECTS)**

This is an advanced course on the development of relations between Russia and Central Asia from the 18th century to the present. Special emphasis will be given to the development of Central Asia-Russia relations since the collapse of the Soviet Union.

**IRL4531 Political Economy of Central Asia (3 credits → 5 ECTS)**

The course analyzes the economic development of Central Asian states starting from the Soviet legacy and going through the years of independence until possible future developments. In particular, the course will try to understand how the common past has been starting point for new and different forms of political economy adopted by different countries. Differences in natural resources, infrastructure and political decisions of different economic paths of developments will be considered in order to understand how to shape future decisions.

**IRL/POL 4540 Geopolitics and Political Economy of Natural Resources (3 credits → 5 ECTS)**



This course is devoted to geopolitical and economic aspects of countries endowed with different types of natural resources. Natural resources shape the economy and economy shapes political choices. However processes of discovery and use of natural resources have to be analysed in geographical and institutional context.

**IRL/POL4530 Middle East Politics (3 credits → 5 ECTS)**

A survey of the twentieth and twenty-first century political history of the Middle East and its regional issues, such as the Palestinian-Israeli conflict, ethnic and religious nationalism, the geopolitics of oil, the two Western wars in Iraq, and both Western and Islamic alliances. This course will also compare the governments and political ideologies of the Middle East region, focusing on social and institutional structures and development issues. Concepts and ideologies like Arabism, Islam, modernization, and the nature of states and political systems will be studied.

**IRL4531 Domestic Politics and Foreign Policy in Central Asia and the Caucasus (3 credits → 5 ECTS)**

This course focuses on the domestic politics and foreign policies of post-communist states. In particular, it will examine the transition that has taken place in the former USSR during the last two decades. Students will be required to analyze the myriad of challenges facing the post-communist sphere in the political, cultural, social and economic spheres. Special emphasis will be placed upon the international relations between the new states of Central Asia and the Caucasus and the rest of the world.

**POL4537 Society and Culture of Central Asia (3 credits → 5 ECTS)**

The course offers a theoretical background for understanding issues in the general field of political sociology and then moves on to review the similarities and differences between the social, political and cultural aspects of Central Asian states.

**POL3546 Selected Topics in Regional Studies (3 credits → 5 ECTS)**

This course examines various topics in comparative politics and regional studies. Topics vary according to the interests of students and instructors.

**[DESCRIPTION OF OTHER MAJOR REQUIREMENTS](#)**

**CSS 3001.1 Introductory Internship (Kazakhstan Parliament) (3 credits → 5 ECTS)**

The purpose of this course is to provide quality preparation for an internship at the Kazakhstan Parliament. The course covers material related to the structure and processes of the Parliament and introduces the essential foundations of representative politics.

**CSS3001.2 Introductory Internship (Kazakhstan Parliament) (3 credits → 5 ECTS)**

The internship is designed to provide the student with an experiential learning opportunity by placing the individual in the Parliament of Kazakhstan.

**CSS 3002.1 Introductory Internship (Ministry of Economics) (3 credits → 5 ECTS)**

The purpose of this course is to provide quality preparation for an internship and the Ministry of Economics. The course covers material related to the structure and processes of the Ministry and introduces the essential foundations of Economic policy.

**CSS3002.2 Introductory Internship (Ministry of Economics) (3 credits → 5 ECTS)**

The purpose of this course is to provide an internship in the Ministry of Economics. During their internship, students will have opportunity to work in one of the Ministry's departments, so as to gain a better understanding of how economic analysis is undertaken and how economic policies are developed and implemented.

**IRL4597 Professional Internship in International Relations (3 credits → 5 ECTS)**

Students will engage in a supervised internship with a consulate, NGO, private company or other agency. A program of study and activities is collaboratively designed by the students' advisor and the participating agency. In the past, departmental internships have been pursued at the Foreign Ministry, US and UK consulates, the UN, the OSCE, and the EurAsEC. Students may either extend their original internship to cover two semesters, or they may select two distinct professional internships covering one semester each.

**POL4597 Professional Internship in Comparative Politics (3 credits → 5 ECTS)**

Students will engage in a supervised internship with a consulate, NGO, private company or other agency. A program of study and activities is collaboratively designed by the students' advisor and the participating agency. In the past, departmental internships have been pursued at the OSCE, and the EurAsEC. Students may either extend their original internship to cover two semesters, or they may select two distinct professional internships covering one semester each.

**IRL4598 Thesis (4 credits → 6 ECTS)**

Students will write a thesis on a topic of their choice, in line with the international relations bachelor program, under the supervision of a qualified faculty member. For further details see the CSS Undergraduate Thesis Guidelines on the L-Drive.

**IRL4599 Exit Test (1 credit → 2 ECTS)**

Students will take an exit test that evaluates their competencies in the field of international relations.

**[GENERAL EDUCATION](#)**

General Education courses are offered by different departments. These courses are double coded: GEN indicates that they are required for all students (and refer to the intended learning outcomes of the General Education component of every program) and the second code indicates which department is offering the course.

**GEN/IRL1000 History of Kazakhstan (3 Credits → 5 ECTS)**

**Prerequisites: ENG0101 Foundation English Level C**

This course covers the history of Kazakhstan from ancient times till present. A study of national history has become one of the major factors contributing to the construction of a community of peoples, civil society and to

the promotion of patriotism. The history of Kazakhstan is seen as a unique process of development for the Kazakh people, who constitute part of the history of the Eurasian, nomadic, Turkic and steppe civilizations, which in turn constitute an integral part of global civilization. The course aims to study the main stages and specifics of key historical processes on the territory of Kazakhstan, focusing particularly on the specifics of nature and environment, and the creation of Kazakh ethnic identity and statehood. Cultural and social changes are also considered.

**GEN2500/IRL2500 Introduction to Philosophy (3 Credits → 5 ECTS)**

Prerequisites: GEN1100 and GEN1120

This is an introductory course to philosophy. Special attention will be devoted to the historical development of philosophy as well as the current state of the discipline.

**GEN2510/IRL2510 Principles of Ethics (3 Credits → 5 ECTS)**

Prerequisites: GEN1100 and GEN1120

Ethics refers to the study of what is right and wrong or good conduct in a given set of circumstances. In essence, Ethics looks at the moral values we already possess and examines how we came to our own personal worldview and outlook on life. Ethical problems exist because we have choices. Ethics presupposes the existence of morality, as well as the existence of moral people who judge right from wrong and generally act in accordance with norms they accept and to which the rest of society holds others. We will primarily focus on ethics as it relates to modern issues we face as a society within our local environment, our work place, our university and personal life.

**GEN/OPM1300 Introduction to Computers (3 Credits → 5 ECTS)**

Prerequisites: **ENG0102 Foundation English Level B**

The purpose of the course is to introduce the background of computer and information technology principles to beginners and pre-intermediate level students. The course involves uses of modern software, such as Microsoft Windows, Word, Excel, PowerPoint, Internet and E-mail programs, which are necessary for studying at KIMEP.

**GEN/OPM2301 Business Computer Applications (3 Credits → 5 ECTS)**

Prerequisites: **ENG0102 Foundation English Level B**

This course is a broad overview of the main topics in business computer applications. Students gain an understanding of computer architecture, networks, telecommunications; they learn how to apply information and knowledge systems, operations and decision support systems, spreadsheets, databases to a wide range of tasks and decision making process. The course emphasizes how organizations benefit from and use computer-based technology. The purpose of the course is to foster business thinking through available technical means.

**GEN2030.2/PAD 2030.2 Ecology and Sustainable Development (2 credits → 3 ECTS)**

Prerequisites: **ENG0102 Foundation English Level B**

This introductory science course on environmental issues is designed to fulfill the requirements of the Ministry of Education and Science of the Republic of Kazakhstan and General Education requirements for KIMEP students. The course helps to develop a better understanding of:

- How nature works in terms of basic scientific principles.
- What are the relationships between humans and the environment?
- Major environmental problems: their causes and consequences.

The acquired skills and knowledge help the students in future identify the environmental problems and to build a basis for supporting long-term and sustainable solutions for the benefit of current and future generations. Environmental applications will allow students to improve their thinking /reasoning skills by solving quantitative problems which are based on real-life environmental cases of local and global content.

GEN/PAD 2031.2 Sustainable Development: Society, Ecology and Economy

Prerequisites: **ENG0102 Foundation English Level B**

The course focuses on the understanding of the global challenge of sustainable development that encompasses interdependencies of environmental, social and economic development. The course serves as a comprehensive guide to sustainable development. It highlights the tensions and challenges between development theory, policy and practice. Students will study the current issues and debates surrounding sustainable development including environmental degradation, human impact on the use of natural resources, policy options for ensuring sustainability, challenges to local communities and economic constraints to development. The course's main goal is to demonstrate that sustainable development requires actions for change at all levels through interventions in physical, political-economic and social processes.

**GEN2700.2/PAD2700.2 Fundamentals of Sociology (2 Credits → 3 ECTS)**

Prerequisites: GEN1100 and GEN1120

This course provides students with the necessary background needed to analyze social structures and social institutions. Emphasis is placed on building sociological perspectives and a comprehensive understanding of sociology as an academic discipline. The course covers various theoretical paradigms and concepts in the field of sociology.

**GEN1701.2/POL1511.2 Fundamentals of Political Science (2 Credits → 3 ECTS)**

Prerequisites: GEN1100 and GEN1120

This is a basic survey course of the major concepts, theories and methodologies in Political Science designed to provide students with a basic foundation in the discipline. The course will focus on theoretical as well as practical applications of Political Science.

**GEN1704.2/ECN1101.2 Introduction to Economics (2 credits → 3 ECTS)**

Prerequisites: GEN1100 and GEN1120

The course develops economic concepts and illustrates them with applications from Kazakhstan and elsewhere. The course surveys both microeconomics and macroeconomics. "Micro" addresses how markets coordinate the choices of firms and individuals. "Macro" concerns the national and world economy. Macroeconomic topics include the measurement of national economic activity (Gross Domestic Product, or GDP), economic growth, the business cycle, unemployment, inflation, international trade, and the economic role of government. This course helps the student to reach General Education objectives in critical thinking and writing.

**GEN2720.2/Law 2720.2 Introduction to the Legal System of Kazakhstan (2 credits → 3 ECTS)**

Prerequisites: GEN1100 and GEN1120

This survey course provides a framework to understand the normative dimensions of the legal system of Republic of Kazakhstan. It introduces students to basic legal concepts of law and state and subsequently exposes them to fundamental principles and doctrines of Kazakhstan's legal system. The course reflects the breadth and diversity of the legal system of Kazakhstan and covers the basics of its main branches, including: Constitutional Law, Administrative Law, Financial Law, Tax Law, Labor Law, Criminal Law, Civil Law, Family Law, etc. Students who have previously taken LAW1503 Introduction to Law of Republic of Kazakhstan or GEN2720 Law in Kazakhstan may not enroll in this course. It is open to all students including those in their first year.

**GEN1040.2/PAD 1040.2 Life Security (2 credits → 3 ECTS)**

Prerequisites: none

This course teaches how people can remain safe as they interact with their environment, including a variety of emergency situations, such as earthquakes and fires. In addition, it covers the prevention of many dangerous natural and man-caused events and/or their harmful consequences.

**OTHER REQUIRED COURSES****GEN1101 Physical Education (For a Total of 8 credits → 8 ECTS)**

The undergraduate academic curriculum includes physical education courses that adhere to the current legislative standards of the Republic of Kazakhstan. Physical Education courses are compulsory and not included in the GE curriculum. Physical education (PE) emphasizes the development of physical skills; improvement in physical self-education, shaping the need for regular physical activities, and the acquisition of knowledge that contributes to a healthy lifestyle. Special arrangements have been made for students with disabilities and other health-related conditions.

**THE SCHOOL OF LAW****LAW1001 Introduction to the Legal System of Republic of Kazakhstan**

Prerequisites: None

Previously listed as GEN2720

This survey course provides a framework to understand the normative dimensions of the legal system of Republic of Kazakhstan. It introduces students to basic legal concepts of law and state and subsequently exposes them to fundamental principles and doctrines of Kazakhstan's legal system. The course reflects the breadth and diversity of the legal system of Kazakhstan and covers the basics of its main branches, including: Constitutional Law, Administrative Law, Financial Law, Tax Law, Labor Law, Criminal Law, Civil Law, Family Law, etc.

**LAW1101 Theory of State and Law**

Prerequisites: None

Previously listed as GEN1630

Theory of State and Law is a fundamental legal course that underlies the entire system of jurisprudence. This course explains the different theories of the origin of state and law and analyzes the process of mutual interaction of state and law. The course deals with various types and forms of state; the mechanism and functions of state as well as with sources, system and interpretation of law; systematization of legislation; issues of legal culture; legal liability; and law enforcement. Students also learn the main principles and characteristics of the major legal systems of the modern world (civil, common and religious law). Special attention is paid to the problems and perspectives of the formation of rule-of-law state and civil society.

**LAW1102 History of State and Law of RK (3 credits)**

Prerequisites: None

Previously listed as LAW2101

This course considers the emergence of the ancient states in the territory of Kazakhstan and then examines the development of feudal nomadic monarchies of Huns, Turks, Mongol-Kypchaks and Kazakhs. Special attention

will be paid to the major principles of the organization and activities of the Kazakh Khanate as well as the main characteristics of customary Kazakh law. Next, students learn the development of state and law in Kazakhstan when it was a part of the Russian Empire. Subsequently the legal status of Soviet Kazakhstan is examined with special emphasis placed upon the constitutions of 1926, 1937 and 1978. Finally, the course analyzes the development of state and law in independent Kazakhstan paying special attention to the process of the adoption of the Declaration of Sovereignty of October 25, 1990; Constitutional Law on Independence of December 16, 1991; the first Constitution of Kazakhstan of January 28, 1993 and the current Constitution of August 30, 1995.

### **LAW1103 History of State and Law in Foreign Countries (3 credits)**

*Prerequisites: None*

*Previously listed as LAW2102*

This course provides a historic background to the development of state and law in a number of foreign countries which had the major impact on the evolution of state and law. In so doing, the course will examine the organization of state and the system of law in ancient oriental civilizations (Egypt, Babylon, India, China) as well as in ancient Greece and Rome. Afterward the course will deal with the development of feudal state and law and will examine the experience of such countries as France, England, Byzantium and Arab Caliphate. Subsequently student will learn the development of modern state and law as they originated in Europe in the age of revolutions. In doing so, the course will analyze the development of state and law in France, Germany, England, the United States, Russia, China and Japan.

### **LAW1301 Legal Research, Reading and Writing**

*Prerequisites: None*

*Previously listed as GEN2430*

This course lays the foundation for students to conduct research, and evaluate, analyze, and apply legal material to problem tasks. Students develop written legal communication skills needed both in the LL.B. program and in the work place. The course teaches students to interpret a statute; to distinguish between material and immaterial facts; to find legal authorities relevant to legal problems; to read court opinions; to analyze a legal issue using facts and law; and to communicate legal analysis logically, clearly, and concisely, both in written and in oral presentations.

### **LAW2104 Constitutional Law of RK (3 credits)**

*Prerequisites: LAW 1101 Theory of State and Law*

*Previously listed as LAW2103*

This course introduces students to the constitutional principles of Republic of Kazakhstan. The course starts with the historic overview of the constitutional development of Kazakhstan. Then, students examine the constitutional rights and freedoms of individuals in Kazakhstan; the institutes of citizenship and referendum; the legal foundations of the activities of public associations and political parties; and electoral law. Students also will study the legal status of the supreme state organs of Kazakhstan: the President, the Parliament, the Government, the judiciary, and the Constitutional Council. Special attention is paid to the stages of the legislative process in Kazakhstan and the constitutional review. Finally, the course deals with the legal issues of the local state administration and self-governing bodies.

### **LAW2105 Administrative Law of RK (3 credits)**

*Prerequisites: LAW2104 Constitutional Law of RK*

*Previously listed as LAW2104*

This course introduces students to the body of law governing the legal issues of state administration and state service. It deals with forms and methods of the state administration and explains the system of organs of state administration. In addition students are introduced to the various legal administrative regimes and the principles of the organization of the state service. Since state administration is engaged in a variety of different spheres, the course examines a number of branches of the administrative legal structure. Furthermore, the course focuses upon legal issues of administrative liability and proceedings.

### **LAW2106 Criminal Law of RK: General Part (3 credits)**

*Prerequisites: LAW1101 Theory of State and Law*

*Previously listed as LAW2301*

This course considers in detail the principles of criminal legislation of Republic of Kazakhstan. Students will learn specific rules with respect to the operation of criminal law in time and space, the concept and various types of crimes, incomplete offences as well as general conditions for criminal responsibility. The course will also extensively review the law governing complicity in a crime and the circumstances excluding, mitigating and aggravating the criminality of acts. Subsequently the concept, types and the purposes of criminal punishment as well as the conditions of the release from criminal responsibility and punishment are examined with particular attention to the specifics of the criminal responsibility and punishment of juveniles.

### **LAW2107 Criminal Law of RK: Special Part (3 credits)**

*Prerequisites: LAW2106 Criminal Law of RK General Part*

*Previously listed as LAW2302*

Criminal Law Special Part extensively reviews individual crimes and the particular punishments applicable to each. In particular the course deals with crimes against human life and health; against freedom, honor and dignity of persons; against sexual inviolability and freedom; against the constitutional rights and freedoms and against minor persons. Special attention will be paid to crimes in the sphere of economics, crimes against property and crimes against the interests of commercial and non-commercial organizations. Subsequently the course will examine crimes against public security, order and morality; ecological crimes and crimes against traffic safety. Finally students will learn rules with respect to the crimes against the fundamentals of the constitutional system and state security; corruption crimes and other crimes against state administration; crimes against military service as well as crimes against peace and mankind's security.

#### **LAW2108 Civil Law of RK: General Part (3 credits)**

*Prerequisites: LAW1101 Theory of State and Law*

*Previously listed as LAW2201*

This course introduces students to the fundamental concepts and principles of civil legislation of the Republic of Kazakhstan. The course deals in particular with the following major issues: (1) foundations of civil law in Kazakhstan, focusing upon application and interpretation of civil legislation, the exercise of civil rights and protection of freedom of entrepreneurship; (2) the law governing persons, including natural persons (especially their legal and deed capacity as well as entrepreneurial activities) and legal entities (in particular their types and forms, issues related to their foundation documents, legal capacity, liability, reorganization, etc.); (3) the law of transactions with particular emphasis on the rules related to the execution, termination and invalidation of contracts; (4) the property law covering acquisition and protection of the right of ownership, legal issues related to immovable property, state ownership, etc.; and (5) the law of obligations, including execution of obligations, methods of securing the execution of obligations, replacing persons in obligations and responsibility for violating obligations.

#### **LAW2109 Civil Law of RK: Special Part (3 credits)**

*Prerequisites: LAW2108 Civil Law of RK General Part*

*Previously listed as LAW2203*

The course provides systematic overview of all types of individual contractual obligations provided by the Special Part of the Civil Code of Kazakhstan, obligations arising due to infliction of damage, obligations due to unsubstantiated enrichment, intellectual property rights, inheritance rights and international private law.

#### **LAW2110 Labor Law of RK (3 credits)**

*Prerequisites: LAW2108 Civil Law of RK General Part*

*Previously listed as LAW3208*

The course focuses upon legal rights and obligations of employees and employers under Kazakhstan law. Students not only learn the labor legislation, but also study related court cases, and draft employment contracts and acts of an employer. Areas to be covered include: (a) individual employment contract (including peculiarities of labor law contract against those of services contract under civil law) (b) worker's compensation law and practice; (c) mandatory employment standards (duration of vacation, working time, etc); (d) peculiarities of some employment relationships including those of minors, women, disabled, government officials, etc, (e) social partnership agreements, and collective contracts, (f) trade unions (rights and obligations of an employer and a trade union), (g) mandatory safety standards and (i) government control.

#### **LAW2202 Business Law (3 Credits)**

*Prerequisites: None*

This course familiarizes students with core notions and landmark concepts of the legal system of Republic of Kazakhstan that are likely to be encountered in future business practice. It begins with an introduction to the major legal concepts in the context of modern business and then introduces students to the basic doctrines of the business law of RK and covers its main branches, including: Law of Transactions, Property Law, Liability Law, Land Law, Labor Law, Tax Law etc.

#### **LAW2301 History of Political and Legal Studies (3 credits)**

*Prerequisites: None*

*Previously listed as GEN1603*

This course is an introduction to the history of political and legal theories from ancient times to the modern days. The main purpose of this course is to examine the origins and development of contemporary political and legal concepts such as sovereign state, division of powers, representation, legitimacy, individual rights and so forth. Students will learn the roots of government authority and the meaning of political ideals such as liberty, equality, and justice. In reviewing these concepts, this course introduces students to major political and legal thinkers, including Plato, Aristotle, Niccolo Machiavelli, Thomas Hobbes, John Locke, Jean-Jacques Rousseau, Immanuel Kant and many others. Particular attention will be paid to the historical context of thinkers and concepts and to the issue of how the theories and ideas articulated in political thought have shaped the contemporary principles of state and law.

#### **LAW2302 Philosophy of Law (3 credits)**

*Prerequisites: None*

Philosophy of law deals with essential questions about law and legal systems, such as: what exactly is "law"? How is law different from other systems of rules? What is the relationship between law and morality? What is "justice"? What is "wrong"? What are "rights"? What is the best way to interpret a legal norm? What can be achieved through law and what cannot? What punishment is appropriate to the various cases of misconduct? The course discusses these and other questions with particular regard to the contemporary international debate. Its chief aim is equipping students with stringent and sophisticated legal reasoning.

### **LAW2303 Roman Law (3 credits)**

*Prerequisites: None*

All the legal systems called "civil law systems" have a common ancestor: Roman law. In Kazakhstan or in France, in Mexico or in Germany, many of the terms, concepts, and basic rules of functioning that modern legal systems use were first developed by ancient Roman jurists. For this reason, the study of Roman law can offer important insights into the nature of modern law. Further, Roman law enabled the evolution of the so-called modern state. It was in Roman law, for example, that the distinction between public and private law first appeared; and it was in Roman law that an early form of international law emerged. The course provides a survey of the original contributions of the ancient Romans to the systematic development of law, and outlines the subsequent development of Roman law into the modern "civil law systems".

### **LAW2304 Law Enforcement Bodies (3 credits)**

*Prerequisites: None*

This course examines the structure and the activities of law enforcement bodies in Kazakhstan such as organs of internal affairs, organs of justice, organs of national security, financial police, customs bodies, etc. It also deals with the organization of the judicial power in Kazakhstan.

### **LAW3301 Contract Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW2203*

This course focuses on the law of contractual obligations covering the formation and interpretation of business transactions, legal limitations on the bargaining process, claims and defenses related to breach of contract, and remedies for breach. In addition, it explores legal peculiarities of each type of contract, i.e., purchase and sale, barter, lease, transportation, construction, bank servicing, loan, insurance, storage, and many other contracts. It develops necessary skills and competencies to draft and efficiently negotiate business contracts.

### **LAW3302 Tort Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3204*

The second part of the course focuses on civil obligations arising out of injury (damage). It introduces students to the fundamentals of tort doctrine, focusing primarily on 'injury (damage),' 'illegality,' 'causation,' and 'guilt' elements required to establish conditions for civil liability, and types of liabilities, including personal injury, products liability, and moral distress, etc. Working on skills-based exercises, students will practice analyzing and applying tort principles to factual scenarios. Finally, the course deals also with the legal issues of unjust enrichment.

### **LAW3303 Company Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3205*

The course builds on the introduction to legal entities. Students study the concept, attributes and legal capacity of legal entities as well as rules related to the creation of legal entities; organs of legal entities; branches and representations of legal entities; reorganization and liquidation of legal entities. Besides students will study in detail various forms of legal entities: business partnerships (general partnership, kommandit partnership, limited liability partnership, partnership with additional liability and joint stock company), production cooperative, state enterprise as well as non-commercial organizations. The practical component of the course consists of drafting documents relating to the creation and operation of a legal entity.

### **LAW3304 Family and Inheritance Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3209*

The social, political and economic transformations which faced Kazakhstan in the last fifteen years made an impact on family relations and thus family legislation and inheritance legislation. The first part of the course examines the basic laws governing issues such as the definition of marriage; marriage contracts; termination of marriage; marital support; marital property; debts and family business in marriage as well as matters which regard parental rights and obligations; children's rights and adoption. Cross-border cases, such as international marriages and international adoption are analyzed in the course. The second part of the course is dedicated to inheritance issues, such as the form and content of testament as well as the procedure of inheritance by law, in a case the testament is missing. During the semester the students will receive theoretical knowledge regarding

family and inheritance issues and will be offered numerous challenging cases to solve in order to develop the ability to apply these laws in practice.

### **LAW3305 Comparative Constitutional Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3105*

Comparative Law requires knowledge both of methodology and substance. Comparative scholars have elaborated a “soft science” to endow their work with common procedure, vocabulary, and legitimacy. A constitution is the fundamental legal document of any legal regime. This course introduces students to the methods of comparative scholarship, and uses constitutional documents, taken from the Republic of Kazakhstan and select foreign legal systems as objects of comparative analysis. The study of foreign constitutions is an effective method to examine the structure, norms, and function of the Kazakhstan Constitution, and is an effective method to understand how other societies have organized foundational legal document and have established the rule of recognition.

### **LAW3306 Intellectual Property Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3206*

Intellectual property is one of the most important issues of business and of common life since it involves the rights of producers as well as those of consumers, the rights of authors and of those who enjoy their creations. The course describes objects of intellectual property rights and their methods of protection as well as remedies available to the injured party. The legislative regulation of copyright, patents, trademarks, trade names, trade secrets and appellations of origin of goods are studied within the course – from the point of view of Kazakhstani legislation and in accordance with international agreements on intellectual property. In addition, students will encounter novel contractual innovations such as licenses that protect open-source ware. Together with the theoretical analysis of IP legislation the students will be offered numerous cases to solve, which involve both local and international intellectual property laws.

### **LAW3307 Land Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3401*

The course analyzes legislative regulations of relations in the sphere of management, usage and perseverance of land resources of Kazakhstan. Rights and responsibilities of state, natural persons and legal entities towards the land are described in the course as well as difference between types of land: lands reserved for agricultural use, lands of municipality, industrial lands, and protected land territories, lands of forest and water funds are to be analyzed from legislative point of view.

### **LAW3308 Environmental Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as GEN2721 Environmental Law*

Environmental protection is a matter of everyone’s concern. The first part of the course consists of an introduction to environmental studies, and provides an understanding of the scientific study of nature; the relationship between human beings and the environment; corporate social responsibility; the causes and consequences of major environmental problems; and cost/benefit analysis to evaluate possible solutions to regulation of the environment. The second part of the course focuses upon the concept, principles and tasks of the Environmental Law of Republic of Kazakhsthan, the legal mechanism of the protection of environment, the legal forms of the environmental control and the issues of the juridical liability for the violation of Kazakhstani laws regulating the use and protection of the environment. In addition, the course examines international agreements and policy goals dealing with the mitigation of the adverse effects of cross-border pollution and other environmental damage and the allocation of liability for that damage.

### **LAW3309 Animal Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3713*

Animal law is the branch of law that deals with animals. It addresses topics such as: breeding, sanitary and veterinary norms, population control, registration, trade, husbandry standards and practices, animals for human entertainment, use of animals in scientific laboratories, etc. Historically, this branch of law has been developed with an exclusive concern for human health and economic or scientific interests. More recently, however, there has emerged another perspective that is centered on the protection of animals for their own sake. An example of legislation inspired by this perspective is the one aimed at the prevention of cruelty against animals.

### **LAW3310 Customs Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3707*

As international trade has increased over the years, customs law has become increasingly more internationalized, important and complex. This course will examine and provide a basic introduction to the concepts and principles relating to both Kazakhstan and international customs law. This will include an examination of those concepts

and principles relating to tariff classification, customs valuation, rules of origin, border enforcement of intellectual property rights and regional trading arrangements.

#### **LAW3311 Private International Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4107*

Private International Law [PIL] is the study of jurisdiction and applicable law in international and trans-national legal disputes, and the recognition and enforcement of judgments. A dispute is considered international or trans-national if one or more of the constituent elements of that dispute are connected with more than one country. These elements may relate to the parties' domicile, residence, country affiliation; the location of events that gave rise to the dispute; or to the location of the dispute. Examples are: contractual disputes between citizens of different states or a property dispute between domiciliaries of one state regarding assets located in another state, or a tort resulting from conduct occurring in one state and causing injury in another state. The course focuses on private international law within three legal systems: US, EU, and the Republic of Kazakhstan, but places emphasis on domestic law.

#### **LAW3312 Public International Law (3 Credits)**

*Prerequisites: None*

*Previously listed as LAW3511*

Public international law is the system of law governing the international community, thus the aim of the course provides a framework to understand the normative dimensions of international relations. The course introduces students to the fundamental principles and doctrines of public international law as a meaningful tool for providing order to world politics and for minimizing global conflict. The course reflects the breadth and diversity of international law and covers all its main branches, including: sources; the subjects of international law; international institutions; the law of treaties; peaceful settlement of international disputes; the use of force; territory; human rights; diplomatic and consular law as well as international economic law. A problem-oriented approach to various case studies is used in both lectures and discussion sessions. Situations in the former Yugoslavia, in Africa, in Afghanistan and in Iraq may serve as case studies.

#### **LAW4401 Criminal Procedure Law of RK (3 credits)**

*Prerequisites: LAW2106 Criminal Law of RK General Part*

*Previously listed as LAW3203*

This course considers the objectives and general principles of the criminal procedure law of Republic of Kazakhstan. It will explore the issues of jurisdiction as well as operation of the criminal procedure law in time and space. Afterward students will learn specific rules with respect to the pre-trial proceedings with particular attention to matters such as the initiation of criminal case, inquiry, preliminary investigation, administrative session and preliminary hearing. Subsequently the course will examine major legal issues and will engage in simulation exercises related to the trial, such as judicial examination, judicial investigation, oral argument, content of court judgment, special proceedings, admission of guilt, justice of the peace proceedings, enhanced adversariality, presumption of innocence, appeal, cassation and supervision.

#### **LAW4402 Civil Procedure Law of RK (3 credits)**

*Prerequisites: LAW2108 Civil Law of RK General Part*

*Previously listed as LAW3207*

The civil procedure course addresses the rules, principles and forms of pleadings that govern the litigation of a civil case. The course familiarizes students with how and where a lawsuit is initiated and with the issues related to status of the parties, the jurisdiction and venue, the forms of action and pleadings. Then the course examines the pre-trial stage with particular attention to such issues as preparation of the case and the preliminary relief. Afterward the trial stage is explored with special emphasis on the elements of proof at trial, burden of proof and evidence rules as well as presumed facts and *res judicata*. The course will also examine content, form and effect of judgments; forms of appellate review and procedures; reopening judgments because of new circumstances; reopening default judgments and execution of judgments.

#### **LAW4501 Commercial Litigation in Kazakhstan (3 Credits)**

*Prerequisites: None*

The civil procedure course addresses the rules, principles and forms of pleadings that govern the litigation of a civil case in Kazakhstani courts. The course familiarizes students with how and where a lawsuit is initiated in the courts of Kazakhstan and with the issues related to status of the parties, the jurisdiction and venue, the forms of action and pleadings. Then the course examines the pre-trial stage with particular attention to such issues as preparation of the case and the preliminary relief. Afterward the trial stage is explored with special emphasis on the elements of proof at trial, burden of proof and evidence rules as well as presumed facts and *res judicata*. The course will also examine content, form and effect of judgments; forms of appellate review and procedures; reopening judgments because of new circumstances; reopening default judgments and execution of judgments. The course will have very practice oriented focus and will be instructed by practicing litigation lawyers.

#### **LAW4502 Law of the WTO (3 Credits)**

*Prerequisites: None*



*Previously listed as LAW4602*

Three institutions operate globally to improve trade relations, solve poverty and promote infrastructure investment, and maintain financial stability: the World Trade Organization, the World Bank Group, and the International Monetary Fund. This course provides an overview of each institution and its primary impact upon legal systems. The WTO is the product of the Bretton Woods Agreement following World War II. The GATT [the original name] created a multilateral trading system to reduce tariffs and non-tariff barriers to trade in an effort to make the economic interests of its members interdependent. The WTO, which was formed in 1995 and incorporates the 1948 GATT, introduced several new covered agreements and significantly the Dispute Settlement System. The course also covers the role of the major public international institutions, with the exception of the United Nations, and provides historical case studies.

### **LAW4503 Law of the European Union (3 Credits)**

*Prerequisites: None*

*Previously listed as LAW4515*

The Member States of the European Union adopted the Lisbon Treaty in December 2009. The Treaty endows the EU with legal personality, and the EU will replace the EC [European Community]. The Lisbon Treaty contains provisions virtually identical to the failed European Constitution and consists of two Treaties: The Treaty on European Union and the Treaty on the Functioning of the European Union. The Lisbon Treaty has reconstructed the architecture of the EU, its institutions, and field of competences between the Member States and Community Institutions. This course studies the new constitutional order of the EU and covers the most important substantive areas of EU law such as Free Movement of Workers, The Right of Establishment, Freedom to Provide Services, and Free Movement of Capital. These core rights developed over decades through decisions of the ECJ, Community Regulations and Directives, and supplementary concepts such as free movement of goods and EU Citizenship. The development of the EU from a Customs Union to a sui generis political structure, with its own currency, may inform developments that take place in the Customs Union formed by Russia, Kazakhstan, and Belorussia.

### **LAW4504 International Human Rights Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4211*

This course serves as a basic introduction to International Human Rights law. The course will acquaint students with every significant aspect of this critical field including its history, theory, and practice. Beginning with a focus on the historical origins, philosophical foundations and the emergence of the concept of human rights, the course will go on to cover such topics as: the United Nations human rights system, the Universal Declaration of Human Rights and United Nations Charter; the various generations of rights - including political, civil, economic, social and cultural rights - and remedies for human rights violations including the use of force and humanitarian intervention; major international and regional human rights conventions and other related legal instruments and organizations; and the mechanisms for the implementation human rights and the reporting of violations, including through the advocacy efforts of NGOs.

### **LAW4505 International Investment Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4709 International Investment Disputes*

This course deals with the international law applicable to the rights and obligations of foreign investors and States of the place where the foreign investment is made. The course will have two parts: substantive and procedural. The substantive part will study the rights and obligations of foreign investors and national States, as included in Bilateral Investment Treaties (BITs), other international instruments, as well as in customary law and which protect the investment from unlawful State actions such as expropriation without appropriate compensation or unfair and inequitable treatment. Special attention will be paid to BITs to which the Republic of Kazakhstan is party. The procedural part will deal with the different dispute resolution mechanisms between foreign investors and national States, focusing on arbitration under the Washington Convention of 1965 and the International Center for the Settlement of Investment Disputes (ICSID). This type of arbitration is particularly important in Kazakhstan, because this country relies heavily upon foreign participation in the development of its energy sector. BITs are triggered and their terms may or may not provide clarity on substantive and dispute resolution issues. Recognition and enforcement of arbitral awards issued under the different instruments will also be studied.

### **LAW4506 International Commercial Transactions Law (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4518*

This course provides an overview of the general requirements of contract from a de-nationalized perspective and focuses upon provisions allocating risk between the parties. Students shall be instructed on the most important terms of a commercial contract, whether a sale, lease, license or service as each transaction contains a set of common problems that are essential to anticipate and realize their effects. The course also covers rules governing private international transactions. The main instruments of uniformity are examined, such as the UN Convention on the International Sale of Goods (CISG). Major international Treaties and Model Laws shall be studied applying, for example to secured transactions, payment systems, assignment of receivables, and security interests in mobile equipment. Trade finance, mainly in the form of letters of credit, independent guarantees and stand-by-credits is

introduced. As well as transport law, mainly maritime, including the UNCITRAL Convention on Contracts for the International Carriage of Goods Wholly or Partly by Sea. Finally, the course studies ICSID [International Centre for Settlement of Investment Disputes], under the Convention on the Settlement of Investment Disputes between States and Nationals of other States [1965 Washington Convention].

#### **LAW4507 Law of Energy and Natural Resources (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4706*

Acknowledging the importance of energy on a global scale, and particularly to the economic development of Kazakhstan, this course introduces students to international legal principles (sovereignty, territoriality, principles of compensation, liability etc) and relevant treaties, especially the Energy Charter Treaty, that govern the interaction between states and other potential subjects of international law relevant to energy. The course explores the agreements/contracts/treaties and negotiations between states (public) and multinationals (private) in the exploration, supply of, and investment in energy resources. The course examines the role of major players in energy resources including international organizations in the energy sector, such as OPEC, the OECD, the IEA, the UN, the EU as well as NGOs. International energy investment disputes are most often resolved by arbitration as the preferred mode, with ICSID the forum of choice. International energy disputes can also be environmental and human rights disputes, litigated in international courts and national courts. While using oil, natural gas and nuclear power as examples for the course, we will look toward the future and evaluate the international legal and policy (regulatory) issues facing the development and expansion of renewable energy, such as biofuels.

#### **LAW4508 Financial Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4601*

The course introduces students to the functions, organization, structure and legal regulation of financial institutions and competitive markets. An overview of the infrastructure of the market is provided to give students the necessary background to understand the nature of financial markets and institutions in a free market economy. The course studies the legal acts establishing and governing the key public institutions with responsibility to manage financial institutions: the National Bank of Kazakhstan and the Kazakhstan Financial Services Regulator. In parallel, the law governing key private institutions that act on the market are studied. These institutions include banks [commercial, investment, and retail], investment firms, insurance companies, and organized securities and commodities markets. The course also covers very generally the global financial landscape including the Bank of International Settlements, the International Monetary Fund, and inter-governmental cooperation to control the volatility of markets.

#### **LAW4509 Tax Law of RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3520*

Tax law is one of the most important legal courses for any successful lawyer - since taxation is present in almost every aspect of professional and business life. This course introduces students to the fundamental principles of taxation both from the theoretical and practical perspective. Students will learn the importance of tax considerations for business decision making and tax planning. Specifically, students will explore the key sources of tax law in Kazakhstan - Tax Treaties, Tax Code, Transfer Pricing Legislation, relevant administrative guidance and instructions, including the most important tax returns, but will also familiarize themselves with the important case law. Students will further explore the core principles and issues in the different areas of taxation - Corporate and Personal Income Tax, Social Tax and Obligatory Social Contributions, Value Added Tax, Subsurface Use Taxation, Excise and Customs regime as well as the Special Tax Regimes. Students should also explore and distinguish between the tax evasion and tax avoidance, understand the key anti-avoidance provisions and also study the relationship of Ethics and Tax Planning. Those students who have taken LAW3520 Tax Law of Kazakhstan are ineligible for this course.

#### **LAW4510 Procuracy Supervision in RK (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4507*

Introduction to the fundamental concepts and the system of Procuracy supervision including guidelines for procuracy action; principles of organization of procuracy; state system of the procuracy Procurator General of RK and his authority and organization and the history of the system of procuracy authority.

#### **LAW4511 Advocacy in Kazakhstan and Professional Ethics of Lawyer (3 credits)**

*Prerequisites: None*

*Previously listed as LAW4503*

The course will explore Kazakhstan legislation in the area of advocacy, including licensing requirements to advocate's practice, statutory rights and responsibilities of an advocate, tribunal and law enforcement agencies during investigation, trial and appeal. In addition, the course will deal with professional ethics standards under the law of Kazakhstan and under international standards.

#### **LAW4512 Criminalistics (3 credits)**

*Prerequisites: None*

*Previously listed as LAW3304 Criminal Investigation Technique*

Criminalistics (or forensic science) is understood as the scientific study and evaluation of physical evidence in the commission of crimes and as the science dealing with the detection of crime and the apprehension of criminals. It is especially important in law enforcement where forensics is done in relation to criminal law.

#### **LAW4513 Court Expertology(3 credits)**

*Prerequisites: None*

*Previously listed as LAW3502 Forensic Inquiry*

This course is a multidisciplinary subject used for examining crime scenes and analyzing evidence to be used in prosecution of offenders in a court of law.

#### **LAW2601 Academic Internship (2 credits)**

*Prerequisites: 36 credits plus LAW2104 Constitutional Law of RK and LAW2108 Civil Law of RK General Part*

*Previously listed as LAW3707*

The academic internship provides students with the opportunity to learn how the entities that make up the legal-judicial system function. Students visit institutions such as the Parliament of RK, courts, local representative bodies, law firms and NGOs, and attend guest lectures of famous practicing lawyers, judges, legislators, government officials and heads of law firms and non-governmental organizations.

#### **LAW3602 Professional Internship (2 credits)**

*Prerequisites: Completion of at least 90 credits of courses*

*Previously listed as LAW3902 Industrial Internship*

The Professional Internship introduces students to the practice of law in a professional setting, in which they apply the knowledge and skills learned in the classroom. Students engage in a supervised internship in a law firm, consulting firm, company, non- government agency, or governmental organization. The student's advisor and the participating sponsor, together with the student, collaboratively design the program of activities and supervision.

#### **LAW4603 Pre-Diploma Internship (2 credits)**

*Prerequisites: Completion of at least 120 credits of courses*

*Previously listed as LAW4903*

The Pre-Diploma Internship is the last type of internship that is required by the state standards. It helps students to write their thesis by applying theoretical knowledge in practice.

#### **LAW4701 State Exam(s) (1 credit)**

*Prerequisites: Completion of at least 128 credits of courses*

Students are required to take the state examination. Further details on this requirement are provided under the KIMEP University regulations on this matter.

#### **LAW4702 Thesis (2 credits)**

*Prerequisites: Completion of at least 128 credits of courses*

Students are required to write a thesis on a topic that is relevant to their degree program. Students will be supervised by faculty members in the process. Further details on thesis requirements are provided under the KIMEP University regulations on this matter.

## **GRADUATE COURSE DESCRIPTION**

### **LANGUAGE CENTER**

#### **GRADUATE ENGLISH**

##### **Graduate Foundation English—Overview**

Graduate Foundation English courses are non-credit courses designed for those whose native language is other than English and whose knowledge and use of English do not meet the standards for entry into graduate program courses. The Graduate Foundation English program aims to prepare students for the use of English in their graduate discipline and the courses focus on developing four language skills (reading, writing, listening and speaking) in progressive levels of preparation. Each course consists of 600 Learning Hours, including a minimum of 10 contact hours per week and 30 hours of out of class learning hours per week.

There are three courses of Graduate Foundation English.

##### **ENG5103 Graduate Foundation English C**

*Prerequisites: None*

Graduate Foundation English C is the beginning step in the set of levels to be taken by graduate students to prepare them for entry into graduate programs. This course is for those who have learnt very little or no English in

the past. The students will learn to pronounce English words; ask, understand and respond to simple questions, directions and instructions; read and understand short adapted texts; and write sentences and short descriptive paragraphs. They will acquire knowledge of fundamental grammar structures and their functions (e.g. sentence types, tenses). They will learn to converse about casual topics, personal details, and concrete needs. The course focuses on writing and vocabulary development based on readings and listening activities. The instructional methods focus on in-class activities combined with self-study. Students will satisfy the criteria of A1 level. By the end of the course students should minimally satisfy the criteria for level A1 and optimally satisfy the criteria for lower level A2 on the Common European Framework.

#### **ENG5104 Graduate Foundation English B**

*Prerequisites: ENG5103 or placement according to English language test*

Graduate Foundation English B is for newly enrolled master's students. By the end of the course students should satisfy the criteria for level A2 on the Common European Framework. In addition to developing proficiency with reading, writing, listening and speaking, this course especially includes extensive reading and writing projects, reading and discussion of current events, and regular listening to news and fiction through an action-based approach. Students work on a number of projects that aim to develop their ability to learn English as well as general communicative competences that will enable them to use the language in various contexts and under various conditions. Study skills suited to university work are given special attention. With a pass mark in this course, students enroll in ENG 5105 Graduate Foundation English A.

#### **ENG5105 Graduate Foundation English A**

*Prerequisites: ENG5103 or placement according to English language test*

Graduate Foundation English A is the third level of English Course for newly enrolled master's students. The course focuses on developing the four skills— reading, writing, listening and speaking—through a variety of activities in which students interact with authentic material in English. The course expects students to graduate with a B1 proficiency on the European Common Framework. The course emphasizes two complementary aims: the continuous improvement of English language proficiency as well as the development of critical thinking and study skills. Academic skills including note-taking, critical analysis and critical approaches to writing will be emphasized throughout the course.

#### **Graduate English for Academic Purposes**

##### **ENG5102 English Reading and Writing 1 (0 credits)**

*Prerequisites: None*

During this course students will become familiar with a variety of strategies in order to read academic texts on various issues to complete the major tasks of the course, which are a short (four to six pages) group case study paper and a longer (eight to ten pages) individual case study paper. The work on case study papers will develop analytical skills including problem identification skills, data-handling skills, and critical thinking skills. Dealing with real-life situations described in cases, students will have to read in order to search, find, select, analyze and evaluate relevant sources, and finally write a case study paper. Working on case study papers, students will go through the stages of individual search, selection, analysis and organization of the relevant materials. While writing, students are engaged in referencing the sources, outlining, drafting, re-drafting, peer critiquing and editing.

#### **PROFESSIONALLY ORIENTED FOREIGN LANGUAGE (Graduate)**

##### **LAW5101 Professional English Language (2 credits)**

*Prerequisites: None*

This course introduces students to the methodology of reading legal text: extending from Treaties, constitutions, legislation and cases. It also provides an overview of the structure and hierarchical form of most domestic legal systems and their relation to international law and organizations. The course also covers the basic techniques of legal research, writing and analysis. Students learn to brief cases, perhaps synthesize cases from related fields, and write, legal documents as opinions memoranda or thesis related essays. The course is based on solving and analyzing legal questions taken from different disciplines.

#### **MASTER'S DEGREE**

##### **FOREIGN LANGUAGE: TWO FOREIGN LANGUAGES**

##### **TFL5101 Introduction to Linguistics (cross-listed as TEL 5101) (3 credits)**

*Prerequisites: None*

This course provides an overview to the general study of language. Introduction to Linguistics surveys linguistic theory focusing on subtopics of particular relevance to language teachers including: general phonetics, phonology, morphology, syntax, semantics, and historical-comparative linguistics. This course considers a universal grammar that governs language, and it also explores similarities and differences among languages. Other topics include language learning and the psychology of language; linguistic universals; and aspects of language in society. Topics covered will be exemplified through a variety of languages.

##### **TFL5102 Introduction to Sociolinguistics (cross-listed as TEL 5102) (3 credits)**

*Prerequisites: TEL5101*

The sociolinguistics course focuses on examining language as it is used in society and how language and society affect each other. It assumes that language is fundamental in the organization and understanding of everyday interactions, from both individual and societal perspectives. The course topics include social dialects; class, ethnic, and gender differences in speech; linguistic change; language in multinational settings; and the politics of language. The course also studies applications of sociolinguistic research methods to problems in applied linguistics and language education.

**TFL5201 Language Analysis for Language Instructors: Formal and Functional Grammars (cross-listed as TEL 5201) (3 credits)**

*Co-requisites: TEL5101*

This course is the first part of a two-course sequence. The course provides an overview of formal and functional perspectives using English language structure as the point of departure and focuses on English phonetics, phonology, morphology and syntax. The course surveys the role(s) of grammar in second/foreign language teaching, and presents strategies for introducing grammatical forms to non-native speakers.

**TFL5202 Language Analysis for Language Instructors: Grammar in Social, Cultural Contexts (cross-listed as TEL 5202) (3 credits)**

*Prerequisites: TEL5101, TEL5201*

This course is the second part of a two-course sequence. The course analyzes relations between situational contexts and grammatical choices, and refers to contemporary views about language semantics, pragmatics, and discourse structures. The course also considers implications of grammatical choices in situational contexts for foreign language instruction.

**TFL5301 Introduction to Second Language Acquisition (cross-listed as TEL 5301) (3 credits)**

*Co-requisite: TEL5101*

This course examines the process of acquiring a second or additional language. Topics include the nature of learner language, individual differences in language acquisition, the role of input and interaction, similarities and differences in L1 and L2 acquisition, instructed acquisition, and the relationship between acquisition research and second language teaching. The course also analyzes the neurolinguistic, psycholinguistic, and sociolinguistic bases of second language acquisition in childhood and adulthood.

**TFL5302 Second Language Acquisition Research (cross-listed as TEL 5302) (3 credits)**

*Prerequisites: TEL5301*

This course is an introduction to research on the language and learning processes of second-language learners. The goal of this course is to deepen students' knowledge of cognitive and linguistic approaches to second language acquisition and to analyze research according to grammatical, pragmatic, and sociolinguistic dimensions of language learning. The course surveys major perspectives on second language acquisition processes, including interlanguage theory, the Monitor Model, acculturation theory, cognitive/connectionist theory, and linguistic universals. Course work shall consist of the planning and implementation of a research project and the exchange of the results of this research through discussion, reports, and/or papers.

**TFL5401 Methods in Language Teaching (cross-listed as TEL 5401) (3 credits)**

*Prerequisites: None*

This course is an introduction to current instructional methods and approaches for teaching a second language to adults. The course focuses on theoretical perspectives, major methodological issues, and current controversies, and examines the historical and theoretical foundations in second language teaching. The course involves extensive readings, discussions, and observations of language classes, with consideration of principles for instruction in a wide range of teaching contexts. Particular attention is paid to long-term development of language teachers as decision-makers and problem-solvers.

**TFL5402a Practicum (cross-listed as TEL 5402a) (3 credits)**

*Prerequisites: TFL5401; can be taken concurrently with TFL5402b; a minimum of 18 credits in the program*

The practicum is a course in which the student demonstrates the knowledge and skills developed in the master's program. It is an observation of and practice in teaching second language to adults at the college or university level. Students are apprenticed to experienced mentor teachers in ongoing language classes, and receive detailed feedback on their teaching, including comments about the knowledge, principles, and skills required to teach second languages; performance with language curriculum and materials development; and use of student assessment. For experienced teachers, especially those who have taught for many years in ESL and multilingual settings, a research project is an option.

**TFL5402b Practicum (cross-listed as TEL 5402b) (3 credits)**

*Prerequisites: TEL5401; TFL5402b can be taken concurrently with TEL5402a; a minimum of 18 credits in the program*

The second part of the practicum is the in-class, student teaching experience, where the knowledge and skills developed in the program is applied. TEL5402b can be waived for teachers who are working full-time.

**TFL5403 Curriculum Design and Classroom Management (cross-listed as TEL 5403) (2 credits)**

*Prerequisites: None*

This course prepares and evaluates materials for teaching second language in a variety of contexts. The course focuses on learning-centered approaches to designing courses, from developing curriculum to material design.

Curricula in both second and foreign language environments will be addressed. During the course, students will design a curriculum to respond to the needs of a specific student audience through a process of needs assessment, selection, sequencing, presentation, and evaluation. Students will select, adapt, develop, and evaluate course goals and objectives, structured syllabus, course units, lesson plans, system of evaluation, and materials for one lesson.

**TFL5404 Language Evaluation and Assessment (cross-listed as TEL 5404) (3 credits)**

*Prerequisites: A minimum of 18 credits in the program*

This course introduces the principles and practice of conducting language learning evaluation within the context of adult foreign language acquisition from both theoretical and practical perspectives. The course is aimed at analysis of the goals and rationale of different types of assessments in foreign language programs, including teacher-made assessments and current standardized test instruments. Students will also gain experience in developing and critiquing assessment materials.

**TFL5501 English for Specific Purposes (cross-listed as TEL 5501)(2 credits)**

*Prerequisites: None*

This course is a critical review of literature on genres of English used in identified social contexts, such as the language used in academic journal articles or during job interviews. Students carry out their own ESP research projects, describing the way English is used in a target context.

**TFL5502 Educational Technology in Language Classrooms (cross-listed as TEL 5502) (2 credits)**

*Prerequisites: None*

This course explores the uses of computers in the foreign language classroom, including language learning through information processing software, digital technology, multimedia applications for home-oriented and educational software, and the Internet. During the course students will have hands-on experience with multimedia applications and instructional software, information processing software, and digital technology.

**TFL5503 Teaching Writing and Reading (cross-listed as TEL 5503) (2 credits)**

*Prerequisites: None*

This course examines language reading-writing theory and pedagogy focusing on adult EFL/ESL classrooms. Readings and discussions address intellectual and analytical procedures involved in writing and reading, social and political contexts within which second language writing/reading occurs, etc. Students explore second and foreign language reading and writing development and examine effective teaching by designing methods and materials for teaching reading and writing and evaluating phonological, semantic, and syntactic aspects of instruction.

**TFL5504 Teaching Listening and Speaking (cross-listed as TEL 5504) (2 credits)**

*Prerequisites: None*

The course examines foreign and second language listening/speaking theory and pedagogy in adult classrooms. It explores the process of listening and comprehension, and highlights problems faced by non-native speakers. The course also surveys the methods, techniques, and activities for teaching conversation and listening comprehension, with an examination of recently published materials. Lesson planning and effective classroom management appropriate to the needs of students are emphasized.

**TFL5506 Cross-Cultural Aspects of Language Teaching (cross-listed as TEL 5506) (2 credits)**

*Prerequisites: None*

This course defines and explores the relationship between language teaching and culture with a heavy emphasis on how to use different approaches (literature, writing, media/theatre, history) to teach culture through language courses starting with the basic question of what is culture? This course is grounded in a socio-cultural constructivist approach towards language and language learning. Students will study culture in general and learn about their own cultural influences to better understand teacher-student and student-student interactions from various cultures through and in language teaching.

**TFL5601 Research Methods and Graduate Research Writing (cross-listed as TEL 5601) (3 credits)**

*Prerequisites: TFL5302; a minimum of 18 credits in the program*

This course is designed to familiarize students with a variety of scholarly and scientific approaches and methods for research in education settings, theory development, data processing, scholarly writing, and organization of a research paper related to applied linguistics, second language acquisition, and pedagogy.

**TFL5690 Thesis I (3 credits)**

*Prerequisites: TEL5601; a minimum of 18 credits in the program*

Students register for this course and TEL5691 while they are working on and defending their master's thesis.

**TFL5691 Thesis II (3 credits)**

*Prerequisites: TEL5690 (or concurrent enrollment); a minimum of 22 credits in the program*

This is the second course for working on and defending the master's thesis.

**TFL5692 Comprehensive Examination Preparation Course (1 credit)**

*Prerequisites: Must have completed all coursework in the program except TFL 5690 and TFL 5691 (Thesis I and II).*

This course prepares students for the Kazakhstani state-issued comprehensive exam for the Foreign Language: Two Foreign Languages degree.

### **TFL5700 Seminar in Applied Linguistics (cross-listed as TEL 5700) (2 credits)**

*Prerequisites: None*

This is a special topics seminar that will focus on various contemporary issues in language acquisition and teaching. Seminar topics include (but are not limited to): bilingualism, language policy and planning, discourse analysis, program evaluation, and critical pedagogy. Seminar topics will be listed on the program website during the registration period preceding the semester.

## **BANG COLLEGE OF BUSINESS**

### **MASTER OF BUSINESS ADMINISTRATION COURSES**

#### **ACCOUNTING AREA**

#### **ACC5001 Foundations of Accounting (1.5 Credits)**

*Prerequisites: MBA Standing*

The course is aimed at those who have little or no knowledge of accounting. The course focuses on the basic theoretical framework of accounting principles considering various accounting techniques and their effect on financial statements. Students will gain an understanding of the concepts and language of accounting that can be used as an effective tool for communication, monitoring, and resource allocation. They will also gain mastery of the vocabulary and meaning of financial statements and accounting reports. Basic financial statement analysis methods are introduced.

#### **ACC5203 Financial Reporting and Management Control (3 Credits)**

*Prerequisites: ACC5001*

This course provides MBA students with an overview of different issues related to financial accounting and management control systems. It is designed to consolidate students' understanding of the IFRS standards and students' ability to utilize aspects of accounting theory to resolve major reporting issues. Through the development of a solid understanding the importance, language and techniques of accounting, students achieve important skills for preparation and analysis of financial statements for better management planning, decision making and control.

#### **ACC5206 Auditing (3 Credits)**

*Prerequisites: ACC5203*

This course covers auditing standards and procedures observed by Public Accountants in the examination of financial statements of business and other organizations; audit standards, objectives, and conceptual framework for collection of evidence and assessment of control risk; and short-form audit report and operational auditing.

#### **ACC5207 International Financial Reporting Standards (3 Credits)**

*Prerequisites: ACC5203*

Kazakhstan is moving towards using International Accounting Standards as national accounting reporting standards. This course bridges the gaps between the Kazakhstan Accounting Standards, Kazakhstan Chart of Accounts, GAAP methods and the methods used in International Financial Reporting Standards. Upon completion, the students will be prepared to conduct business in Kazakhstan using past records and current methods.

#### **ACC5209 Advanced Accounting (3 Credits)**

*Prerequisites: ACC5203*

This course develops a deeper understanding of financial accounting. Among the topics that will be addressed are: business combinations, and consolidation of subsidiaries at date of acquisition and later years, inter-corporate investments, factors affecting ownership interests, segmented and interim reporting, accounting for international activities, foreign currency transactions, translating foreign operations, and reporting foreign operations.

#### **ACC5210 Taxation in Kazakhstan (3 Credits)**

*Prerequisites: ACC5203*

This course is a survey of the tax structure including concepts and policies, which shape the law. Emphasis will be on general concepts applicable to all taxpayers and on taxation of individuals. It also covers the taxation of property transactions, accounting periods and methods, corporate formulation and income taxation, and the taxation of partnerships and corporations.

#### **ACC5211 Principles of Taxation (3 Credits)**

*Prerequisites: ACC5203*

This course will provide a survey of the tax structure including concepts and policies. Emphasis will be on both legal elements and concepts applicable to corporations and partnerships. Among the issues addressed will be taxation of manufacturing, retailing and services, and to the manner in which organizational accounting policy and strategy can shape, and in turn be shaped by taxation.

### **ACC5212 Financial Statements Analysis (3 Credits)**

*Prerequisites: ACC5203*

This course will prepare students to analyze, interpret and use financial accounting statements from management and investor perspectives. In addition to developing the practical understanding needed to analyze an organization's income statement, balance sheet and statement cash flows the course will also integrate such understanding into consideration of corporate strategy, accounting choices, budgeting and forecasting.

### **ACC5216 Professional Auditing (3 Credits)**

*Prerequisites: ACC5206*

This course extends and upgrades the knowledge obtained in Auditing to a professional level, preparing students for entry positions in the international Accounting Firms. The course is designed to enhance students' knowledge of auditing procedures, auditing standards and other standards related to attest engagements and the skills needed to apply that knowledge to auditing and other attest engagements.

### **ACC5217 Fraud Examination (3 Credits)**

*Prerequisites: ACC5206*

The course is intended to provide fundamental and practical knowledge for all students to learn about the global threat of fraud and to prepare for careers in the anti-fraud profession. The students will be able to identify and assess appropriate fraud risk factors by increasing the body of anti-fraud knowledge in the current audit environment, in which the identification of the fraud risk factors by auditors is required by law or standards and emphasized. The knowledge gained from this course, which regular auditing course do not fully cover due to limited time frame, should be instrumental for the detection and deterrence of fraud in any types of audits.

### **ACC5260 Selected Topics in Accounting (3 Credits)**

*Prerequisites: ACC5203*

The course examines particular issues in accounting at an advanced level. Topics vary according to the interests of the students and instructors.

## **BUSINESS AREA**

### **BUS5200 Business Research Methods**

*Prerequisites: MGT5200*

The course is intended to provide introduction to research theories and methodologies, overview of the philosophy and practical applications of research, literature search and research proposal writing and presentation. Students will learn how to come up with identification of research problem, development of research questions and hypotheses, writing review of existing literature on the topic, describing research methodology and project plan. The course will also emphasize the importance and limitations of theory and methodology in scientific and business research as well as the purposes of applied research, evaluation, analysis, and research ethics. Throughout their MBA studies students will design an original research project that will turn into the Master's thesis.

### **ACC/FIN/MGT/MKT5270 MBA Credit Internship Program (3 Credits)**

*Prerequisites: Completion of at least 18 credits of course work and ACC5203/FIN5202/MKT5202/MGT5201 depending on students' specialization*

Internship gives MBA students the opportunity to put into practice the knowledge acquired during their studies, get some business experience and be better prepared for their future career. Credit Internship Program can be taken after completion of 24 credit hours in the MBA program. The minimum internship period is 160 hours of job experience of managerial nature. After completion of internship, students submit an Internship Report and other required documents. Students will be assigned a faculty supervisor who will monitor internship and evaluate the Internship Report. Internship should be in the field of chosen specialization. Students have to attend at least 3 Preparatory Internship Training Sessions prior to becoming an intern. For details on Credit Internship Program, students are advised to seek information from BCB Career Services Center and/or the Director of the MBA program.

### **ACC/FIN/MGT/MKT 5275 MBA Thesis (3 Credits)**

*Prerequisites: Completion of at least 24 credits hours including ACC5203/FIN5202/MKT5202/MGT5201 depending on students' specialization and BUS5200 Business Research Methods*



MBA thesis is a practical research work, involving the analysis of a specific problem in the area of Major, evaluation of the results of the analysis, which serves as a basis for developing specific proposals and implementing the appropriate solution to the problem.

## **FINANCE AREA**

### **FIN5001 Foundations of Finance (1.5 Credits)**

*Prerequisites: MBA Standing*

This course surveys the basic concepts and tools of Financial Management. The major objectives of this course are to learn the fundamental principles of finance and to obtain a broad perspective of the area of Financial Management. Major topics include financial objectives, financial analysis and planning, financial environment, risk-return trade-off, time value of money, valuation, capital budgeting, cost of capital, capital structure, working capital basics etc. Special emphasis is given on integration of the concepts of Financial Management into a total systems approach to financial decision-making.

### **FIN5200 Managerial Economics (Micro and Macro) (3 Credits)**

*Prerequisites: MBA Standing*

This course is divided into two 7-week modules. One module develops macroeconomic concepts and models that are useful for business decisions. Emphasis is placed on Keynesian models of income and interest determination (IS-LM), and open economy models of exchange rate determination. This module is designed as a Prerequisites for International Finance. The other module develops microeconomic techniques that assist business decision-making: analysis of generalized demand relations, production and cost functions, profit maximization, competition theory, and dynamic strategies (game theory). While there is no Prerequisites, the course is designed for students with an intermediate background in economic theory.

### **FIN5202 Advanced Corporate Finance (3 Credits)**

*Prerequisites: FIN5001*

The course examines in details investment and financing decisions, and their interrelatedness. The overall goal is to obtain a comprehensive and in-depth perspective of the area of Financial Management. Major topics include financial analysis and planning, valuation, capital budgeting, capital structure, dividend policy, working capital management, mergers and acquisition, hybrid financing, bankruptcy, multinational financial management, and risk management. Special emphasis is given on integration of the concepts of financial management into a total systems approach to business decision-making.

### **FIN5204 Financial Institutions Management (3 Credits)**

*Prerequisites: FIN5202*

This course focuses on understanding of the major financial institutions and the competitive and regulatory environment in which they operate. Special emphasis is placed on the operations and financial management of institutions such as the central bank, commercial banks, investment banks, pension funds, mutual funds and insurance companies. The course covers issues related to management of liquidity, loan portfolio, and capital, as well as various forms of risks faced by intermediaries and the trade-offs required to balance portfolio risks and returns.

### **FIN5206 Investment Management (3 Credits)**

*Prerequisites: FIN5202*

This course examines the investment environment and the investment process. An investment is the current commitment of money or other resources in the expectation of reaping future benefits. The investment process involves identifying objectives and constraints, formulating and implementing strategies, and monitoring and updating the portfolio as needed. Major topics include investment alternatives, securities markets and trading mechanism, risk and return analysis, modern investment theory, valuation, analysis and management of bonds, common stocks and derivative securities, and investment performance evaluation.

### **FIN5209 International Finance (3 Credits)**

*Prerequisites: FIN5201*

This course focuses on understanding of Financial Management – in an international environment. This is achieved through comprehensive coverage of topics from the area of International Finance. Major topics include international financial environment, foreign exchange markets including currency futures, forwards, options and swaps, foreign exchange risk management, international financing and investing decisions, international working capital management, multinational capital budgeting, international portfolio diversification, etc.

### **FIN5210 Financial Derivatives (3 Credits)**

*Prerequisites: FIN5202*

This course offers an introduction to derivative markets. A derivative is an instrument whose value depends on the values of other more basic underlying variables. This course focuses on the financial derivatives. Emphasis is placed on organization and role of put and call options markets, futures and forward markets, swaps markets, and their interrelations. Major topics include arbitrage relations, valuation, hedging and speculating with derivatives, implementation of derivatives trading strategies, the perspective of corporate securities as derivatives, the functions of derivatives in securities markets, regulations and recent innovations in derivative markets.

### **FIN5211 Bank Management (3 Credits)**

*Prerequisites: FIN5202*

Provides students with tools and techniques to manage banks. Major topics include operations, mechanics, and structure of banks, performance evaluation of banks, asset-liability management, management of various kinds of risks, such as, interest rate risk, price risk and liquidity risk, fund management, bank regulations and international banking.

### **FIN5213 Credit and Market Risk Management (3 Credits)**

*Prerequisites: FIN5202*

Credit risk is one of the major risks faced by financial institutions. Market risk is the risk that asset prices will change due to adverse movements in market conditions. It includes effect of interest rate risk, foreign exchange risk, equity risk and other financial risks on the trading portfolio of the financial institution. Course deals with identification, measurement, and management of credit risk and market risk using internal and external rating systems, credit risk models, and value at risk applications. Issues of regulation and compliance are also discussed.

### **FIN5214 Risk Management and Insurance (3 Credits)**

*Prerequisites: FN5202*

The goal of risk management and insurance is to minimize the adverse consequences of variability. Students will study topics such as the general principles of risk management and insurance, factors affecting risk, operations of insurance organizations, marketing systems, underwriting, rating, and personal decision processes in selecting risk management options.

### **FIN5215 Investment Banking (3 Credits)**

*Prerequisites: FIN5202*

The course provides a study of investment banking activities, including their regulatory, institutional and market environments, with extensive reference to the global marketplace. Students will learn the analysis of the main investment banking services with emphasis on the mechanics and economics of the issuance process. Analysis of the market for new issues and appraisal of their spread and price performance will be provided. Consideration of ethical, technological and diversity issues in investment banking operations will be made.

### **FIN5260 Selected Topics in Finance (3 Credits)**

*Prerequisites: FIN5202*

The course involves study and research on contemporary issues in the area of finance at an advanced level. Topics vary according to the interests of the student and instructor. These topics may be from areas of Corporate Governance, Mergers and Acquisition, Small Business Finance and Development, Oil and Gas Project Evaluation and Management, Financial Market Structure, or from other areas of Finance.

## **INFORMATION SYSTEMS AREA**

### **IFS5001 Foundations of Information System (1.5 Credits)**

*Prerequisites: MBA Standing*

Managers and decision makers in business, industry, and government must be familiar with the use of information and its processing. This course focuses on management of information systems within the business environment. Topics include management concepts in the role and administration of information system functions in organizations; enhancement of management with computers; management of systems development; planning and analysis, design, implementation and operation of computer-based systems.

## **MANAGEMENT AREA**

### **MGT5001 Foundations of Management (1.5 Credits)**

*Prerequisites: MBA Standing*

This course deals with introductory knowledge about the role and nature of management in contemporary business. Core concept of management theory and practice in a globalized era are explained. Corporate social responsibility, planning and decision making, leadership and motivation, corporate culture, innovation, and

strategy subjects are dealt in order to give students basic background. The diverse roles of managers, developing successful organizations, large or small, are explored.

### **MGT5200 Business Communication (3 Credits)**

*Prerequisites: MBA Standing*

The course focuses on business communication skills in organizations; particularly writing concise and error-free business documents, interpersonal communication, small-group communication, and presentational speaking in a business context. These skills are almost universally identified as values critical to success in management. Issues considered include coherence, clarity, style, tone, empathy, and other basic elements in communication success. The course also develops understanding of communication theories, describes strategies for planning managerial communications and looks at how new technologies are changing the way people in business communicate, and the implications those changes have for organizations.

### **MGT5201 Organizational Behavior and Leadership Ethics (3 Credits)**

*Prerequisites: MBA Standing*

The way people interact and are led in organizations affects the quality of work life and the overall effectiveness of organizations, including the ethical culture that develops within organizations. The material in this course exposes students to some of the main themes associated with managing and ethically leading people, such as attitude, personality, values (including trust), ethical dilemmas, organization culture, human relations psychology, and the role of group behavior in organizations. This core course also includes issues associated with motivation and job satisfaction, power (abuse) and empowerment, organizational politics and corruption, teamwork, organization change, interpersonal/organizational communication, and the critical role that leadership plays in organization success in today's global business world.

### **MGT5206 Leadership and Motivation (3 Credits)**

*Prerequisites: MGT5201*

This course covers how the role of leadership and motivation influences the nature, resources, strategies, and models of complex organizations. It uses case analysis to examine process of managerial leadership, motivation, and interpersonal relationships in work groups and their influence on organizational effectiveness.

### **MGT5207 Human Resources Management (3 Credits)**

*Prerequisites: MG5201*

This course deals primarily with activities that directly affect how employees are brought into the firm and how they are treated while they are employed. These activities include selection, training and development, performance evaluation and management, reward and compensation, labor relations, working conditions, among other related issues.

### **MGT5211 International Business (3 Credits)**

*Prerequisites: Completion of 12 credits of Pre-MBA Foundation courses*

To know the patterns to do business internationally is mandatory in professional life. The course is designed to provide an overview of current international business patterns and to gain an understanding of the social systems within countries and how these systems affect the conduct of business. Students learn the major theories explaining international business transactions and the institutions influencing the activities. Students will gain an understanding of the concerns and management of international activities. The course will provide insight into the variety of ways in which international business may evolve in the future in the context of changing markets.

### **MGT5212 Decision Making (3 Credits)**

*Prerequisites: MGT5201*

This course focuses on ideas that can be used in business to understand decisions. Generally, the course examines ideas of rational choice, identity, appropriateness, and history-dependent rules. It also examines decisions made in the face of inconsistency in preferences or identities. Possibilities for decision engineering will be covered in more detail.

### **MGT5225 Hospitality Management (3 Credits)**

*Prerequisites: MBA Standing*

This course examines the philosophy and history of hospitality and the special characteristics of the industry. A broad overview of management styles, management and marketing theories and organizational structures is offered, as well as an introduction to local and international issues associated with the industry. This course examines hospitality specific issues such as yield management, services marketing, hospitality distribution channels, and service quality management strategies.

### **MGT5227 Change Management (3 Credits)**

*Prerequisites: MGT5201*

This course serves as an introduction to managing change in organizations with an emphasis on developing the students' ability to understand the necessity of change in organizations. Upon completion of the course students will be able to understand the conceptual and theoretical underpinning of change in different organizational contexts. Students will also learn how effective change management helps an organization gain competitive advantage and understand the skills needed to manage change effectively.

### **MGT5229 Competitive Advantage Strategy (3 Credits)**

*Prerequisites: MGT5201*

This course uses Porter's model of competitive advantage to understand the dynamics of the competitive environment. Drawing on case examples, the course outlines the core concepts of Porter's theory with particular reference to the importance of the Diamond model of competitive advantage. Cluster mapping methodologies are employed to understand the dynamics of competitive advantage, emphasizing the importance of corporate and government collaboration to achieve sustainable competitive advantage.

### **MGT5230 Innovation Management (3 Credits)**

*Prerequisites: MGT5201*

This course provides an essential insight into the area of innovation management. Once seen as a luxury, innovation is now a key part of the toolkit of the successful business. The class covers issues such as risk management, managing the research and development process, intellectual property management, integrating innovations into existing operation, the marketing of new products and technology transfer.

### **MGT5232 Leadership and Corporate Governance (3 Credits)**

*Prerequisites: MGT5201*

This course intends to promote understanding of corporate governance as an institutional framework providing shareholders a safe return on their investments. The participants will gain the capacity to analyze the economic background of the compensation practices and get exposed to corporate governance regulations and practices in different countries. The course provides deep involvement of students in assessing the costs and benefits of better corporate governance standards that will help making reasonable decisions to protect investors' rights.

### **MGT5233 Leadership and Organizational Design (3 Credits)**

*Prerequisites: MGT5201*

This course intends to develop basic understanding of organizational theory and enables students to apply the knowledge acquired to help organizations in solving their current problems. Students will also be equipped with critical and analytical toolkits to assess organizations' structure and its impact on the organizational effectiveness. Thus, students will understand how to design and change organizational structures to achieve superior performance and be able to analyze the organizations from the leadership and managerial viewpoint.

### **MGT5250 Strategic Management (3 Credits)**

*Prerequisites: MGT5201, ACC5203, FIN5202, MKT5202*

This course focuses on the strategy of the firm, examining issues central to its short-term and long-term competitive position. Students are placed in the role of key decision makers and asked to address questions related to the creation or retention of competitive advantage. The initial focus is on industry analysis and identifying opportunities for competitive advantage followed by recognition of firm-specific capabilities or core competencies that contribute to competitive advantage, followed by exploring ways to use those distinctive competencies to establish sustainable competitive advantage(s) in the marketplace. Students will have an opportunity to understand and apply different techniques, tools, and approaches necessary for identifying a company's key factors for success. This is a case-based course, and students will research and formulate a thorough environmental analysis and strategic plan as a requirement for this course.

### **MGT5260 Selected Topics in Management (3 Credits)**

*Prerequisites: MGT5201*

This course examines specific contemporary issues in management at an advanced level. Topics vary according to the interests of the students and the instructor.

## **MARKETING AREA**

### **MKT5001 Foundations of Marketing (1.5 Credits)**

*Prerequisites: MBA Standing*

The aim of this course is to provide students with a basic understanding of marketing principles. Analysis for marketing decisions like research, consumer and buying behavior, market structure and competitor analysis are dealt. Marketing decision making, marketing mix analysis, service marketing and global marketing issues are covered to give students insight of today's marketing environment.

**MKT5202 Advanced Marketing Management (3 Credits)**

*Prerequisites: MKT5001*

This course offers students the opportunity to broaden their understanding of marketing management with emphasize on strategy development and its implementation. Students will learn designing strategies that match corporate objectives, resources, and operating environment. Competitive market analysis, segmentation-targeting-positioning, creating sustainable competitive advantage, marketing plan, and service marketing are among the topics to be covered.

**MKT5203 Consumer Behavior and Marketing Strategy (3 Credits)**

*Prerequisites: MKT5202*

The aims of this course are to provide the student with a basic understanding of the importance and real influence of consumers on marketing strategy. The course emphasizes the practicality of behavioral sciences' theories as demonstrated by consumer behavior by examining how these concepts can be used by marketing practitioners to develop and implement effective marketing strategies.

**MKT5204 Integrated Marketing Communications (3 Credits)**

*Prerequisites: MKT5202*

The main goal of this course is to introduce students to the main concepts of marketing communications strategy. This course anticipates the needs of future marketing managers who are able to lead company's communication. By the end of this course students are able to define and develop company's marketing communications strategy based on corporate attitudes and values.

**MKT5205 Services Marketing (3 Credits)**

*Prerequisites: MKT5202*

Services' marketing introduces students to state-of-the-art research and practice in services marketing. This course emphasizes discussion of the field's most current services marketing concepts, principles, and theories. Application of services marketing concepts to actual business situations is through case analysis and outside projects.

**MKT5206 Marketing Research (3 Credits)**

*Prerequisites: MKT5202*

This course explores the use of marketing research as an aid to making marketing decisions. Specifically, this course addresses how the information used to make marketing decisions is gathered and analyzed. This course is designed for all marketers, both those who will use market research results and marketing researchers.

**MKT5210 International Marketing (3 Credits)**

*Prerequisites: MKT5202*

This course enhances the knowledge and skills gained during previous courses. The course examines companies operating in international markets, where competition is not limited to local producers offering competitive products. Students learn different models of entry into new markets and the differential application of customization versus standardization strategies.

**MKT5213 Event Marketing (3 Credits)**

*Prerequisites: MKT5202*

Event marketing requires a well-planned strategy that allows the corporate marketing partner to communicate with its target market through an event in ways that go beyond the sponsorship package. This course introduces the most effective tools for conducting every phase of a successful, integrated marketing campaign for events, from conferences and expositions to fairs and festivals. It explains the powerful forms of promotion, advertising, and public relations that are needed to attract broad attention, motivate people to attend, and achieve the desired goals of an event.

**MKT5214 Strategic Brand Management (3 Credits)**

*Prerequisites: MKT5202*

This course addresses important branding decisions faced by organizations. The objectives are: to increase the students' understanding of important issues in planning and evaluating brand strategies; to highlight appropriate theories, models, and other tools that enhance branding decisions; and to provide a forum for students to apply these principles. Particular emphasis is on understanding the customers' psychological principles, resulting in improved managerial decision-making regarding brands. The course will make these concepts relevant to most types of organization (public or private, large or small). During the course students will be introduced to the theoretical concepts of branding and brand management. Interactive learning integrates theory into practice

through case studies, analysis of video materials, and analysis of brand strategies for the company operating in Kazakhstan and its presentation.

### **MKT 5221 Tourism Marketing**

*Prerequisites: MKT5202*

This course enables the student to understand the nature of the tourism and hospitality industry. It also provides students with a strong foundation in the field of tourism marketing as well as the essential business skills to enhance this exciting field of marketing.

### **MKT5230 New Product Development**

*Prerequisites: MKT5202 Advanced Marketing Management*

This course addresses important marketing issues involved in developing new product. In the context of the course the term “new product” is related to anything new and creative including a product concept, an advertising slogan, the new design of packaging, and a new logo among others. The emphasis is placed on creative thinking without the limitation of existing methods of presenting information, especially design.

### **MKT5260 Selected Topics in Marketing (3 Credits)**

*Prerequisites: MKT5202*

This course examines specific contemporary issues in marketing at an advanced level. Topics vary according to the interests of the students and the instructor.

## **OPERATIONS MANAGEMENT AREA**

### **OPM5001 Foundation of Operations Management (1.5 Credits)**

*Prerequisites: MBA Standing*

This course describes the nature and scope of Operations Management and how it relates to other parts of the organization. The course covers such areas as P/OM integration in the organization, productivity, forecasting, total quality management, product planning, capacity planning, scheduling, production layout, project planning, world-class manufacturing, just-in-time operations, supply chain management, inventory management and other operations strategy

### **OPM5203 Logistics & Supply Chain Management (3 Credits)**

*Prerequisites: OPM5201*

This course focuses on managing resources in service and production operations environments for globalization and how the value chain and lean synchronization improves Supply Chain Management (SCM) systems. This course discusses a solid foundation in designing SCM networks, process design, capacity assessment and operations network configuration in SCM. Students will understand the applications of strategic forecasting, value chain, inventory flow, MRP, vendor selection and evaluation, purchasing and subcontracting, contract preparations, management of integrated project planning and financial analysis for global supply chain management.

### **OPM 5204 Advanced Quantitative Research Methods for Business (3 credits)**

*Prerequisite: OPM 5201*

The course aims to develop the student’s ability to apply some advanced quantitative methods for their theses research. It will cover such topics as: basics of matrix and vector algebra, multivariate normal distribution, multivariate multiple linear regression, principal components and factor analysis, simultaneous equation models, neural networks, and non-linear models created by the group method of data handling (GMDH) algorithm.

### **OPM5211 Business Time Series Forecasting**

*Prerequisite: BUS5200 Business Research Methods*

The course is devoted to advanced students who would like to refine their knowledge in applied statistics. The course consists of forecasting models and techniques, such as exponential smoothing models, ARIMA models, neural network techniques, rule-based forecasting, business forecasting. Commercial software such as SPSS and Neural Networks Package will be used for practical applications. Examples of time series forecasting related to marketing, operations, and finance are provided.

## MASTER OF ACCOUNTING AND AUDIT COURSES

### **ACC5101 Financial Accounting (3 Credits)**

*Prerequisites: Master Standing*

This course is designed to provide students with underlying principles and concepts of financial accounting with applications of financial analysis. It is intended for specialists who have been exposed to financial accounting. This course is a study of the basic objectives, principles, and procedures of financial accounting in the preparation, analysis, interpretation, communication, and reporting of basic financial statements single entities and business groups. The course is designed to cover preparation guide materials of ACCA papers F1 and F2.

### **ACC5102 Management Accounting (3 Credits)**

*Prerequisites: Master Standing*

The course makes a focus on knowledge and techniques of management accounting to help managers make better decisions. By focusing on basic concepts, analyses, uses, and procedures instead of procedures alone, management accounting is recognized as a managerial tool for business planning, strategy, controlling and monitoring performance, decision-making and implementation. The course is designed to cover preparation guide materials of ACCA paper F2.

### **ACC5104 Corporate and Business Law (3 Credits)**

*Prerequisites: Master Standing*

The course introduces students to basic legal knowledge and skills necessary to operate in Kazakhstan business environment. The course will cover the following topics: (1) KZ legal system, including the main sources of law, (2) law of obligations, (3) employment relationships, (4) business organisations; (5) securities law; and (6) corporate governance

### **ACC5105 Performance Management (3 Credits)**

*Prerequisites: ACC5101 & ACC5103*

The course introduces students to different topics of Management Accounting and, more specifically, to topics covered in preparation guide for ACCA Paper F5. The objective of the course is to build a conceptual ground for understanding of various management accounting techniques and their applications to managerial decision making. Namely, after successful completion of this course the students should be able to deal with overheads, solve problems surrounding pricing and make-or-buy decisions, prepare fixed, flexible and other types of budgets, compute and interpret different types of budget variances. Risks and uncertainties of real-life decisions are considered in relation to performance management systems and other tools used for measurement and control.

### **ACC5106 Taxation (3 Credits)**

*Prerequisites: ACC5101 & ACC5103*

At this course students will get acquainted with the operation and scope of the tax system of Kazakhstan, starting with the application of Tax Code of RK and other tax-related legal acts, tax returns, rules related to tax (de-) registration, tax control procedures and tax dispute resolution procedures. The objective of this course is to develop students' knowledge of underlying principles and major technical areas of Kazakhstani taxation (with emphasis on corporate income tax, personal income tax, value added tax and property taxes). The course also discusses the special tax regimes and the tax issues of cross-border trade (application of double tax treaties and Common Economic Space regulations in Kazakhstan). After successful completion of the course the students should be able to explain and compute tax liabilities in respect of major Kazakhstani taxes, as well as distinguish between tax evasion and tax avoidance, understand and explain the key anti-avoidance provisions and also study the relationship of Ethics and Tax Planning. This course is designed considering requirements for ACCA Paper F6.

### **ACC5107 Financial Reporting (4 Credits)**

*Prerequisites: ACC5101 & ACC5103*

This course is intended to provide students with necessary knowledge and skills to understand and apply various accounting standards and the theoretical framework in preparation of financial statements of business entities and groups. By focusing on reporting practices existing in the current business environment, this course also emphasizes accounting concepts and methods required to analyze and interpret financial statements of an entity. It covers specific areas of financial reporting including conceptual framework, regulatory framework, preparation of financial statements, business combinations, and analyzing and interpreting financial statements. The course is designed to cover preparation guide materials of ACCA paper F7.

### **ACC5108 Audit and Assurance (3 Credits)**

*Prerequisites: ACC5101 & ACC5103*

The course introduces students to various topics of Audit and, more specifically, to topics covered in preparation guide for ACCA Paper F8. Objective of the course is to develop knowledge and skills in the process of carrying out the assurance engagement and its application in the context of the relevant professional regulatory framework. Namely, after successful completion of this course the students should be able to explain the concepts of audit and assurance and the functions of audit and corporate governance, demonstrate how the auditor obtains an understanding of the entity, assesses the risk of material misstatement, and plans an audit of financial statements. The course covers how to describe and evaluate internal controls, and work and evidence required to meet the objectives of audit engagement and the application of the relevant Standards on Auditing.

### **ACC5109 Financial Management (3 Credits)**

*Prerequisites: ACC5101 & ACC5103*

This course is designed to introduce the role and purpose of financial management function within an organization. It is aimed at developing skills that would be expected from a finance manager in relation to investment financing and dividend policy decisions. The following principles and concepts of various sources of business finance, including dividend policy and how much finance can be raised from within the business, cost of capital and other factors that influence the choice of the type of capital a business will raise studied within this course. The principles underlying the valuation of business and financial assets, including the impact of cost of capital on the value of business are also considered.

### **ACC5111 Governance, Risk and Ethics (3 Credits)**

*Prerequisites: ACC5101 & ACC5103*

The course introduces students to different topics in governance, risk and ethics covered in preparation guide for ACCA Paper P1. The objective of the course is to teach students to apply relevant knowledge, skills and exercise professional judgment in carrying out the role of the accountant relating to governance, internal control, compliance and the management of risk within an organization, in the context of an overall ethical framework. On successful completion of the course, students should be able to define governance and explain its function in the effective management and control of organizations and of the resources for which they are accountable; evaluate the professional accountant's role in internal control, review and compliance; explain the role of the accountant in identifying and assessing risk; explain and evaluate the role of the accountant in controlling and mitigating risk; and demonstrate the application of professional values and judgment through an ethical framework that is in the best interests of society and the profession, in compliance with relevant professional codes, laws and regulations.

### **ACC5112 Corporate Reporting (4 Credits)**

*Prerequisites: ACC5107*

This course is intended to teach students to apply key knowledge, skills and use professional judgment in the application and evaluation of financial reports in a wide range of business contexts. It covers specific areas of corporate reporting such as professional ethics, financial reporting framework, reporting financial performance, financial reporting for groups, specialized entities, changes in regulation, appraisal of performance and position, and current developments. The course is designed to cover preparation guide materials of ACCA paper P2.

### **ACC5113 Business Analysis (4 Credits)**

*Prerequisites: ACC5107 & ACC5109*

The course is aimed at introducing students to the general conceptual framework of the company's strategy analysis, and different techniques and tools used to conduct such analysis. By completion of the course, students should be able to evaluate the current strategic position of the company, recognize external and internal factors affecting business strategy, assess a need in management change, assess alternative future strategies leading to achievement of the company's goals, discuss the ways of implementation of the chosen strategy and providing of an adequate technical support, analyze and evaluate the effectiveness and financial outcomes of the strategy implemented.

### **ACC5114 Advanced Financial Management (3 Credits)**

*Prerequisites: ACC5109*

This course is aimed at discussing further the role and responsibility of a senior executive within an organization. The course re-examines investment and financing decisions from a strategic, domestic or global perspectives. It will also help students develop financial advisory skills in business combinations and other types of alternative strategic moves of an organization.

The principles of risk management in business, business and asset valuation, the impact of new and emerging issues in financial management are considered within this course

### **ACC5115 Advanced Performance Management (3 Credits)**

*Prerequisites: ACC5105*

The course introduces students to different topics of Advanced Management Accounting and, more specifically, to topics covered in preparation guide for ACCA Paper P5. Objective of the course is to develop and deepen the understanding of specific aspects of performance management and business analysis introduced in ACCA Papers F5 and P3. Namely, after successful completion of this course the students should be able to comprehend the role



of setting strategic objectives, monitoring, and control under the pressure of macro-economic, fiscal, and other environmental external factors. Moreover, the students should be able to understand the issues relating to performance measurement systems design, apply performance measurement techniques in the context of not-for-profit organizations and multi-national businesses, assess and recognize whether a business is facing difficulties or exposed to a potential possibility of failure. All the topics are covered in relation to current developments and emerging issues that influence performance within organizations.

### **ACC5116 Advanced Taxation (3 Credits)**

*Prerequisites: ACC5106*

This course further develops the key aspects introduced in the Taxation course by expanding students' ability to apply their tax knowledge to the situations commonly experienced by individuals and businesses, including interpretation and analysis of information provided and communication of the outcomes. After successful completion of the course the students should be able to explain impact of relevant taxes on various situations and courses of actions, to determine the tax planning possibilities and apply relevant legitimate tax planning techniques, as well as to communicate professionally with the clients, tax authorities and other professionals. This course is designed considering requirements for ACCA Paper P6.

### **ACC5117 Advanced Audit and Assurance (3 Credits)**

*Prerequisites: ACC5108*

This course builds on the knowledge obtained in the course Audit and Assurance. This course covers how to apply relevant knowledge, skills, and exercise professional judgment in analysis, evaluating, concluding and reporting on the assurance engagement and other audit and assurance issues in the context of current developments. Namely, after successful completion of this course students should be able to recognize the regulatory environment and its impact on audit and assurance practice, identify and formulate the work required to meet the objectives of audit as well as non-audit assignments and apply the relevant Standards on Auditing, evaluate the results and findings of audit work performed and draft suitable reports on assignments.

## **MASTER OF FINANCE COURSES**

### **FIN5103 Financial Institutions Management (2 Credits)**

*Prerequisites: Master Standing*

The course provides an analysis of the role of private financial intermediaries in providing financial services to the public with a focus on the latest techniques of asset/liability and risk management in modern day financial institutions. Other topics include the impact of recent regulations and the breakdown of geographic barriers worldwide on the risks and opportunities to financial institutions. The impact of ethical, technological and diversity issues affecting managerial decision making in financial intermediation is also discussed.

### **FIN5105 Behavioral Finance and Market Psychology (1 Credit)**

*Prerequisites: Master Standing*

A look at the financial industry and practice within the context of behavioral theory in order to understand the psychological aspect and reactions of individuals to financial markets and economic conditions. Decades of academic research on how human behavior and psychology affect financial decisions (and thus markets) is impacting the investment profession. Learn how this new approach either supports or refutes conventional wisdom.

### **FIN5107 Economics (3 Credits)**

*Prerequisites: Master Standing*

This course introduces modern theories in economics. It will cover microeconomic and macroeconomic analyses and economics in a global context. This course provides students with a basic understanding of how markets work and of typical market-based economy from society's point of view. At the end of the course, students should be able to understand and explain the basic problems in microeconomics; demonstrate knowledge of basic microeconomic terms, concepts and models; correctly apply microeconomic terms and concepts when discussing economic issues; and appreciate the contributions, as well as the limits, of microeconomics in solving current economic problems. It also includes national income analysis; the traditional theory of income and employment; economic fluctuations; the economic role of the government; government expenditures and taxation; money and banking; economic growth; and international economics. The aim of this course is to develop students' knowledge, understanding, skills, values and attitudes for effective economic thinking that contributes to socially responsible, competent economic decision-making in a changing economy.

### **FIN5109 Theory of Finance (3 Credits)**

*Prerequisites: Master Standing*

The course engages intensive study and critical examination of modern finance theory, emphasizing the integration of firm investment and financing decisions under certainty and uncertainty, as well as, under perfect

and imperfect capital markets. Major topics may include, but are not limited to, asset pricing and valuation, capital budgeting and real options, capital structure and dividend policies, capital market efficiency, information asymmetry and agency theory, term structure of interest rates, option valuation, international parity relationships, etc. Empirical studies that have bearing on modern finance theories are also explored.

### **FIN5111 Ethical and Professional Standards (3 Credits)**

*Prerequisites: Master Standing*

This course introduces the CFA Institute Code of Ethics and Standards of Professional Conduct that will be essential for decision-making in the investment industry. Each standard presents the procedures that should be taken to resolve ethical conflicts, and recommend procedures of compliance. Students will be introduced to Global Investment Performance Standards, the CFA Institute Soft Dollar Standards and other important standards needed for professional judgment. Case studies and exercises will be used to show how these standards are applied in practice.

### **FIN5113 Financial reporting and Analysis (4 Credits)**

*Prerequisites: Master Standing*

This course aims to provide students with insights into financial reporting and analysis, which is used by companies to evaluate the performance. The course will explain the accounting principles and standards, which are used for preparation of financial statements; how these financial statements are prepared. It will start with overview of each financial statement and its role and continue with the most important items and their valuation and presentation in these statements.

### **FIN5115 Corporate Finance (3 Credits)**

*Prerequisites: Master Standing*

This is an intermediate business financial management course, combining theory and applications. The course focuses on detailed look at capital budgeting methods including financial planning and forecasting, Net Present Value and Internal Rate of Return, capital budgeting under uncertainty, cost of capital, risk and return analysis, measures of leverage, capital structure policy, dividend policy, working capital policy, corporate restructuring and interactions of investment and financing decisions. Also, in order to improve analytical and technological skills, use of financial calculator and spreadsheet models in solving financial problems will be emphasized.

### **Fin5117 Equity Analysis (3 Credits)**

*Prerequisites: Master Standing*

This course aims to provide students with insights into equity analysis and valuation. The course will cover characteristics of equity investments, security markets, indices; market organization, structure and its efficiency; uses of industry analysis; and concepts and basic tools for equity valuation.

### **FIN5119 Fixed Income (3 Credits)**

*Prerequisites: Master Standing*

This course introduces students to one of the largest segments of global financial markets – fixed-income investments. It will start with description of characteristics and types of fixed income securities, and continue with valuation of these financial instruments, risk and return for fixed-income and credit analysis.

### **FIN5121 Quantitative Methods (4 Credits)**

*Prerequisites: Master Standing*

This course introduces the basic concepts of study design, data collection, data analysis and statistical inference. Topics include an overview of observational and experimental study designs; graphical and numerical descriptive statistics; probability distributions for simple experiments and for random variables; sampling distributions, confidence intervals, and hypothesis testing for the mean and proportion in the case of one sample. The emphasis is on developing statistical reasoning skills and concepts. The objective of the course is not just to create a better understanding of statistics but to have a business perspective on the use of the statistical analysis technique as well. Students will be often asked to interpret given data analysis results from a business perspective and to consider further business implications in the analysis.

### **FIN5123 Portfolio Management (4 Credits)**

*Prerequisites: Master Standing*

This course presents new challenges in a dynamically changing financial system and deals with the exploration of investment opportunities for the investors. We will examine the foundations of modern portfolio theory, asset pricing models, the trading of securities and a framework for investment analysis of various financial instruments. The course begins with an introduction to modern portfolio theory and then turns to asset valuation based on the capital asset pricing model, arbitrage pricing theory and portfolio planning and construction

### **Fin5125 Derivatives (3 Credits)**

*Prerequisites: Master Standing*

This course presents to students derivative investments and their application for hedging different kinds of risk. This course places emphasis on market operations and the valuations of forward, futures, swaps, and options contracts and their interrelations. Major topics of trading strategies include hedging, arbitrage and speculation, and of market operations on stock index, interest rate instruments, and foreign currencies. Binomial and Black-Sholes option pricing models as well as recent innovations in derivative markets are discussed.

### **FIN5127 Alternative Investments (3 Credits)**

*Prerequisites: Master Standing*

This course introduces alternative investments and their relation to traditional investments. This course provides students the definition and classification of alternative investments, their categories, valuation, risks and opportunities.

## **MASTER OF MARKETING COURSES**

### **MKT5102 Managing Marketing (3 Credits)**

*Prerequisites: Master Standing*

In this course students will study details of marketing function within the organization. They will develop marketing plans and details of marketing activities for various members of marketing department. The course will introduce participants to critical assessment of organizational resources and capabilities needed for the implementation of marketing strategies and programs. In this module students will learn about preparation of marketing budget and related documentation.

### **MKT5104 Marketing Planning Process (3 Credits)**

*Prerequisites: Master Standing*

This course introduces students to the aspects of marketing planning process and more specifically to the topics covered in preparation for similar titled course from Chartered Institute of Marketing. Participants will learn contents of strategic and operations plans and practice their analysis and development. They will study how to conduct marketing audit and analysis of the environment. The course will also cover the aspects of segmentation, targeting and positioning. Relationship marketing issues will be discussed.

### **MKT5106 Delivering Customer Value through Marketing (3 Credits)**

*Prerequisites: Master Standing*

The course will introduce students to the development and management of brands as well as product portfolios. It will present innovative approaches to marketing value creation. Effective design of marketing mix programs to enhance marketing value will be covered. Delivery and distribution strategies to enhance customer satisfaction and retention will be discussed. Details of marketing communications strategy for attracting and retaining customers will be provided.

### **MKT5108 Project Management in Marketing (3 Credits)**

*Prerequisites: MKT5102*

Students will study project management tools and techniques. Various research projects and business cases on marketing project management will be discussed. The course will teach how to plan and develop high quality and cost effective programmes. Specific marketing techniques will be integrated by participants in the development and implementation of marketing projects.

### **MKT5110 Analysis and Decision Making in Marketing (3 Credits)**

*Prerequisites: MKT5102*

This course stresses definitions, concepts, and theories from strategic marketing perspectives of individual firms, customers and social organizations, introduction to marketing management ethics issues and problems in conjunction with other marketing and management ethical course topics. This course offers students the opportunity to broaden their understanding of marketing management by dealing with strategy development and its implementation. Students will learn how to design imaginative yet well grounded strategies that are aligned with corporate objectives, allocated resources, the operating environment and the targeted consumers. Students learn to think strategically and apply theory to real world problems. Case studies, simulated role-playing and group projects will enable the student to synthesize ideas and data as a means of formulating and executing a winning strategy to increase sales and market share.

### **MKT5112 Emerging Themes in Marketing (3 Credits)**

*Prerequisites: MKT5102*

Students will evaluate various macro-environmental factors that emerge in modern business environment. They will be able to make critical assessment of these factors for the specific industry or sector. Participants will learn

how to design contemporary marketing strategies which will benefit from opportunities arising in the environment. They will practice decision making skills as well as enhance creativity in designing marketing solutions.

### **MKT5114 Marketing Planning and Leadership (3 Credits)**

*Prerequisites: MKT5102*

Students will start from evaluation and revision corporate visions and mission. They will learn how to incorporate sustainable and relationship marketing programs in marketing activities. Participants will learn stages in strategic marketing planning process; analyze and develop operational and strategic marketing plans. Innovative marketing practices will be covered. Development and implementation of sustainable competitive advantage will be discussed.

### **MKT5116 Research Methods for Marketing (3 Credits)**

*Prerequisites: MKT5202*

This course explores the use of marketing research as an aid to making marketing decisions. Specifically, this course addresses how the information used to make marketing decisions is gathered and analyzed. This course is designed for all marketers, both those who will use market research results and marketing researchers.

### **MKT5118 Corporate Reputation: Communication and Brands (3 Credits)**

*Prerequisites: MKT5102*

In this course students will learn what is corporate reputation, how it should be managed. There will be four major components for building corporate reputation covered: corporate personality, corporate branding/ identity, corporate image and corporate communications. Participants will investigate in details the importance and types of corporate culture. They will learn specifics of corporate brands, the approaches to measurement of corporate brand value. Special attention will be devoted to learning corporate communication tools.

### **Elective Courses**

Students will take three specialized courses presented below in addition to the above-mentioned courses (which are required for Chartered Institute of Marketing Program Levels III and IV).

### **MKT5120 Digital Marketing (3 Credits)**

*Prerequisites: MKT5102*

This course is an introduction to digital marketing technologies employed by companies (Internet, CRM and Demand Generation Systems). Topics covered will include privacy and brand protection in the Internet. Special attention will be devoted to study social media types and incorporation of social networking sites, blogs and micro blogs in the marketing communications activities of the organizations. Emphasis on incorporation of digital marketing tools in current marketing activities of the company will be made.

### **MKT5122 Strategic Brand Management (3 Credits)**

*Prerequisites: MKT5102*

Strategic Brand Management is an advanced course, which explores issues relevant to deep analysis of branding strategies and tactics. Conceptual frameworks like 4D branding and Brand Resonance Pyramid for creating and growing brand will be developed by students for local and global brands. Brand identity elements will be studied and identity design practiced. Qualitative and quantitative approaches to brand valuation will be discussed. Brand extension strategies will be implemented. Modern approaches to communicate brand value will be presented.

### **MKT5124 Consumer Behavior (3 Credits)**

*Prerequisites: MKT5102*

Consumer behavior has become an integral element in strategic marketing planning. Now people use consumer behavior/demographics to differentiate new market segments; Major purpose of the course is to learn the uses of multi attribute attitude models, their three components & changing consumer attitudes through elaboration likelihood model, i.e. central cognitive processing in high knowledge/high involvement situations versus low involvement/low knowledge buying situations using peripheral cues. Consumer behavior is one of the key foundational courses for training graduate marketing majors. It provides many of the basic theories and techniques used in other marketing courses, such as service marketing or advertising/promotions.

### **MKT5126 Integrated Marketing Communications (3 Credits)**

*Prerequisites: MKT5102*

This course offers students the opportunity to broaden their understanding of marketing management by integrating advertising, promotion, social media and public relations as part of a campaign to achieving market growth. Students will learn how to design creative yet well grounded advertising campaigns that are aligned with corporate objectives, allocated resources, the operating environment and the targeted consumers. Students learn to think strategically and apply theory to real world marketing and selling of products. Case studies, simulated

role-playing, tailored individual and group projects will enable the student to synthesize ideas and data as a means of formulating and executing a winning advertising campaign.

### **MKT5128 International Marketing (3 Credits)**

*Prerequisites: MKT5102*

This course offers to students an analytic decision-oriented framework for the development and implementation of global marketing programs. Examples of global marketing practices by companies are used throughout the course. Students will learn internationalization decisions, which market to enter and market entry strategies, and finally to design a global marketing programme. Case studies will take important part of the course.

## **EXECUTIVE MBA PROGRAM: COURSE DESCRIPTIONS**

### **FOUNDATION MANAGEMENT**

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The learning under the Foundation Management provides an overview of the philosophy and practical applications of research. Students will learn the methodological processes one should take in order to produce valid and reliable data that can be used in decision making in both professional and personal life. Through the learning of processes students will be able to better critique and analyze secondary data, understand what constitutes empirical data, and know how to conduct an independent study that will produce the results students need.

### **EBA5290 Research Methodology and Writing, 5 ECTS, 3 KIMEP credits**

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This module is designed to familiarize students with the thesis procedures and guidelines, and explain them the research process and research methodologies in more details, including an overview of the philosophy and practical applications of research. Students will learn the methodological processes one should take in order to produce valid and reliable data that can be used in decision making in both professional and personal life. Through the learning of the processes students will be better able to critique and analyze secondary data, understand what constitutes empirical data, and know how to conduct an independent study that will produce the results students need. The module will also emphasize the importance and limitations of theory and methodology in scientific research as well as the purposes of applied research, evaluation, analysis, and research ethics. Throughout their Executive MBA studies students will design the original research project that will turn into the Master's thesis. This module also serves to meet the MES requirement of Professional Foreign Language (Business English).

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Explain, in both theoretical and practical terms, why research is important and different from the "street-smart" approach;
- Design independently and administer study;
- Differentiate between the qualitative and quantitative research and the pros and cons attached to each;
- Develop research plans that produce valid and reliable results;
- Analyze and critique secondary and primary data and produce final report.

### **EBA5254 Organizational Behavior and Development, 5 ECTS, 3 KIMEP credits**

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This module examines management and leadership tasks associated with the effective design of an organization to achieve strategic objectives. Emphasis is placed on creating alignment among people, culture, structure and reward systems of an organization to assure high performance. The module considers international best practices in management and HR techniques and compares with practices prevalent in Kazakhstan today. This module also examines the role of the leader in the organization and facilitates the development of fundamental leadership skills such as self-awareness, strategic thinking, creating a motivating environment, empowerment and delegation, managing change and team processing in modern organizations. The module will also explore the emergence of corporate ethics in the business/work environment, its impact on the role of the leader and how it can be applied in Central Asia. This module also serves to meet the MES requirement of Psychology.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Analyze and synthesize business theories, markets, and reporting practices in organizational development;
- Apply organizational development theories and best practices;
- Assess culture and change management in organizations;
- Evaluate strategic management and critical thinking in organizations; manage data; apply systems theory and design to organizations;
- Communicate effectively;
- Analyze ethical and legal responsibilities in organizations and society;
- Identify creative solutions to organizational and managerial problems and issues.

## **CORE MANAGEMENT CONCEPTS**

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Core Management Concepts examine and analyze market behavior and real consumer actions; the principles of economics, accounting and finance are reviewed. The core concepts also help executive students developing their management skills to understand and utilize economic and financial information relevant to business in domestic and multinational decision-making.

### **EBA5231 Applied Managerial Economics, 3.5 ECTS, 2 KIMEP credits**

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This module examines market behavior and focuses on actions of real consumers. The module analyzes how market behavior impacts on production, competition, monopolies and oligopolies. The principles of macroeconomics and microeconomics are reviewed. The module also provides students with the ability to understand and utilize economic information relevant to managerial decision-making in domestic and multinational companies based in Kazakhstan.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Use a simple circular flow model and the national accounts, i.e. components of Gross Domestic Product (GDP) to identify how and why economics factors can contribute to an organization's success or failure;
- Analyze the role of interest rates in determining components of GDP, with particular attention on the "investment function;"
- Determine the role of interest rates in determining the demand and supply of "money;" the resulting IS-LM model demonstrates the relationship between interest rates and "real" economy output;
- Analyze how "fiscal" and "monetary" policies will affect the model, which allows predicting patterns of interest rate changes; and also – develop strategies, based on such forecasting, to increase money supply under the conditions of volatility on financial and commodity markets.

### **EBA5206 Accounting and Finance: Theory and Applications, 6 ECTS, 4 KIMEP credits**

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This module surveys the basic concepts and tools of Accounting and Finance.

- *Finance part:* Provides an overview of main concepts and issues of the modern financial systems including financial markets and financial institutions. Theoretical grounds for such concepts as time value of money, bond and stock valuation, net present value and investments valuation will be discussed along with the emphasis on practical skills of problem-solving by students. This learning module will also lay background for the future advanced courses/modules in finance area.

- *Accounting part:* Focuses to establish understanding of the underlying principles by making it possible to account for business/financial transactions in numeric sense. Students will become familiar with financial statements, and learn how not only to construct but also to interpret different financial statements. Importance of financial reporting and analyses will be emphasized during both lecture and practical case studies.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Identify and synthesize the main concepts and issues of the modern financial systems including financial markets and financial institutions;

- Evaluate theoretical grounds for such concepts as time value of money, bond and stock valuation, net present value and investments valuation will be discussed along with the emphasis on practical skills of problem solving by students;
- Analyze the underlying principles making it possible to account for business/financial transactions in numeric sense;
- Analyze financial statements;
- Analyze and interpret different types of financial statements.

## LEADERSHIP DEVELOPMENT

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Managers and decision makers in business, industry and government are learning to become familiar with the leadership and ethics, as well as use of information, its processing and analysis. The purpose of *Leadership* at the graduate level is preparing middle and senior management to understand different leadership theories, to maximize efficiency of their preferred style of leadership and to differentiate leadership applications. *Business Intelligence* aims to support better decision making and basically refers to the computer-based techniques used in identifying, extracting and analyzing business data for strategic decision makers.

### **EBA5257 Leadership and Ethics, 5 ECTS, 3 KIMEP credits**

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This module prepares senior and middle managers to understand different leadership theories, which demonstrate the most effective leadership styles, to distinguish leadership methods and to apply various leadership styles. Students will have the opportunity to practice and further develop their leadership styles as well as to identify and form strategies for dealing with conflicting leadership styles. Ethics part of the module will emphasize the individual as a decision-maker and focus upon the ethical issues and dilemmas facing managers in most business organizations. The specific objectives of this learning module are to raise students' general awareness of ethical dilemmas at work, to place ethical issues within a management context subject to analysis and decision-making action, and to enhance and improve the ability of students to reason toward a satisfactory resolution of an ethical dilemma.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Describe a number of management theories and distinguish between them;
- Articulate what leadership is and what good leaders do;
- Discriminate between individual, team and organizational leadership roles and activities;
- Apply several key theories of motivation and to address organizational and managerial issues;
- Identify organizational, personal, cultural issues that impact on Ethics as leaders;
- Recognize cultural differences that leaders must accommodate in order to lead culturally diverse work teams;
- Identify contemporary challenges facing leaders and some potential strategies to manage these challenges;
- Apply critical thinking and problem solving skills to the analysis and resolution of leadership problems and Ethics in studies.

### **EBA5281 Business Intelligence Applications, 5 ECTS, 3 KIMEP credits**

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Module introduces the essentials of Information Technology and Management Information Systems (IT/MIS) for executive learners, explores the effects of IT/MIS on modern organizations, and how it can help them reach a competitive position in a rapidly changing business environment.

This learning module is designed to study how to use technologies, processes and applications to analyze information and business processes as well as how to collect, analyze and utilize information with a focus on strategic competitiveness. Executive learners also discuss the conceptual and practical aspects of presenting, manipulating, processing and visualizing large amount of data needed for strategic decisions.

This module examines management, organizational and technological issues regarding information systems technology through miscellaneous problems that today's management face, such as: business intelligence, information management, knowledge management, planning, decision making and

communications. Several concepts, case-studies and examples will explore new technical and managerial developments, including innovation, creativity and executive-level implications.

**Intended learning outcomes:**

After successful completion of this module, learners will be able to:

- Define IT/MIS-related key concepts;
- Analyze and write a short critique of an element of the IT/MIS literature in the area of his/her interest;
- Create a clearly stated problem statement; demonstrate and document the problem solving process;
- Evaluate contemporary issues in IT/MIS and their impact on IT/MIS problems in an organizational setting;
- Make a presentation, written or verbal business reports that demonstrate their capacity of critical thinking, and working as a team.

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## DECISION MAKING

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Studies review classical methodologies and techniques for different types of the decision making including financial, management and economic decisions. Control systems are also covered with emphasis on the new management practices. *Decision making* is an essential leadership skill, thus the following courses/modules will enhance students' ability to understand how to make timely, well-considered decisions, empowering and increasing the learner's ability to lead a team to success.

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### EBA5221 Management Control Systems, 5 ECTS, 3 KIMEP credits

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The objective of this module is to provide the participants with a thorough understanding of the management control structure and processes in firms, specifically in the implementation of control instruments in organizations. The accounting and financial control systems are also discussed, as a part of the overall control system, with emphasis on the financial information and feedback of organizational performances, as well as human behavior aspects of management control.

**Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Identify and analyze the basic terminology, tools and techniques of financial accounting and the impact of those tools and techniques on financial statements;
- Identify different types of accounting statements;
- Prepare and explain financial statements, as well as to demonstrate problem solving skills through different types of accounting cases and problems;
- Apply financial accounting tools and techniques in decision-making processes;
- Enumerate underlying concepts, techniques, analyses and methods by which the accounting functions support management decision-making.

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### EBA5216 Financing and Investment Decision Making, 5 ECTS, 3 KIMEP credits

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This module examines financing and investment decisions, and their interrelations in detail. The overall goal is to obtain a comprehensive and in-depth perspective of the area of Financial Management. Special emphasis is given on integration of the concepts of financial management into a total systems approach to business decision-making. Major topics include financial analysis and planning, valuation, capital budgeting, capital structure, dividend policy, working capital management, mergers and acquisition, hybrid financing, bankruptcy, multinational financial management, and risk management.

**Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Analyze the foundational theories of Corporate Finance related to financing and investment decisions;
- Analyze the business reports and evaluate the financing and investment decisions of the organization;
- Synthesize current investment decision-making methodologies of the organization.



## **GLOBAL PERSPECTIVES**

Studies enhance the individual's ability to understand his or her condition in the community and the world, and improve the ability to make effective judgments, including the study of nations, cultures, and civilizations and their impact upon business interactions throughout the world with a focus on understanding how these are all interconnected and how they change, and on the individual's responsibility in this process. Executive learners are also provided with a realistic perspective on world issues, problems and prospects, and an awareness of the relationships between an individual's enlightened self-interest and the concerns of an organization as a whole.

### **EBA5273 Global Logistics and Supply Chain Management, 3.5 ECTS, 2 KIMEP credits**

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Module focuses on managing resources in service and production operations environments for globalization and outsourcing for competitive advantage from a strategic viewpoint. The program participants will learn how the value chain and lean synchronization improve supply-chain management (SCM) design. The module builds a solid foundation in designing SCM networks, process design, capacity assessment and operations network configuration in SCM. The role of location and distribution networks, customer handling, order fulfillment and service quality design in SCM are identified. Participants will understand the applications of strategic forecasting, inventory flow, material requirements planning (MRP), vendor selection and evaluation, purchasing and subcontracting, contract preparations, management of integrated project planning and financial analysis for global strategy formulation.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Analyze the relationship between operations and a competitive advantage in the marketplace;
- Identify the issues related to designing and managing operations and the techniques used for that identification;
- Develop techniques to analyze their quantitative reasoning ability.

### **EBA5242 Strategic Marketing, 3.5 ECTS, 2 KIMEP credits**

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Strategic marketing, as a process of creating market-driven strategies, contributes to the further refinement of students' abilities and skills, development of core strategy and competitive positioning. The students will learn to develop and implement effective marketing strategies including the identification of target markets and creation of competitive advantage.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Analyze the key concepts in strategic marketing and assess their relative importance;
- Analyze external environment and impact on organization's marketing competitiveness;
- Identify and synthesize the tactical marketing methodologies for implementation within the workplace;
- Identify and apply the elements of marketing strategies at different product life cycle stages within the organization.

### **EBA5255 Global Business, Innovation and Risk Management, 3.5 ECTS, 2 KIMEP credits**

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This module introduces the student to the "real world" of international business and covers the theory and practice of international business since the political transformations in the world in the 1980s/1990s. The areas covered are globalization, country factors, global trade and investment, global monetary system, regional economic integration (Americas, Europe, Asia Pacific and others), strategy and organization, joint ventures and strategic alliances, international business operations such as export and import management, global manufacturing, global marketing, global human resource management, international accounting and financial management and their implications for business. Case studies of international, multinational and global enterprises and practical managerial applications in Kazakhstan and neighboring CIS countries are part of the course/module.

This learning module also provides comprehensive analyses and insights in risk management performed by corporations and financial institutions. Module will focus on case studies and discussions in order to study the fundamentals of financial risk management. It covers techniques to identify, measure, and manage financial risk, as modern financial markets and regulation require.

Specifically, discussion topics will include the development of value-at-risk and stress-testing, the management of exchange rate risk, interest rate risk, credit risk, liquidity risk, operation risk and integrated risk. The module also studies risk management applications of forwards and futures, option strategies, swap strategies, as well as credit derivatives and learn the pros and cons of many derivative securities. Students will be exposed to various risk management issues in today's marketplace.

### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Identify the current trend of globalization;
- Analyze current and classic theories for trade and internationalization of firms;
- Identify the global influences of multinational bodies (IMF, World Bank, WTO);
- Identify and evaluate trends in regional economic integration;
- Evaluate the impact of government intervention on business;
- Identify and analyze the international monetary and exchange rate systems;
- Identify appropriate global strategy and organizational options;
- Assess the firms' tactics methodologies to enter and operate in the international markets;
- Identify and analyze challenges in international marketing;
- Identify and synthesize strategic approach and applicability of the risk management;
- Identify and apply strategies implications for managing: market risk, credit risk, and liquidity risk;
- Analyze and assess operational and integrated risks.

### **INTEGRATIVE CONCEPTS**

The studies cover executive management decisions and actions for formulating and implementing short and long-term plans, which determine organizational performance; role of the top-management decision making in establishing the firm's mission; strategic analysis of alternative actions; evaluation of external and internal environmental conditions, industry characteristics and organizational capabilities in determining the strategy for the firm in the 21st century. Different business disciplines are integrated for the purpose of developing the student's strategic decision-making skills. The focus is on the (complex) case studies, strategic thinking, project management, use of quality to improve performance and assignments related to the top-management development.

### **EBA5251 Strategic Management and Business Policy, 5 ECTS, 3 KIMEP credits**

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The module is aimed at students developing the appropriate conceptual framework for approaching the main management decisions connected with the strategy. The study of strategic management emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weaknesses.

Internship is 0 (zero) ECTS as it is included in the Strategic Management and Business Policy learning module. Learning assessment (in the strategic plan format) documents portfolio of students' practical experience, which serves as the basis of the internship requirement by MES.

### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Analyze methodologies of strategic management process;
- Formulate and implement of corporate, business, and functional strategies;
- Identify and evaluate the principle driving forces that will shape the future of international competition;
- Analyze and evaluate corporate governance issues pertinent to an organization;
- Analyze and formulate tactical decisions in business-level strategy;
- Synthesize, select and justify an appropriate business strategy, and use it in strategic audit of a company.

### **EBA5292 Executive MBA Thesis, 5 ECTS, 3 KIMEP credits**

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Completion and defense of the Executive MBA Thesis – so-called *Integrated Business Research Project (IBRP)* – is an integral part of this module. Under the supervision of his/her academic adviser or full-time faculty, the program participant completes an individual research project in an area of interest, which may include domestic or international business applicable to Kazakhstan and/or CIS countries. The research proposal for IBRP should be submitted to the supervising BCB Executive MBA Core Faculty – an adviser specializing in the area relevant to thesis topic. The research work may also include theoretical and practical (applied) aspects, conclusions and recommendations.

Executive MBA Thesis consists of the following two parts:

#### **Part I: Strategic Audit of an Organization**

Preferably, a company of current employment; however, it may be a company of past employment, or another organization.

#### **Part II: Research Projecting an Area of Interest:**

Business Studies Areas: (i) Accounting; (ii) Finance; (iii) Management; (iv) Marketing; (v) Information Systems; (vi) Operations Management and/or any other relevant area of Business Studies.

#### **Learning outcomes**

The primary purpose of the thesis work is:

- To enhance and apply the body of knowledge acquired by a student during studies on the Executive MBA Program;
- To share this knowledge with interested parties in the society;
- To transfer the acquired knowledge to the workplace;

These purposes are accomplished through an in-depth investigation of a particular business issue and dissemination of the findings.

### **OGM5201 Energy Policy, 5 ECTS, 3 KIMEP credits**

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This module uses as its central theme the "colors" of the petroleum industry. For example, the industry's financial impact on the global economy is based on the idea that the color of oil is green (the color of money). A technical chapter on exploration and production is based on the idea that the color of oil is black. A chapter on the regional impact on the oil industry begins with the idea that the color of oil is red, white and blue (Russia) and light blue and gold of Kazakhstan.

### **OGM5202 Environment, 5 ECTS, 3 KIMEP credits**

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This module focuses on the environmental issues and management approaches associated with oil and gas exploration and production operations and defines the global framework for environmental management (regulatory and corporate approach) through reference to information developed by the United Nations Environment Program (UNEP) and a range of NGOs. It covers two sectors of the industry: 'upstream' (exploration and production) and 'downstream' (refining and processing of crude oil and gas products, distribution and marketing) and comprises the following key topics:

- Management Systems
- Leadership and commitment
- Policy and strategic objectives
- Organization, resources and documentation
- Evaluation and risk management
- Planning
- Implementation and monitoring
- Audit and review

It then covers operational practices and procedures such as the environmental protection measures implemented on-site and investigates the operational considerations associated with:

- Pollution prevention and cleaner production
- Waste treatment and disposal techniques
- Oil spill contingency planning

- Decommissioning and rehabilitation
- Environmentally sensitive areas

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#### **OGM5203 Petroleum Economics, 5 ECTS, 3 KIMEP credits**

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The petroleum industry is arguably the most influential and important industry in the world. This module offers a comprehensive introduction to the economics of oil and natural gas extraction and production along with a detailed discussion of pricing, taxing, and markets of these most valuable commodities. The optimization of the time profile of revenues from individual fields is discussed along with the development of oil pricing, tax systems, and oil and natural gas regulation. This module will be of great value to petroleum engineers, students in business and economics, policy makers, and anyone else interested in the future of petroleum production.

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#### **OGM5210 Oil and Gas Business and Markets, 5 ECTS, 3 KIMEP credits**

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Despite its size and importance, a surprising lack of basic knowledge exists about the oil and gas industry. This course help readers with technical backgrounds better understand the business of oil and gas. It describes and analyzes the global oil and gas industry, oil and gas markets, focusing on its strategic, financial, and business aspects and addressing a wide range of topics organized around the oil and gas industry value chain, starting with exploration and ending with products sold to consumers

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#### **OGM5260 Selected Topics in Oil and Gas, 5 ECTS, 3 KIMEP credits**

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This module examines specific contemporary issues in O&G at an advanced level. Topics vary according to the interests of the students and the instructor.

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#### **ELD5201 Leading Change and Innovation, 5 ECTS, 3 KIMEP credits**

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This module offers a conceptual model for understanding how organizations move from short - term performance improvements to sustained, organization - wide effective improvements. Key elements critical to successful transformation will be identified and a transformational change model proposed, drawing on practical and specific practice examples for applying the elements and model.

Learning methods include reflective writing, threaded discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Build an organizational capability and personal capacity for innovation and creativity to advance all aspects of transactional, transformational change, and requisite transformative learning;
- Identify pitfalls and key elements in making successful organizational transformations;
- Analyze various change models and identify commonalities and differences;
- Identify critical elements to garner organizational support and exert influence for advocacy of system - wide transformational change initiatives;
- Understand the need for developing metrics and creating processes to mitigate and manage risks related to change efforts;
- Discuss steps critical to analyzing change processes and for building momentum to enlist stakeholder involvement.

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#### **ELD5202 Managing Organizational and Business Processes, 5 ECTS, 3 KIMEP credits**

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General principles of modeling. Methods for modeling organizational and business process for information applications development. Approaches to evaluating models based on their accuracy and usefulness.

The module introduces a number of contemporary methods for framing and modeling organizational and business processes for a variety of purposes, including information applications development. Among those methods are UML, data and logic requirements modeling, and system dynamics simulation modeling.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Use UML for modeling basic organizational and business processes;
- Identify feedback dynamics in phenomena encountered in organizational and business settings;
- Develop cause-and-effect diagrams of problems for identifying major feedback loops, and simple models that can be simulated for analysis of organizational and managerial processes and problems;
- Analyze a systemic problem that may impair the sustainable operation of an organization, and develop strategies to solve the problem by making use of modeling and simulation.

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#### **ELD5203 Leadership Workshops, 5 ECTS, 3 KIMEP credits**

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Workshops may take a form of the live seminars and webinars. In this course students will become familiar with different ways of exercising leadership, their own strengths and weaknesses, and how they can best work with others in a leadership context. They will learn and apply leadership skills in a hands-on practical way that encourages them to challenge their own beliefs and assumptions about what constitutes leadership. This course offers a comprehensive review of contemporary issues and perspectives on leadership, including multi-disciplinary and systems-oriented approaches as well as classic theory, moving to the examination of evolving contemporary beliefs. The emphasis is on application of concepts in actual leadership settings and situations.

Topics include development of leadership theories, personal assessment and development, values and ethics, motivation, power, followership, group dynamics, multiculturalism in leadership, conflict resolution, performance excellence, and the change process. Through a process of readings, self-discovery, group observations, and case studies, the student will identify, observe, analyze, and apply new leadership behaviors. This course is based on the premise that each student will face a variety of leadership challenges in life. How these challenges are met, whether as a formal leader or a member of a team, can have a significant impact on an organization and on one's career. Learning more about leadership will help every student meet their leadership challenges.

The methodology followed by this course will be one of knowledge acquisition, practice, and reflection.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Improve and address learners' skills in key areas of leadership, including change and innovation, reflection, collaboration, communication, conflict, and multi-cultural awareness;
- Apply leadership theory in relevant real world contexts.

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#### **ELD5260 Selected Topics in Leadership, 5 ECTS, 3 KIMEP credits**

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This module examines specific contemporary issues in Leadership & Organizational Development at an advanced level. Topics vary according to the interests of the students and the instructor.

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#### **GLM5201 Logistics & Supply Chain Management, 5 ECTS, 3 KIMEP credits**

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This module reviews how organizations can gain sustainable competitive advantage in global marketplace by efficient and effective management of supply chain and distribution chains. Methods and techniques to model supply chain strategy, supply chain route analyses, supply chain outsourcing and partnering, JIT management philosophy, inventory management and material requirement planning, warehouse operations, logistics system design, reverse logistics, information systems for logistics, and enterprise resource planning (ERP) are integrated. It also looks at the relevance of modern supply chain logistics in Kazakhstan and concepts of the course will be illustrated and integrated with the particular issues facing local industries.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Explain logistics/supply chain terms. Solve transportation problems using knowledge of world geography and the transportation system;
- Explain the elements of logistics systems: demand management, inventory management, transportation management, packaging and material handling and distribution and warehouse management;

- Explain about organizing, analyzing, and controlling logistics systems;
- Analyze the relationship between operations and a competitive advantage in the marketplace;
- Identify the issues related to designing and managing operations and the techniques used for that identification;
- Develop techniques to analyze their quantitative reasoning ability.

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#### **GLM5202 Transportation Logistics, 1.5 ECTS, 2.5 KIMEP credits**

Transport is one of the main component factors taken into account when determining the final price of a product. The transportation economics and management module has three primary areas of emphasis: (1) application of demand, cost, and pricing principles to transportation; (2) the operating, service and financial characteristics of the various modes and types of transportation; and (3) managerial issues in transportation.

The discipline of “Transportation Logistics” examines material, related financial and information flows. Relevance of discipline is determined by considerable potential opportunities for increasing the efficiency of production systems offered by the use of logistic approach.

##### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Understand general principles of transportation logistics management that is based on the appliance of advanced equipment and technology;
- Use theoretical foundations studied discipline in production environments;
- Create logistics technology of goods delivery;
- Take decisions on the choice of the carrier and mode of transportation;
- Conduct a comparative economic assessment of cargo delivery system.

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#### **GLM5203 Warehouse Logistics, 1.5 ECTS, 2.5 KIMEP credits**

The warehouse is the corner stone of the supply chain operation. It ensures the proper flow of goods from suppliers to end customers and guarantees the availability of stock to satisfy demand. Traditionally considered as the storage of goods for profit, warehousing has evolved over the years in a way that modern warehouses now fulfill multiple roles within the overall supply chain. This module also reviews in detail the different operations performed inside the warehouse.

##### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Analyze how managing materials flow effectively improves warehousing activities and the impact of JIT systems on logistics;
- Analyze a variety of plant layouts and locations for contemporary, customer-focused warehousing facilities as part of a total logistics network;
- Apply learned methodologies to the analysis of various logistical systems and practical supply chain scenarios and case studies;
- Highlight and explain supply chain technologies for warehousing management and customer service focused systems;
- Focus on relevant warehouse measurements for distribution operations that underscore plant performance, customer service and cost optimization.

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#### **GLM5204 Inventory Management, 1.5 ECTS, 2.5 KIMEP credits**

This module covers the fundamental principles of inventory control. Inventory management measurements and techniques will be explained. The financial importance of inventory management and control and its relationship to company financial statements will be reviewed. Students will learn the role of inventory control management in supporting the supply chain process, issues in inventory control with known and unknown demand, materials requirement planning, just-in-time, pull control systems, operations scheduling, dispatching and aggregate planning, and the basic dynamics of production and inventory control.

##### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Learn the fundamental principles of inventory control. Understand inventory classifications;

- Explain the importance of accurate inventory records and how they can be maintained. Calculate inventory turnover using both the average method and point-in-time;
- Understand the evolution of MRP and MRPII. Perform calculations of order point, EOQ's and MRP;
- Explain internal vs. external lead time. Understand the principle of cumulative lead time. Learn what inventory carry cost includes;
- Explain how to avoid accumulating excess and obsolete inventory;
- Understand how inventory control fits in the logistics organization;
- Learn how to use physical inventories and cycle counting.

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#### **GLM5205 Customs and Duties, 1.5 ECTS, 2.5 KIMEP credits**

The purpose of discipline «Customs Law and Customhouse" is to study international and domestic experience on determination of customs commodity costs, regulatory base for customs valuation for Kazakhstani customs purposes. Moreover, as part of the study it is necessary to consider monetary policy and exchange regulation in Kazakhstan, its monetary system and foreign exchange market, to show the purpose and the principal directions of foreign exchange control, the role and importance of the customs authorities in such processes.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Develop structure of the customs service, its role in ensuring economic security of the foreign economic sphere and prospects of development of the service;
- Discuss principles of the movement of goods and vehicles across the customs border of the Republic of Kazakhstan;
- Know initial knowledge of customs clearance technologies and customs control;
- understand the role of customs in the management of the national economy;
- Know the rights, duties and responsibilities of customs broker, carrier and the declarant;
- Know the order of goods declaration;
- Use a system of knowledge according to customs statistics when doing calculations on export-import operations;
- Calculate customs duties and taxes.

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#### **GLM5206 Logistics Information Systems, 1.5 ECTS, 2.5 KIMEP credits**

Logistics is concerned with the management of the flow of goods and services from firms to consumers. The design of a high-performance logistics network (supply chain) depends decisively on the information available to the different parties. The available information technology, together with the incentives for the sharing of information within and across firm boundaries, is of key importance for the analysis and optimization of supply chains. This subject provides students with the ability to understand the theory, principles, and applications of logistics information systems (LISs); describe the concepts of operations research for solving logistics optimisation problems; identify the relationship between data warehousing and online analytical processing (OLAP) in logistics operations; apply artificial intelligence techniques for distribution planning and logistics operation improvement.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- demonstrate their understanding of LISs and how such systems can be used in existing work situations to identify how the dispersed operations of a supply chain network can be configured;
- examine the concepts of data preprocessing and OLAP in logistics operations;
- apply the concepts of operations research to physical distribution planning and logistics operation improvement;
- select appropriate LISs to achieve logistics intelligence

#### **GLM5260 Selected Topics in**

**Global Logistics & Supply Chain Management, 5 ECTS, 3 KIMEP credits**

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This module examines specific contemporary issues in Global Logistics & Supply Chain Management at an advanced level. Topics vary according to the interests of the students and the instructor.

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### **CGN5201 Corporate Governance, 5 ECTS, 3 KIMEP credits**

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This is a comprehensive and in-depth Corporate Governance course/module, combining theory and applications. The students will be introduced to Corporate Governance practices in different countries. The course/module provides deep involvement of students in assessing the costs and benefits of better corporate governance standards that will help making reasonable decisions to protect investors' rights. The course/module will also explore the emergence of corporate ethics in the business environment, its impact on the role of the leader and how it can be applied in Central Asia. The OECD Principles of Corporate Governance will be reviewed. This course/module will present the unique situations in the Kazakhstan corporate governance environment. Potential or existing directors are expected to understand elementary accounting (International Standards) and the fundamentals of Risk Management. The class will analyze the corporate governance structure of Kazakhstani companies that are listed on the London Stock Exchange (LSE) and see how these companies have evolved their governance to abide by the listing requirements of the LSE. Case studies will be discussed throughout the course/module.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Demonstrate an understanding of how the principles of corporate governance can be applied to different types of organization across the private, public and not-for-profit sectors;
- Critically evaluate the extent to which their own organizations demonstrate characteristics of good and effective corporate governance;
- Promote the value of embedding best practice governance policies and procedures into the culture of an organization;
- Identify the practical operational benefits that should result from the application of the principles of good governance;
- Take a more active and informed role in supporting the management of the organizations with which they are associated;
- Discuss the role of corporate governance codes and evaluate their usefulness in achieving better corporate governance practices;
- Comprehend the importance of having organization to be registered on the exchange stock market;
- Assess relationship between the quality of corporate governance and capital formation.

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### **CGN5202 Organizational Design, 5 ECTS, 3 KIMEP credits**

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This course/module intends to develop basic understanding of organizational theory and enables students to apply the knowledge acquired to help organizations in solving their current problems. Students will also be equipped with critical and analytical toolkits to assess organizations' structure and its impact on the organizational effectiveness. Thus, students will understand how to design and change organizational structures to achieve superior performance and be able to analyze the organizations from the leadership and managerial viewpoint.

#### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Identify the role of organizational culture, structure and process in shaping corporate decision making, accountability, controls and behavior;
- Analyze how organizational systems influence performance, including both the performance of individual firms and the allocation of capital within a country;
- Analyze the organizations from the leadership and managerial point of view.

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### **CGN5203 Corporate Law, 5 ECTS, 3 KIMEP credits**

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This course/module brings many positive functions in the development of legal relationships of joint stock companies. These include improvement of relationships between shareholders, minimization of conflict situations, increase of legal literacy level, and also formation of mental and ethical



fundamentals of entrepreneurship. Maintenance of these laws will help further development of corporations as subject of entrepreneurial relationships.

### **Intended learning outcomes**

After successful completion of this module, learners will be able to:

- Outline and discuss the key legal, political and economic features of the major corporate governance systems found around the world;
- Evaluate theories of the firm, and explain how they are relevant to the diverse range of ownership structures that exist in reality;
- Address such practical questions, as how should the board of directors and executive teams be composed; how should executives and board of directors be remunerated given the legal, political and economic framework in the country; how do CEOs decide about the mix of debt and equity finance and how does the mix affect their discretion and control over cash flow;
- Assess why systematic failure of corporate governance can lead to failure of confidence that could spread from individual firms to entire markets or economies.

## **DOCTOR OF BUSINESS ADMINISTRATION COURSES**

### **CORE COURSES**

#### **BUS6201 Modern Problems of the Economy (3 credit hours)**

*Prerequisites: None*

This course provides an overview of the current status of Kazakhstan's economy and explores future opportunities and challenges. Topics include unique issues encountered in establishing a market economy in Kazakhstan, analysis of current business environment in Kazakhstan, role and relative importance of Kazakhstan in the world economic system, prospects and problems of Kazakhstan's accession into the WTO, analysis of experience of developed countries with a market economy and comparison with the economy of Kazakhstan, globalization and the economic development of the Republic of Kazakhstan, tendencies and trends of development of international business and their reflection in the economy of Kazakhstan, role of various institutions in business development in the RK, role of information, tele-video-communication technologies, advertisement public relations and industrial innovation in Kazakhstan's business industry and role of Kazakh businesses in providing employment to the population.

#### **BUS6301 Qualitative Research Methods (3 credit hours)**

*Prerequisites: None*

The concept of rank and methods of solving systems of linear equations will be considered. The course will give also main concepts of the probability (some often used discrete and continuous models), and univariate statistics (random variables, samples, central limit theorem, point and interval estimators including MLE and GMM, parametrical and non-parametrical hypotheses testing, ANOVA, ANCOVA, and regression analysis).

#### **BUS 6302 Quantitative Research Methods (3 credit hours)**

*Prerequisites: none*

The course gives important concepts of matrix algebra (Eigen-values, Eigen-vectors, spectral decomposition, square-root matrix, etc.), multivariate normal distribution (parameters estimation, hypotheses testing, MANOVA, MANCOVA, etc.), multiple multivariate linear regression, logistic regression, principal components and factor analyses, canonical correlation analysis, discriminant analysis and clustering.

#### **BUS 6303 Econometrics (3 credit hours)**

*Prerequisites: BUS 6302 Quantitative Research Methods*

This course is designed to build a solid background in econometric theory and its applications to economic and business problems. It provides the necessary background to perform empirical studies by focusing on conceptual skills in basic and multivariate linear regression models, simultaneous equation systems, stationary and non-stationary time series analysis, panel data analysis, and policy evaluations.

#### **MGT6304 Strategic Management and Competitiveness Analysis (3 credit hours)**

*Prerequisites: BUS6201 Modern Problems of the Economy*

Students will explore current academic research in strategic management and global competitiveness of business organizations. This course examines the standard models of mission, vision, policies, procedures, resources, competencies, capabilities, control, and evaluation of organizational strategies, and their impact on organizational performance. For competitiveness analysis, it will look into industrial clustering and competitiveness, the competitive and comparative advantages of nations, social capital, the diamond theory, the network theories, social structures and capabilities of markets, and international competitiveness from a global perspective.

#### **MGT6309 International Business Strategies**

*Prerequisites: BUS6201 Modern Problems of the Economy*

This course examines the theories as well as empirical evidence on the patterns of doing business internationally, which is mandatory in professional life. The course engages intensive study and critical examination of current international business patterns and the social systems within countries and how these systems affect the conduct of business. Students learn the major theories explaining international business transactions and the institutions influencing the activities. Students will gain an understanding of the concerns and management of international activities. The course will provide insight into the variety of ways in which international business may evolve in the future in the context of changing markets.

#### **SPECIALIZATION AREA: ACCOUNTING**

##### **ACC6301 Accounting Research (3 credit hours)**

*Prerequisites: None*

This course discusses the nature of scientific theories and the development of modern accounting theory as it relates to accepted theories in economics and finance. This course introduces students to major areas of accounting research and research methods. During this course, students develop substantial skills in absorbing and critically evaluating contemporary accounting research.

##### **ACC6302 Accounting Related Capital Markets Research (3 credit hours)**

*Prerequisites: ACC 6301 Accounting Research*

This course focuses on research evaluating the usefulness of accounting information for valuing equities securities. The course builds a foundation for conducting accounting related capital market research.

##### **ACC6303 Management Accounting Research (3 credit hours)**

*Prerequisites: ACC 6301 Accounting Research*

This course focuses on theoretical foundations and empirical testing of current management accounting issues.

##### **ACC6304 Judgment and Decision Making in Accounting (3 credit hours)**

*Prerequisites: ACC 6301 Accounting Research*

This course introduces the major areas of inquiry in judgment and behavioral decision making research in accounting. The course focuses on major theoretical and methodological issues and assesses the practical implications of the research.

##### **ACC6306 Auditing**

*Prerequisites: ACC 6301 Accounting Research*

This course examines the theories as well as empirical evidence on auditing. It covers auditing standards, theories and procedures observed by Public Accountants in the examination of financial statements of business and other organizations; audit standards, objectives, and conceptual framework for collection of evidence and assessment of control risk; and short-form audit report and operational auditing.

##### **ACC6307 Taxation**

*Prerequisites: ACC 6301 Accounting Research*

This course examines the theories as well as empirical evidence on taxation, tax structure including concepts and policies. Emphasis will be on both legal elements and concepts applicable to corporations and partnerships. Among the issues addressed will be taxation of manufacturing, retailing and services, and to the manner in which organizational accounting policy and strategy can shape, and in turn be shaped by taxation.

#### **SPECIALIZATION AREA: FINANCE**

##### **FIN6301 Theory of Finance (3 credit hours)**

*Prerequisites: None*

The course engages intensive study and critical examination of modern finance theory, emphasizing the integration of firm investment and financing decisions under certainty and uncertainty, as well as, under perfect and imperfect capital markets. Major topics may include, but are not limited to, asset pricing and valuation, capital budgeting and real options, capital structure and dividend policies, capital market efficiency, information asymmetry and agency theory, term structure of interest rates, option valuation, international parity relationships, etc. Empirical studies that have bearing on modern finance theories are also explored.

##### **FIN6302 Research in Finance (3 credit hours)**

*Prerequisites: BUS 6301 Qualitative Research Methods + BUS6302 Qualitative Research Methods + FIN 6301 Theory of Finance*

In this course, students acquire knowledge and research skills necessary to conduct original and applied financial researches. Students will master empirical and analytical research skills in the studies such as financial information and capital market behavior, problem of information asymmetry in financial markets, pricing and valuation of assets and claims, financial decision making of firms and financial intermediaries, and other wide spectrum of empirical testing and development of theoretical models using advanced econometric tools and statistical methods.

##### **FIN6303 Corporate Finance (3 credit hours)**

*Prerequisites: FIN 6302 Research in Finance*

The course focuses on intensive review and study of theories and practices of corporate financial policies and strategies. Areas of study include complex capital budgeting under certainty and uncertainty, valuation of projects and firms, capital structure and cost of capital, dividend policy and stock repurchases, corporate risk management, mergers, acquisitions and corporate restructuring, working capital management, corporate governance and control, agency conflicts, information asymmetry, etc. Case study may be utilized to examine, analyze, and integrate corporation decision-making. Also, theoretical and empirical literature on corporate finance issues will be reviewed.

### **FIN6304 Financial Markets and Institutions (3 credit hours)**

*Prerequisites: FIN 6302 Research in Finance*

The course focuses on intensive review and study of the financial environment, including securities, markets, and institutions. Emphasis is on interest rate determinants, fixed income, equity and derivative securities, and the operations and management of all types of financial intermediaries. Theoretical and empirical literature on models and behavior of financial intermediaries, structure and regulation, interest rate theories, financial markets, and the impact of macroeconomic policies and procedures on financial markets and institutions are explored. Regulatory structure over capital markets and institutions, market developmental issues, market microstructure issues, creation of capital market infrastructure, and impact of globalization and technological development are also discussed.

### **FIN6307 Investment Management (3 credit hours)**

*Prerequisites: FIN 6302 Research in Finance*

This course examines the theories as well as empirical evidence on investment environment and the investment process. An investment is the current commitment of money or other resources in the expectation of reaping future benefits. The investment process involves identifying objectives and constraints, formulating and implementing strategies, and monitoring and updating the portfolio as needed. Major topics include investment alternatives, securities markets and trading mechanism, risk and return analysis, modern investment theory, valuation, analysis and management of bonds, common stocks and derivative securities, and investment performance evaluation.

### **FIN6308 Financial Derivatives (3 credit hours)**

*Prerequisites: FIN 6302 Research in Finance*

This course examines the theories as well as empirical evidence on derivatives. A derivative is an instrument whose value depends on the values of other more basic underlying variables. This course focuses on the financial derivatives. Emphasis is placed on organization and role of put and call options markets, futures and forward markets, swaps markets, and their interrelations. Major topics include arbitrage relations, valuation, hedging and speculating with derivatives, implementation of derivatives trading strategies, the perspective of corporate securities as derivatives, the functions of derivatives in securities markets, regulations and recent innovations in derivative markets.

## **SPECIALIZATION AREA: MANAGEMENT**

### **MGT 6301 Business and Entrepreneurship (3 credit hours)**

*Prerequisites: None*

The purpose of this course is to provide DBA students a solid knowledge about business and industrialization history of different developed countries. It will prepare them for taking future leadership in entrepreneurial activities and steer economic development of the country. Topics will cover history of industrial development of leading industrial countries in the world, different economic systems, different governance systems, and different national business system from a global perspective. The Japanese Keiretsu, Korean Chaebol, Italian Industrial Clustering, and German Corporatism concepts will be discussed in details and lessons for emerging countries will be identified. From an entrepreneurial perspective, it will include issues related to new business identification, small business financing, capital budgeting tools, project management and evaluation techniques, market research, product pricing, technology innovation and management for new venture creation in an emerging economy context.

### **MGT6302 Organizational Behavior and Leadership Theories (3 credit hours)**

*Prerequisites: None*

Organizational Behavior is a field of study that is primarily concerned with understanding individual and group behavior in work organization. The OB course is designed to explore in depth the core body of literature that constitutes organizational behavior and to investigate the central debates, methodological issues, ethical concerns, and other contemporary concerns within the field at an advanced level. In addition, participants are expected to be able to apply these theories to the design, assessment, reengineering, and adaptation of systems and processes that will ensure the maximum organizational, group, individual, and technological performance. This course also will enable students to understand the history and development of leadership theories. Emphasis will be given on ethical responsibilities of leadership and learn how, as leaders and followers, actively engage in change process to create a better organization and society.

### **MGT6303 Management and Organization Theory (3 credit hours)**

*Prerequisites: MGT 6302 Organizational Behavior and Leadership Theories*

The objectives of this course are to (1) familiarize student with seminal works and theories of management and organization studies, (2) identify the research gaps in existing literature and recommend future research opportunities. The student will study elements of theory and model development from macro and macro perspectives. The intent will be to understand how these different concepts of modern business organizations are meant and shape the generalist point of view into management theory and practice in both a national and global context. The classical management theories, cultural theories, institutional theories, regulation theories, modernism and post-modernism debate, Fordism, Toyotism, TQM, Six Sigma, Lean Production, etc. will be included in this course. Further it will look into grounded theory approach to understand the development of new theories and approaches in management and organization analysis.

### **MGT6306 Leadership and Corporate Governance**

*Prerequisites: MGT 6302 Organizational Behavior and Leadership Theories*

This course examines the theories as well as empirical evidence on Leadership and Corporate Governance. It provides understanding of corporate governance as an institutional framework providing shareholders a safe return on their investments. The participants will gain the capacity to analyze the economic background of the compensation practices and get exposed to corporate governance regulations and practices in different countries. The course provides deep involvement of students in assessing the costs and benefits of better corporate governance standards that will help making reasonable decisions to protect investors' rights.

### **MGT6307 Human Resource Management (3 credit hours)**

*Prerequisites: MGT 6302 Organizational Behavior and Leadership Theories*

This course examines the theories as well as empirical evidence on human resource management. It deals primarily with activities that directly affect how employees are brought into the firm and how they are treated while they are employed. These activities include selection, training and development, performance evaluation and management, reward and compensation, labor relations, working conditions, among other related issues.

### **MGT6308 Change and Innovation Management (3 credit hours)**

*Prerequisites: MGT 6301 Business and Entrepreneurship*

This course examines the theories as well as empirical evidence on change and innovation management. This course provides conceptual and theoretical underpinning of change in different organizational contexts. Students will also learn how effective change management helps an organization gain competitive advantage and understand the skills needed to manage change effectively. This course also provides an essential insight into the area of innovation management. The class covers issues such as risk management, managing the research and development process, intellectual property management, integrating innovations into existing operation, the marketing of new products and technology transfer.

## **SPECIALIZATION AREA: MARKETING**

### **MKT6301 Theory of Marketing (3 Credits)**

*Prerequisites: None*

The objective of this course is to familiarize students with the history and evolution of marketing thought. The course will review the literature regarding the definition of marketing, marketing as a science, and major theoretical perspectives in marketing. Special emphasis will be placed on theoretical paradigms and perspectives in marketing such as system theory, the behavioral theory of the firm, resource dependent theory, and social exchange theory that have influenced marketing as a discipline. Philosophy of science including inquiry and nature of scientific explanation, theories of truth, and distinctions between science and non-science will be discussed as it pertains to theory development.

### **MKT6302 Theories of Consumer Behavior (3 Credits)**

*Prerequisites: MKT6301 Theory of Marketing*

This course examines the theories as well as empirical evidence on theories of consumer behavior. The aims of this course are to provide the student with a basic understanding of the importance and real influence of consumers on marketing strategy. The course emphasizes the practicality of behavioral sciences' theories as demonstrated by consumer behavior by examining how these concepts can be used by marketing practitioners to develop and implement effective marketing strategies.

### **MKT6303 Strategic Marketing (3 Credits)**

*Prerequisites: MKT6301 Theory of Marketing*

This course examines the theories as well as empirical evidence on strategic marketing. It offers students the opportunity to broaden their understanding of marketing management by dealing with strategy development and its implementation. Students will learn how to design imaginative yet well-grounded strategies that match corporate objectives, and which are appropriate in terms of corporate resources, the operating environment and the target public. Students learn to apply strategic knowledge to practical problems in a creative and analytical manner; frequent use of cases will give ample practice in realistic implementation. The course discusses well-established marketing themes such as effective services marketing, ethical issues in marketing, corporate social responsibility, relationship marketing, and Internet marketing. Newer marketing ideas such as customer co-creation and environmental issues will also be discussed.

### **MKT6304 Strategic Brand Management (3 Credits)**

*Prerequisites: MKT6301 Theory of Marketing*

This course examines the theories as well as empirical evidence on strategic brand management. It addresses important branding decisions faced by organizations. The objectives are: to increase the students' understanding of important issues in planning and evaluating brand strategies; to highlight appropriate theories, models, and other tools that enhance branding decisions; and to provide a forum for students to apply these principles. Particular emphasis is on understanding the customers' psychological principles, resulting in improved managerial decision-making regarding brands. The course will make these concepts relevant to most types of organization (public or private, large or small). During the course students will be introduced to the theoretical concepts of branding and brand management. Interactive learning integrates theory into practice through case studies, analysis of video materials, and analysis of brand strategies for the company operating in Kazakhstan and its presentation.

### **MKT6306 Integrated Marketing Communications (3 Credits)**

*Prerequisites: MKT6301 Theory of Marketing*

This course examines the theories as well as empirical evidence on integrated marketing communications. The main goal of this course is to introduce students to the main concepts of marketing communications strategy. This course anticipates the needs of future marketing managers who are able to lead company's communication. By the end of this course students are able to define and develop company's marketing communications strategy based on corporate attitudes and values.

### **MKT6307 International Marketing (3 Credits)**

*Prerequisites: MKT6301 Theory of Marketing*

This course examines the theories as well as empirical evidence on integrated marketing communications. The course examines companies operating in international markets, where competition is not limited to local producers offering competitive products. Students learn different models of entry into new markets and the differential application of customization versus standardization strategies.

## **COLLEGE OF SOCIAL SCIENCES**

### **ECONOMICS AREA**

#### **ENG 5301.2 Professional English (for MAE program) (2 Credit Hours/3 ECTS)**

*Prerequisites: None*

This course is designed to prepare you for the writing of a masters thesis by addressing the challenges common to graduate research writing. Students will learn how to analyze and present valid arguments. Practice includes developing writing skills that enable students to clearly present claims to support their conclusions and avoid reinforcing biases. Topics addressed include the relationship between critical thinking and clear writing, credibility of sources, rhetorical devices, fallacies, unclear or misleading language, and the characteristics of various types of arguments.

#### **ECN5012 Econometrics (Econometrics I) (3 Credit Hours/5 ECTS)**

*Prerequisites: None*

Econometrics deploys economics, mathematics and statistics to specify economic relationships that help people forecast and make decisions. The course presents basic concepts in econometrics methods and methodology, regression models with time series, cross section and qualitative data. Topics in estimating single equations models are including Distributed lag models, causality problems, and dummy variables models in particular. Application of econometric models in real world economic data analysis will also be covered in the course.

#### **ECN5013 Advanced Econometrics (Econometrics II) (3 Credit Hours/10 ECTS)**

*Prerequisites: ECN5012 (can be waived for students with undergraduate coursework in economics)*

This course begins with fundamentals of advanced econometric modeling methods and techniques. This considers in detail econometric model formulation and estimation in multi equation settings. Topics covered are seemingly unrelated regression models, simultaneous equation models, panel data models, advanced time series models, probit, logit and limited dependent variable models. Students practice their skills with statistical packages such as Eviews.

#### **ECN5021 Microeconomics (Microeconomics I) (3 Credit Hours/5 ECTS)**

*Prerequisites: none*

This course covers consumer and producer theory, welfare measures and analyzes different market forms.

#### **ECN5022 Advanced Microeconomics (Microeconomics II) (3 Credit Hours/10 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

This course provides a rigorous introduction to advanced microeconomic analysis. It covers consumer theory, auction theory and general equilibrium analysis, incorporating uncertainty, asymmetric information and externalities.

#### **ECN5031 Macroeconomics (Macroeconomics I) (3 Credit Hours/5 ECTS)**

*Prerequisites: none*

This course introduces standard concepts of macroeconomic theory including growth theory, aggregate demand and supply, stabilization policy and open economy macroeconomics. It gives an overview of the current macroeconomic debate.

#### **ECN5032 Advanced Macroeconomics (Macroeconomics II) (3 Credit Hours/10 ECTS)**

*Prerequisites: ECN5031 (can be waived for students with undergraduate coursework in economics)*

This course covers advanced topics in macroeconomic theory such as models of economic growth, rational expectations models, models of currency crises, nominal rigidities, business cycle theory, time inconsistency and microeconomic foundations of aggregate behavior.

**ECN5041.1 Management (1 Credit Hour/2 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

This course deals with the functions of management of organizations. It analyses organizational structure, motivation and incentive conflicts, human resources and compensation schemes, organizational culture and ethics.

**ECN5042.2 Psychology and Behavioral Economics (2 Credit Hours/3 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

This course gives an introduction to psychology and its applications to learning, management and interpersonal relations. It gives an overview of the interconnection between psychology and economics covering such topics as consumer choice, happiness measures, social preferences and behavioral approaches to policy and finance.

**ECN5051 Money and Banking (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5031*

The course analyses financial intermediation and the role of financial institutions for monetary policy. In addition, it focuses on issues such as risk management by private banks and financial regulation.

**ECN5052 Statistical Methods (3 Credit Hours/5 ECTS)**

*Prerequisites: none*

This course uses advanced statistical methods such as multivariate data analysis with estimation, hypothesis testing factor analysis and cluster analysis.

**ECN5053 Game Theory (3 Credit Hours/5 ECTS)**

*Prerequisites: none*

This course gives an introduction to the mathematical analysis of strategic interaction in conflict and cooperation. It includes repeated games, Bayes-Nash equilibrium, sequential games and introduces cooperative concepts such as core and Nash solution.

**ECN5054 Mathematical Modeling (3 Credit Hours/5 ECTS)**

*Prerequisites: none*

This course provides an overview of mathematical models which are used in economics and empirical modeling, encompassing data mining and flexible methods of modeling.

**ECN5093 Project Planning and Welfare (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

This course gives an introduction to the planning and budgeting of projects and their evaluation in terms of private and social desirability. It covers issues such as measurement, accounting for risk and choosing a discount rate and combines the rigorous treatment of welfare theoretic foundations of cost-benefit analysis with its practical application.

**ECN5142 International Trade (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

This course covers the basic theory of trade, including gains from exchange and specialization; factor and goods prices; tariffs; imperfect competition in trade; distortions in commodity and factor markets; and economic integration. . Topics include: Ricardian theory of comparative cost; the Heckscher-Ohlin model and the impact of factor abundance on trade; increasing returns and product differentiation; factor movements; commercial policy -- tariffs, quotas, export subsidies, and infant industries; international oligopoly and strategic trade; and economic integration, exemplified by free trade areas and customs unions. The course complements one on international finance but can be taken alone. A basic undergraduate course in trade would be useful although not necessary. Students should also have had an undergraduate course in intermediate or advanced microeconomic theory. The course deploys calculus and basic statistics.

**ECON5143 International Finance (3 Credit Hours/5 ECTS)**

*Prerequisites: ECON5031 (can be waived for students with undergraduate coursework in economics)*

This course deals with macroeconomics, financial markets, and monetary institutions, all from an international point of view. The field is eclectic, so the course can cover only a few theoretical topics: The balance of payments; international asset markets; and the exchange rate. The course concludes with contemporary policies in the international monetary system. The course complements International Trade (ECON5142) but can be taken alone. Students should have had undergraduate macroeconomics and microeconomics. Basic undergraduate courses in international trade and finance, as well as in money, would be useful. The course will use calculus and basic statistics.

**ECN5226 Industrial Organization (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

The study of industrial organization is important for understanding industrial economics and corporate behavior. It is also essential for students aiming to serve the industrial sector of the economy. The course focuses on an empirical and theoretical examination of the structure, conduct, and performance of firms and industries at the micro and macro level. What determines the market structure and how is it measured? How do firms in an industry behave or perform in a given market structure? The course emphasizes production and cost functions; productivity growth; technical change and technical efficiency; corporate investment; dividend policy; and financing behavior. Major topics include the theory of the firm; profit maximizing and growth maximizing models;

price and output determination under different market structures; and measures of market structure and market performance.

#### **ECN5261 Public Economics I (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics) 1*

This course examines the role of the public sector in the economy. It analyzes the behavior of the public sector and the incidence of its attempts to fulfill allocation, distribution and stabilization functions. It begins by asking the central questions of whether or not markets work, and if not, what is to be done about it. It discusses the market failures -- externalities, public goods, imperfect competition and asymmetric information -- that arise when competitive markets cannot give a socially desirable outcome. Topics may include the provision of public and private goods; collective decision-making; taxation --tax incidence, equity, efficiency, and optimal taxation; theory of and evidence on government expenditure policy; redistribution and welfare policy; social cost-benefit analysis; fiscal aspects of macroeconomic theories; and local government. This would be a good course for students interested in: 1) generally, the economist's view of the appropriate roles for government within markets; 2) specifically, in the analysis and institutional background of government programs and initiatives --in both expenditures and taxation.

#### **ECN5271 Emerging Markets and Powers (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics) 1*

Emerging markets is an overarching concept describing a group of countries with common issues and a similar role in the international system. This course critically discusses the concept of emerging markets and the role of institutions, natural resources and international organizations in their development. It reviews economic growth, open economy macroeconomics and geography as they pertain to emerging markets and introduces case studies.

#### **ECN5296 Labor Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 (can be waived for students with undergraduate coursework in economics)*

This course develops theoretical models of the labor market, presents related empirical research, and discusses policy applications. Topics include labor supply, labor demand, market equilibrium and compensating wage differences, investment in human capital, and cyclical unemployment. Additional topics may include labor unions, minimum wage laws, compensation policies and productivity, wage indexation, and discrimination and equal-opportunity laws.

#### **ECN5334 Monetary Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5031 (can be waived for students with undergraduate coursework in economics)*

This course covers basic concepts such as the demand for and the supply of money. It consists of three parts: Theory of Money, Monetary Macroeconomics, and Monetary Policy. The first part examines the origin and concept of money and the structure of the money market. The second part is an extension of Macroeconomics related to monetary issues. The third part examines the contemporary theories of monetary policy. The course examines Classical, Keynesian and Rational Expectations theories of money as well as Cagan's study of hyperinflation. Then it deals with the contemporary theories of monetary policy, including those addressing the choice between rules and discretion and the choice of monetary regime.

#### **ECN5352 Advanced Financial Econometrics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5354, ECN5012 (can be waived for students with undergraduate course work in economics)*

This course will introduce students to advanced econometric methods and methodology to model and forecasting the various issues in financial assets and markets determinands such as prices and returns. Given the wide scope of financial econometrics modeling, this course includes both the univariate and multivariate time series financial data analysis in terms of modeling, estimating and forecasting for decision making. For the linear, dynamic expectations and volatility financial modeling process, it introduces advanced techniques such as ARIMA, VARMA, ARCH, GARCH, TARCH, VAR, VMA, co-integration and error correction procedures. Model tests in applied project setting include capital asset pricing, options pricing models among others.

#### **ECN5354 Advanced Financial Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5021 Microeconomics (can be waived for students with undergraduate course work in economics)*

This course applies economic analysis to financial decisions and equilibrium in financial markets. It discusses in detail market efficiency, behavioral finance, the theory and empirics of optimal portfolios, option pricing and security design.

#### **ECN5355 Theory of Corporate Finance (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5354*

The course develops an in-depth understanding of the financial relations of the firm and their impact on corporate governance. Topics include the theoretical and empirical study of the financial structure of the firm, financing constraints, risk management, contracting and monitoring under asymmetric information, control rights, mergers and acquisitions and security design.

#### **ECN5801 Research Methods and Methodology (Thesis I) (3 Credit Hours/5 ECTS)**

*Prerequisites: None*

The methods and methodology of academic research are studied, using samples of work by outstanding economists. Students are urged to develop their own ideas and projects. The course will guide the student through a substantial amount of writing, including a term paper. At the end of the course students should write proposal of future Master dissertation.

**ECN5888 Internship in Economics for MA (6 Credit Hours/10 ECTS)**

*Prerequisites: Permission of academic advising faculty member and permission of the employer.*

This independent research project, undertaken in a work environment, provides students with data, people, and experience for studying an economic issue. Related readings, a daily journal, and an analytical paper supervised by a faculty member are required. The student must obtain permission before the start of the semester in which he enrolls.

**ECN5890 Special Topics in Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: varies depending on the topic*

Selected topics in Economics of interest to students and faculty. The course may be repeated for credit if the topics are different.

**ECN5891 Selected Topics in Financial Economics (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5354*

The course examines particular issues and contemporary subject areas in Financial Economics at an advanced level. Selection of topics depends on students and instructors preferences

**ECN5990 Research Seminar (3 Credit Hours/5 ECTS)**

*Prerequisites: ECN5801*

The student shall undertake a seminar class with an instructor and orally defend his/her thesis proposal. At the same time, he will have a supervisor who works with him/her towards preparing the thesis.

**ECN5991 Thesis (6 Credit Hours/10 ECTS)**

*Prerequisites: ECN5990 or concurrent enrollment*

The student under the supervisor shall complete his/her thesis and publicly defend it.

**ECN5999.1 Comprehensive Examination (1 Credit Hour/2 ECTS)**

Students will take an exit test that evaluates their competencies in the field of economics.

**JOURNALISM AND MASS COMMUNICATION AREA****JMC5013.1 Communications Management (1 credit)**

Communications Management introduces students to principles of engaging in public relations in a complex communication environment. The course covers internal and external communications practices, digital communication management, building strong relationships with publics, etc.

**JMC5014.2 Psychology in Communications (2 credits)**

Psychology in Communications is a graduate course exploring theories and practical applications of psychology in mass and interpersonal communication. Students will develop an understanding of research in this area and be able to apply it to mediated and direct forms of communication.

**JMC5621 Internship 1 (3 credits)**

*Prerequisites: None*

Students complete internships at print, broadcast outlets or public relations firms. The course is designed to provide hands-on knowledge of the field and the opportunity to network. Course may be retaken for credit with departmental permission.

**JMC5661 Thesis I and Specialized Writing (3 credits)**

*Prerequisites: None*

This course prepares students to conceive and design research into Mass Communication. MAIJ students can choose either a professional or academic thesis, depending on their goals and interests. For example, a Professional Thesis includes a section of academic analysis and a project, such as PR Campaign design or video. After introducing research approaches and major theories in the field, this course shows how to conduct a literature review, introduces principles of quantitative and qualitative research design, provides examples, and explains a range of methodological options. By the end of the semester, students need to select a Thesis Supervisor and submit a completed research proposal.

**JMC5662 Thesis II: Research Proposal and Literature Review (3 credits)**

*Prerequisites: None*

This course helps students fully develop the research/ project design from Thesis I. Led by an experienced instructor, each student individually begins to produce their study, for example writing interview questions, designing an analytical matrix, and preparing a professional production (if any). Students learn how to acquire necessary skills of methods and data collection, understand procedures of planning and organizing their time and materials. The instructor complements the guidance of each student's Supervisor. By the end of the semester, students typically finish the introduction, complete the theoretical framework and the methodology (completing the literature review) and gather a substantial amount of data. As the culmination of this semester, students must complete a Thesis Proposal Defense. (For details, please see the CSS Guidelines for Master's Thesis.)

**JMC5663 Thesis 3 (Comprehensive Examination and Thesis Defense) (3 credits)**

*Prerequisites: None*

During this course, the student works solely with their Supervisor to complete data collection, writing, and any professional component of the Thesis. The main goal of this semester is completing the analysis, polishing the writing, ensuring correct format, and preparing for the Comprehensive Examination and Defense- the final step, during which each student explains to the Thesis Committee their work, its background, conclusions, significance, etc.

**JMC5666 Introduction to Kazakhstani Media Market (3 credits)**

*Prerequisites: None*



Surveys Kazakhstani media systems; examines how the Kazakhstani media industry is structured and how it differs from the US and European media markets, and compares it with media industries of the other CIS countries; analyzes political, economic, social, technological, and cultural issues affecting media industries in Kazakhstan.

**JMC5606 Research Methods in Mass Communication (3 credits)**

*Prerequisites: None*

This course introduces students to quantitative and qualitative methodologies they will use to conduct research for their theses/professional projects. The course will examine such quantitative methods as surveys, content analysis and experiments. Qualitative methods introduced in the class include participant observations, in-depth interviews, focus groups and textual analysis.

**JMC5610 Advanced News Editing (3 credits)**

*Prerequisites: None*

This course builds on the basics of editing that students learned in Beginning Editing. It gives them skills dealing with finer detail and more subtle nuances in editing, while also offering them additional practice in the basics. This is a hands-on course, with students working on editing every class period.

**JMC5611 Principles of Media Management (3 credits)**

*Prerequisites: None*

This course is designed to provide students with theoretical knowledge of public relations and hands-on, practical experience. It reviews PR-related communication theories. It covers the importance of PR-related research in developing PR plans, including appropriate strategies and tactics. It helps students develop skills in producing PR products and employing those tactics, including skills in the use of online media. And it discusses public relations professional ethics.

**JMC5612 Advanced Media Writing (3 credits)**

*Prerequisites: None*

Professional news writing techniques for newspapers and magazines, such as hard news reporting, feature articles, investigative reporting, and government reporting. Students are expected to report on events in the community, business, etc.

**JMC5619 Advertising and Media Sales (3 credits)**

*Prerequisites: None*

This 3-credit course is designed to give a broad understanding of promotional mix in the framework of integrated marketing communication (IMC). Major focus is given to advertising as a rational and creative marketing medium – but not the only one.

**JMC5622 Advertising Writing, Layout and Strategies (3 credits)**

*Prerequisites: None*

Advertising is the financial backbone of the mass communications industry. Media executives must be able to implement successful sales, presentation and production strategies. And those involved within the advertising department must understand and be able to employ successful copy writing, layout, and graphic or multimedia production. The *Advertising Writing, Layout and Strategies* course is designed to provide that foundation of knowledge and skills to be successful on the business side of the mass communications industry.

**JMC5623 Writing for Russian Language Media (3 credits)**

*Prerequisites: None*

This course takes a skills oriented approach to train students in the basics of reporting and news writing in Russian language according to western professional standards. The main objective is to help develop a clear, concise writing style and a passion for thorough, accurate reporting. Students will report on local issues in Russian. The course also includes analysis of local media.

**JMC5624 Broadcasting in Russian (3 credits)**

*Prerequisites: None*

Broadcasting in Russian is ideally taken after Broadcast Journalism (1) to continue building basic video technical skills and broadcast journalism skills initiated in the previous course, and (2) to better prepare students for potential employment especially within the dominant Russian-speaking broadcast/video industry. Students will continue developing on-camera and behind-camera skills, including news/script writing, video editing, and directing skills. They will employ their video/broadcast skills in real and/or realistic settings, producing news and informational programming.

**JMC5627 Public Relations Campaigns (3 credits)**

*Prerequisites: None*

The course covers how to identify, create, implement and evaluate public relations strategies using research-based goals. This course will maximize practical activities based on key principles of the field, and bridge international and regional characteristics of a campaign. This course will extend previous classes in PR and prepare you for final work on the topic and for work after you graduate. It will also increase skills of persuasive, clear and expressive writing for almost any kind of work.

**JMC5690 Special Topic in Mass Communication (3 credits)**

*Prerequisites: None*

This course will be offered whenever the department chair decides that a worthwhile topic in international journalism has been proposed by a faculty member. The course will generally be taught in a seminar format; it will focus on important issues that are not formal portions of the department's curriculum.

**JMC5630 Political Communication (3 credits)**

*Prerequisites: None*

This interactive course will introduce and explain the principles and practices of communication in a variety of political contexts, such as election advertisements, constituent newsletters, and speeches. Since students could use such communication in many contexts, it will focus as much as possible on Kazakhstan but will be based on international concepts and activities. We will cover, but also challenge, basic ideas about the many sub-topics. The course will be conducted more like a seminar, so you will be expected to arrive ready to contribute to the discussion, especially on issues related to your professional interests and other courses.

**JMC5653 PR Management and Strategies (3 credits)**

*Prerequisites: None*

This course is designed to provide students with advanced theoretical knowledge of public relations and advanced hands-on, practical experience. It surveys PR process and PR-related communication theories. It also introduces students to advanced PR strategies and tactics, and it discusses public relations professional ethics. The course offers students an opportunity to practice some of the strategies and tactics that public relations practitioners have actually used in their campaigns.

**JMC5655 Crisis Communication (3 credits)**

*Prerequisites: None*

Students will learn how PR can prevent an organizational crisis and how to handle it when it occurs. This course is designed to prepare future public relations practitioners for handling crisis situations within their companies. It familiarizes PR students with crisis dynamics and major techniques of coping with crisis. The course cultivates in future PR practitioners an ability to see signs of potential crises and prevent them at their initial "warning" stages.

**JMC5656 Broadcast Journalism Practicum (3 credits)**

*Prerequisites: None*

This course serves as an introduction to radio and television journalism. It examines gathering, evaluating, writing, and performing broadcast news copy. The emphasis for the course is placed on the writing of broadcast news. The course teaches students to write simple news stories that are accurate, clear, interesting and concise.

**JMC5657 Online Journalism (3 credits)**

*Prerequisites: None*

This is an advanced practicum course in journalism production. The project goal will be to plan, set up, launch and run a news oriented website. In the process of carrying out these tasks, project participants will learn practical skills in media management and journalism production and will also develop understanding of how new information technologies are affecting the practice of journalism. Although the project focus is online journalism, the skills and knowledge students will develop are relevant to public relations and to media management as well.

**JMC5702 Government and Media Relations (3 credits)**

*Prerequisites: None*

This course explores the role of media and government relations specialists in organizations and communities. The goal is to provide an advanced preparation for students who would like to work in these areas.

**JMC5704 Persuasive Communication (3 credits)**

*Prerequisites: None*

This course covers key principles, practices, and contexts of persuasion in the current era of changing mass communication patterns. We will cover several important concepts of persuasion, but will mostly focus on practical ways to deal with persuasion...both your own and that of other people. It will introduce main skills of persuasion for professional and personal development, and develop your ability to prepare and create a variety of persuasive messages.

Most of the class will involve using and practicing, as well as critiquing, major and advanced persuasion techniques. Theories of persuasion, as well as essential methods to investigate it, will be featured. The course will also systematically consider the ethical aspects of using persuasion, with individuals, groups and societies.

**JMC5705 Image and Brand Management (3 credits)**

*Prerequisites: None*

Image and Brand Management course discusses essential components of building a strong brand and impeccable image. The course helps students to learn how to create, maintain, and possibly regain an appropriate image of themselves in the eyes of stakeholders. Students will study theories and concepts that are crucial to organization's well-being, including credibility, identity, image, and reputation. The objective of this course is to master the foundational principles of image and brand management and apply this knowledge to enhance personal or organizational image.

**JMC5708.2 English for Media Communication II (2 credits)**

*Prerequisites: None*

This course will develop students' skills for journalistic and academic writing. Topics to be covered include: Proper citations (using both the conventions of journalism and of APA academic style); identifying and avoiding plagiarism; proper use and presentation of quotations; and clear writing styles for journalism and academic writing. Students will be introduced to good examples of academic and journalistic writing, and will produce their own examples using each style.

**JMC5714 Media Analysis (3 Credits)**

*Prerequisites: None*

This course demonstrates how and why to analyze a wide range of media materials. Students will use a variety of advanced media analysis techniques to investigate in depth the production of media messages.

This course introduces students to the concepts and ideas of public administration, public policy and public management in the English language. Students are required to read, summarize and make short presentations during the course.

**PAD5113 Research Methods and Statistics (3 Credits)**

*Prerequisite: None*

The purpose of this course is to introduce students and practitioners to some of the basic research methods and statistical concepts and issues in public administration as they relate to problems that typically exist within public agencies. All statistical techniques used by public administration professionals are covered by integrating both quantitative and qualitative approaches to research. Emphasis will be on the use of commonly available statistical software programs such as Excel and SPSS. The course's overall aim is to develop effective, efficient research skills among future public administrators so that they will be better policy makers and good administrators.

**PAD5114 Essentials of Public Administration and Management (3 Credits)**

*Prerequisite: Academic Reading and Writing in Public Administration*

This is an introductory course for all MPA students. The main goal of this course is to present students with a basic and yet comprehensive understanding of the field of public administration. Students will be acquainted with various terms, definitions, theories, concepts and models used in the field. It also covers aspects of public management, such as strategic management, performance management, and organizational behavior. At the end of the course, students should have a clear understanding about the processes and mechanisms of public decision-making and implementation.

**PAD5117 Public Policy Analysis (3 credits)**

*Prerequisite: PAD5114*

The objective of this course is to develop students' capacity to conceptualize policy issues and problems, devise strategies for addressing them, and comprehend policy documents. Students will gain an understanding of what is involved in studying public policy, how the political, social, cultural and the social contexts shape public policy, and how public policies are typically made, implemented and evaluated.

**PAD5122 Administrative and Management Ethics (3 Credits)**

*Prerequisite: PAD5114*

The course provides students with a basic understanding of ethics in government. Topics that will be covered include the ethical dimension of public service, contemporary insights and current ideas on management practice in ethics, practical tools and organizational initiatives to aid administrators, and achieving ethical quality of decision-making. Towards the end of the course students are expected to understand what are administrative ethics, ethical dilemmas, managerial ethics, notions of social responsibility, sources of ethical values in organization, key concepts and strategies that individuals and organizations use to deal with ethical dilemmas, and principal categories of enforcement mechanisms.

**PAD5123 Economic Perspectives on Government (3 credits)**

*Prerequisites: None*

This course is about economic issues concerning the public sector and its interface with the private sector in a mixed economy. It examines the free market as the basis for the allocation of scarce resources (market governance) and identifies the causes of market failure that may justify intervention by the state (state governance). It considers the role, scope and capacity of government in terms of the protection and promotion of welfare of society in the face of market instabilities, market inefficiencies, and market inequalities and injustices.

**PAD5131 Research Methods/Thesis I (3 Credits)**

*Prerequisite: None*

This is an introductory course in social science research methodology and the first step in writing a Master's Thesis. It is designed to introduce you to basic concepts and problems encountered in social scientific investigation, including types of data and measurement, sampling, probability, and research design. Structuring research is about the planning of scientific inquiry, designing a strategy for finding out something. Ultimately, scientific inquiry comes down to making observations and interpreting what you have observed. However, before you can observe and analyze you need a plan. You need to determine what you are going to observe and analyze - why and how. That's what research design is all about. This course will also emphasize the importance and limitations of theory and methodology in social science research as well as the purposes of applied research, program evaluation, policy analysis, and research ethics. By the end of the first semester you will design an original research project that will hopefully turn into your Master's thesis.

**PAD5213 Local Government (3 Credits)**

*Prerequisite: PAD5114*

The course is designed to provide students with an understanding of the political, institutional, and legal framework of local governments' activities. The focus will be on decentralization in Kazakhstan, with regard to particular problems and constraints that local governments encounter. Students will learn how core public services are provided and managed. Other areas that will be emphasized are fiscal decentralization, and notions of accountability and responsiveness.

**PAD5200: Decision Making (3 credits)**

The Course introduces students to the study and practice of judgment and decision making processes in government and administrative settings. It combines the theory of decision making with actual case studies. The course is designed to help students to develop and improve their own decision making skills. Leading models and approaches to decision-making behavior and its application and consequences in administration are covered.

Scenario and case analyses from research literature will be used with lectures and class activities. Students are required to analyze the decision making process of a government, non-government or business organization.

**PAD5214 Fiscal Governance (3 Credits)**

*Prerequisite: PAD5114*

The focus of this course is the study of the budget cycle, legislative control of the budget and the politics of the budgetary process; market failure and the role of government; fiscal and monetary policies; types of public budget formats; program design, planning, and evaluation; cash management, risk management, and pension funds.

**PAD5216.2 Public Management and Leadership (2 credits)**

*Prerequisites: PAD5114*

The aim of this course is to introduce students to the existing research in public management. The course will focus on critical examination of the evolution of public management philosophies through the time and assess the impact of managerial reforms by using comparative case study approach. In the course students will learn about challenges that public leaders face in making public organizations more performance and customer oriented and how they are prepared to meet demands of citizens and other stakeholders with different and competing interests in a context of fragmented authority.

**PAD5218 Project Evaluation and Management in Public Sector (3 credits)**

*Prerequisites: PAD5114*

This course is designed to help students enhance their skills in project evaluation and management. This course emphasizes the practice and process of project evaluation. In the course, we will not only develop an understanding of why projects fail, but also how they can succeed. The course provides practical tools, techniques and best practices adapted to the local environment. Students will be accompanied and supervised throughout all stages of the evaluation process. No previous experience with evaluation research and empirical or qualitative data analysis is required.

**PAD5219 Public Sector Reform (3 credits)**

*Prerequisite: PAD5114*

The focus of this course is on the changing role of the public sector in the context of globalization and marketization trends in the contemporary political-economic environment. Students will explore issues related to allocative, distributive and stabilizing role of the state in the market economy. Among issues to be discussed will be questions of scale and scope of the public sector, public and private sector competition and partnership, the role of quasi-autonomous organizations, and tension between majoritarian and non-majoritarian institutions.

**PAD5222 Social Policy (3 credits)**

*Prerequisite: PAD5114*

This course introduces students to the concepts, history, and development of social policy, the funding authority and patterns of service delivery, and how political and social ideologies influence policy development. It shows that policy is a function of social, political, and economic context and transitions. An analytic framework is utilized to identify trends and assess gaps in policies and programs, especially as they impact on women, child support enforcement, nutrition programs, and medical care.

**PAD5223 Public Sector Economics (3 credits)**

*Prerequisites: PAD5114, PAD5123*

This course focuses on the role of the government in the economy. It discusses how the government affects the economy, what the government should and should not do, and why. It addresses the range of questions of why some economic activities are undertaken in the public sector, and others are in the private sector. Students will study the size and scope of the public sector in selected countries, and will explore the reasons of why there are substantial differences in government sector activities in countries around the world. While the main goal of the course is to develop students' critical thinking about the government involvement in the economy, students will study reasons for government intervention such as a market failure, public goods, government redistribution programs, and government taxation policies.

**PAD5230.4 Internship in Public Administration and Management (4 Credits)**

*Prerequisite: PAD5114*

Internship is designed to provide the student with an experiential learning opportunity by placing the individual in the office of a public official or a nonprofit organization on a part-time, volunteer basis. Students are expected to examine and analyze the functions, processes and outputs of organizations in the public or private sector.

**PAD 5229.4. Applied Research Project in Public Administration and Management (4 credit)**

*Prerequisite: PAD5131*

The project involves the development and implementation of a solution for a theoretical or design problem. Methodological knowledge and skills play a vital role both in developing and conducting applied research project. Although Master's projects generally address a practical research/design problem and its background, they can also focus specifically on an academic research question.

**PAD5231.1 Thesis II: Thesis Proposal (3 Credits)**

*Prerequisite: PAD 5131*

Under the guidance of a PA faculty member, all students are expected to submit a proposal before the end of the second semester. A proposal should make a genuine contribution to the understanding and analysis of public policy issues, management, and administration in Kazakhstan. All students shall have a "Thesis Proposal Defense" before three members of a Master's Thesis Committee constituted by the Graduate Program Director. The Thesis Committee consists of a thesis supervisor and two full-time faculty members. One member of the Committee may be a full-time faculty member from another department, when the discipline represented is

relevant to the student's thesis. Once the proposal has been approved, permission to enroll in Thesis Option III Form may then be issued by the Graduate Director.

**PAD5231.4 Thesis III (4 credits)**

*Prerequisite: PAD5231.1*

Before a student may enroll for Thesis Option III a successful thesis proposal defense must be held, during which the thesis proposal is discussed by the student and all committee members. The final revised draft of the completed thesis should be submitted to the Thesis Committee Chair (thesis supervisor) at least four weeks prior to graduation. Students are expected to carefully consider the comments of their Thesis Committee. The Committee Chair (the supervisor) has final responsibility for thesis approval. The supervisor, in consultation with the student, shall set a date for the oral defense of the thesis before the Master's Thesis Committee.

**PAD5255: Current Issues in Public Administration (3 credits)**

This course critically reviews the contemporary burning issues (theoretical and practical) of Public Policy and Administration in Kazakhstan and elsewhere from a multidimensional point of view. The primary goal is to help students develop a deeper theoretical understanding of the contemporary administrative and policy issues and grasp the real-world implications of these issues and thereby providing them with skills to develop as successful, socially productive professionals.

**PAD5256: Seminar in Public Administration (3 credits)**

This course is designed to provide focused work on a selected public administration policy or program issue. Students, as directed by the professor, will study and report on the analytic, substantive, policy, and managerial dimensions of a policy issue or problem in public policy and administration. This seminar is intended to facilitate the application of concepts from the other courses in the Public policy and management.

**PAD5260 Selected Issues in Public Administration and Management (3 credits)**

*Prerequisite: PAD5114*

This course examines particular issues of public administration and management. Topics vary according to the interests of students and instructor.

**PAD5261.2: Work and Organizational Psychology (2 Credits)**

*Prerequisite: None*

This course will introduce students to the major concepts of and debates surrounding work and organizational psychology. Work and organizational psychology is the application of psychological research and theory to human interaction in the workplace. The "Work" part deals with human resource functions such as analyzing jobs, appraising employee performance, selecting, placing, and training employees. The "Organizational" part is concerned with the social and psychological aspects of work, including employee attitudes, behavior, emotions, health, motivation, leadership, etc. Both real-world applications and research will be emphasized throughout the course.

**PAD5262: Organizational Behavior for Public Organizations (3 credits)**

The course is concerned with studying individual, groups, and organizational factors influencing the operation of government agencies and nonprofit organizations. It will examine explanations of individual behavior (perceptions, attributions, motivations, attitudes); the nature of human behavior in groups (group dynamics, power, leadership); and organizational structures and processes that affect human behavior (organizational and job design, communication, performance appraisal).

**PAD 5266: Organizational Theory and Practice (3 credits)**

This course is an overview of how organizations work including theory, research, and application. Students will gain a deeper understanding of classical and contemporary approaches to the study of organizations, with emphasis on structure, leadership, communication, conflict, and organizational change and development within internal and external environment.

**PAD5268 CSR and Public policy (3 Credits)**

*Prerequisite: PAD5114*

This course critically examines a host of issues related to key public policies and policy instruments which are used for promoting CSR locally and globally, relationship between government and business, public policy and business social responsibility. Students will critically evaluate the ways in which national and multinational corporations affect large-scale changes in societies via their practices. This course will also focus on the origins of CSR, its meaning and motivations, the relationships between business and its internal and external stakeholders as they impact public policy

**PAD 5269 NGO and Non-Profit Management**

*Prerequisite: PAD5114*

This course is designed to enhance student's understanding of the theoretical and practical aspects of managing non-governmental organizations. The aim of this course is to increase students' NGO management potential by enhancing their competence in deepening their understanding of how management decisions contribute to organizational performance. This course will advance students' understanding of NGO management and how government could work with NGOs in carrying out public policies or delivering public services. Students will develop management skills in strategic planning, project management, human resource development, outcome measurement.

**PAD5999.1 Comprehensive Examination (1 credit)**

Students will take an exit test that evaluates their competencies in the field of public administration.

## Master of International Relations

### Description of Program Foundation Required Courses

#### **IRL5010.2 Professional Foreign Language for International Relations (2 credits → 3 ECTS)**

This course is designed to train students in professional analysis and communications in English for the field of International Relations. Students will learn advanced language terminology and will develop skills that will enable them to analyze discourses and present valid arguments for a political audience at the international level. Practice includes developing critical thinking and writing skills specific for the field of international relations that enable students to clearly present claims to support their conclusions and avoid reinforcing biases. Topics addressed include the relationship between critical thinking and clear writing, credibility of sources, rhetorical devices, fallacies, unclear or misleading language, and the characteristics of various types of arguments.

#### **IRL5512 Research Methods/Thesis I (3 credits → 5 ECTS)**

This course will train students how to design and carry out research in the social sciences. Structuring research is about the planning of scientific inquiry, designing a strategy for finding out questions to your answers. Ultimately, scientific inquiry comes down to making observations, collecting data, analyzing them, and interpreting what you have observed and analyzed. However, before you start, you need to determine what you are going to observe and analyze and how. That's what research design is all about. Although this sounds rather simple and trivial, the craft of designing social research is quite complex. This course lays out various possibilities for social research and provides a general introduction to research design and elaborates on its specific aspects. Research proposals are prepared according to some established rules and should incorporate the major elements of research design, including a variety of methods.

#### **IRL5513 Theories of International Relations (3 credits → 5 ECTS)**

The course examines old and new theories used in International Relations, Realist, Liberal/internationalist, globalist and Marxist. Modern theories of globalization, modernization, dependency and human rights will also be discussed. The purpose of this course is to acquaint students with the theories and concepts used in the field of IR and to sharpen their theoretical knowledge and analytical skills so that they can understand and explain modern complex issues and conflicts in IR from a theoretical perspective and framework.

#### **IRL5515 International Political Economy: Politics in the World of Interdependent Economics (3 credits → 5 ECTS)**

The main objective of this course is to acquaint students with the dynamics and changes of the field, and to discuss the scope boundary and methodologies used in the study of IPE. It critically examines and analyzes major international economic trends and institutions such as international monetary and financial organizations, globalization of production and distribution, international trade and investment, development, dependency and foreign aid. Issues and problems of order, stability and transformation of world economy are also discussed.

#### **IRL5517 Political Psychology and International Relations (3 credits → 3 ECTS)**

This course applies psychological theories and methods to the study of political interactions. The course will survey psychological approaches to politics, examining psychological research on attitudes, personality, emotion, group processes, memory, cognition, and decision making. Specific course topics include: attitude formation, attitude change, decision heuristics and biases, personality, political leadership, political communication, groupthink, inter-group conflict, and stereotypes.

#### **IRL5536.2 Management of International Institutions and Organizations (2 credits → 3 ECTS)**

This course will train students to the basics of the management of international institutions and organizations, including a descriptive and normative analysis of such contemporary institutions, organizations and law. During the course students will reflexively consider the constraints that politicians, activists and administrators have to face when managing an international institution or organization. Issues such as limited resources, bureaucratization, balancing the political and economic interests of different stakeholders, and cultural differences will be analyzed in order to develop critical awareness and basic skills.

### Description of Major Required Courses

#### **IRL5521 Central Asia in Global Politics (3 credits → 5 ECTS)**

The course is designed as an in-depth study of the place of Central Asia in global politics and the policies of key external actors, such as Russia, the United States, China, European Union, Turkey, Iran, Japan, and India, toward the region. Students are familiarized with the ways Central Asia has been contextualized both in scholarly sources and media. We will dwell on the changing geopolitical dynamics of the region and analyze similarities and differences in the foreign policies of Central Asian states. At the end of the course, we will discuss future prospects of the region.

#### **IRL5580 Master Seminar in Regional Studies (3 credits → 5 ECTS)**

This course is designed to enhance students' research and thesis writing skills and develop a comprehensive understanding of their research topics. While learning to critically assess the work in progress of their peers, students will develop an advanced knowledge of Regional Studies with a particular focus on Central Asia.

#### **IRL5590 Master Seminar in International Relations (3 credits → 5 ECTS)**

This advanced seminar course is designed to offer students an opportunity to deepen and apply their theoretical knowledge to a specific issue in international relations. Students will participate in ongoing projects headed by individual faculty members and are expected to provide a substantial contribution engaging in research development through data collection and critical analysis. Topics will vary every time the course is offered, and may include issues in bilateral relations, international security, international political economy and the international legal order.

**IRL5533 Developmental Studies: Selective Models (3 credits → 5 ECTS)**

This is a seminar course on development studies. A comparative analysis of approaches to the study of development and underdevelopment will be offered here, including structural-functional, neo-classical, Marxist, and dependency theories. The main objective of the course is to acquaint students with various theories, concepts and models of development and provide them with the necessary skills and methodology so that they can independently study, compare and contrast among various developmental models. This course will select several models of development from various parts of the world and study and evaluate them from comparative, historical perspectives. Students are expected to actively participate in the class.

**IRL 5538 Ethics in International Affairs (3 credits → 5 ECTS)**

This is an advanced course presenting students a normative approach centered on ethics for studying international affairs. The main purpose of this course is to prepare students to have a critical perspective on international politics and institutions and to be able to evaluate the moral dilemmas that political leaders, activists and citizens have to face in a globalized world. The course has three main components: a theoretical approach that focuses on the ethics of political decision-making; a detailed study of contemporary international institutions and norms such as just war theory and human rights; an analysis of case studies based on current global issues.

**IRL5531 International Institutions and Law (3 credits → 5 ECTS)**

This course is designed to introduce students to advanced concepts of international organization and international law. It will consider the administration and politics of key international institutions and the machinery of international law. During the course students will be critically analyzing how institutions and legal frameworks are created and how they function in the areas of international peace and security, human rights and humanitarian relief, and environment and sustainable development.

### Description of Major Elective Courses

**IRL5525 Domestic Politics and Foreign Policy in the Post-Communist World (3 credits → 5 ECTS)**

The course provides a comprehensive and comparative analysis and overview of the political, economic, ethno-religious, cultural and demographic peculiarities of the so-called Post-Communist world and their reflection in foreign and domestic politics, economy, security and nation-building.

**IRL 5539 Political Geography (3 credits → 5 ECTS)**

This course focuses on key issues and concepts of historical and current Political Geography and applies, these concepts, using advanced analytical methods, to selected events in the modern political world. It discusses geographic aspects, patterns and meanings of the political organization of territory and examines the logic of how power and institutions (political, social, economic, etc.) are distributed over space and places. It also explores how geographic space affects, reflects, and reproduces political organization on the level of national and international politics, including geopolitics.

**IRL5540 History of International Relations (3 credits → 5 ECTS)**

This is an advanced course that presents students both an analysis of the major events in the history of international relations and a detailed study of a specific historical case. In the first half of the semester, after a review of the Peace of Westphalia in order to understand the role of the state as the main actor in the international space, the course focuses on events such as the Napoleonic Wars and the Congress of Wien, the European preeminence, World War I and II, the Cold War, Decolonization and the Collapse of the Soviet Union. In the second half of the semester the course will focus on one historical event in order to provide an in-depth analysis. For example, among the issues under review there can be: the Cuban Missile Crisis, the Arms Race, the Non-Aligned Movement, the Communist Revolution in China and others.

**IRL5542 Government and Politics in Central Asia (3 credits → 5 ECTS)**

This advanced course examines the multifaceted historical, ethnic, religious and linguistic factors that impact on the development of Central Asia after 1991. It provides a comparative study of political institutions, domestic politics and foreign policy behavior of Central Asian countries. The course is not only an introduction to the political systems of Central Asian states – new patterns of power and decision-making – but it also offers an analysis of ongoing changes generated by world geopolitics in a period of global uncertainty.

**IRL5547 Russian Foreign Policy (3 credits → 5 ECTS)**

The background of the present day Russian foreign policy is to be found in this advanced course. The emergence of USSR and US as the two global powers mainly defined the whole system of international relations in the world from 1945-89. Throughout this period, the Cold War confrontation constructed the essence of Soviet policy. The subsequent crisis and demise of the Soviet Union means not only the end of the “Cold War era” but also denotes the emergence of new key concepts and changes to dominant paradigms that explain the role of an independent Russia in the new world. The goal of the course is to develop students’ critical and analytical skills, and to direct them to explaining the motives and objectives of Russian diplomacy operating on several levels: relations with the

USA and the West, the establishment of a new system of relations with former Soviet republics and the development of new approaches to Third World countries.

**IRL5548 European Union: Politics and Foreign Policy (3 credits → 5 ECTS)** This course offers an advanced study of the model of the European Union as a unique experiment whereby European law supersedes national law and a single European currency is used. The purpose of this course is to offer students an advanced and critical analysis of European government and politics as well as of the structure and foreign policies of the European Union.

**IRL5551 Petro Politics (3 credits → 5 ECTS)**

This course provides a comprehensive study of the contemporary politics of oil via a critical analysis of the causes, dynamics and implications of the global quest for energy. The course lays special emphasis on the geopolitics of energy in the various oil-producing regions of the world and the interests of great powers in these regions. General theories, concepts, paradigms and models associated with international relations, economics, and security studies will be introduced to provide students with the analytical tools and knowledge necessary to comprehend the complex dynamics of energy politics and to facilitate an understanding of current developments in the field of energy. The course is designed to sharpen students' abilities in the area of geopolitical analysis by evaluating various strategies for constructing pipelines, accessing markets and forming strategic alliances between producing and consuming nations.

**IRL5552 Central Asia-United States Relations (3 credits → 5 ECTS)**

This is a graduate-level survey course on the development of Central Asia - US relations from 1991 to the present. At the outset, we will examine the mutual "discovery" of the United States and Central Asia by their opposite number, as well as the framing of the relationship in the context of realist, idealist, and neo-Marxist paradigms. We will further consider the interests that determine foreign policies of Central Asian states and that of the United States in the region, perceptions and decision-making processes, and the broader geopolitical context of Central Asia - US relations (with the focus on Russia, China, Afghanistan, Iran, and EU). A broad variety of topics will be discussed: American contribution to Kazakhstan's denuclearization, investments in the energy sector, development assistance, the post-9/11 security relationship, US military bases in Central Asia, US cultural influence on the region, and other issues. We will conclude by examining the likely trajectories for the development of these relationships in the coming decade.

**IRL5555 Asian Security: Theory and Practice (3 credits → 5 ECTS)**

The course aims to provide both an advanced theoretical knowledge of the current debates of security studies and to apply their paradigms to the study of Asian security at different levels of analysis: national, regional and global. An updated research of key issues in each region (Northeast Asia, Southeast Asia, South Asia and Central Asia) will be combined with an in-depth consideration of various aspects of security: military (including nuclear), political, economic, environmental, societal and human.

**IRL5558 Central Asia - Russia Relations (3 credits → 5 ECTS)**

This graduate course provides a comprehensive and comparative overview and analysis of the political, economic and historical background of Russian - Central Asian relations throughout the Tsarist and Soviet periods and their reflection in cultural, political, strategic, economic, ethno-religious relations between the former Soviet Central Asian states and the Russian Federation. In doing so, the course provides a thorough methodological and analytical foundation of the cultural and demographic peculiarities of post-Soviet Russia and Central Asia, their foreign and domestic politics, economy, security. The bulk of the coursework will be devoted to investigating and discussing specific aspects of the Russian - Central Asian relations, such as nation building, language policies, minorities, separatism, interethnic conflicts, global security, democratization, as well as the influence of other global actors like the US, China, the EU, and the Muslim world on the interaction between Russia and the Central Asian states.

**IRL5561 Emerging Powers and Markets (3 credits → 5 ECTS)**

This course is designed to present students the evolution of the international system by looking at emerging powers and markets. In particular, the course will consider the conceptualization of 'emerging powers and markets' and the methodological bases for studying high-growth economies. An analytical review of social, political and legal frameworks for economic development will be used for comparing case studies.

**IRL5563 Foreign Policy: Doctrines and Strategies (3 credits → 5 ECTS)**

This course focuses on the doctrines and strategies adopted by states in foreign affairs. It aims to provide students both a comprehensive view of foreign policy making given the flexible constraints of the international system and an in-depth analysis of case studies. The course will mostly study major powers (USA, EU, Russia, China), but it will also consider a few examples of regional powers.

[Internship](#)

**IRL5534.4 Internship in International Relations (4 credits → 5 ECTS)**

The internship is designed to provide the student with a hands-on learning opportunity by in a consulate, the Foreign Ministry, an NGO, private company or other agency. A program of study and activities is collaboratively designed by the students' advisor and the participating agency. In the past, departmental internships have been pursued at the Foreign Ministry, US and UK consulates, the UN, the OSCE, and the EurAsEC.

[Thesis Requirements](#)

**IRL5525 Thesis II (3 credits → 10 ECTS)**

**Prerequisite: IRL5512 Thesis I**

All Master's students have to write a M.A. thesis. The thesis topic must be approved in writing, first by the prospective thesis supervisor and then by the Thesis Supervisory Committee (Panel). The thesis research has to be



supervised by a qualified KIMEP faculty. (For details, please see the CSS Guidelines for Master's Thesis.) In his/her M.A. thesis the student has to demonstrate that he/she can design and execute with competence a major piece of research. The length will vary with the nature of the topic, but it should be developed in 50-60 pages (double-spaced). This course, taught by an experienced instructor, is designed to help students to acquire necessary skills in writing their thesis and to organize their time and thesis materials. The course complements the guidance of students' thesis supervisor. By the end of the semester, students will have completed the introduction, the theoretical framework and the methodology (literature review and bibliography) and have prepared for the Thesis Proposal Defense.

#### **IRL5526 Thesis III (3 credits → 10 ECTS)**

**Prerequisite:** IRL5512 Thesis I and IRL5525 Thesis II

This is the writing and finalization of the research thesis. Normally, by the end of the semester, students will have completed and submitted their thesis, and have it defended before the Thesis Defense Committee. The Thesis has to follow the formal requirements and standards as detailed in CSS Guidelines for Master's Thesis.

#### [Final Attestation](#)

#### **IRL5999.1 Comprehensive Examination (1 credit → 1 ECTS)**

Students have to pass an advanced comprehensive exam in international relations that will evaluate their knowledge of theories and issues studied during their graduate academic career as well as critical and analytical skills they have developed.

### **THE SCHOOL OF LAW**

#### **LAW5201 Legal Method, Skills and Reasoning (3 Credits)**

*Prerequisites: None*

Certain skills are required for the successful study of law. This course teaches those skills: Methods of Study, Use of Language, Critical Thinking, Legal Text Interpretation, Legal Research and Writing, and Architecture of Argument. The course uses legislation, case reports, and research assignments to achieve its multiple objectives. Writing about the law and learning the art of advocacy are taught through solution of practical problems. This course must be taken during the first semester in which a student enrolls in the LLM program. This course may also serve as Professional English Language course. It will introduce students to the methodology of reading legal text: extending from Treaties, constitutions, legislation and cases. It also provides an overview of the structure and hierarchical form of most domestic legal systems and their relation to international law and organizations. The course also covers the basic techniques of legal research, writing and analysis. Students learn to brief cases, perhaps synthesize cases from related fields, and write, legal documents as opinions memoranda or thesis related essays. The course is based on solving and analyzing legal questions taken from different disciplines.

#### **LAW5202 Methods of Legal Argument (3 Credits)**

*Prerequisites: None*

This course primarily is a course in Logic modified for legal study. It covers the following subjects of logic: (1) Basic Logical Concepts, (2) Analyzing Arguments, (3) Language and Definitions, (4) Fallacies, (5) Categorical Propositions, (6) Analogical Reasoning, and (7) Probability. The objective is to teach students how to identify arguments from other types of statements, such as explanations, to distinguish between correct and incorrect reasoning, and to deconstruct legal texts and judicial opinions. Practical and inductive reasoning are emphasized as these are the tools of the lawyer. The course also advances the proposition that: Law is not logic, but a system of authority. The façade of stylized reasoning is pierced. This course may also serve as Professional English Language course. This course should be taken during the first semester in which a student enrolls in the LLM program.

#### **LAW5203 Public International Law (3 Credits)**

*Prerequisites: None*

Public International Law is the system of law that governs the international community; thus the aim of the course is to provide a framework to understand the normative dimensions of international relations. The course introduces students to the fundamental principles and doctrines of public international law as a meaningful tool for providing order to world politics and for minimizing global conflict. The course reflects the breadth and diversity of international law by covering all main branches, including: sources; the subjects and international institutions; the law of treaties; peaceful settlement of international disputes; the use of force; territory; human rights; diplomatic and consular law and international economic law. A problem-oriented approach to various case studies is used in both lectures and discussions.

#### **LAW5204 International Commercial Law (3 Credits)**

*Prerequisites: None*

This course examines the law governing transnational commercial transactions between private parties. Since the Convention on the International Sale of Goods (CISG) is one of the most successful instruments unifying international commercial law, it is studied in depth. An introduction to the English law of international sales is also provided, in view of its common application worldwide. Course coverage also includes commercial terms of the sales agreement (Incoterms 2010), shipping contracts, insurance, financing arrangements (e.g., Documentary Credits, Standby Guarantees), and customs documentation. The laws of transport operators, including multi-

modal transport, are examined, as well as any applicable treaties. Freight forwarders, mandatory carrier regimes, and the respective liabilities of the parties involved in international transport are identified. The second portion of this course examines expansion of business through: export/import, licensing and franchising, and specialized modes of foreign direct investment.

### **LAW5205 Private International Law (3 Credits)**

*Prerequisites: None*

Private International Law is the set of legal rules that determine the jurisdiction, the applicable substantive law, as well as the recognition and enforcement of judgments in cross-border relations among individuals and legal persons. This course will mainly focus on Private International Law rules applicable to transnational business transactions. Preliminary matters such as *renvoi*, characterization, and historical principles guiding forum selection and applicable law are covered. There is no uniform “international convention” in this field excepting the Hague Conventions dealing with the Service Abroad of judicial and extra-judicial documents in civil matters and the Taking of Evidence Abroad in civil and commercial matters. Several “dead” Hague conventions may be examined to facilitate an understanding of the aims of unification of rules. Since there are similarities among the rules found in several jurisdictions, this course covers the subject matter from a comparative perspective. The Private International Law rules of the United States, the European Union, and the Republic of Kazakhstan serve as the foundation for the study of Private International Law principles. The CIS Treaties governing enforcement of arbitral awards within the member States are identified and discussed. Pertinent provisions of the Customs Union Agreement are tracked during the course.

### **LAW5206 International Commercial Arbitration (3 Credits)**

*Prerequisites: None*

International Commercial Arbitration [ICA] has already turned into the preferred means of dispute resolution in international business. ICA allows parties to overcome cultural, legal, and geographical differences by appointing a private tribunal to hear and resolve a dispute in a final and efficient manner. However, the key advantage of ICA compared to litigation in domestic courts is that arbitral awards of ICA are enforceable in 144 states. This makes ICA an extremely important subject for every legal practitioner or businessman dealing with international transactions. This course will have a very practical focus. Apart from the general theory of ICA, we will focus on the practices of Kazakhstani courts with respect to enforcement of arbitral awards, we will discuss common grounds of appeal, the appeal procedure, enforcement practices, the ways of interaction between arbitral tribunals and domestic courts, and many other aspects.

### **LAW5207 Psychology for Lawyers (2 credits)**

*Prerequisites: None*

Organizations are communities. Increasingly business leaders are realizing that an understanding of psychology helps them unlock the potential of the “human capital”. This course will provide a brief overview regarding the application of positive psychology to work settings and the psychological influences on the development and behavior of managers and organizational leaders. Topics include: follower influences, nature vs. nurture in the development of leaders, relationship of personality to leadership style, behavioral decision-making biases, tactical, operational, and strategic decision-making, group think, and scenario planning and the retention and development of individual talent, and the selective departure of talent.

### **LAW5208 Management for Lawyers (1 credit)**

*Prerequisites: None*

The management course will provide you with an engaging and accessible introduction to the disciplines of business and management. The course introduces you to key arguments and debates that form the study of business and management. The course enables you to become knowledgeable and sensitive to the complexity of modern business organizations, both domestic and international. This course will introduce students to the ethical climate that underpins sound management.

### **LAW5299 Selected Graduate Topics in Law (3 credits)**

*Prerequisites: None*

This course provides further study into various areas of law. Topics covered will vary from semester to semester depending on expertise and interests of instructors and students’ particular needs and strengths. This course may be repeated for credit if the topics are different.

### **LAW5701 Company Law (3 Credits)**

*Prerequisites: None*

This course examines business organizations, applicable legal rules, and best practices from a comparative perspective. The company law of the State of Delaware, United Kingdom, the European Union, and the Republic of Kazakhstan serve to explore common principles pervading the object of company law across multiple legal systems. All business forms – ranging from proprietorship to the Joint Stock Company - are delineated, purposes explained, and liability consequences discussed. Tax advantages and disadvantages of each business organization are identified, though not examined in depth. The course identifies the duties and liabilities of officers and directors under laws of the legal systems identified. It also investigates the various theories of company law: Coases’ Theory of the Firm, Easterbrook’s Economic Structure of Corporate Law, and Company Law as a Matrix

of Financial Data. Discussions of publicly listed companies include disclosure, management requirements, trading restrictions, proxy contests, and insider trading.

### **LAW5702 Tax Law of RK (3 Credits)**

*Prerequisites: None*

Tax law is one of the most important legal courses for any successful lawyer since taxation is present in almost every aspect of professional and business life. This course introduces students to the fundamental principles of taxation both from the theoretical and practical perspective. Specifically, students will explore the key sources of tax law in Kazakhstan - Tax Treaties, Tax Code, Transfer Pricing Legislation, relevant administrative guidance and instructions, including the most important tax returns, but will also familiarize themselves with the important case law. The course covers elements of taxes, basic rules of tax calculations for major taxes (corporate and personal income tax, value added tax, subsurface use taxation, excise and customs regime, special tax regimes) and the importance of tax considerations for business decisions and tax planning. It also focuses on the rights of taxpayer and tax authorities, rules related to tax (de-) registration, tax control procedures, tax dispute resolutions, administrative and procedural tax rules, appeal procedures at tax administration and court levels. Students should also explore and distinguish between tax evasion and tax avoidance, understand the key anti-avoidance provisions and also study the relationship of Ethics and Tax Planning

### **LAW5703 Business Litigation Practicum (3 Credits)**

*Prerequisites: None*

This class gives students an opportunity to participate in real-life experience complex business litigation. In this simulation class, students will draft claims, answers, replies, motions, appeals, cassation appeals, and Supreme Court petitions under the Kazakh rules of procedure. The class is based on an actual rich and complex case study drawn from practice. The Practicum is intended to cover all four levels of the current Kazakh court system: the trial court, the appellate court, the cassation panel, and the Supreme Court. After drafting the relevant court documents, students will act as the attorneys and participate in scheduled trial and appellate hearings before lawyers and faculty members serving as judges. In this course students will not only develop their writing and oral advocacy skills, but will also learn the substantive law involved in the case and the rules of procedure in civil practice. The course may be conducted in the Russian and English languages or both. For example, trial court level proceedings (both the written documents and the actual hearings) may be conducted in Russian, while the appellate level litigation may be conducted in English.

### **LAW5704 Law of Energy and Natural Resources (3 Credits)**

*Prerequisites: None*

Acknowledging the importance of energy on a global scale, and particularly to the economic development of Kazakhstan, this course introduces students to international legal principles (sovereignty, territoriality, principles of compensation, liability etc) and relevant treaties, especially the Energy Charter Treaty, that govern the interaction between states and other potential subjects of international law relevant to energy. The course explores the agreements/contracts/treaties and negotiations between states (public) and multinationals (private) in the exploration, supply of, and investment in energy resources. The course examines the role of major players in energy resources including international organizations in the energy sector, such as OPEC, the OECD, the IEA, the UN, the EU as well as NGOs. International energy investment disputes are most often resolved by arbitration as the preferred mode, with ICSID the forum of choice. International energy disputes can also be environmental and human rights disputes, litigated in international courts and national courts. While using oil, natural gas and nuclear power as examples for the course, we will look toward the future and evaluate the international legal and policy (regulatory) issues facing the development and expansion of renewable energy, such as biofuels.

### **LAW5705 Intellectual Property Law (3 Credits)**

*Prerequisites: None*

The law of Intellectual Property is fast becoming a significant area of law due to the increasing value of company intangible assets and the World Wide Internet. It also raises the question of balance of property within the public domain and property that may be privatized with economic rights exercised by the holder. The subjects covered are: Introduction to IP, Copyright, Patents, Trademarks, Trade Secrets, Geographical Indications, Industrial Design, Patents, WIPO and other international treaties. The trend toward harmonization, protection of IP rights, and open source are consistent themes throughout the course.

### **LAW5706 International Banking Law (3 Credits)**

*Prerequisites: None*

The International Banking Law course commences with a study of money and central banking policy. The relationship between currency and trade is identified. A country's Balance of Payments is key to understanding this function of international banking. This aspect of international banking law is properly called the "international public law of banking". The course then proceeds to identify the business activities of banks, the creation and function of bank holding companies, cross-border banking structures, and the definition and function of "international banking activity". This is properly called the international private law of banking. Payment systems, bank formation, branching, and restrictions on banking activities are discussed from a comparative view. The course then pursues financial institution regulation, risk valuation and control, insolvency, and restructuring of banks.

### **LAW5707 International Commercial Arbitration Practicum (3 Credits)**

*Prerequisites: None*

This Practicum is designed to teach students the fundamental and advanced principles of International Commercial Arbitration in the context of an international sales transaction through the use of a case study. The case study is based upon an Arbitration problem released by the Willem C. Vis International Commercial Arbitration Moot. The first phase of the Practicum is a study of the fundamental principles of International Commercial Arbitration, the UNCITRAL Model Law [amended as of 2006], the New York Convention of 1958, and the Convention on the International Sales of Goods, in preparation for the release and examination of the Vis Moot problem (usually early October). The Problem is read, analyzed, and parsed for identifying key facts and legal issues. Additional treaties may be examined depending upon the issues raised in the case study. The class is divided into teams of four students representing the Claimants and the Respondents. Each team is responsible for submission of two written pleadings on behalf of the respective parties. Subsequent to submission of the pleadings, the teams then prepare for oral argument that takes place in a simulated International Commercial Arbitration; practice sessions are held. The four best-performing students are selected to represent KIMEP at the 19th Annual Willem C. Vis International Commercial Arbitration Moot held in Vienna, Austria during the Spring Semester as a co-curricular (non-credit) activity. Students representing the KIMEP team are responsible for submission of written pleadings and for argumentation at the competition.

### **LAW5708 Administrative Law of RK (3 Credits)**

*Prerequisites: None*

This course introduces students to the legal issues and activities of public administrative bodies with special focus upon the constitutional basis of these entities and their operations. Students are introduced to the place of organs of state administration in the general system of state bodies, and the forms and methods of activity of executive bodies. The course also covers the constitutional basis and administrative organization of state service; administrative liability and administrative process issues; control over the activities of executive bodies; and the constitutional and administrative law protection of rights and interests of individuals and legal entities in relations with the state administration organ.

### **LAW5709 Introduction to the Legal System of KZ (3 credits)**

*Prerequisites: None*

This survey course provides a framework to understand the normative dimensions of the legal system of Republic of Kazakhstan. It introduces students to legal concepts of law, state and subsequently exposes them to fundamental principles and doctrines of Kazakhstan's legal system. The course reflects the breadth and diversity of the legal system of Kazakhstan and covers the basics of its main branches, including Constitutional Law, Administrative Law, Financial Law, Tax Law, Labor Law, Criminal Law, Civil Law, Family Law, etc.

### **LAW5801 Corporate Finance (3 Credits)**

*Prerequisites: None*

This course is a business financial management and law course, combining theory and applications. The course describes the major sources of finance for the company: debt and equity, and describes the legal implications of each for both the issuer and the owner. The course then focuses on capital budgeting methods including financial planning and forecasting, net present value, internal rate of return, capital budgeting under uncertainty, risk and return analysis, capital structure policy, dividend policy, working capital policy, corporate restructuring and interactions of investment and financing decisions. The use of a financial calculator is required for the solving of modern day financial business problems.

### **LAW5802 International Taxation Law (3 Credits)**

*Prerequisites: None*

This course is an advanced tax law course focusing on the issues of international taxation, including the sources of international tax law and their interpretation and application. The students will study in depth both perspectives of international taxation – country of source and country of residence tax issues. The structure of tax treaties will be studied in detail and students will learn to apply the key principles of international tax planning in practical scenarios. The domestic and tax treaty based anti-avoidance rules (including transfer pricing, thin-capitalization, controlled foreign corporation rules as well as other applicable principles beneficial ownership and limitation of benefits clauses) and their application will also be explored as well as other challenges related to tax planning and avoidance.

### **LAW5803 International Investment Law (3 Credits)**

*Prerequisites: None*

*Previously listed as LAW5803 International Investment Disputes*

This course deals with the international law applicable to the rights and obligations of foreign investors and States of the place where the foreign investment is made. The course will have two parts: substantive and procedural. The substantive part will study the rights and obligations of foreign investors and national States, as included in Bilateral Investment Treaties (BITs), other international instruments, as well as in customary law and which protect the investment from unlawful State actions such as expropriation without appropriate compensation or unfair and unequitable treatment. Special attention will be paid to BITs to which the Republic of Kazakhstan is

party. The procedural part will deal with the different dispute resolution mechanisms between foreign investors and national States, focusing on arbitration under the Washington Convention of 1965 and the International Center for the Settlement of Investment Disputes (ICSID). This type of arbitration is particularly important in Kazakhstan, because this country relies heavily upon foreign participation in the development of its energy sector. BITs are triggered and their terms may or may not provide clarity on substantive and dispute resolution issues. Recognition and enforcement of arbitral awards issued under the different instruments will also be studied.

#### **LAW5804 Mergers and Acquisitions (3 Credits)**

*Prerequisites: None*

This course covers the following topics as they relate to mergers and acquisitions: company law, exchange controls and foreign investment restrictions, anti-trust law and restrictions on monopolistic practices, and tax law. Both domestic and international M&A transactions are discussed, as well as mergers, divisions, transfers, acquisitions, and public takeovers. The practical dimension of the course requires students to develop and understand the legal documents necessary to effect an M&A. The Republic of Kazakhstan features as the situs of the content of the course, but references to the law of other jurisdictions is made as needed.

#### **LAW5805 Constitutional Law of RK (3 credits)**

*Prerequisites: None*

This course introduces students to the constitutional principles of the Republic of Kazakhstan. The course starts with the historic overview of the constitutional development of Kazakhstan. Students then examine the constitutional rights and freedoms of individuals in Kazakhstan; the institutes of citizenship and referendum; the legal foundations of the activities of public associations and political parties; and electoral law. Students also will study the legal status of the supreme state organs of Kazakhstan: the President, the Parliament, the Government, the judiciary, and the Constitutional Council. Special attention is paid to the stages of the legislative process in Kazakhstan and constitutional review. Finally, the course deals with the legal issues of the local state administration and self governing bodies.

#### **LAW5806 Commercial Litigation in Kazakhstan (3 Credits)**

*Prerequisites: None*

The civil procedure course addresses the rules, principles and forms of pleadings that govern the litigation of a civil case in Kazakhstani courts. The course familiarizes students with how and where a lawsuit is initiated in the courts of Kazakhstan and with the issues related to status of the parties, the jurisdiction and venue, the forms of action and pleadings. Then the course examines the pre-trial stage with particular attention to such issues as preparation of the case and the preliminary relief. Afterward the trial stage is explored with special emphasis on the elements of proof at trial, burden of proof and evidence rules as well as presumed facts and *res judicata*. The course will also examine content, form and effect of judgments; forms of appellate review and procedures; reopening judgments because of new circumstances; reopening default judgments and execution of judgments. The course will have very practice oriented focus and will be instructed by practicing litigation lawyers.

#### **LAW5807 Contract Law of RK**

*Prerequisites: None*

This course focuses on the law of contractual obligations covering the formation and interpretation of business transactions, legal limitations on the bargaining process, claims and defenses related to breach of contract, and remedies for breach. In addition, it explores legal peculiarities of each type of contract, i.e., purchase and sale, barter, lease, transportation, construction, bank servicing, loan, insurance, storage, and many other contracts. It develops necessary skills and competencies to draft and efficiently negotiate business contracts.

#### **LAW5808 Tort Law of RK**

*Prerequisites: None*

The second part of the course focuses on civil obligations arising out of injury (damage). It introduces students to the fundamentals of tort doctrine, focusing primarily on 'injury (damage),' 'illegality,' 'causation,' and 'guilt' elements required to establish conditions for civil liability, and types of liabilities, including personal injury, products liability, and moral distress, etc. Working on skills-based exercises, students will practice analyzing and applying tort principles to factual scenarios. Finally, the course deals also with the legal issues of unjust enrichment.

#### **LAW5809 Law of the WTO (3 Credits)**

*Prerequisites: None*

Three institutions operate globally to improve trade relations, solve poverty and promote infrastructure investment, and maintain financial stability: the World Trade Organization, the World Bank Group, and the International Monetary Fund. This course provides an overview of each institution and its primary impact upon legal systems. The WTO is the product of the Bretton Woods Agreement following World War II. The GATT [the original name] created a multilateral trading system to reduce tariffs and non-tariff barriers to trade in an effort to make the economic interests of its members interdependent. The WTO, which was formed in 1995 and incorporates the 1948 GATT, introduced several new covered agreements and significantly the Dispute Settlement System. The course also covers the role of the major public international institutions, with the exception of the United Nations, and provides historical case studies.

**LAW5810 International Anti-Corruption Law (3 Credits)**

*Prerequisites: None*

The course focuses on the phenomenon of corruption and the illegal use of public office for private gain. The course, among others, encompasses the following topics: the definitions and scope of corruption (what is corruption and why does it matter?); causes and consequences of bureaucratic corruption; judicial corruption; international, regional and national regulatory anti-corruption frameworks; case studies; when are anti-corruption campaigns successful; corporate criminal liability; international co-operation; extradition; confiscation, seizure and asset recovery procedures.

**LAW5923 Internship or Internship Substitute (3 Credits)**

*Prerequisites: None*

An internship provides students with the opportunity to learn about the practice of law through the supervised performance of legal work in: judicial chambers; prosecutor's office and other government agencies; law firms; in-house legal departments; or other placements approved by the faculty supervisor. In addition to enhancing practical skills and to exposing students to the world outside academia, internships offer the opportunity to increase the knowledge of substantive law, often in a specialized area. The Internship program requires students to work at least 150 qualifying hours, of which at least 100 hours must be spent in the field and 50 hours, preparing internship documents. Interns must file an internship report with the Faculty Supervisor conforming to the requirements of the School of Law for the LL.M program. The Internship Guidelines and Forms contain all details regarding the operation of the Internship program. Students who have worked for a minimum period of one year in a law firm or related field may apply to waive the Internship requirement. The waiver requirements are set forth in the Internship Guidelines. Students who qualify for a waiver are required to take a 3 credit elective course instead of the Internship.

**LAW5990 Thesis Seminar (3 Credits)**

The Thesis Seminar is designed to provide a step-by-step approach to researching and writing an LL.M. thesis. The course starts with assisting students develop an appropriate theme or problem statement upon which to write a thesis, and to form a Supervisory Panel. The objective of the course is to assist students to produce an acceptable thesis to submit to the Supervisory Panel and proceed to the oral defense. A number of compulsory lecture classes will be delivered to introduce research and drafting techniques. From then on, students will be able to meet with the lecturer and their supervisor on a weekly basis in order to discuss their progress and the difficulties encountered. The LL.M. Thesis Guidelines and Forms contain a full description of the course and the procedures to follow.

**LAW5991 Comprehensive Master's Exam (1 credit)**

The comprehensive exam may cover all the courses that you took during your matriculation in the LL.M program. In consultation with your supervisor, the course will review material of the curriculum and prepare you for passing the comprehensive exam

**LAW5992 Thesis Defense (1 Credits)**

This is the second course for working on the thesis. The Supervisory Panel implements a quality assurance function during the implementation of the course. The course subsequently covers every stage of the thesis writing process from draft proposal and formal proposal through submission of the final written thesis and defense.

## **PART XIII – CONTACT INFORMATION**

**ADMINISTRATION  
PRESIDENT’S CABINET  
ACADEMIC AFFAIRS  
STUDENT AFFAIRS  
NON-ACADEMIC AFFAIRS**

### **ADMINISTRATION**

President,  
Chan Young Bang, PhD

Vice President of Strategic Planning, Development and Research  
William Gissy, PhD

Vice President of Academic Affairs  
Vacant

### **PRESIDENT’S CABINET**

Chan Young Bang, PhD.  
President

vacant  
Vice President of Academic Affairs

William Gissy, PhD.  
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Committed to Excellence

**KIMEP UNIVERSITY**

# CATALOG

2014-2015



## **DISCLAIMER**

KIMEP University wishes to emphasize that the materials in this catalog, including policies and tuition fees, are subject to change, alteration, or amendment at the absolute discretion of KIMEP University. Specifically, all tuition fees and other related charges presented in the the KIMEP Catalog, Part II (on campus resources) are applicable to the academic year 2014-2015 only.

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## **FOREWORD**

The purpose of the 2014-2015 KIMEP Catalog, Part II (on-campus resources) is to provide students, faculty members, administrators and all other interested persons with the details of policies at KIMEP University. While the audience for the KIMEP Catalog, Part II (on-campus resources) is the campus community, we recognize that applicants, prospective students and many other people will read this material. This publication offers them insight into KIMEP, its policies and auxiliary services.

## MISSION STATEMENT

The mission of KIMEP University is to develop well-educated citizens and to improve the quality of life in Kazakhstan and the Central Asian region through teaching, learning, community service and the advancement of knowledge in the fields of business administration and social sciences. To fulfill this mission, we offer graduate and undergraduate degree programs at the highest level of international educational standards in business, economics, finance, accounting, public administration, political science, international relations, law, pedagogy, journalism and mass communication to outstanding students, who will become equals to graduates of universities anywhere in the world. We seek to select students from among those who demonstrate leadership, talent and language capabilities, irrespective of their financial means, gender or ethnic origin, or any other subjective criteria.

KIMEP University has grown substantially since President Nursultan Nazarbayev established the Institute on January 14, 1992. He gave Dr. Chan Young Bang the responsibility of managing and developing this new academic institute, the first in Central Asia to be modeled on the North American system of education. By attracting local and international scholars, encouraging excellence in all operations and focusing on the long-term well-being of the members of this community, KIMEP University has grown into a vibrant , matching the high standards of leading Western academic institutions.

KIMEP has contributed enormously to the growth and development of the nation and its people by challenging young men and women to draw upon their standards of excellence and to contribute to society after graduation.

## **PART III - STUDENT AFFAIRS**

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### **STUDENT LIFE**

#### **THE OFFICE OF STUDENT AFFAIRS**

The support of students towards achieving their educational goals is the focus of the Office of Student Affairs. The office provides an environment that fosters the intellectual and personal development of students, consistent with KIMEP University's mission. The Office of Student Affairs reinforces and extends KIMEP University's influence beyond the classroom. Its services include student support services such as Recreation and Sports, Student Housing, Student Health, and Student Life.

#### **KIMEP STUDENT ASSOCIATION (KSA)**

KIMEP University is one of the few universities in the world where students are part of the decision-making process. The KIMEP Student Association (KSA) vigorously protects student interests at all levels and can influence Administration's decisions and policies. Elected student representative sit on

almost all major standing committees such as the KIMEP Budget Committee, Disciplinary Committees, Tender Committee and so on. All full-time KIMEP University students automatically become members of the KSA. Every year, in the beginning of the Fall Semester, the KSA members elect the KSA Cabinet that is headed by an elected President for a period of one year. The KSA organizes student events and activities in collaboration with the Office of Student Affairs. The KSA plays a key role in student life at KIMEP University. Any KSA member can plan an event or activity, or can launch a project with the approval of the KSA Cabinet and the Executive Director of Student Affairs. The KSA Cabinet and, in fact, all members of the KSA contribute greatly to the intellectual and personal development of the student community.

KIMEP University is an institution that fosters higher education for all students, regardless of gender, age, race, religion and physical condition. KIMEP University promotes the general welfare of students and preserves within the University an atmosphere of free discussion, inquiry and self-expression in order to appropriately organize the responsibilities of participatory governance as a joint effort between students, faculty and the administration of KIMEP University.

### **STUDENT ACTIVITY FEES EXPENDITURES GUIDELINES**

In order to ensure proper control on spending student activity fees budget, and effective and timely preparation of all the necessary documentation, the following guidelines shall be followed to by the persons elected responsible for organizing student activities.

1. Approve persons responsible for preparation and submission of documentation to Finance department.
2. Elaborate and submit plan of activities at the beginning of each semester to the Office of Student Affairs.
3. Submit budget, minutes and supporting documentation of approved proposal by the KSA and the Office of Student Affairs along with payment documentations at least 15 (fifteen) days before the event.

**Non-cash payment:** Payment request form, copy of contract (mandatory when working with physical entities), payment invoice, approved budget and letters confirming payment expenditures.

- Selection of supplier of goods and/or services shall be coordinated with the Support Services Division, since KIMEP University has established the database of different service providers on the market.

- Contracts shall be approved by the legal department and KIMEP Budget Director and Controller then signed by the Executive Director of Student Affairs.

- Act of performed works should be endorsed by the Director of Student Affairs.

- Invoices should be endorsed by the Director of Student Affairs and/or the Executive Director of Student Affairs.

\*Timely contract payment is the obligation of initiators. If there are any late payment fines, it is the responsibility of the initiators to resolve.

### **ASSISTANCE FOR PARENTS AND STUDENTS**

The Office of Student Affairs will make every effort to provide assistance, or direct the parent or student to the proper office for assistance.

### **STUDENT FACILITIES**

#### **STUDENT CENTER**

The Student Center provides cultural, social, leisure and extra-curricular activities for the KIMEP University community and guests. It is also home to various student activities such as: campus clubs, disco nights, job and student organizational fairs, art exhibitions and a host of other events.

#### **GREAT HALL**

The Great Hall hosts many activities, including biweekly screenings of newly released movies on a large theatre screen and theater-quality sound system run by KIMEP University. Also a variety of conferences and seminars take place in the Great Hall. Well-known people in the areas of culture, education, business, and international relations visit and give talks in the Great Hall. The theater seats 500 people.



### **Use of KIMEP University Facilities for Activities**

The use of KIMEP University facilities for activities and events is considered a privilege. Therefore, any conduct that in any way deliberately vandalizes or damages property; poses risks to staff, faculty or students; and, in general, is not adult or professional behavior will not be tolerated. Unacceptable behavior might include fighting, shouting, theft or destruction of property, or any use of facilities other than their intended purposes. Under no circumstances will facilities be used for political and religious activities, such as political party and religious meetings, political and religious events, or for discussion on political and religious matters. Students, faculty, staff and their guests may come and go as they please. The policy outlined in this Code of Conduct is not to restrict such freedom but only to protect KIMEP University property, members and their guests. The following rules must be adhered to at any event held using facilities and will be strictly enforced. Students, student organizations, faculty or staff may use facilities for any event they choose. The Executive Director of Student Affairs and Office of Student Affairs must be notified at least three weeks in advance of any plans to conduct an event on campus. The administration reserves the right to refuse usage of facilities to any entity for any event.

The Director of a particular facility is the official point of contact for the particular event and remains so up until the time of the event. It is the responsibility of the Director of the particular facility to ensure that all procedures have been correctly followed. From the start of the event until the end of the event the entity hosting (hereafter "Event Host") the event is legally responsible for anything that happens. At the time of the request of use of facilities the Event Host must sign a Responsibility Waiver Form and the Code of Conduct Form. These forms will identify the person or persons in charge of the event and who will be legally responsible should anything wrong occur. Ultimately, it is the responsibility of the Event Host to make sure that all participants are obeying KIMEP University rules and regulations. The administration encourages events on the campus to target KIMEP University students. Any student, staff or faculty in good standing with the university is allowed to participate in campus events. Security shall be provided for any event that occurs after normal business hours and the Head of Security will determine the appropriate security measures. Upon entrance to any event on the campus, KIMEP University security reserves the right to ask for official identification of any participant, including members and their guests. In the event, that such a request is made and the participant does not have such identification, security has the right to refuse entrance of the person. Non-KIMEP University participants must be invited by an acknowledged member in order to be admitted to KIMEP University events, and members and their guests must seek admittance into the event at the same time. Guests will not be admitted separately from their acknowledged KIMEP University host. Member will be held responsible for the behavior and conduct of their invited guests. In other words, members will be held responsible for any unacceptable or unethical behavior of their guests as if the members themselves misbehaved. This rule will be strictly enforced. The Event Host must provide a registration list for all guests, which will be used only to identify members and their accompanying guests. Prior to admittance to the event, Security must verify the identity of both the member and the guest(s) and record this information on the registration list. When Security is satisfied and sees no obvious grounds for refusal of admittance, only then will the guest be admitted. KIMEP University Security discretion and judgments in these regards are final. Only members who bring guests will be required to sign this list jointly with their accompanying guests. All other members are free to enter the event after they have been identified as a member. If there are no gross violations at the event, then the list will be returned to the Event Host following the conclusion of the event.

The policy towards events on campus that involve the consumption of alcohol is as follows:

In the event that any violation of these rules occurs and the on-duty Security is unable to manage the situation, then the Head of Security shall be contacted immediately. The Head of Security shall use all resources at his discretion to rectify the situation. In the event that such violations pose grave risks to students or KIMEP University property, and the Head of Security is convinced that the safety and security of students are in danger and he is unable to manage the situation, then the proper law enforcement authorities shall be contacted immediately. In the event that such violations are illegal by Kazakhstan law, the Head of Security has the right to contact the appropriate law enforcement authorities without further consideration. In the event of such gross violations, the Head of Security shall at the first opportunity inform the administration and shall make a formal report informing all relevant administration officials of the details of the event. These matters shall be reported to the

Student Affairs Disciplinary Committee for action. The Student Affairs Disciplinary Committee will make recommendations to the Executive Director of Student Affairs, who will then pass this on to the President of KIMEP University for appropriate action.

### **SPORTS CENTER**

The Sports Center is conveniently located on campus and has almost everything to meet the requirements of the sports activities of students, faculty members and staff. Regular weekly activities include: volleyball, indoor basketball, table tennis, self-defense lessons and aerobics. The Sports Center regularly schedules competitions between the students and faculty. The Sports Center is equipped with a wide variety of facilities including training machines, a full-length basketball court, a weight lifting room, and special aerobics and fitness rooms. A number of showers and lockers are also available, and entry to the Sports Center is free for KIMEP University students, faculty and staff. The outdoor sports field also offers a variety of outdoor sports activities for KIMEP University students, faculty and staff.

### **STUDENT DINING**

Currently, students have multiple full-time locations where they can choose to eat, ranging from cafeteria-style breakfasts and lunches at the KIMEP University Grill; light snacks and hot and soft drinks at the Coffee Inn, and K-store; and home-cooked local dishes at the Dormitory Canteen. All locations offer friendly service and delicious and affordable meals. These locations are popular among students who want to eat, drink, or just simply socialize between classes.

### **MEDICAL SERVICES**

The mission of the KIMEP University Medical Center includes the provision of medical care and emergency services to KIMEP students, faculty and staff. The Medical Center is staffed by board certified physicians, psychologists and nurses who provide primary care services including physical exams, preventive care, emergency medical care, and psychology consultations. The Medical Center office is located inside the Dormitory building on the ground floor; it has four rooms, which serve as a waiting room, examination room, a room for injections, and physiotherapy. The Medical Center also offers therapy services to the KIMEP community.

The professional psychologist at Counseling & Psychological Services (CPS) offers free, confidential counseling to the students and staff.

The Medical Center accepts medical certificates (form 086 and 063) and supervises the annual chest X-rays of students and employees.

The Medical Center controls medical certificates for absences of students and employees because of health-related conditions that may affect their work and require medical attention.

The Medical Center works in partnership with students, faculty and staff to provide medical information and to promote healthy lifestyles.

### **THE DORMITORY**

Student housing is conveniently located on campus. The capacity of the dormitory is 424 students. There are comfortable and clean rooms served by a polite and friendly staff. The dormitory also has: ironing room, DVD & television rooms, a hairdresser and kitchens, most of which are available for student use 24 hours a day. Dining services provides fresh dishes for breakfast, lunch and dinner. There is 1 computer laboratory located on the first floor with 24 computers in the room. Utilities such as cable television, telephones, electricity and water are included in the Dormitory rate. All rooms are equipped with a telephone. The Housing Department also helps students in finding off-campus housing. The Housing Department is located within the Dormitory.

The entire Dormitory, as well as the entire KIMEP University campus, offers a secure environment 24 hours a day. KIMEP University continues to renovate the dormitory.

The Dormitory, like KIMEP University itself, is a smoke free building. Violations will be subject to fines, and if appropriate, expulsion. Each Dormitory resident will be expected to abide by all non-smoking rules and regulations.

## **DORMITORY ACCOMODATION PAYMENT POLICY**

Students, who intend to take up residence in the dormitory, must confirm their place by making a payment of at least 1/3 of the total cost for the semester by the first day of the semester. The payment must be made within 5 (five) work days after student's check-in. Payment for accommodation in the Dormitory for summer semesters should be paid 100% in correspondence with the KIMEP Tuition Fee schedule. This policy is subject to change at the University's discretion. This policy does not prohibit students in extraordinary circumstances from requesting special consideration.

There is no coed dwelling in the dormitory – all rooms are single sex.

## **APPLICATION**

It is the responsibility of all applicants and current students who desire campus housing to apply for it by the deadline.

## **ASSIGNMENT OF SPACE**

Assignment to the university residence hall is made without regard to race, ethnicity, gender, or religion. When possible, the assignments would take in to account preferences of the applicants.

Assignment procedure as well as other housing policies and procedures are subject to change and it's applicant responsibility to learn new rules and regulations.

Please note, the dormitory space is limited and the priority is given to those eligible candidates who first made payment. (first came, first served)

## **ELIGIBILITY**

Applicants for the dormitory space are prioritised as the following:

- ✓ CAUS and other scholarship students
- ✓ Exchange students (grad and undergrad)
- ✓ 1<sup>st</sup> year students of Kazakhstan regions
- ✓ UGRAD and GRAD international
- ✓ Special cases (potential UGRAD failed UNT/ non-degree, students with health or mental disabilities)

All others (inclusive of returning students , Residential assistants students ).

## **OFF-CAMPUS HOUSING PROGRAM**

Students who were not accommodated in the Dormitory automatically become eligible for Off-Campus Housing Assistance. The Off-Campus Housing Assistance consists of an off-campus database which will be utilized in assisting KIMEP university staff, faculty members, international students, and local students from other regions of the country to find off-campus housing.

## **RESIDENTIAL ASSISTANT PROGRAM**

The Dormitory operates a Residential Assistant (RA) Program to support the mission of the University. The purpose of the program is to facilitate the daily operations of the dormitory and to ensure that with an increased number of students there will be an increased amount of safety. The Residential Assistants help other students with their questions about on-campus living, payment arrangements, housing policies, employment in housing, and other topics. Students should feel free to discuss any concerns with their Residential Assistant.

Each RA is assigned an area of responsibility within the dormitory and has a certain number of duties contained in the RAs job description.

Compensation for RAs includes free room in the dormitory for the length of their term of service, limited to 1-year.

### **Overview of Duties:**

- ✓ Regular reporting of dormitory issues.
- ✓ Establishment and participation in an RA Council to facilitate and support student events.
- ✓ Support in maintenance of dormitory rules and policies.
- ✓ Reporting violations of dormitory rules and regulations.

- ✓ Helping dormitory residents with their questions about on-campus living, payment arrangements, housing policies and other topics.
- ✓ Attend and participate in the RA staff meetings.
- ✓ In case of necessity to be available to help the Student Affairs Department
- ✓ Adherence to the all University policies, rules and regulations. Failure to abide by all regulations and policies or failure to present yourself as a positive role model may result in the termination of RA job.

### **Selection Process**

There will be a maximum of eight RAs in the Dormitory, with two RAs per floor. A Committee from the Office of Student Affairs will select RAs. (The selection process for RA positions must be completed by the end of the academic year; usually this is done in April).

### **Qualification Criteria**

KIMEP University students -- undergraduate and graduate students -- are welcome to apply for residence staff positions.

1. All candidates must be able to demonstrate through an interview process the personal maturity, responsibility, patience, aptitude for conflict resolution, creative thinking, enthusiasm and commitment.
2. Candidates for the RA position can apply no more than two times.
3. RAs are expected to remain in good academic standing. Candidates who are on Provisional Status, Academic Probation, Non-academic Probation, Academic Disqualification, or Non-academic Disqualification are not eligible for an RA position. Incomplete grades must be completed before the start of employment in September. If a student is placed on probation or is suspended during his/her service as a Residential Assistant, this will be grounds for termination.
4. RAs must be full-time students and maintain a cumulative GPA of **2.67 or better** on an ongoing basis.
5. RAs are required to live in the residence to which they are assigned.

### **LEARNING SUPPORT CENTER (LSC)**

The KIMEP University Learning Support Center (LSC) was established to serve a broad scope of student needs, ranging from the individually structured assistance and services to specialized, comprehensive and concentrated support systems. The KIMEP University Learning Support Center is working on developing unified promotional materials for informing students and parents to have reasonable expectations regarding their education and possible career options. The KIMEP U LSC organizes and conducts effective orientation programs for local and international first year / freshmen students in the beginning of fall and spring semesters. The LSC activities are focused on the retention of students providing them with collaborative academic support, promoting the academic success of students who are at risk or on academic probation. The KIMEP University LSC developed a strong program for effective academic advising for all students. One of the mechanisms to reduce the attrition rate among students is an early-alert intervention program which is implemented through the intrusive advising and informing parents of students in academic difficulties. The LSC helps students to design a plan for success and provides the academic support that meets their individual needs. All students are invited to join the academic recovery program which is designed to help students at risk of academic failure. To achieve this goal, the program offers a number of effective study skills workshops to all interested students.

### **UNIVERSITY CODE OF BEHAVIOR**

It is KIMEP University policy to take all steps necessary to avoid disciplinary action. KIMEP University continues to work proactively in order to reduce the need for disciplinary action. Given the complexity of the university, however, the need for disciplinary actions occasionally do arise. It is the general policy of practice at KIMEP University to take such actions with care and to only implement formal disciplinary procedures as a last resort in resolving a difficulty that may arise. The following describes the expectations of KIMEP University regarding academic and personal code of behavior for all students, faculty and staff.

As citizens and residents of the Republic of Kazakhstan, members of this academic community enjoy the same basic freedoms, rights and responsibilities as all other citizens and residents of this Republic.

In particular, students and faculty at KIMEP University should exercise freedoms and responsibilities related to the educational process. In order for this to happen, teachers should be free to teach, conduct research and publish findings in the spirit of free inquiry, and to exercise academic responsibility in the classroom in examining and discussing subjects in a spirit of freedom. For students, attendance at KIMEP University is a privilege. In order to maintain the ideals of scholarship, character and commitment to excellence, KIMEP University establishes these rules and regulations to further these ideals within the university community. Students must understand that individual rights bring associated responsibilities and that individual rights must be viewed in relationship to the health, safety and welfare of the university community. Faculty, students and administrators who are found by the appropriately constituted committee(s) to have contravened any KIMEP University regulation designed to protect the above principles will have the right to due process. Due process means the confidential and impartial consideration of their case by the appropriate committee, with the right to appeal any decision taken. These rules apply to all members of the university community equally, no matter who they or their parents may be. All members of the university community are responsible for their enforcement. Any KIMEP University student, teacher or employee who is aware of an offense and who does not act to prevent it, if possible, or to report it to the properly constituted authorities is also considered to be guilty in connection with the offense. All are also required to give evidence of what they saw, heard or perceived by other means before the appropriate committees when a case is under consideration.

### GENERAL CONDUCT POLICY

Faculty and students are considered to be professionals and adults, whether teaching or in the process of being taught at the university level. For this reason, KIMEP University requires adult and professional behavior and conduct from everyone on campus. Examples of behavior which contravene this policy include, but are not limited to, the following:

#### I. Severe Behavioral Misconduct that leads to immediate Suspension and likely Dismissal

	<b>Behavioral Misconduct Includes:</b>	<b>Normal sanction</b>
1	Physically Assaulting Another Student or Faculty/Staff Member or visitor with a Weapon	1 <sup>st</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
2	Physically Fighting or Displaying Physical Aggressiveness & Contact Towards Faculty or staff member or visitor	1 <sup>st</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
3	Being identified as dealer and/or provider of drugs on campus	1 <sup>st</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
4	Possession Of Unlawful Substances on Campus (drugs)	1 <sup>st</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
5	Sexual Harassment/Assault	1 <sup>st</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
6	Threatening bodily harm to another person with a knife, firearm, club, or another object that could be construed as a weapon.	1 <sup>st</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
7	Theft of Property	Immediate suspension and probability of Permanent Dismissal from KIMEP University
8	Physically Fighting or Displaying Physical Aggressiveness & Contact Towards Another Student	1 <sup>st</sup> Offense: immediate suspension and Mandatory Counseling 2 <sup>nd</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University

## II. Behavioral Misconduct that leads to Disciplinary Probation and after 2<sup>nd</sup> offense to Dismissal

1	Verbally Threatening/Using Abusive Language Towards Another Student or Faculty/Staff Member With Harmful Intent	1 <sup>st</sup> Offense: Mandatory Counseling & Disciplinary Probation 2 <sup>nd</sup> Offense: Immediate suspension and probability of Permanent Dismissal from KIMEP University
2	Being found in possession of any kind of weapon (for example: a knife, firearm, or club).	1 <sup>st</sup> Offense: Mandatory Counseling and Disciplinary Probation 2 <sup>nd</sup> Offense: Immediate suspension and probability of Permanent Expulsion from KIMEP University
3	Alcohol Intoxication/Possession Of Unlawful Substances on Campus	1 <sup>st</sup> Offense: Immediate confiscation of the substance by security personnel. Mandatory Counseling and Disciplinary Probation 2 <sup>nd</sup> Offense: suspension and probability of permanent expulsion.
4	Smoking is banned at KIMEP University. Violating of smoking policy anywhere at KIMEP University Campus is prohibited.	Immediate confiscation of cigarettes by security personnel 1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: immediate suspension and probability of a one year expulsion 3 <sup>rd</sup> offence: suspension and probability of permanent expulsion.
5	Vandalism or deliberate damage to KIMEP University property or the property of other individuals	1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal
6	Offensive behavior in the classroom or corridors of the university (For example: spitting, shouting, offensive behavior towards classmates/faculty members along with ethnic, religious or racial slurs, etc.)	1 <sup>st</sup> Offense: Mandatory Counseling and Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal
7	Littering On Campus Grounds (This would include the improper disposal of cigarette butts, chewing gum, and other trash)	1 <sup>st</sup> Offense: Verbal Warning 2 <sup>nd</sup> Offense: Community Service (Cleaning Campus)
8	The playing of cards for the purpose of gambling and/or gambling on campus grounds	1 <sup>st</sup> Offense: Verbal warning & immediate confiscation of cards by KIMEP University Official 2 <sup>nd</sup> Offense: Mandatory Counseling and Disciplinary Probation 3 <sup>rd</sup> Offense: Automatic Suspension or Dismissal
9	Falsification of medical certificates/documents	1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal

### Policy on Sexual, Religious and Ethnic Harassment

It is the policy of KIMEP University to provide a safe and positive learning environment for all faculty, staff and students. To ensure such an environment, KIMEP University will not tolerate acts of sexual

harassment or retaliation for filing a charge of sexual harassment against or by any employee or student. The following provides a definition of sexual harassment, any potential retaliation, and the procedures to be followed in cases related to sexual harassment. Furthermore, it is a violation of KIMEP University policy to knowingly lodge a false complaint of sexual harassment or give false information regarding such a complaint. This policy applies to all faculty, staff, and students of KIMEP University. There are many definitions of sexual harassment.

- ✓ Sexual harassment consists of interaction between individuals of the same or opposite sex that is characterized by unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature under the following conditions.
- ✓ Submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment, living conditions and/or educational evaluation.
- ✓ Submission to or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting such individual.
- ✓ Or the conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile or offensive working or educational environment.

A hostile environment concerning sexual harassment is defined as unwelcome sexual conduct that is sufficiently severe or pervasive that it alters the conditions of education or employment and creates an environment that a reasonable person would find intimidating, hostile or offensive. The determination of whether an environment is "hostile" must be based on the circumstances and conditions in which the act has taken place. These circumstances could include the frequency of the conduct, its severity, and whether it is threatening or humiliating. Examples which may indicate a violation include but are not exclusive to a faculty member who suggests that a higher grade will be given to a student if the student submits to sexual advances; a supervisor who implicitly or explicitly threatens termination if a subordinate refuses the supervisor's sexual advances; a student who repeatedly follows an instructor around campus and sends sexually explicit messages or images to the instructor's voicemail, email or phone; demands by anyone for sexual favors, accompanied by implied or overt threats concerning one's job or letter of recommendation; subtle pressure for sexual activity; unwelcome physical contact; sexual comments and innuendos; visual displays of degrading sexual images; and physical assault and rape. These are only examples, whereas the actual definition of sexual harassment may include a variety of other interactions.

It is a violation of KIMEP University policy to engage in retaliatory acts against any employee or student who reports an incident of alleged sexual harassment, or any employee or student who testifies, assists or participates in a proceeding, investigation or hearing related to such allegation of sexual harassment. Students and employees who believe they have been retaliated against because of testifying, assisting or participating in a proceeding, investigation, or hearing relating to an allegation of sexual harassment, should meet with and seek the advice of the Chair of KIMEP University Disciplinary Committee, whose responsibilities include handling retaliation as well as sexual harassment allegations. All members of the university community enjoy the same rights and privileges, independent of their ethnicity, gender and sexual orientation, and are protected from harassment related to them. Therefore it is forbidden to pressure students or any member of the KIMEP University community for sexual favors or to insult, harass, threaten or assault any person for reason of their religion, ethnicity, gender or sexual orientation.

#### **KIMEP University Drug and Alcohol Policy**

The Executive Committee reaffirms legislation that KIMEP University cannot sell alcoholic beverages, including beer, on campus. Based on this, a decision was made to prohibit the possession and consumption of alcoholic beverages, including beer, on campus by students.

It was also the decision of the Executive Committee to prohibit the sale or distribution of alcoholic beverages, including beer, in the Faculty and Staff Lounge. For other events on campus involving faculty, staff and guests, permission to serve alcoholic beverages must be approved in advance by the Office of the President of KIMEP University.

For further clarification, refer to the "Bylaws" of KIMEP University's Policy Regarding Alcohol and Drug Use. (See the "Student Handbook.") Cases where evidence of possession or use of these substances is discovered at "student events" on campus will automatically be referred to KIMEP University authorities and then reviewed and discussed by the Student Affairs Disciplinary Committee.

### **KIMEP University Gambling Policy**

Gambling is prohibited on KIMEP University premises, and violators will be subject to sanctions. Based on this, it is important that KIMEP University clearly states guidelines of what is considered gambling and why it has been prohibited.

All students are expected to be familiar with and abide by KIMEP University's policies regarding gambling-related activities. The practice of illegal gambling among students has a disruptive effect and can lead to financial loss and possible retaliation by others. Students are not allowed to organize games of skill or chance where money changes hands. This includes playing cards, in which money is bet, won or lost.

For further clarification refer to the "Bylaws" of KIMEP University's Policy Regarding Gambling. Cases where there is evidence that there has been a violation of this policy will automatically be referred to our KIMEP University authorities and then reviewed and discussed by the Student Affairs Disciplinary Committee.

### **Smoking and Chewing Gum Policy**

a) Beginning Fall 2009 smoking is prohibited throughout all of the KIMEP University campus. Also, smoking is prohibited in toilet facilities.

b) The use of chewing gum is forbidden during classes. At all other times used chewing gum must be neatly disposed of in garbage and trash cans.

### **Campus Cleanliness**

KIMEP University seeks to keep our campus as clean as possible. The students have a responsibility with regards to their personal conduct. Students must use proper disposal places for their cigarette butts, chewing gum, and other trash. To encourage students to use proper disposal places, KIMEP University has implemented a disciplinary procedure for those who do not comply. After one written warning by the security staff or other KIMEP University personnel, the student will be referred to the KIMEP University Disciplinary Committee for further action. Considering the nature of the offense and the number of times an offender is caught, the Committee will consider the following disciplinary actions.

**First Disciplinary Action** - The student will be required to complete up to 4 hours of community service, which will include cleaning the campus under the supervision of the Office of Student Affairs.

**Second Disciplinary Action** - The student will be required to complete up to 10 hours of community service, which will include cleaning the campus under the supervision of the Office of Student Affairs.

**Third Disciplinary Action** - The student may be placed on Disciplinary Probation.

**Fourth Disciplinary Action** - The student may be suspended for one semester from KIMEP University. He/she will lose all tuition and other fees paid to KIMEP University for the time of suspension.

**Fifth Disciplinary Action** - The student may be suspended from KIMEP University within the parameters of the prior offense.

### **Cafeteria/Buffer Policy**

1. Queue jumping or barging into the queue for food and beverages is forbidden.

2. Used napkins, tissues, and food wrappers must be neatly disposed of in trashcans. The customer must return glasses, plates and other utensils to the cafeteria in a timely manner.

### **DISCIPLINARY PROCEDURES**

All members of the KIMEP University community are required to give true and accurate testimony during any of the procedures listed below. Giving false or misleading testimony to an officer of KIMEP University who is investigating a complaint, or to any official body that is judging a complaint may result in disciplinary action. The College Disciplinary Committee members shall be the Dean of



the College(s), one elected faculty representative (non-chair) from each department, and one position of rotating department chair. The rotating department chair position will change each semester. KSA selects a student member. If a member of this committee is involved in the disciplinary action as either the initiator or alleged violator, then he/she will be replaced by an alternative representative chosen by the Dean of the College(s) in the case of faculty or by KSA in case of the student representative. This committee will also serve as the College Disciplinary Committee for faculty, unless the Colleges have an alternate committee for faculty. The KIMEP University Disciplinary Committee (further KDC) serves as the appeals committee.

1. The KIMEP University Disciplinary Committee has the jurisdiction to investigate any violations of rules and regulations of the institution. Moreover, the KDC serves as the appeals body for cases that have been resolved by the College Disciplinary Committees. The voting members of the Committee shall be representatives of the International Relations, Support Services, Financial Aid, Corporate Development, Student Affairs, Dormitory administration, Security Departments and Medical Center.
2. Violations of published laws; policies or rules and regulations may subject violators to appropriate disciplinary action by KIMEP University authorities. In non-academic personal behavior cases, the Chairperson of the KDC will consider the original complaint and decide if the complaint merits a hearing. If it is decided that a hearing is warranted, the Chairperson will assign the case to the most appropriate College Disciplinary Committee. The Chairperson may also decide that the charges are without merit, or that the issue can be equitably resolved otherwise.
3. The student(s) or faculty member(s) named in the complaint will be told to attend a meeting of the KDC in most cases three days in advance. Exceptions to this policy may occur if it is deemed by the Chairperson in consultation with the President of KIMEP University that an emergency situation exists.
4. The student(s) or faculty member(s) **MUST** appear at this meeting. Failure to do so without giving advance notice of extenuating circumstances is taken as an admission of guilt.
5. The KDC will hear from both sides in the question. The person(s) facing the complaint and those bringing the complaint will then be asked to leave the room while the KDC makes a decision.
6. A simple majority constitutes a decision. The Chairperson has the casting vote in the event of a tie.
7. The person(s) about whom the complaint was lodged is then notified in writing within three days of the Committee decision.
8. Upon the publication of the order, the order must be immediately obeyed. Failure to do this will open the person penalized to further disciplinary action.
9. All appeals must be submitted to the Office of the Chairperson within one week of the decision of the KDC. The Chair of Disciplinary Committee of the Executive Committee will hear the case. The decision of this Committee is final.
10. Students and faculty are free to appeal to bodies outside of KIMEP University. Before doing so however, it is only fair to advise that the following circumstances may apply:
  - a) It will cease to be an internal private matter, and become a matter of public record and knowledge.
  - b) It may involve legal action in criminal or civil courts.

#### **ACTIONS OF THE COMMITTEE**

The KDC may recommend one of, or a combination of, the following:

##### **Disciplinary Probation**

Disciplinary probation is a formal warning to a student that their conduct is unsatisfactory. A record of the probation is placed in the student's academic file. Any further violations of the discipline code will result in automatic suspension or dismissal from KIMEP University.

##### **Suspension**

The student is told to leave KIMEP University for a period deemed appropriate for the offense. During this time the student is forbidden to enter KIMEP University buildings and premises unless they have the written express consent of the Chair of KIMEP University Disciplinary Committee.

##### **Dismissal**

The student is told to leave campus and not allowed to return to KIMEP University. Any degree candidacy or academic standing is automatically nullified. The student is forbidden to enter KIMEP

University buildings and premises unless they have the written consent of the Chair of KIMEP University Disciplinary Committee.

#### **Community Service/Work Experience**

The student is asked to perform a specified number of hours of volunteer work, either at KIMEP University or in the wider community. In certain circumstances, the Committee may require that the student find regular paid employment and demonstrate a period of time working in that job.

#### **Monetary Compensation For Damages From The Student**

In cases where property has been damaged (E.g. computers, software, fixtures etc.), the Committee may offer the student an opportunity to compensate KIMEP University for the damage caused. If the value of the damages exceeds this 20%, the Committee may not levy damages. The Committee may impose either suspension or expulsion, or recommend that KIMEP University sue the student in a civil court action to recover the cost of the damages.

#### **Course of Consultation With a Psychologist Or Psychiatrist**

There are circumstances where the Committee may feel that the student should have consultation(s) with a mental-healthcare professional before the student can be reintegrated into the KIMEP University academic community. Records of such consultations are entirely confidential.

#### **Enrollment In Specific Classes**

The Committee may decide that the best solution to a problem may be knowledge itself: that a student may be directed in certain circumstances to take an academic course offered by KIMEP University.

#### **Ban from Computer Facilities and Laboratories**

Violations of the Computer and Communications Code ('Computer Lab Rules') may result in the student being banned temporarily or permanently from computer facilities and laboratories. The Director of Computer and Information Systems Center has discretion in cases of suspension of up to one month. Longer suspensions require action by the KDC.

## PART II – TUITION PAYMENT POLICY and FINANCIAL AID SERVICES

### TUITION PAYMENT POLICY

#### SPECIAL STATUS AND INDIVIDUAL PAYMENT PLAN FOR STUDENTS

#### INFORMATION ON PAYMENT FOR SERVICES OF 'KIMEP UNIVERSITY' JSC

#### REFUND POLICY

#### FINANCIAL AID OFFICE

#### MISSION

#### TYPES OF FINANCIAL AID

### TUITION PAYMENT POLICY

Payment of tuition allows a student to register for courses. No student is permitted to attend class or to take exams unless the student is officially registered for the class and the name appears on class roster produced by the Registrar office. Tuition is based on the number of credit equivalents that a student enrolls in. The total tuition is the tuition rate per credit times the number of credit equivalents.

#### Tuition Payment Options

KIMEP University adopted flexible system of tuition payment. At the beginning of the academic year, before any registration, students have four options for paying tuition:

1. Pay tuition at once for all credits required for the degree completion and keep current year's tuition for all years of study. Students willing to pay in advance (before the study) for the whole period of education in a lump sum should sign an Addendum Educational Service Contract in order for tuition to be fixed. Exceptions are cases of retakes and of registration for additional courses. In this cases payment shall be made according to the price, current at the moment of registration.
2. Pay tuition at once for credits required for one academic year and receive the prepayment discount.
3. Pay tuition for the semester at the beginning of the semester.
4. Pay the semester tuition in three installments.

Tuition payments must be received by KIMEP University by the due date (please follow the Academic Calendar). As KIMEP University follows cashless operations principle and usually bank transmissions take several days, all payments should be made sufficiently in advance to allow for transmission, processing and posting while before the due date on the payment report of each student. Payments received after the due date are automatically assessed a late payment fee (regardless of when the payment was initiated). It is the students' responsibility to ensure that tuition is paid on time.

#### Late payment fee

KIMEP University requires all students to be current in their financial responsibilities for payment of TUITION and FEES to the University and will define "current and not owing any outstanding amount" as:

- ✓ Fully paid
- ✓ Paid or Scheduled to be paid appropriately for the second installment before the end of the 5<sup>th</sup> week and for third installment before the end of the 9<sup>th</sup> week of the semester.

Students who are registered for any classes in **Fall Semester** or **Spring Semester** and have an outstanding debt shall be fined a late payment fee.

Students will be warned at the beginning of the **fifth week** of the semester; the late payment fee will be charged to all who are not current and fully paid or with appropriate clearance, as per the above-listed categories.

- ✓ This same process will be allowed at the beginning of the **ninth week** of both the Fall and Spring Semesters when all payments for the both of those Semesters are to be finalized by individuals

### **Semester Payment and General Installment Payment Plan**

Tuition can be paid at the beginning of the semester or in three installments throughout the semester. The first payment is due from the start of registration until the beginning of the semester and allows students to register for classes. The due dates of the first, second and third payments are listed in the Academic Calendar. There is no installment payment option for summer tuition (summer tuition is paid in advance before registration).

### **Non-payment of tuition**

KIMEP University has the right to take administrative and legal action against students who fail to make any remaining tuition payments.

1. A student with outstanding debt at the end of the semester will not receive his/her final grades. The Registrar's office will not issue official transcripts.
2. Registration for subsequent semesters is blocked until the debt is cleared.
3. If the debt is not cleared by the end of the following semester the student might be administratively withdrawn from the university.

### **Refunds of overpayment**

When an overpayment occurs (except for graduating students), KIMEP University encourages students, parents and sponsors to leave the overpayments in the student's account and to use these funds for tuition in the subsequent semester or summer sessions.

Refunds are made only in case of withdrawal from KIMEP or graduation. Refunds are returned to the original payer only (student, parent or sponsor) by the method of the initial payment to KIMEP University (cash, bank transfer or bank card) during the refund period. The refund policy and refund schedule is available from the accounting office

### **Payment Obligation**

Every student must accept personal responsibility for the payment of all tuition and fees on time. Where possible, KIMEP University and other organizations will provide support to students who need financial assistance. However, it is important to recognize that financial assistance is not a contractual obligation on the part of KIMEP University or any other organization and is always subject to the availability of funds. If anticipated financial assistance is not received, students will need to find alternative means of meeting their financial obligations.

### **How to Pay for Education**

University education is expensive, but some steps can be taken to reduce the costs

1. Explore the availability of grants and scholarships from internal and external funds.
2. Arrange for educational bank loans in order to make tuition payments on time
3. Apply for scholarships or financial aid through Financial Aid Office.
4. Use one of the tuition payment options mentioned above
5. Find out opportunities available through part-time employment (refer to Financial Aid Office) on campus or elsewhere.

### **SPECIAL STATUS AND INDIVIDUAL PAYMENT PLAN FOR STUDENTS**

If a student cannot pay tuition according to KIMEP University's general installment payment plan, stated at Academic Calendar, due to valid reasons, such as delayed wage of parents, a bank loan, difficult financial situation, he/she can apply for temporary payment postponement and purpose Individual Payment Plan (or Special Status).

Special Status is a permission granted to student that allows postponement of the deadline of payment for a certain period of time.

In order to be considered for Special Status student must write an application, indicating Individual Payment Plan and student must provide all necessary financial or medical supporting documents that

prove the reason stated in application for Individual Payment Plan. Financial Aid Office will consider and decide whether the reason based in documents submitted by student - valid or not. In cases when approval cannot not be granted by the Financial Aid Office the application goes to the consideration of the Vice president of Administration and Finance.

### **Special Status Terms**

The period of time for Special status and Individual Payment Plan are determined in each particular case and depends on student's financial situation, payment history and other peculiarities. An individual payment schedule must be worked out together with a student and posted in a student's history if approved. It is student's personal responsibility to comply with Academic Calendar deadlines or with the approved Individual Payment Plan.

An Individual Payment Plan is approved for one semester and cannot be changed. Student must inform Financial Aid Office if other unexpected circumstances arise.

In case a student receives payment by agreement with a company, he/she has to inform and work on that contract with Corporate Development Department (CDD). If student receives benefit as a KIMEP University's employee, Human Resources (HR) can authenticate the discount based on benefit.

Student can divide his/her Individual Payment Plan per semester into a maximum of 5 parts.

If student fails at least one payment of his/her Individual Payment Plan:

- 1) The Individual Payment Plan will be terminated and student will be moved to the general installment payment plan offered by KIMEP University and detailed in Academic Calendar;
- 2) If student fails general installment payment plan stated in Academic Calendar, late payment fee will be charged.
- 3) Other conditions stipulated in the Catalog (i.e. non-issuance of transcript, block of further semester registration) will apply.

### **INFORMATION ON PAYMENT FOR KIMEP UNIVERSITY JSC SERVICES**

*"Tuition/accommodations/text rental deposit/WLLP courses/PDCP seminars"*

Please, be informed that you can pay for KIMEP University services at the nearest branch of Bank CenterCredit JSC. Locations can be viewed at <http://www.bcc.kz/>. Payment can be made both by KIMEP University students and by third parties (parents, relatives, sponsors, etc.)

Payment can be made either by cash deposit to bank's cash office (from an individual to a legal entity (KIMEP University JSC)), by non-cash bank transfer or through Homebank.kz financial portal.

The following shall be considered when making payment to bank's cash office (from an individual to a legal entity (KIMEP University JSC)):

1. Customer must tell bank cashier he/she wants to pay for KIMEP University JSC services;
2. Have ID/passport, as well as KIMEP University requisites available;
3. The following shall be specified when making a payment:
  - ✓ Full name of a person a transfer is being sent to;
  - ✓ Student ID (mandatory for KIMEP University JSC students);
  - ✓ Indicate one of the following in payment assignation: "Tuition/ accommodations/text rental deposit/WLLP courses/PDCP seminars"

#### **Requisites for paying at Almaty Branch of Bank CenterCredit JSC:**

<b>KIMEP University JSC</b> 050010, Almaty, 4 Abai ave. <b>TRN</b> 600 900 063 381 <b>BIN</b> 040740001010 <b>Beneficiary code</b> 17	<b>KZT account:</b> KZ63856000000038823; KCJBKZKX <b>Bank's TRN</b> 600 300 022 316 <b>BIN</b> 981 141 000 668
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*For your information* (Bank fees are subject to change. More information is available in Bank's information resources).

**Example of calculating bank's commission fees:**

**1. When making cash payments to bank's cash office – 0,25% of the payment amount, 250 tenge minimum (bank fees are subject to change).**

When making a payment in the amount below 100,000 tenge, bank fee will be no more than 250 tenge.

For example: payment of 165,000 tenge will have bank fee of 412,3 tenge; payment of 495,000 tenge will have bank fee of 1 237,5 tenge.

**2. When making non-cash payments.** If you wish to make a large amount payment, we advise you to open checking account at the bank in order to avoid high bank fees. This way payment for services can be made by transferring funds from this account. Bank fee will make 0,2% of the payment about (300 tenge minimum, 1,500 tenge maximum).

**3. When making payment through Homebank financial portal ([www.Homebank.kz](http://www.Homebank.kz)).** Fee for paying through Homebank financial portal is 200 tenge irrespective of the amount (50% of which is covered by KIMEP University JSC), i.e. student's bank fee will only be 100 tenge.

*Note.* More information on how to open checking account at Bank CenterCredit JSC and transfer funds inside of the bank (terms for opening account and service rates) are available at the website [www.BCC.kz](http://www.BCC.kz), Bank CenterCredit JSC and Call-center - 8 (727) 244 30 00

## REFUND POLICY

- ✓ Tuition refunds shall only be made during the specified period, with the only exception for
- ✓ students leaving KIMEP University permanently or on a leave of absence of at least one semester.
- ✓ Tuition refund requests of less than 100,000 tenge shall not be approved, with the only exception for students leaving KIMEP University permanently or on a leave of absence.
- ✓ Partial refund requests shall not be approved.
- ✓ Refund requests for the dormitory fee shall be approved during tuition refund period only.
- ✓ Tuition refunds shall only be made through bank payment to the bank account of the students (parents, sponsors) within the Republic of Kazakhstan only.
- ✓ Tuition refund applications shall be checked for legitimacy and signed by the Accounting Department (one accountant), the Registrar (one person) and the Financial Services Unit (one person).

### Documents required for tuition refund

Tuition refund is only made to a person made tuition payment. This person may be either a student made payment himself/herself or a person who paid for a student, i.e. legal or physical entity.

Tuition refund is made through a bank transfer.

Tuition refund to a relative or a trusted person of a student in the event when a student made payment himself/herself, is done only upon notarized power of attorney from a student.

### Required documents for a student-made payment:

- 1) Copy of ID/Passport. Present original as well.
- 2) Number of payer's bank card account (20-digit card code of a payer) or Number of payer's bank current account.

If a student does not have a bank card/account, he/she can prepare a power of attorney for a person whose card/account he/she is going to send money to. The following documents shall be provided:

- 1) Copy of ID/Passport of a student. Present original as well.
- 2) Notarized power of attorney from a student to a recipient.
- 3) Copy of recipient's ID/passport. Present original as well.
- 4) Number of payer's bank card account (20-digit card code of a payer) or Number of payer's bank current account recipient.

When student's tuition is paid by a third party (legal entity per trilateral agreement, by public funds, physical person as a sponsor or other sponsors) the balance of funds is returned directly to a tuition payer.

When tuition payment is made under a trilateral agreement or by other sponsoring legal entity, the balance of funds is returned directly to a company after completing act of reconciliation.

**Required documentation for when tuition is paid by a sponsoring physical person:**

- 1) Copy of payer's ID/passport. Present original as well.
- 2) Number of payer's bank card account (20-digit card code of a payer) or Number of payer's bank current account.

**FINANCIAL AID OFFICE**

**MISSION**

Office of Financial Aid works with all students who apply for KIMEP University financial assistance. It provides students with information and counseling related to financial aid application, distribution and prolongation. It organizes information sessions on a regular basis for students, parents and prospective students.

Customer care and personalized approach is our highest priority. KIMEP University assures that the process of distribution of available funds is the most transparent and deliberate. Selection criteria as well as specific conditions for each type of financial aid are clearly set and approved by the President's Cabinet.

Once in a year KIMEP University organizes an Honorary Financial Aid Award Ceremony where all awarded with scholarships/grants students and their parents together with donors are invited to share student success and kind contributions toward it.

Financial aid is designed to meet the needs of our students. KIMEP University offers different types of financial aid based both on merit and financial need. These include scholarships, grants, financial aid, teaching assistantships, and on-campus employment. To be eligible for needs-based financial aid, a student must meet two main criteria: 1) be in good academic standing; and 2) demonstrate real financial need. The amount and type of aid depends on a student's need and/or academic performance, and may take different forms. Financial aid is subject to the decision of the KIMEP University's President's Cabinet. Some students find financial support from outside the University. In some cases, financial aid is provided by current and future employers in the form of scholarships or loans. Every student is encouraged to seek such external sponsors individually.

KIMEP University strives to educate students who are academically qualified regardless of their financial means. Together with families, KIMEP University works on a variety of ways to support students through corporate donations and sponsorships, our own funds, trilateral agreements between industry and students, student work opportunities on and off campus, flexible tuition payment system, including monthly payments and individual payment plans.

KIMEP University makes no promise of scholarships, grants, financial aid to any student or individual. KIMEP University makes no connection between the distributions of any form of financial aid with payment deadlines. Thus, students and prospective students need to be prepared to pay all tuition and other fees according to established KIMEP University regulations and tuition deadlines.

All financial assistance is subject to the availability of funds.

## **TYPES OF FINANCIAL AID:**

### **External Financial Assistance**

#### **Scholarships**

Scholarships are a traditional form of financial aid. Corporations, individual donors, and other sponsors give money to KIMEP University specifically designated for graduate or undergraduate students in the form of tuition subsidies. The Corporate Development Department solicits financial sponsorship and support from national and international donor organizations and companies that may vary from year to year. Grants are awarded based on the verified financial need of an applicant as well as academic standing.

#### **Support from the Ministry of Education and Science of RK**

The KIMEP University Corporate Development department administers the state support as well as other types of the outside support. Currently, the Ministry of Education and Science of the Republic of Kazakhstan provides some financial assistance through the Presidential Stipend and through grants to the university.

The Presidential Stipend is an annual award established by the decree of the President of the Republic of Kazakhstan. The program provides a monthly stipend in cash to 10 undergraduate students of the 3rd and 4th years of study. The recipients are selected on a competitive basis in accordance with the criteria established by the Ministry. They include the highest academic performance and participation in extra-curriculum activities, scientific and research work that are supported by the appropriate documentation, international and Republic-level Olympiads and academic competitions, authorship of innovations, scientific articles or original pieces of art, festivals, as well as social, cultural and sport activities at the university.

Candidates should insure that the Corporate Development department has documentation of all activities that may be considered in the selection process for the Presidential Stipend.

### **Internal Financial Assistance**

Focusing on individual student financial and/or merit situation, KIMEP University strategy is to align financial aid with the enrollment goals of the University. To diversify student community, KIMEP University offers financial assistance to a wide range of students including newly admitted and current undergraduate students, graduate (except Ex-MBA) students, students from Kazakhstan and other countries.

Financial assistance can be need-based, merit-based or a combination of both for full-time KIMEP University's awarded students, those who registered minimum for 4 courses or 12 credits for Bachelors and 3 courses or 9 credits for Masters in Fall and Spring semesters.

Need-based financial aid is not automatic. A student has to display proof that she/he is unable to pay the full tuition fees. In order to be able to compare all students' data regarding financial need Financial Aid Office accepts and considers only documents issued by official state bodies of Republic of Kazakhstan. The amount of need-based financial aid depends on the Expected Family Contribution (EFC) of the students applied and available funds. The EFC is an estimated family/student financial contribution to the higher education costs.

Only applications accompanied by a complete set of documents will be considered. The submitted information is retained by KIMEP University and can be used for any future references or financial aid decisions. If the financial situation or other family information changes the student must notify Financial Aid Office of the change.

Students who submit invalid or falsified information or who submit partial or incomplete information will be disqualified from receiving financial assistance. In addition, disciplinary, legal and/or administrative actions may be taken against those who have submitted misleading documentation.



Financial assistance can be considered for renewal as long as the student maintains eligibility. Continuation of financial assistance cannot be considered if the student no longer meets eligibility criteria. In some situations Financial Aid Office may request additional or updated documentation. Failure to provide the requested documents may result in a loss of financial assistance.

Financial Aid does not cover any withdrawn or retaken courses, any other fees for which the student is liable for: student's fees, late payment fees, late registration fees and other. Financial aid is not transferable and has no cash value. A student awarded external financial aid can receive KIMEP University's financial aid that can be up to the remaining amount of tuition that the student has to pay in the particular semester or Academic Year.

A student cannot be awarded a scholarship or grant and financial aid from internal funds simultaneously; therefore he/she will be qualified to the greatest one. A student cannot receive financial aid that exceeds the total amount of tuition for a semester or academic year. Awarded financial aid will be deposited to the student's account and covers tuition.

For undergraduate students any scholarship awarded for completion of a degree is limited to maximum 4 consecutive years.

### **Applying for Financial Aid**

Students apply for financial assistance by completing the online application for Financial Aid at official web site of KIMEP University and submitting the application form with a set of documents to the Financial Aid Office. Based on approved eligibility criteria and/or documents provided, the Financial Aid Office determines students' eligibility for need-based and merit-based scholarships/grants and financial aid. Financial aid could be provided with duration from one semester only to the whole period of study for degree completion (based on the type and terms of scholarship/grant/financial aid). All applications shall be made before official deadlines. Late applications will not be considered.

Applying students are encouraged to present all required documents within the set deadline to ensure fair and timely distribution of the aid. KIMEP University reserves the right not to consider any applications with an incomplete list of documents or submitted after the deadline. Students beginning study at KIMEP University who wish to be considered for certain financial assistance (except merit-based financial aid) has to provide detailed information on their family's situation and/or income. Such information consists of size of the family, number of siblings, and salary confirmation documents of parents, and other financial data. Students who are married will be considered as a separate family and need to provide financial documents for their spouses and themselves only.

### **Eligibility Criteria**

All students receiving financial aid will be reviewed each semester for continued eligibility, based on Grade Point Average (GPA). Students who do not meet the criteria set for their award standard will have Financial Aid removed for that semester. They are welcome to submit an application again at the end of the next semester if the GPA has met the eligibility criteria.

Once financial aid is awarded, the recipients will have corresponding records on their student payment account. Scholarship/grant recipients need to come to Financial Aid Office and pick up an Awarding Letter as well as prolongation details (if applicable). Awarded students (scholarships/grants/financial aid) have to maintain full-time status (minimum 4 courses for undergraduate students, and 3 courses for graduate students during Fall and Spring semesters. Scholarship/grant/financial aid covers any 11 courses per academic year only.

### **Competent Authority**

Financial Aid has a policy-making body represented by the KIMEP University President's Cabinet. Approved eligibility criteria can be changed according to the decision of the Admission and Scholarship Committee / President's Cabinet. The distribution of financial aid is made by President's Cabinet.

## PART III- EXECUTIVE EDUCATION CENTER

### ADMINISTRATION

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### GENERAL INFORMATION

#### Statement of Purpose

The main goal of the Executive Education Center (EEC) is encouraging lifelong learning and providing inspiring, innovative and effective personal and professional development opportunities.

The Center accomplishes its purpose by offering courses, trainings, seminars, workshops, forums and conferences catered to a wide range of interests.

Through the Center's commitment to collaboration with business, government and non-profit sectors, we have been able to contribute to many facets of Kazakhstani society and have consistently provided relevant and practical skills and knowledge. We serve the education needs of learners in Almaty and beyond via both traditional face-to-face interaction and online instruction. With over two thousand registrations annually, our clients range from university students, enhancing leadership skills, to government leaders and business exploring issues of national interest.

#### Mission

The mission of the Center is to provide cost effective, accessible, quality and recognized career enhancing trainings and courses for students and employees alike.

The EEC provides flexible access for working professionals throughout Central Asia to obtain up-to-date skills and business knowledge in economics, management, finance, accounting and other related fields and for both individuals and companies, a wide range of language training is offered. In today's global and rapidly changing business environment there is only one source of long-term competitive advantage: human capital. Businesses will succeed through the efforts, knowledge and skills of their employees. Executive Education Center at KIMEP University helps individuals and organizations develop and sustain this competitive advantage.

## Overview

Since 1994, the Executive Education Center (EEC) at KIMEP University<sup>1</sup> has offered dynamic programs that allow professionals to further upgrade their skills and gain a competitive edge in the labor market. As part of the University commitment to lifelong learning, the EEC addresses this for further skill development through two separate tracks. First, it provides a range of opportunities for middle managers and experienced professionals to come to KIMEP University and receive focused training in a flexible format that suits their schedules. This wide array of offerings includes a market-leading Executive MBA, professional development programs, international certifications and regular roundtables on issues facing the Kazakhstani business community.

EEC also works closely with partners to ensure that they have access to programs that are specifically tailored to meet their particular needs. This makes EEC an excellent platform for business companies, NGOs and Governmental bodies wishing to acquire the necessary tools and global knowledge to adapt to meet rapidly changing market opportunities.

For example, from 2005 – 2006, EEC collaborated with the Eurasia Foundation and USAID to establish a Leadership Learning Center for American Energy Services, a global leader in the production of industrial valves. Using facilities provided by the Kazakh-American Free University in Ust-Kamenogorsk, KIMEP trained 650 mid to senior level managers. The project was so successful that the center has become a permanent institution, continuing to offer targeted trainings and opportunities for professional development. It is just one example of how EEC serves Kazakhstan by supporting professional capacity building and providing various forums for the exchange of ideas and information.

A similar success story is demonstrated by the launch of the International Institute of Banking (IIB) in 1994, the first major initiative of EEC funded by USAID. As the only USAID banking training project that to have ever become self-sustainable, eventually training 2,200 bankers during its initial two-year run. The success of IIB encouraged KIMEP to engage in further outreach to the financial sector, and many successful programs followed. All told, EEC trained 4,014 Kazakhstani bankers since 1994, along with an additional 192 from other parts of the CIS, giving them access to intensive training sessions led by experienced Western financial professionals. Without a doubt, the experience these professionals gained at EEC has directly contributed to the reform and explosive growth of Kazakhstan's banking sector over the last twenty years, which has transformed Almaty into a regional hub for financial services.

EEC has also made a considerable contribution to the development of Kazakhstan's booming oil and gas industry. In 1996, the Natural Resource Executive Management Training Program (NREMTP) was established, funded by the Canadian International Development Agency (CIDA) and implemented jointly by KIMEP and USAID. , More than 1,000 professionals in the oil, gas, and mining sectors have participated in trainings offered by KIMEP, teaching them essential skills like total quality management, human resources development, petroleum project evaluation and contract law for natural resource companies. More than 80 companies were involved in this project, ensuring that these skills were shared throughout the industry.

In these projects and many others, EEC has provided targeted training to more than 12,200 professionals from 193 companies during its history. This includes 34 banks, nine government departments, and a variety of UN agencies and NGOs.

EEC also plays a critical role in delivering Executive MBA Program at KIMEP University. Following an initial program designed specifically for Food Master that finished in 2004, EEC helped design an open Executive MBA that accepts any mid-level manager with at least five years' experience. This program began in 2007. Based on the success of the program, KIMEP expanded its offering, beginning a new Russian-language Executive MBA in 2010 that uses a unique distance learning platform for its students. EEC has been recognized by Almaty's international business community for its efforts in developing the program. In 2009, during Kazakhstan's first Lawyers, Academics and Consultants Awards, both MBA and Executive MBA programs were recognized as the best in Kazakhstan.

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<sup>1</sup> This academic division was known as the College of Continuing Education before becoming the Executive Education Center in the Fall of 2011. Up to 2002, it was know as KIMEP Continuing Education Department.

EEC also benefits the local business community through several free forums. The KIMEP HR Club, established in 2009, is a bimonthly roundtable that serves as a discussion forum and networking platform for HR professionals. In 2010, KIMEP delivered its first International Human Resources Conference, focusing on “Training for Superior Results.” There were 78 participants from 23 different companies in Kazakhstan, Kyrgyzstan, and Russia. KIMEP University Marketing Club “Navigator” serves a role for marketing similar to the HR club.

Through EEC, KIMEP University is able to make a sustained improvement in the professional skills base of the Republic. Anyone at any stage of their career can access this resource to gain additional qualifications, benefiting themselves, their companies and the community at large. KIMEP EEC has established key partnerships with some of the largest professional service Almaty companies to deliver other international professional qualifications, including PwC, Grata law Firm and ATF Bank, which will push EEC into the forefront of executive education, making it an invaluable resource for the Republic of Kazakhstan.

### **EEC Programs Accreditation**

The Executive Education Center’s Executive MBA program has been awarded full, Level 3 international accreditation by the Asian Forum on Business Education (AFBE). This means that the program is recognized by the AFBE with regard to the quality of its mission and overall policies; curriculum; assessment standards; faculty (teaching staff); and other factors including admissions procedures and student support.

The accreditation also reflects the AFBE’s belief that the Executive MBA program provides valuable, relevant support for Central Asia’s business community. Leading companies look to the Executive MBA program as an important resource in honing the abilities of their top managers.

Executive MBA program was accredited by AQAAA (The Agency for Quality Assurance and Accreditation Austria).

The accreditation received by the Executive MBA program is another milestone in KIMEP University’s quest to offer truly world-class education.

The Executive MBA, Mini MBA Programs have also been accredited for five years by the German agency FIBAA, the Foundation for International Business Administration accreditation.

The purpose of FIBAA is to promote quality and transparency in education and science by awarding quality certificates to educational programs and institutions in the areas of higher education and continued professional development, according to the organization’s website.

FIBAA is internationally networked and works closely within the framework of international bodies to enhance the comparability of quality standards and quality management procedures.

### **The Executive Education Center Programs and Offerings**

- ✓ **Leadership Development Program (LDP)**
- ✓ **Corporate Governance Certificate Program (CG)**
- ✓ **The Chartered Financial Analyst (CFA) Program, Advanced Diploma in Taxation (ADIT)**
- ✓ **Professional Development and Certificate Program (PDCP)**
- ✓ **EEC partnerships and International Professional Certification Programs**
- ✓ **Center sponsored conferences, forums, clubs, roundtables, workshops**

## LEADERSHIP DEVELOPMENT PROGRAM (LDP)

### Statement of Purpose

The KIMEP Leadership Development Program (LDP) was established in 2010, as part of an innovative curriculum redesign, putting a greater emphasis on personal leadership awareness and skills development.

The purpose of the Leadership Development Program is to help KIMEP students develop the necessary skills to assume key positions in Kazakhstani business and government. It focuses on the practical application of leadership skills, ending in a supervised internship. Those students that fulfill all requirements of the Program receive a Special Certificate in Leadership.

The Program brings an academic focus to the study and development of leadership by:

- ✓ **Teaching** - providing students with opportunities to learn about leadership frameworks, challenges, skills and development practices.
- ✓ **Research** - partnering with faculty on research relating to leadership for use by the academic and business communities.
- ✓ **Outreach** - assembling recognized leaders and experts to stimulate thinking and identify leadership development needs.

The key methodology of the Leadership Development Program is the action learning based on the feedback of both participating companies and students. Such program is very difficult to execute, requiring a new level of integration between traditional faculty, career services, and corporate executives.

### Program Description

Students start by learning theory and business fundamentals in the classroom. Like most top business schools, KIMEP faculty extensively employs the case study methodology to help students understand the theory in the context of a business problem. Professors encourage debate of ideas and issues, giving students the chance to benefit from the wealth of experience and perspectives that diverse classmates bring.

Through discussions with industry experts and company visits, the realities of executing classroom theory are brought to life. Meaningful dialogue with active business leaders helps students appreciate how real-world executives make decisions in a fast-moving, competitive environment with imperfect information.

However, unlike other top business schools, the learning continues into the practical realm. To fulfill the Program requirements, students participate in a real-world project for a company. With a small team of classmates and a mentor (typically a senior industry executive), students compete against other teams to develop a business case. It gives the students the chance to apply the skills they have learned in the classroom and work as part of a small team focused on solving a current business problem for a top company.

Here are the examples of some projects realized within the Program so far:

- ✓ *The ICT Development Index in Kazakhstan: The Focus on Business Environment* (joint project with Microsoft Kazakhstan).
- ✓ *Innovation Management: A Critical Analysis of the Government Initiatives to Foster Innovation in Kazakhstan* (joint project with Microsoft Kazakhstan).
- ✓ *Islamic Banking in the Republic of Kazakhstan: The Al Hilal Bank Market Entry Challenges* (joint project with Al Hilal Bank Kazakhstan).
- ✓ *Leadership of the Kazakhstan Banking System in the CIS: Myth or Reality?* (joint project with ICC Business Advisors).
- ✓ *New methods and tools to promote products on the market: Winston case* (project for JTI Kazakhstan Company).
- ✓ *Innovation Incubator* (LDP students initiative project on launching business start-ups)

This is the opportunity for the LDP students to demonstrate their mastery of innovation, marketing, finance, strategy, operations, project management, business communications, and other management disciplines. Furthermore, the Program provides an exclusive opportunity for students to work closely with each other as well as senior executives from leading organizations in a real-world business context.

## Program highlights

- Module 1. Visionary leadership
- Module 2. Leadership across sectors
- Module 3. Building values and developing actions
- Module 4. Power and leadership
- Module 5. Leading change
- Module 6. Building trust and commitment
- Module 7. Strategic thinking
- Module 8. Leading organizational design
- Module 9. Influential leadership communication
- Module 10. Leading organizational performance

## Undergraduate: MAJOR AND MINOR IN LEADERSHIP

Leadership is one of the most critical functions that constitute the essence of management competence in modern organizations. It takes mainly strong leaders to prepare the organization to go through essential changes and help it effectively resolve all the difficulties on its way to successful transformation.

Successful leaders:

- ✓ Lead throughout all managerial areas of the organizations.
- ✓ Establish trust and commitment.
- ✓ Understand the present challenges and trends of the industries.
- ✓ Provide effective business solutions.
- ✓ Understand and inspire employees.
- ✓ Understand personal capacities of effective leaders.

Leadership majors learn how to understand and apply basic leadership principles in modern organizations in the most effective way.

## Major and Minor in Leadership

<b>Major requires all courses in Group A and any three course selected from Group B</b>	
<b>Minor requires three courses from Group A</b>	
<i>Group A: Required courses for major</i>	
LDP3201	Leadership: Principles and Best Practices
LDP4201	Leadership: Making Principles Work
LDP4202	Leadership in Action
<i>Group B: Elective courses for major and minor</i>	
MGT3202	Principles of Business Ethics
MGT3204	Human Resource Management
MGT3205	Decision Making
MGT3206	Leadership and Motivation
MGT3207	Managing Negotiation
MGT3209	International Management
MGT3210	International Business
MGT3211	Small Business Management
MGT3212	Organizational Behavior
MGT3213	Managing Change
MGT3215	Hospitality Management
MGT3216	Leisure and Recreational Management
MGT3299	Selected Topics in Management
MGT4202	Compensation Management

MGT4203	Performance Management
MGT4204	Cases in Management
OPM3215	Business Time Series Forecasting

Non BSc students must also complete MGT3001 *Principles of Management* and 1 elective course from Group B for the major/minor in order to receive the minor.

### **MBA: LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT MAJOR and MINOR**

Leadership and organizational development major and minor prepares students to assume executive leadership positions in future. As Kazakhstani economy evolves, leadership and organizational development will become the area where more capable and competent leaders will be in high demand. This will create a need for strong leaders to prepare organizations to go through strategic changes and effectively manage those.

After completing this program, participants will be able to:

- ✓ Provide strategic vision to their organizations.
- ✓ Understand and promote ethical values.
- ✓ Analyze the trends of the industries.
- ✓ Design effective organizations and effectively manage changes.
- ✓ Lead their organizations towards achieving superior performance.

### **LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT MAJOR and MINOR: Requirements**

<b>Major requires both courses from Group A and 1 course selected from Group B</b>	
<b>Minor requires 2 courses selected from Group A and Group B</b>	
<i>Group A: Required courses for major</i>	
MGT5232	Leadership and Corporate Governance
MGT5233	Leadership and Organizational Design
<i>Group B: Elective courses for major and minor</i>	
MGT5206	Leadership and Motivation
MGT5207	Human Resources Management
MGT5227	Change Management
MGT5229	Competitive Advantage Strategy
MGT5230	Innovation Management

### **Benefits**

The students not only get academic and intellectual benefits, but also have inside access to many opportunities for internships and jobs. Upon completion of all the courses indicated as required for major, a student gets a **Certificate in Leadership**.

### **CORPORATE GOVERNANCE CERTIFICATE PROGRAM**

This program provides the opportunity to develop or upgrade skills required to manage corporate governance better, with the evaluation of specific areas such as accountability, risk, sustainability and the regulatory environment.

The Program is designed for executives, boards of directors, and others active in governance seeking tools and information on the latest trends, regulations, and leading practices around corporate governance professionals.

## Program Description

A candidate may take any or all of the below mentioned courses to get knowledge and experience in Corporate Governance.

### 1. Corporate Governance

This is a comprehensive and in-depth Corporate Governance course, combining theory and applications. The students will be introduced to Corporate Governance practices in different countries. The course provides deep involvement of students in assessing the costs and benefits of better corporate governance standards that will help making reasonable decisions to protect investors' rights. The course will also explore the emergence of corporate ethics in the business environment, its impact on the role of the leader and how it can be applied in Central Asia. The OECD Principles of Corporate Governance will be reviewed. This course will present the unique situations in the Kazakhstan corporate governance environment. Potential or existing directors are expected to understand elementary accounting (International Standards) and the fundamentals of Risk Management. The class will analyze the corporate governance structure of Kazakhstani companies that are listed on the London Stock Exchange (LSE) and see how these companies have evolved their governance to abide by the listing requirements of the LSE. Case studies will be discussed throughout the course.

### 2. Organizational Design

This course intends to develop basic understanding of organizational theory and enables students to apply the knowledge acquired to help organizations in solving their current problems. Students will also be equipped with critical and analytical toolkits to assess organizations' structure and its impact on the organizational effectiveness. Thus, students will understand how to design and change organizational structures to achieve superior performance and be able to analyze the organizations from the leadership and managerial viewpoint.

### 3. Corporate Law

This course brings many positive functions in the development of legal relationships of joint stock companies. These includes improvement of relationships between shareholders, minimization of conflict situations, increase of legal literacy level, and also formation of mental and ethical fundamentals of entrepreneurship. Maintenance of these laws will help further development of corporations as subject of entrepreneurial relationships.

#### Benefits of the program

- ✓ Knowledge and competencies crucial for top managers
- ✓ Practical application of acquired knowledge and skills
- ✓ Opportunities for networking with business professionals
- ✓ Consistent educational program in the area, preparation for the role of corporate director, personal career plan
- ✓ Increasing competitiveness on labor market

After completion of all three courses, a candidate receives professional certificate in corporate governance.

#### Preparation to the U.S. Educational Certification Institutions in KIMEP University EEC The Chartered Financial Analyst (CFA) Program

The CFA charter is a qualification for finance and investment professionals, particularly in the fields of investment management and financial analysis of stocks, bonds and their derivative assets. The program focuses on portfolio management and financial analysis, and provides generalist knowledge of other areas of finance. CFA is a graduate level self-study program offered by the CFA Institute to investment and financial professionals. KIMEP EEC prepares candidates for CFA examination. A candidate, who successfully completes the program, sits the examination and on meeting all exam requirements, is awarded a "CFA Charter" and becomes a "CFA Charter Holder."



*CFA Level I Exam Preparatory Course Topics in EEC: Ethical and Professional Standards, Quantitative Analysis, Economics, Financial Reporting and Analysis, Corporate Finance, Portfolio Management, Equity Investments, Fixed Income, Derivatives, Alternate Investments.*

### **KIMEP Certificate in Taxation Program Preparation courses for ADIT (Advanced Diploma in International Taxation)**

Central Asian Tax Research Center (CATRC) jointly with Executive Education Center (EEC) at KIMEP University launched the professional education program – KIMEP Certificate in Taxation, which is offered in conjunction with international professional qualification in taxation “Advanced Diploma in International Taxation” (ADIT), which is administered by the UK based Chartered Institute of Taxation (CIOT).

The KIMEP Certificate in Taxation is offered as series of 3 courses provided in executive format, which are aimed as preparatory courses for the ADIT examination:

- International Tax Law (1st ADIT Paper)
- Tax Law in Kazakhstan (2nd ADIT Paper – in form of dissertation/paper)
- Taxation of Multinational Enterprises (3rd ADIT Paper – Transfer Pricing)

The program is offered to professionals in Taxation: Accountants, Corporate Tax Managers, Tax Preparers, Attorneys, Financial Advisors, Government and Non Profit Financial Professionals, business students and others who have good technical skills and/or are interested in pursuing a course of study in taxation.

### **Learning Outcomes**

Upon completion of the program, the learners will be able to:

1. Identify the problems related to international taxation as well as develop comprehensive solutions;
2. Analyze the relevance of anti-avoidance provisions as well as the General Anti-Avoidance Rules and determine the implications on business operations of Multinational Enterprises;
3. Justify the purpose of government regulations such as taxes and tariffs and clarify the way it affects Multinational Enterprises’ tax obligations and tax planning strategies;
4. Analyze real business cases, identify issues and design constructive detailed solutions;
5. Break down and carry out benchmarking of Kazakhstan’s Legislation, International Tax Treaties, and Foreign Tax Legislation in the areas relevant to the Multinational Enterprises;
6. Comprehend the tax planning opportunities for Multinational Enterprises;

### **The UK Educational Certification Institutions - KIMEP cooperation**

- ✓ ABE -15 trainees, 5 certified
- ✓ ADIT (Advanced Diploma In Taxation)-12 trainees (the 1<sup>st</sup> group was in Spring 2014)
- ✓ LCCI EB – 303 certified (237 business representatives and 66 KIMEP MBA students)
- ✓ CIM – 29 individuals trained

### **Preparation to the UK Educational Certification Institutions in KIMEP University EEC**

#### **CIPD Intermediate level qualifications**

EEC applied for the following CIPD Intermediate level qualifications in 2012:

- ✓ Diploma in Human Resource Management
- ✓ Certificate in Human Resource Management

The CIPD qualifications at Intermediate level, to which EEC applied, offer the perfect platform to further develop HR, L&D or other specialist knowledge after studying a CIPD Foundation level qualification.

Alternatively, if a participant is working in HR, but has no professionally recognized HR qualifications, he or she can choose to study CIPD Intermediate level qualifications at KIMEP University EEC.

Deeper understanding of HR and L&D issues: CIPD new Intermediate level qualifications will give a broader perspective of the organizational issues facing HR professionals and enable our client to develop effective analytical and problem solving skills.

The knowledge towards professional membership: the Intermediate certificate and diploma in HR Management provide the knowledge towards Associate professional membership.

Intermediate qualifications are ideal for those who:

- ✓ seek to develop a career in HR management and development
- ✓ are working in the field of HR management and development and need to extend their knowledge and skills
- ✓ have responsibility for implementing HR policies and strategies
- ✓ need to understand the role of HR in the wider organizational and environmental context.

## **PROFESSIONAL DEVELOPMENT AND CERTIFICATE PROGRAM (PDCP)**

### **Statement of Purpose**

The Professional Development and Certificate Program provide learning and networking opportunities for working professionals. In operation since 1994 it services both individuals and organizations alike. A full program of courses, trainings and workshops are regularly scheduled and customized trainings developed on demand. The program offers 'stand alone' and integrated series of courses, seminars and trainings. Participants can gain knowledge of the fundamentals and then, if they choose, pursue an advanced understanding of topics including management, accounting and finance, marketing and sales, human resource management, information technologies, and business administration. New offerings and learning opportunities are introduced every year.

### **Mission**

The mission of the Professional Development and Certificate Program is to deliver high quality learning opportunities to meet customer needs and to support the viability of Central Asia business community. The program strives to develop and offer opportunities that:

- ✓ Are relevant to the current business environment.
- ✓ Provide excellent value and a sound investment in career enhancement and human capital.
- ✓ Instill knowledge and skills that are immediately applicable in the workplace.
- ✓ Are delivered at times and by means accessible to any professional.

### **Program Offering**

Courses and trainings are offered in a variety of different learning modes to maximize accessibility:

- ✓ Short-term (2-5 days) intensive trainings are regularly scheduled throughout the week.
- ✓ Meeting weeknights and on the weekend, are scheduled over longer periods of study, usually lasting 4-6 weeks.
- ✓ Hybrid trainings and courses, combining face-to-face and online learning are also offered.
- ✓ Some training is also provided via self-study with a trainer available for consultation as needed.

Participants in this program can earn various levels of certification including:

- ✓ "Certificate of Completion": This is a certificate confirming participation in a specific course.
- ✓ "Certificate of Specialization": Students wishing to pursue one field of study may earn a certificate of specialization by successfully completing 4 courses.
- ✓ 'Mini MBA Professional Diploma": This program is developed for business managers wishing to gain enhanced skills and knowledge in the field of Business Administration. They may choose to complete 6 courses composed of 12 modules from the list in major areas: Finance and Accounting, Management, Marketing and Sales; Human Resource Management; Administrative and Secretarial Skills; Leadership.

The duration or number of contact hours/days of Mini MBA as well as other short-term trainings and the methods of student evaluation vary according to the learning objectives, the nature of the course content and the mode of delivery.

Language of presentations of all PDCP programs is Russian. Trainings in English or Kazakh are upon the client request.

Teaching techniques utilized in all PDCP (including Mini MBA) programs differ from traditional methods in the local training market. They consider the specific needs and goals of adult training. An interactive approach is utilized to involve all participants in the learning process. Discussions and teamwork also promote knowledge sharing and networking.

PDCP utilize its wide network of adjunct faculty drawn from both the corporate and academic world to deliver its training. Their skills and knowledge make training practical and applicable to every day business.

### **Mini MBA Program Accreditation**

Executive Education Center Professional Development currently holds the FIBAA Quality Seal for accredited Mini MBA Program. This is the only professional development program in Kazakhstan which has received high level international recognition.

### **Mini MBA Specializations**

#### **1. Mini - MBA specialization in Management**

<b>Course Code</b>	<b>Course Title</b>	<b>ECTS</b>
	<b>Foundation Management (core)</b>	5
Module 1	Finance and Accounting for Non-Financial Managers	
Module 2	Principles of Management	
	<b>Economics (core)</b>	5
Module 3	Business Microeconomics	
Module 4	Business Macroeconomics	
	<b>Organizational Behaviour and Development (core)</b>	5
Module 5	Human Resource Management	
Module 6	Organization Behaviour	
	<b>Business Communication (core)</b>	5
Module 7	Presentation and Public Speaking	
Module 8	Win - Win Negotiation	
	<i>Electives</i>	
	<b>Leadership and Ethics Development</b>	5
Module 9	Leader and Team	
Module 10	Situational Leadership	
	<b>Managing People</b>	5
Module 11	Conflict and Stress Management	
Module 12	Time Management	
	<b>Project Management</b>	5
Module 13	Principles of Project Management	
Module 14	Decision Making	
	<b>Strategic Management</b>	5
Module 15	Strategic Planning and Business Planning	
Module 16	Change/Innovation Management	
	<b>Employer - Employee Relation Management</b>	5
Module 17	Motivation	
Module 18	Performance Appraisal and Employee Promotion	
	<b>Applied IT</b>	5

Module 19	MS Project Management	
Module 20	Multi-Media IT for Making Presentations	

## 2. Mini - MBA specialization in Human Resource Management

Course Code	Course Title	ECTS
	<b>Foundation Management (core)</b>	5
Module 1	Finance and Accounting for Non-Financial Managers	
Module 2	Principles of Management	
	<b>Economics (core)</b>	5
Module 3	Business Microeconomics	
Module 4	Business Macroeconomics	
	<b>Organizational Behaviour and Development (core)</b>	5
Module 5	Human Resource Management	
Module 6	Organization Behaviour	
	<b>Business Communication (core)</b>	5
Module 7	Presentation and Public Speaking	
Module 8	Win - Win Negotiation	
	<i>Electives</i>	
	<b>Foundation Human Resource Management</b>	5
Module 9	Hiring: Interview, Selection, Adaptation/ Induction	
Module 10	Kazakhstan Labour Code and Regulations	
	<b>Managing Subordinates</b>	5
Module 11	Delegation and Motivation	
Module 12	Team Building	
	<b>Decision Making</b>	5
Module 13	Performance Appraisal	
Module 14	Compensation	
	<b>Problem Solving</b>	5
Module 15	Conflict and Stress Management	
Module 16	Firing	
	<b>Document E-Risk Management</b>	5
Module 17	Document Record Maintenance and Archiving	
Module 18	Document E-Risk Management	
	<b>Employer - Employee Relation Regulation</b>	5
Module 19	Labour Safety and Health Protection	
Module 20	Labour Contract Regulation. Problems of Contract Law	

## 3. Mini - MBA specialization in Finance and Accounting

Course Code	Course Titles	ECTS
	<b>Foundation Management (core)</b>	5
Module 1	Finance and Accounting for Non-Financial Managers	
Module 2	Principles of Management	
	<b>Economics (core)</b>	5
Module 3	Business Microeconomics	
Module 4	Business Macroeconomics	
	<b>Organizational Behaviour and Development (core)</b>	5
Module 5	Human Resource Management	
Module 6	Organization Behaviour	
	<b>Business Communication (core)</b>	5
Module 7	Presentation and Public Speaking	
Module 8	Win-Win Negotiations	
	<i>Electives</i>	
	<b>Finance and Accounting: Theory and Applications</b>	5
Module 9	Corporate Finance	
Module 10	Managerial Accounting	
	<b>Financial Reporting</b>	5

Module 11	Financial Statement Analyses	
Module 12	International Financial Reporting Standards	
	<b>Risk Management</b>	5
Module 13	Operations Risk Management	
Module 14	Investment Risk Management	
	<b>Decision Making</b>	5
Module 15	Budgeting, Planning and Controlling	
Module 16	Auditing	
	<b>Taxation</b>	5
Module 17	Principles of Taxation	
Module 18	Taxation in Kazakhstan	
	<b>Applied IT</b>	5
Module 19	Financial Analyses Using Excel	
Module 20	Financial Modelling and Data Analyses in Excel	

#### 4. Mini - MBA Specialization in Marketing and Sales

Course Code	Course Title	ECTS
	<b>Foundation Management (core)</b>	5
Module 1	Finance and Accounting for Non-Financial Managers	
Module 2	Principles of Management	
	<b>Economics (core)</b>	5
Module 3	Business Microeconomics	
Module 4	Business Macroeconomics	
	<b>Organizational Behaviour and Development (core)</b>	5
Module 5	Human Resource Management	
Module 6	Organization Behaviour	
	<b>Business Communication (core)</b>	5
Module 7	Presentation and Public Speaking	
Module 8	Win - Win Negotiations	
	<i>Electives</i>	
	<b>Fundamentals of Marketing</b>	5
Module 9	Principles of Marketing	
Module 10	E - Marketing	
	<b>Market Oriented Strategy</b>	5
Module 11	Strategic Marketing	
Module 12	Strategic Marketing Planning	
	<b>Product and Brand Strategy</b>	5
Module 13	Brand Management	
Module 14	New Product Development	
	<b>Business Development and Promotion</b>	5
Module 15	Consumer Behaviour	
Module 16	Marketing Research	
	<b>Customer Service</b>	5
Module 17	Customer Care	
Module 18	Conflict and Stress Management	
	<b>Sales Management</b>	5
Module 19	Sales from Start to Finish	
Module 20	Telephone and E - Selling	

#### **INTENDED PROGRAM LEARNING OUTCOMES**

After successful completion of Mini MBA, learners will be able to:

- ✓ Identify organizational, personal, cultural issues that impact on Ethics as leaders lead culturally diverse work teams to a success.
- ✓ Describe the underlying concepts, techniques, analyses and methods by which the accounting functions support management decision-making.

- ✓ Describe and analyze the key concepts in strategic marketing and assess their relative importance.
- ✓ Analyze an organization's financial performance (present and future), maintain sustainability and transparency to keep shareholders / investors informed about the business.
- ✓ Identify theories and concepts which underlie cost accounting and budgeting related to real business activities to apply to financial sustainability management decision making.
- ✓ Evaluate financial statements to make financial decisions that affect the wellbeing of the business and the general health of the economy.
- ✓ Identify the key understanding concepts of the specific provisions of the tax law to comply with the legal taxation principles and practices and international standards.
- ✓ Assess, analyze and prevent (mitigate when possible), monitor and control risks to reduce their impact on business.
- ✓ Identify unrecognized conflicts and their causes; develop systems of conflict assessment and resolution to build business relationships in everyday activities.
- ✓ Design and develop presentation structure, content, identify multimedia and other techniques to introduce, promote and sell ideas, products and services in convincing manner.
- ✓ Identify the current discourse and trends related to human resource management at both the strategic and international level and provide easy access to these issues for both managers and non-experts.
- ✓ Identify and analyze regulations and procedures to comply laws to improve labour relationships in the organization.

#### **International Qualifications from London Chamber of Commerce and Industry (LCCI):**

- ✓ LCCI English for Business Level 2 recommends 90 Guided Learning Hours (GLHs) designed to master business correspondence skills with particular attention given to sentence structure and appropriate vocabulary, clarity and logical sequence of ideas expressed, templates and other essential elements that contribute to effective business writing. Successful candidates will be awarded the Level 2 Certificate in English for Business on the achievement of the percentages and grades below:

Pass: 50%.  
 Credit: 60%.  
 Distinction: 75%.

- ✓ LCCI English for Business Level 3 recommends 140 Guided Learning Hours (GLHs) to deal with the challenges of business writing and speaking through easy to follow step-by-step approach, different case-studies and scenarios, and also the practical experience of both participants and trainer. Successful candidates will be awarded the Level 3 Certificate in English for Business on the achievement of the percentages and grades below:

Pass: 50%.  
 Credit: 60%.  
 Distinction: 75%.

#### **Enrollment Policy**

You can obtain a registration to PDCP offerings form by contacting us (email/ phone/ fax/ online) or by downloading it from our website and you can return the application by e-mail, fax, telephone or to our office. When registering, please, include on the application form the course title, course dates and bank payment information.

#### **Cancellation and Transfer Policy**

Should circumstances make it necessary for you to cancel your enrollment, a refund, less an administration fee, will be made provided notice is given in writing prior to the start of the course. If no written notice is made and you fail to attend the training, the full tuition fee will be charged. A substitute attendee will be accepted in place of a cancellation.

If you are unable to attend a course or training, but would like to attend a later offering, your payment can be credited. Only one such transfer will be granted and then the cancellation policy will apply.

### List of Areas of Specialization

- Finance and Accounting
- Management
- Marketing and Sales
- Human Resource Management
- Administrative and Secretarial Skills
- Leadership

### List of Courses offered in major areas

<p><b>Finance/Accounting:</b></p> <ol style="list-style-type: none"> <li>1. Accounting/Finance Principles</li> <li>2. Budgeting, Planning and Controlling</li> <li>3. Managerial/Cost Accounting</li> <li>4. Corporate Finance</li> <li>5. Financial Statements: How to Develop, Read and Interpret</li> <li>6. International Financial Reporting System</li> <li>7. Taxation and VAT</li> <li>8. Financial Performance Analysis</li> <li>9. Financial Statement Analysis Using EXCEL</li> <li>10. Financial Accounting</li> <li>11. Auditing</li> <li>12. Financial Modeling &amp; Data Analysis in Microsoft Excel</li> </ol>	<p><b>Marketing and Sales:</b></p> <ol style="list-style-type: none"> <li>1. Fundamentals of Marketing</li> <li>2. Strategic Marketing</li> <li>3. Effective Business Communication Skills</li> <li>4. Marketing Research</li> <li>5. Sales from Start to Finish</li> <li>6. E - Marketing</li> <li>7. Services/Consumer Marketing</li> <li>8. Making Successful Presentations</li> <li>9. Effective Negotiation Skills</li> <li>10. Brand Management</li> </ol>
<p><b>Management:</b></p> <ol style="list-style-type: none"> <li>1. Essential Management Skills</li> <li>2. Accounting/Finance Principles</li> <li>3. Finance and Accounting for Non Financial Managers</li> <li>4. Total Quality Management</li> <li>5. Effective Business Communication Skills</li> <li>6. Conflict and Stress Management</li> <li>7. Making Successful Presentations</li> <li>8. Effective Negotiation Skills</li> <li>9. Project Management</li> <li>10. Team Building</li> <li>11. Managing Innovations</li> <li>12. Decision Making in Challenging Environments</li> <li>13. Legal and Regulatory Issues on Tenders</li> <li>14. Business Plan Development</li> <li>15. Small Business and Entrepreneurship</li> <li>16. Financial Performance Analysis</li> </ol>	<p><b>Human Resource Management:</b></p> <ol style="list-style-type: none"> <li>1. Fundamentals of HRM</li> <li>2. RK Labor Code and Regulations</li> <li>3. Effective Business Communication Skills</li> <li>4. Conflict and Stress Management</li> <li>5. Performance Appraisal</li> <li>6. Motivation</li> <li>7. Team Building</li> <li>8. Compensation: Effective Reward Programs</li> <li>9. HR Document Maintenance: Monitoring and Legal Support</li> </ol>
<p><b>Administrative and Secretarial Skills:</b></p> <ol style="list-style-type: none"> <li>1. Skills for Success: Guide for Secretaries and Administrative Assistants</li> <li>2. Customer Service</li> <li>3. Effective Business Communication Skills</li> </ol>	<p><b>Applied IT Courses for Business:</b></p> <ol style="list-style-type: none"> <li>1. Database Maintenance (Microsoft Access)</li> <li>2. Advanced EXCEL</li> <li>3. Auto CAD for Businesses</li> <li>4. Data Analysis Using SPSS</li> </ol>

4. Telephone Selling 5. Conflict and Stress Management 6. Time Management 7. Essential Management Skills 8. Team Building 9. Making Successful Presentations 10. Archive/Documentation Administration and Legislation	5. MS Project 6. Multimedia Technologies to Develop Presentations 7. E-document Circulation and ERP System for Management 8. Financial Statement Analysis Using EXCEL 9. Financial Modeling & Data Analysis in Microsoft Excel
<b>Leadership:</b>	
1. Finance Management I. 2. Change Management 3. Conflict Management 4. Innovative Thinking & Innovation Management 5. Customer Oriented Approach 6. Contemporary Marketing	7. Strategic Management 8. Situational Leadership 9. Building Effective Team 10. Fundamentals of Law 11. Sales for Non-Salesmen 12. Simulation

### Course Descriptions:

#### Accounting/Finance Principles

In the broadest sense, financial and accounting managers are responsible for an organization's financial performance: cash management (present), reporting (history) and financial strategy (future) to keep shareholders/investors informed about the business. This course provides trainees with skills and knowledge to support accounting/finance systems development for investors to evaluate and make investment decisions.

#### Managerial/Cost Accounting

This course covers interpretation, use, and analysis of cost data for management planning, coordination and control. It includes the application of theories and concepts underlying cost accounting and budgeting through case-study analysis related to real business activities. Course topics also include job order costing, spoilage standard cost and capital budgeting.

#### Corporate Finance

The course introduces the fundamentals of finance. It considers theories and tools used to address modern corporate problems and issues in realistic settings. Specific topics covered include short-term financial management, capital structure theory and practice, dividend policy, and mergers and acquisitions.

#### Financial Statements: How to Develop, Read and Interpret

This course has been specifically designed for the practicing manager and those with managerial aspirations. It includes teacher-led instruction, self-study as well as communication between attendees and instructors through many exercises.

Financial statements communicate important facts about an organization. Users of financial statements rely on these facts to make decisions that affect the well-being of businesses and the general health of the economy. Therefore, it is essential that financial statements are both reliable and useful for decision-making. Useful accounting and financial data is information that makes managers more effective - it makes managers better decision makers.

#### International Financial Reporting System

This course is designed to explore the role of International Financial Reporting Standards (IFRS) for organizations competing in increasingly global economies. It entails the convergence of difference countries' accounting systems, differences between GAAP and IFRS, and ways of transformation/transition to internationally recognized reporting for local companies. Course learning materials include case studies and assignments that require analysis and that promote discussion.



## **Taxation and VAT**

This course instils the skills and knowledge needed to comply with the taxation principles and practices of local laws and international standards. Attendees will develop an understanding of the key underlying concepts that run through the many specific provisions of the tax law and how income tax considerations interact with business decisions. The course is designed for chief accountants, accountants, managers of accounting and finance departments, and financial controllers (tax inspectors and tax police).

## **Financial Performance Analysis**

This course provides attendees with tools and skills to evaluate the company's financial condition. Financial statements, ratio analysis and their interpretation are critical to making the right managerial decisions. For any business to survive in a competitive and challenging environment it must attract external financial support: via issuing new stocks, applying for bank loans or direct investments. Regular analysis of financial performance indicators will support prompt preventive measures to keep the company attractive for investors.

## **Financial Analysis Using Excel**

This course introduces participants to various MS Excel tools of financial analysis that can be used in getting insight into real problems and making business decisions.

It continues with a study of IT principles and how they apply to financial analysis through the use of MS Excel worksheets, graphs, and step-by-step examples. Participants will learn to perform financial analysis and conduct research.

## **Risk Management**

This course is designed to assess, prevent (mitigate when possible), monitor and control risks. In some cases acceptable risk might approach zero. Risks may also encompass natural catastrophe/force major as well as deliberate actions from other parties. Risk management strategy provides participants with skills and knowledge to prevent, avoid and transfer risks to reduce their negative impact and/or measure them to analyse their actual consequences on the business. Financial risk management focuses on risks to be managed by using existing financial instruments.

## **Financial Accounting**

This course presents the fundamental concepts and techniques of the basic accounting system, including accounting for a complete cycle of business activities. It also reviews the basic principles of internal control and financial statements: assets, current liabilities, payroll accounting, as well as an overview of revenue and expense issues.

## **Budgeting, Planning and Controlling**

This course enables participants to analyse the company's financial stability and to develop the planning and budgeting of the company's operational and financial activities. The tools and skills introduced in the sessions will support budgeting and forecasting of operating cash flows, pro-forma income statement and balance sheet development

## **Auditing**

This course is designed for members of the Board of Directors, finance directors, managers and internal auditors. The main focus of the course is on the auditor's decision-making process. As well, the course discusses and analyses the key issues of internal control functions and their importance from the auditor's standpoint to support and improve the efficiency and profitability of the organization.

## **Project Management**

Project management has become one of the most effective and widely accepted tools of business operation management. This course helps participants understand modern techniques and technologies used in project management: developing a project organizational chart, monitoring and controlling of the project implementation processes/stages and reporting. As well, the course provides techniques for team building and team management, and recognizes the impact of leadership and motivation on the successful implementation project goals.

## **Fundamentals of Marketing**

The purpose of this course is to introduce the general concepts of marketing, its business function and the practices of modern marketing. Attendees will learn how to define a market segment and how to advertise and promote products and services for chosen target segments. Case studies will be considered and discussed.

## **Effective Business Communication**

This course introduces the role of communication in business relations; basic elements of the communication process; and the components of successful communication. It also explores the role of media, advertising and PR.

## **Marketing Research**

This course introduces attendees to the basics of marketing research such as planning and conducting marketing research, interviewing techniques, data analysis, drawing reliable conclusions and the presentations of results.

## **Sales from Start to Finish**

Negotiation has become an important aspect of selling. Salespeople have to work out satisfactory solutions to customers' demands and concerns to reach a mutually acceptable agreement. Modern sales should be cooperation oriented, result in value-added, geared toward problem solving, and should concentrate on building relationships with buyers. The course will provide participants with win-win negotiation skills development.

## **Conflict and Stress Management**

Introducing conflict as an ordinary event in any system, the course uses generated contradictions as its engine for further development. On the one hand, conflict can draw attention to necessary change. On the other hand, conflict can act as a driver for; building better relationships between groups; developing more precise organizational structures; and strengthening organizational behaviour integrity. Attendees will understand how dangerous unrecognised conflicts can be and learn to develop systems of conflict identification, assessment, and resolution. Case studies offered for discussions have been tailored to real relationships that arise in every day business situations.

## **Strategic Marketing**

This course introduces key marketing strategies and their implementation. The main objectives of the course are to:

- ✓ Study specifics of strategic marketing.
- ✓ Learn key marketing strategies.
- ✓ Analyse different methods of estimating a product's and company's competitiveness.
- ✓ Analyse market opportunities.
- ✓ Discuss different approaches to marketing planning.

## **Services Marketing**

This is an advanced course specifically designed to explore issues relevant to marketing services. Attendees are expected to enter the course with some knowledge of current marketing practice and theory. The course will enable participants to analyse marketing issues, develop marketing solutions, design and implement new creative ideas and apply marketing principles to a broad range of situations.

## **Making Successful Presentations**

This course is designed for anyone whose position requires them to introduce, promote, and sell their ideas, products and services in a convincing manner. Presentation structure, development, applied multimedia and other techniques will be experienced. Videotaping and case studies will be included in the course.

### **Effective Negotiation Skills**

This course is designed to develop and enhance negotiation skills and strategies to successfully communicate and deal with counterparts in the short and long term. It provides practical skills in communicating with people and managing negotiations. Participants will develop a comprehension of the processes and factors that affect negotiations.

### **Brand Management**

This course will explain the differences between brand and trademark, and provide participants with the skills and knowledge to create and evaluate brands. Case studies tailored to local conditions will support a better understanding and competence in building and managing brands and their equity. The course is designed for those who are responsible for promoting a product, service and company.

### **Essential Management Skills**

This course is a study of key approaches in organizational management. It introduces the essential issues of modern business management such as planning, organization design, organizational change, leadership, motivation, group dynamics, etc. Theory will be complimented by a number of cases tailored to actual business thus supporting a better understanding of the topic.

### **Fundamentals of Human Resource Management**

The objective of this course is to provide practical skills and general knowledge to deal with human resource issues within an organization. At the same time the topic covers the current discourse and trends related to human resource management at both the strategic and international level and provides easy access to these issues for both managers and non-experts.

### **Total Quality Management (TQM)**

This course introduces modern techniques of operations management based on TQM principles, including the development of systems necessary to realize managerial goals and objectives. The course objective is to provide attendees with practical skills and knowledge to design and build Quality Management and Quality Assurance systems and to conduct external and internal quality audits. TQM principles and procedures as well as a variety of TQM document samples will support organization TQM monitoring in compliance with ISO standards.

### **Team Building**

Successful teamwork can result in the group's performance being greater than the sum of the individual team member's performances. What differentiates a 'team' from other groups is the successful interaction and cooperation between team members who share and coordinate their experiences, skills, knowledge corporate values and aspirations.

### **Legal and Regulatory Issues on Tenders**

This course is designed for professionals who represent state organizations, (any legal entities with more than 50% of their shares belonging to the government and those affiliated with legal entities) and who deal with the organization of tenders. The course covers the major issues related to tenders: legislation and regulations; amendments and changes to the "Law on Tenders"; tender documentation development procedures/maintenance/security and archiving. As well, different types of tender will be discussed: open/closed competition; one source tender; and tender via open merchant exchange.

### **Finance and Accounting for Non –Financial Managers**

This course provides an introduction to finance and accounting principles as well as managerial accounting basics in compliance with International Financial Reporting System standards. The course is designed for accountant/finance freshmen, line managers and those interested in the use of accounting and finance data to enhance decision making. The objective of the course is to instil an understanding of accounting methodologies, procedures; balance sheets; income and cash flow statement development and interpretation and its use to analyse financial performance.

### **Investment Analysis**

The purpose of this course is to introduce investment alternatives that are available today and develop an approach to analyse and attract investments. The course involves both theory and application. The course discusses available investment instruments and considers the purpose and operation of capital

markets around the world. The theoretical part details tools of evaluating current investments and future opportunities to develop a portfolio of investments that will satisfy risk-return objectives.

### **Small Business and Entrepreneurship**

This course provides an introduction to entrepreneurship, including an understanding of legal aspects of small business and entrepreneurship, the process of creating and evaluating opportunities for new ventures, the nature and significance of business plans, the skills and resources required for starting and managing new ventures, the challenges faced by new ventures and how to overcome them, and the characteristics of an entrepreneur.

### **Database Maintenance (Microsoft Access)**

This course provides the skills and knowledge to develop file organization techniques, data normalization and security, and to distribute information using Microsoft Access. The course is designed for computer literate users who need to enhance/upgrade their ability to use Microsoft Access applications.

### **Advanced EXCEL**

The objective of this course is to provide attendees with the most effective means of data processing, a study of relational calculus, data security and integrity, and specific commercial database development techniques using Microsoft Excel applications. The course is designed for computer literate users who need to enhance their skills and knowledge in solving complicated IT issues when working with documents. Excel instruments and functions will be developed using practical exercises.

### **MS Project**

This course is designed to train attendees to be able to effectively implement projects. Attendees will learn to use MS Project programs to develop project plans and monitor/manager their implementation. During sessions participants will learn to use software to optimise project implementation processes and procedures. The course is designed for project managers, IT support people, and those who are interested in automating project management processes.

### **Performance Appraisal and Motivation**

This course is designed to provide attendees with practical and psychologically sound strategies to improve the attitude and behaviour of both staff and manager. This will foster a comfortable working environment characterized by open and effective communication. Participants will:

- ✓ Learn how to encourage subordinates to undertake new tasks and face challenges.
- ✓ Gain 5 step motivation enhancement tools.
- ✓ Learn to make risk weighed decisions and become more creative.

### **RK Labour Code and Regulations**

The purpose of this course is to study the Labour Code of the Republic of Kazakhstan in order to manage labour relationships with relation to labour security, the protection of employer and employee rights and the maintenance and monitoring of medical and health security and insurance. The course material covers regulations and procedures to comply laws to improve labour relationships in the organization. Case studies are used to gain practical skills and knowledge to help students understand how to apply regulatory issues to real working environments.

### **HR Document Maintenance/Monitoring and Legal Support**

A sound document filing/archiving policy and procedures is mandatory for any organization. HR professionals understand that the huge volume of company paperwork to be organized daily can become very difficult to manage. If an important document is stored in the wrong place, and/or unintentionally destroyed/lost it may result in the company facing a lawsuit.

This course will teach attendees how to handle and store documentation in today's electronic era. This includes current requirements to secure specific e-mail as legal documents; and procedures to protect an organization in the emerging environment of E-Risk Management.

## **Skills for Success: Guide for Secretaries and Administrative Assistants**

The course is designed for practicing administrative assistants, secretaries, and office managers who wish to enhance their skills and knowledge to provide better customer care. The course covers such topics as business communication/correspondence, listening, time management, self-organization, conflict and stress management and utilizes learning tools such as group discussions, case studies and role games.

### **Customer Service**

Want to learn how to sell more? How to provide better customer service? How to achieve competitive advantage? The answer is to meet your customers' needs... to satisfy their expectations by offering them attractive services. This course teaches communication and negotiation skills and how to effectively apply them when serving clients. In the course, participants will experience techniques and psychological tools of communication through case study/role play analysis and discussions. Participants will learn to build constructive cooperation with their counterpart.

### **Time Management**

Effective leaders understand the real value of time. It is the scarcest resource necessary to achieve organizational goals. Money can be borrowed and people can be hired. As for time, it cannot be bought, sold or borrowed. This course is designed to teach attendees effective time management techniques. The course provides attendees with the skills and tools of planning, organizing and effectively utilizing their time.

## **EXECUTIVE EDUCATION CENTER PARTNERSHIPS**

### **Memorandums of Understanding (MOU)**

KIMEP Executive Education Center has long-term partnerships and has signed memorandums of understanding with various organizations which are mutually beneficial for all parties. The purpose of these MOUs is to provide a framework of cooperation between companies and organizations and KIMEP University in the areas of common interest, for the purpose of further implementation of joint programs and projects, which are aimed to strengthen national capacities in the areas of education and research, through different activities.

The EEC has signed the MOUs with American Chamber of Commerce in Kazakhstan; EUROBAK - European Business Association of Kazakhstan; KAZKA - Kazakhstan Association of Entrepreneurs; ATFBank; Pricewaterhouse Coopers Academy (ACCA certification courses and other joint programs); Almaty Business Association, CMC Kazakhstan - Kazakhstan Chamber of Management Consultants; AWARD.kz (IT Conferences and Business Labs schools); GRATA Law Firm (certificate training programs in oil and gas); Intercomp Global (organizing professional Forums); Step & Grow Academy (projects in coaching and mentoring); Key Partners (HRM events); BIRK (partnership in creating HR Forum in Atyrau); the Human Capital Lead, the Association of HR professionals in RK (cooperation in implementation of HR Certification Program) and others.

### **Corporate Partnerships**

- ✓ 1997-1998 KIMEP IETC and AES (American Energy Service Co)- 250 trainees
- ✓ 2002-2004 KIMEP - Food Master (Corporate Executive MBA)- 14 graduates
- ✓ May 25, 2005- August 25, 2006. The Eurasia Foundation-KIMEP Project in "Ust-Kamenogorsk Leadership Learning Center Establishment"- 650 trainees, contribution to the establishment of self-sustainable Leadership Learning Center in Uskemen
- ✓ KIMEP Advanced Management Program (AMP)- The sessions were specifically structured for senior level business and government executives. The outstanding speakers of the program were the CEOs, Chairmen of Governmental Bodies, KIMEP Senior Faculty members.
- ✓ Air Astana-KIMEP- English for specific purposes training sessions for supervisors and managers
- ✓ JTI Project - 840 employees trained
- ✓ Borusan Makina Kazakhstan & KIMEP - The Leadership program of BMK is aimed at leadership profile
- ✓ AMA - KIMEP - 361 trainees and 42 graduates awarded with certificates in Advanced Management

- ✓ Petro KZ & KIMEP - Specialization in Project Management in Oil and Gas

### **KIMEP Leaders Forum**

The ability to deliver programs involving multiple academic disciplines and non-academic partners is critical in today's corporate/university partnerships. Every week the Program brings the brightest minds from a wide range of industries and backgrounds.

The Program already featured the speakers from such companies as Kazyna Capital Management, Kaztransoil, Centras, KEGOC, IWEP, PWC, Eurasian Bank, Kazkommertsbank, Eurasia Foundation, KPMG, Deloitte, Ernst&Young, JTI, Proctor&Gamble, Microsoft, Nokia, HSBC, Toyota, Al Hilal Bank, Kaspi Bank, CitiBank, Sayat Zholshy Partners, International Finance Corporation and many others.

The guest speakers become Members of the KIMEP Leaders Forum. This membership allows not only sharing expertise but also developing practical business solutions together with KIMEP students.

### **CONFERENCES, CLUBS AND WORKSHOPS**

The Executive Education Center supports the business community by introducing new alternative learning and networking opportunities. These take many forms and can be designed to serve audiences ranging from the general community to specific industries or business functions.

EEC along with organizing its own conferences, seminars and benchmark testing of employees, helps to organize KIMEP University-wide seminars, conferences, symposiums both in-house and virtually, hosts HR and Marketing Clubs. EEC also cooperates closely with other KIMEP University Colleges and Units in hosting different events and offers various trainings for outside clients.

### **KIMEP HR Club**

Executive Education Center at KIMEP University continues to create learning and networking opportunities that will benefit working professionals of Kazakhstan. Created in 2009 in the Executive Education Center, the KIMEP HR Club (Forum) provides HR Directors and other HR representatives from the KIMEP University EEC partner companies with the opportunity to discuss the challenges they are facing in their organizations and to collectively seek solutions. Within the three years of its active work the Forum has grown professionally and is considered one of the best platforms for the HRM in the area. The Forum offers a series of "workshops" designed for people working in Human Resources. The workshops provide the HR representatives with practical solutions and modern instruments and have wide media coverage. Apart from main target, it also gathers together experienced HR coaches, business consultants, trainers and private business owners. HR Club members meet every second month of the year, ultimately, as a result of the Forum discussions, each year the EEC organizes International HR conferences for both members and non-members of the Club. Participants come from different companies of Kazakhstan, Russia and Kyrgyzstan. The practical role of the HR Forum meetings cannot be overestimated as the HR Forum serves as a strong networking point for local and international HR specialists.

### **International KIMEP HR Conferences**

The International HR Conferences in KIMEP "HRM Architecture Building" with a slogan "Train for superior results" are successfully held every year at KIMEP University campus. The target audience is executives, governmental bodies, mid-managers, HR directors of business companies, HR practitioners, consultants, educators, Business School students and graduates from different regions of Kazakhstan and invited guests from Russia and Kyrgyzstan. Supporters of KIMEP HR Conferences are Almaty Akimat, guests from Russia, Kyrgyzstan and International Corporations executives. KIMEP Executive Education Center invites outstanding key speakers from the area each year. Speakers' key messages are: "any organization shall be aware of its own potential for developing talents, and be professional in identifying, motivating and retaining those". The professional audience has a brilliant opportunity to familiarize themselves with the latest trends in business education, to compare the Kazakhstani trends with the Russian Federation trends and look into the global achievements in the field. Finally, they have tools and new ideas in HRM drawn from the conference to apply those in their organizations to achieve ever-higher results. The conference participants also have a great opportunity to participate in Educational Exhibitions.

### **KIMEP Marketing Club “Navigator”**

The mission of the KIMEP EEC’s Marketing Club “Navigator” is to build a platform for working professionals to enhance their knowledge and understanding of modern marketing practices and important professional skills. We also strive to provide the Club members with the exclusive opportunity to network with representatives from the most distinguished companies of Almaty city and the chance to interact socially with their peers.

According to the mission of the Marketing Club, the major focus of its activities is: on the marketing issues, including direct marketing, online marketing, and many others. More importantly, the Club participants are offered to speak out on different topics and the audience is encouraged to actively discuss the practical significance of these issues and challenges that they pose towards local marketers, ways to adjust them to local business environment. In general, the practical implication of the Club sessions is difficult to undervalue as the Club serves as an effective experience-sharing and strong network-creating platform for local marketers.

## PART IV-INTERNATIONAL RELATIONS OFFICE



**GOALS AND OBJECTIVES**  
**INTERNATIONAL PARTNERSHIPS**  
**STUDY ABROAD OPPORTUNITIES**  
**OVERSEAS PROGRAM**  
**EXCHANGE PROGRAM**  
**STUDY ABROAD THROUGH PARTNERSHIP IN A CONSORTIUM**  
**DUAL DEGREE PROGRAMS**  
**INTERNATIONAL SUMMER SCHOOL**  
**KIMEP BUDDY SYSTEM**

### **ADMINISTRATION AND STAFF**

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Web-site: <http://www.kimep.kz/international/>

## **GOALS AND OBJECTIVES**

- ✓ To assist international students, faculty, and staff to study and work successfully at KIMEP University during their stay in Almaty and to advise them in collaboration with other KIMEP University departments on cultural and social issues. This includes organizing social and cultural events, meetings, and outdoor activities.
- ✓ To enhance the awareness and reputation of KIMEP University in the global academic community by creating and developing partnerships with leading universities worldwide and by organizing concrete joint activities such as academic mobility programs, International Summer School programs, dual degree programs, joint research programs, customized programs, seminars, and cultural events.
- ✓ To create opportunities for KIMEP University students and faculty to study, do internships or research abroad as part of their academic program/work at KIMEP University through academic mobility programs, Summer Programs, internships, dual degree or international scholarship programs; to provide KIMEP students and faculty with information on these programs and to assist them before and during their stay abroad.
- ✓ To collaborate with international organizations on all these international activities and to search and apply for international funding to support academic mobility and modernization of education.

## **INTERNATIONAL PARTNERSHIPS**

KIMEP University has established partnerships with over 120 higher educational institutions in Europe, North America, CIS and Asia. These collaborations entail student mobility programs, dual degree programs, joint international summer programs, faculty mobility programs, short term programs, and joint research programs.

## **RESEARCH OR STUDY ABROAD OPPORTUNITIES**

### **OVERSEAS PROGRAM**

KIMEP University aims to offer its students “a window to the rest of the world”. The International Office administers a number of overseas programs, some with scholarships, to study for a semester or more abroad or to participate in Summer Programs, as well as internships offered by different universities worldwide. Apart from the exchange programs, the International Office acts as a liaison between universities and students in different scholarship programs and activities. In these cases, the application procedure and requirements and the selection criteria are set up and administrated by hosting universities.

KIMEP students going to study abroad (short term, internship, summer schools) pay tuition fees to the host universities unless other conditions are stipulated in the agreements between universities. The course transfer procedure should be done prior to departure and is regulated by the relevant college.

KIMEP University organizes customized Summer Programs for groups of international students from different universities to get academic as well as cultural exchange experience in Kazakhstan. KIMEP professors share their knowledge and the latest information, either through their individual research or through our research centers. Students attend guest lectures by professors from KIMEP University and by professionals from the business community in Kazakhstan.

KIMEP University welcomes international university fellows who seek affiliation with one of its College departments. Fulbright fellows, independent researchers, and faculty members from partner universities all conduct research in collaboration with KIMEP faculty members.

### **EXCHANGE PROGRAM**

Exchange programs offer KIMEP University students the opportunity to spend either a semester or a full academic year at a partner university abroad. These exchange programs are not only an excellent

learning opportunity, but enable students to gain valuable international experience, make new friends all over the world, improve their English, and study other languages. Students who want to experience study and life abroad are invited to apply to the International Office. Generally, applicants are selected based on their overall GPA, language skills, extracurricular activities, and recommendation letters. Undergraduate students who have earned from 30 to 100 credits and masters degree students who have earned at least 12 credits may apply for the program. KIMEP University Fast Track masters degree students may apply after being admitted to the Master program.

All students who take part in the exchange programs remain registered at KIMEP University. They pay the tuition fee for 9 credits per semester to KIMEP University prior to departure. Undergraduate and graduate students may transfer a minimum of 9 credits per semester to be counted towards their KIMEP University degree. The compliance of KIMEP credits versus ECTS credits for transfer purposes and the refund of the tuition fee policy are handled according to the Course Transfer Procedure for Exchange Students. KIMEP exchange students on scholarships at KIMEP University continue to receive scholarships on condition that they meet all scholarship requirements.

Students from partner universities who would like to study at KIMEP University as exchange students are invited to apply through the International Offices at their home university.

The whole list of KIMEP partners offering student exchange places, the description of each university's application procedure, costs, and the Course Transfer Procedure for Exchange Students, can be found on the Student Portal.

### **STUDY ABROAD THROUGH PARTNERSHIP IN A CONSORTIUM**

KIMEP University is a member of consortia that won Erasmus Mundus grants from the European Commission to implement its mobility flows. Information and procedure can be found on our webpage <http://www.kimep.kz/international/en/erasmus-mundus/>

#### **1. Erasmus Mundus Action 1 –Master Course:**

International Master in Russian, Central and East European Studies double degree program (IMRCEES). Only for incoming students from University of Glasgow.

Description: Consortium of 5 European universities and 6 non-European universities and additional non-educational partners. Students of this program study at the University of Glasgow in Year 1. The Year 2 mobility period is spent at another double degree partner university. Students in Semester 1 follow specialized study tracks in one or more of the following areas: Central Asian Studies; Caucasus/Caspian Sea Basin Studies; Baltic Sea Region Studies; Soviet and Post-Soviet Studies; and Central European Studies. They complete the writing of their dissertation in Semester 2.

Graduates will receive the degree of International Masters in Russian, Central and East European Studies from the University of Glasgow and the second part of the double degree depending upon the choice of mobility partner in Year 2. At KIMEP University this is the Master in International Relations with a major in Central Asian Studies.

#### **2. Erasmus Mundus Action 2 Partnership: eASTANA**

To provide students and academic staff from Kazakhstan, Kyrgyzstan, Uzbekistan, and Tajikistan with a broad academic curriculum and a range of unique learning, teaching, and research experience in a European environment, within the eASTANA project, through mobility flows to EU partner universities from 1 to 34 months. The eASTANA project is focused on the Engineering, Technology, Business, and Management fields of study.

#### **3. Erasmus Mundus Action 2 Partnership: MARCO XXI**

To provide students and academic staff from Kazakhstan, Kyrgyzstan, Uzbekistan, and Tajikistan with a broad academic curriculum and a range of unique learning, teaching, and research experience in a European environment, within the MARCO XXI project, through mobility flows to EU partner universities from 1 to 34 months. The MARCO XXI project is focused on the Agricultural Sciences, Architecture, Education and Teacher Training, Business, Engineering and Technology, Medical Sciences, Law, Geography and Geology, and Social Sciences fields of study.

#### **4. Erasmus Mundus Action 2 Partnership: EURO-ASIAN CEA and EURO-ASIAN CEA II**

To provide students and academic staff from Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, and Tajikistan with a broad academic curriculum and a range of unique learning, teaching, and research experience in a European environment, within the EURO-ASIAN CEA project, through mobility flows to EU partner universities from 1 to 34 months. The EURO-ASIAN CEA project is focused on the Agricultural Sciences, Architecture, Urban and Regional Planning, Business Studies and Management Sciences, Education, Teacher Training, Engineering, Technology, Geography, Geology, Law, Medical Sciences, Social Science.

#### **5. Erasmus Mundus Action 2 Partnership: CANEM and CANEM II**

To provide students and academic staff from Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, and Tajikistan with a broad academic curriculum and a range of unique learning, teaching, and research experience in a European environment, within the CANEM project, through mobility flows to EU partner universities from 1 to 34 months. The CANEM project is focused on the Economics, Management, Business, and Tourism, but the project accepts students from other fields of study, which are adjacent areas of learning.

#### **DUAL DEGREE PROGRAMS**

One advantage of being a KIMEP University student is to have the opportunity to study on Dual Degree Programs that KIMEP University has developed with leading world universities. The International Office takes the leading role in initiating and administrating the Dual Degree Programs:

- ✓ Humboldt University Berlin, Germany (MA Economics/MA Economics and Management Science)
- ✓ University of Glasgow, UK (Master in International Relations/Master in Russian, Central and Eastern European Studies)
- ✓ Cass Business School / City University London, UK (MBA/ MSc in International Finance and Accounting or MSc in Energy Trade and Finance)
- ✓ IESEG School of Management / Catholic University of Lille, France (MBA/Master International Business and
- ✓ BSc in Business & Accounting/ Bachelor in Business Administration)
- ✓ EM Strasbourg Business School / University of Strasbourg, France (BSc Business & Accounting / Bachelor in European Management)
- ✓ Graduate School of International Studies (GSIS) of Yonsei University, South Korea (Master in International Relations / Master in Global Affairs & Policy; or Master of Arts in Korean Studies; or Master in Global Economy & Strategy as well as MA Economics / Master in Global Economy & Strategy)
- ✓ Graduate Institute of Public Administration, Lausanne, Switzerland (Master of Public Administration/international MPA)
- ✓ University of Dundee, the UK (LLM)

The principle of dual degree programs is that students complete part of their courses at home university and the other part at another partner institution, with credits being recognized by both. Each dual degree program's description is stipulated in an agreement. Relevant college provides consultation on study plan, course transfer, selection criteria, and admission rules. The logistic support is done by the International Office.

The information can be found in the information center "Globus", office 409/Dostyk, or webpage <http://www.kimep.kz/international/en/dual-degrees/>

#### **INTERNATIONAL SUMMER SCHOOL**

KIMEP University established an International Summer School (ISS) in the summer of 2010. The aim of this new program is to increase the diversity of the student and faculty community. Visiting international faculty members are invited to teach students from KIMEP University and other universities in Kazakhstan and abroad. Undergraduate and graduate students are welcome. At ISS, the courses are often innovative in content and format. At ISS, students take classes in business, law, or social sciences taught by international faculty coming from different universities in such countries as,

for example, the United States, the UK, France, China, or Australia. Students will have classes in English, as well as the opportunity to learn Russian or Kazakh.

### **APPLICATION POLICY FOR STUDENTS OF INTERNATIONAL SUMMER SCHOOL**

Applicants will be waived from entrance exams. They will apply as non degree students for the International Summer School only. There are no admission criteria. It is a students' responsibility to have the academic background and language skills to enable them to benefit from the attendance of classes.

In order to apply for the International Summer School 2015, students should send the application package:

- Application form
- Scanned copy of passport / identity card
- Scanned copy of transcript for current students, scanned copy of diploma and transcript for graduated students

A limited number of merit-based tuition scholarships are available for international, Central Asian, and Kazakhstan (non-KIMEP University) students. General requirements for the scholarship competition:

- GPA above 3.3.
- Motivation essay to express interest to participate at ISS.
- Outstanding extracurricular activities.

Information on application procedure, application form, schedule, important dates, and information on scholarships can be found on the webpage <http://www.kimep.kz/international/about/iss/>

KIMEP University students wishing to apply to the ISS should follow the regular online procedure for registration for courses.

After successful completion of the program students earn 3 US credits (5 or 6 ECTS) and a certificate from KIMEP University.

### **KIMEP BUDDY SYSTEM**

KIMEP BUDDY SYSTEM has been created by the International Office in order to help international students better adjust to the KIMEP University environment and their new place of living in Almaty. Buddy students assist international students with different issues that the student may have throughout the entire period of study at KIMEP University. The buddy students organize various cultural events for international students and contribute greatly to the planning and implementing of the international student orientation, the Welcome/Farewell Parties, the International Days, cultural and social activity for international students that the International Office organizes in the Fall, Spring, and Summer semesters.

### **INTERNATIONAL PROJECTS**

International projects of different kinds which KIMEP conducts in cooperation with international organizations, as well as our scholarships and programing, offer remarkable opportunities on campus and abroad, generate intellectual excitement, and give all university constituents access to vital international knowledge. At KIMEP, we always strive to stress the importance of international cooperation. As a result important international institutional projects are currently underway at KIMEP. Among such is the current project Tempus IV.

Tempus IV is the European Commission's program which supports the modernization of higher education in the Partner Countries of Europe and Central Asia.

### **TEMPUS PROJECT "QUADRIGA": QUALIFICATION FRAMEWORKS IN CENTRAL ASIA: BOLOGNA-BASED PRINCIPLES AND REGIONAL COORDINATION**

Consortium involves institutions from Kazakhstan, Kyrgyzstan, Tajikistan and Partners from EU: Koblenz-Landau University (Germany) – Coordinator, Maria Curie-Skłodowska University (Lublin, Poland), University of Algarve (Faro, Portugal), National University of Cordoba (Cordoba,

Spain), Quality Assurance Netherlands Universities (Utrecht, Netherlands), World University Service-Austrian Committee (Graz, Austria). Three-year QUADRIGA consortium is going to be implemented in the context of the Bologna Process, creation of one National Qualifications Framework in each Central Asian partner country. Furthermore the project seeks to create European wide transparency with regard to higher education and training.

#### **TEMPUS PROJECT “INOCAST”: INNOLABS IN CENTRAL ASIA FOR A SUSTAINABLE CATALYZATION OF INNOVATION IN THE KNOWLEDGE TRIANGLE**

The joint project addresses primarily the Knowledge Triangle concept (education-research-business). There are many problems and obstacles on the way towards a modern university model for Central Asia, in which university is working closely with industry on delivering innovations to the market, becoming financially stable and independent in the long term (“entrepreneurial university”).

The main output of the project is expected to be the full analysis of socio-economic environment and offering the best solutions for the creation of fully operational Innovation Labs able to stimulate the commercialization of public research in a cost-efficient manner, responding to user needs and being context appropriate while building in previous experience and incorporating best practices into the design of products, processes and services.

INOCAST consortium is coordinated by university of Barcelona, Spain and made up of 3 partners from 3 European member states (UK, Sweden, and Latvia) and 14 partners from the 5 Central Asian countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan).

## **PART V - OLIVIER GISCARD d'ESTAING LIBRARY**

### **STATEMENT OF PURPOSE**

#### **PROFILE**

#### **COLLECTIONS**

#### **LIBRARY RULES AND REGULATIONS**

#### **ADMINISTRATION**

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Web-site: <http://www.kimep.kz/library/>

### **STATEMENT OF PURPOSE**

The mission of the Olivier Giscard d'Estaing Library (hereafter Library) is to serve the academic information needs of the KIMEP University community. To fulfill this mission, the library is building a permanent research collection and providing access to electronic resources that support University academic requirements, as well as exchanging information resources with other organizations locally and internationally. The library is committed to helping all patrons evaluate and use the available information resources.

#### **PROFILE**

The library offers open access to local and global information resources for its patrons seven days a week. The main building is designed to serve up to 400 students at a time. It houses public reading areas, the circulation, reference and periodicals collection. The library maintains its reserves materials collection here as well. Electronic resources are accessible in two independent study laboratories with computer and multimedia workstations within the library. Additional workstations are provided in other locations for use of the online catalog, the reference and periodicals resources. Librarians are available to assist students with finding and evaluating all of the print and e-resource materials. Other public use areas include a Conference Room, ID and Document Processing Center and a lounge in the lobby with vending machines. Across campus in the Valykanov building adjacent to the University's Textbook Rental Center, the library operates a reading room.

#### **COLLECTIONS**

Currently the KIMEP University has about 110,000 print volumes: approximately 73,000 in English with the remainder in Kazakh and Russian. In addition, the library provides electronic access to over 810 000 documents including journal articles, newspapers, conference papers and reference materials. The students may search these collections using online catalog and the library's electronics resources page. These collections contain works in all of the academic disciplines taught at the University including business, social sciences, law, journalism and a variety of other subjects. The reserves collection contains required readings for the courses as determined by course instructors. Donations to the library collection include materials from governmental organizations, leading firms as KPMG, W&C, UNDP, IDEA and different NGOs.

#### **Reference and Periodicals**

The reference collection is constantly being updated to provide the most current reference materials available. Periodicals maintain a collection of 176 titles of international newspapers, academic journals and popular periodicals in English and a similar collection of local publications in Kazakh and Russian.

**CARD.** Librarians have created and continually update CARD (Central Asia Research Database), a bibliographic database of periodical articles on Kazakhstan and other Central Asian countries focusing on topics of particular interest to the students.

For those interested in continuing their education abroad, the reference librarians gather information about universities in Europe, the United States and Canada as well as some universities located in Asia. In the periodicals area students can find a variety of publications, from popular magazines and scholarly journals to local and international newspapers.

### **Electronic Resources and Multimedia**

The library brings students information sources not readily available in Kazakhstan through the Internet. From almost every computer on campus students have access to a number of databases with bibliographic citations and full text articles from hundreds of periodicals including refereed academic journals. Some of these databases require training to use effectively and patrons should feel free to ask any librarian for assistance.

The library maintains a collection of major academic electronic databases including EBSCOHost (multidisciplinary collection of database), ABI/Inform Global (a business information database), JSTOR (an archive of scholarly journals covered by academic and research institutions), Ebrary (over 100 000 e-books in all academic areas), Paragraf (Kazakhstan legal database) and Zakon (Kazakhstan legal database published by the Ministry of Justice RK), Lexis /Nexis Academic (database that includes over 45 000 documents on law), Emerald, Sage and Springerlink (multidisciplinary journal collections), Cabell's Directory (collection of academic journals on business and computer science for publishing opportunities). Since 2012 the library has subscribed to the Web of Knowledge platform (the platform for academics to create and plan their own research strategies) and Elsevier databases (ScienceDirect and Scopus). The library also maintains its own database, CARD which has bibliographic entries on articles of regional and topical importance on Central Asia and Kazakhstan.

Students may also use the library's collection of audio and videocassettes, CDs and DVDs in the Electronic Resources Laboratory, which is located on the second floor of the main building.

### **Campus-wide Information Resources**

Students and faculty may access any of the library's electronic databases from the computers in any of the computer laboratories or offices throughout campus.

The library also works closely with other university units to meet the University community's information needs, including Computer and Information Systems Center, Language Center, Corporate Development Department, and others.

### **Course Textbooks**

At KIMEP University, as at other Western-style institutions of higher education, students check out the course textbooks and other materials they require for study throughout the semester. Reserve copies of required course readings are available for use in the library reading rooms. Some reserve copies of textbooks may be rented overnight.

### **Textbook Rental**

The library operates a Textbook Rental Center (hereafter the Center) to assist students who cannot purchase their required course materials.

Students place a textbook security deposit at the beginning of each semester. The required amount is 18,070 tenge. Students then receive the required materials for their courses. The Center charges a rental fee for all course materials provided. The amount of the fee is 25% of the cost of the material and it is deducted from the textbook security deposit. The deposit must be brought back up to 18,070 tenge before the beginning of the next semester in order for a student to rent the textbooks. At the end of a student's career, the balance of the deposit is returned to the student. The security deposit and rental fee amounts are adjusted periodically to reflect changes in the quantity and cost of textbooks and other course materials.

The library expects that there will be the usual wear and tear of a textbook used for a semester. However, students turning in mutilated or destroyed books or books exhibiting more than usual wear and tear must pay fees and/or fines according to the rules for library books (see Fees and Fines below).

## **LIBRARY RULES AND REGULATIONS**

The Library Administration determines the library's rules and regulations according to the mandates of the KIMEP University Executive Committee.

### **1. Identification Card**

A plastic Identification Card (ID) is issued to all individuals affiliated with KIMEP University. A patron is allowed only one card, thus, if you are both a student and an employee of the University, you must discuss which card is the most appropriate for you.

The ID card should be carried with you at all times while on campus. A student must produce this card or the Kazakhstan identification card when requested by faculty, staff or security personnel. If the student refuses to provide identification information, they will be immediately escorted off-campus. This card also serves as the library ID card and gives access to the library. It should be presented when borrowing materials and may be required to enter the library. The ID card is issued free of charge; the replacement fee is 3000 tenge. If a card is broken or has been stolen a replacement will be free upon the presentation of broken parts or the certificate from local police. Please report the loss or theft of the card to the library so that the account can be disabled. This ensures that no one else can use your card. The ID card is issued to the person named on it. Its use is strictly limited to the bearer and is non-transferable. Allowing another person to use the ID card will result in the loss of the bearer's right to it and thus to use the library and library resources. The ID card is the property of the University. The card must be surrendered to the University upon termination of the status of the bearer or upon violation of library rules and regulations.

Upon graduation, students must relinquish their IDs. A fee of 1000 tenge should be paid if the student cannot turn in his card.

### **2. Library Loan**

#### **Circulation**

Library materials circulate according to the item status (main collection, reserve item, reference item, etc.) and the type of borrower. For students, main collection materials (excluding fiction collection items) circulate according to these guidelines:

- Undergraduate students: 1 week, 1 renewal, 3 item limit
- Graduate students: 2 weeks, 1 renewal, 5 item limit

For textbooks in the Reserve collection, circulation is irrespective of the type of student.

Textbooks from the Reserve collection are allowed to be checked out overnight from 8:00 p.m. and must be returned by 10:30 a.m. the following morning or fines will begin to accrue. The fine for each hour of late return is 370 tenge. For books that are held in the Reserve Collection but that are still available through the Center for rental are available for overnight check out from the Reserves Collection only with a fee of 370 tenge.

Faculty may check out textbooks for up to one full semester. Teachers have a limit of 20 volumes. Reference books may be checked out for up to 2 weeks with one renewal.

Regardless of the type of patron (faculty, student or staff), fiction collection items are checked out for 4 weeks with one renewal with a 3-item limit.

Overdue fines are levied when items are overdue, damaged or missing (see below, Fees and Fines).

#### **Recalls**

If a student or faculty member has found an item in the catalog that has been checked out by another patron, he may request that the library issue a recall notice to the patron who has this item. Within three days of receiving such notice the person notified must return the material to the library. Failure to do so will result in overdue fines of 370 tenge per day until the item is returned, and the current



replacement cost of the item will be charged to the patron if the item is not returned within 7 days of the recall notice due date.

### **Reserves Collection**

The purpose of the reserves collection is to make limited information resources available to all students who enroll in a course. When a department notifies the library that a specific title is assigned reading for a course, the library withdraws that title from circulation and places it on reserve in one of the reading rooms. Reserve titles can be used only in the library reading rooms. To use a reserve title in the reading room, students must first deposit their ID with the circulation librarian. There is a time limit on using the item, determined by the circulation librarian (relying on information of the item's popularity), after which it should be returned to the circulation desk. When there are multiple copies of a reserve title on the reading room shelves, the circulation librarian may permit a student to use the reserve title outside of the reading room for 3-hour maximum. The student must deposit ID card with the circulation librarian during this time. An overdue fine may be levied if the material is not returned on time (see below, Fees and Fines). The overnight loan of reserve titles can be arranged 2 hours before the library closes (typically not before 8:00 p.m.). The student must deposit ID card with the library overnight. Items are due the next morning no later than 10:30 a.m. Fines will be incurred by the student if the title is returned late (see below, Fees and Fines).

### **Reference and Periodicals**

Reference works, periodicals and journals are located on the third floor of the main library building. These are non-circulating materials and may be used only in the Reference and Periodicals areas. Dictionaries and encyclopedias can not be checked out. Other materials may be available to be used outside the Reference area for a limited time.

### **3. Library Use**

The library is a place for independent research and study. In consideration of students' needs for quiet and study space, the following regulations are enforced: Outer coats, bags, computer bags, briefcases, food and drink must be deposited in the coatroom before entering the library reading areas and laboratories.

The use of cellular telephones is not permitted in the library reading areas and laboratories (telephones may be used in stair wells and in the library lounge). Ringers must be turned off in the building.

The consumption of food and drink is not permitted in the library reading areas and laboratories. Food and drink may be consumed ONLY in the lobby of the library building.

### **4. External Users**

Individuals and organizations in the wider community are welcome to use the library's collections for the purpose of academic or professional research.

Registered external users of the library are allowed to use the library collections and Electronic Resources in the library and study in the reading rooms during regular working hours, according to policies and procedures established for all patrons (with some restrictions in materials check out).

For the registration of external users, refer to the library administration or any library helpdesk.

### **5. Fees and Fines**

#### **ID CARD.**

The replacement of the ID card is 3000 tenge. A fee of 1000 tenge must be paid if the card cannot be returned to the library upon the patron leaving the University (i.e., upon graduation, termination of employment, withdrawal).

#### **TEXTBOOK RENTAL.**

The textbook rental fee deposit is 18,070 tenge. The rental fee for a textbook is 25% of the replacement cost of the book. Renting a textbook overnight from the library's Reserve Collection, if textbooks are available at TRC, 370 tenge (if not available for rental, checkout is free).

### **OVERDUE FINES.**

The overdue fine for any item checked out overnight is 370 tenge per hour. The overdue fine for any item checked out for a period of more than one day is 370 tenge. Failure to return a recalled item on time will incur overdue fines of 370 tenge per day until the item is returned, and the current replacement cost of the item if not returned within seven days of the recall notice due date.

### **DAMAGED OR UNRETURNED BOOK FINES.**

A patron is responsible for the any books borrowed under his name (through his card). The patron should inspect the book prior to taking it out of the library to ensure that it is in good condition. The library staff will note and record any deficiencies in the book's condition. The patron will be charged for any damage to a book while checked out in his name. Damaged or unreturned books will be charged on the following basis as determined by the Library Administration:

- ✓ Damaged item - current replacement cost of the book (100% - current retail price plus taxes plus shipping plus import duties).
- ✓ Badly marked or torn pages - proportional to the amount of damage based on current replacement cost of the item, as calculated by the library (50%).
- ✓ Minor wear and tear - cost of repair (15%).
- ✓ Failure to return an item for any reason will result in a fine, typically 3 to 5 times the original cost of the item; this fine is not refundable.

Patrons observed violating these regulations may be asked to leave the library. In case of repeated violations, or a single egregious violation (as determined by the Director of the library), the student patrons may be denied access to the library and library resources, and may be referred to the Dean of Student Affairs and Academic Disciplinary Committee.

### ***PLEASE NOTE***

Rules and regulations in the catalog are subject to change without notice. Inquire at the Library's Administrative office for the most current ones.

# PART VI - OFFICE OF QUALITY ASSURANCE AND INSTITUTIONAL RESEARCH

## STATEMENT OF PURPOSE

### GOALS AND OBJECTIVES

### OFFICE PROFILE

### QUALITY ASSURANCE POLICY

### QUALITY ASSURANCE AND INSTITUTIONAL RESEARCH ACTIVITY IN BRIEF

### REGULAR SURVEYS

### ON-REQUEST STUDIES

### KIMEP FACT BOOK

## ADMINISTRATION

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## STATEMENT OF PURPOSE

Office of Quality Assurance and Institutional Research (QAIR) is a corporate unit operating under the President of KIMEP University and led by the Executive Director of Academic Quality. The purpose of QAIR is to support quality assurance systems by developing practices of evaluation and reviews that highlight areas for attention and improvement.

## GOALS AND OBJECTIVES

QAIR monitors, analyzes and evaluates institutional performance, supports planning and decision-making processes within KIMEP University, and provides secure information on KIMEP University's activities for external agencies. It also liaises with external partners, such as state bodies, higher education institutions, national and international agencies, to share best practices and develop wider-ranging strategies for the benefit of the community as a whole.

## OFFICE PROFILE

QAIR carries out surveys and reviews of KIMEP University's activities and provides summaries and detailed analyses for senior management, individual departments and other interested parties. Working in partnership with the academic colleges, schools and centers, QAIR ensures that KIMEP University offers high quality in teaching, learning and assessment to its students. In cooperation with the administrative and support units of the University, it provides systems that ensure integrity and quality of services for the academic community.

QAIR is responsible for KIMEP University's regular reporting to the Ministry of Education and Science of RK and other state bodies. It also contributes to KIMEP University's reporting to various external agencies, both national and international.

## QUALITY ASSURANCE POLICY

KIMEP University is committed to working to rigorous systems, policies and procedures that will ensure delivery of a quality experience for students. Furthermore, it will put in place measures to continually assess and evaluate its performance, through an independent corporate unit. The role of the Office is as follows:

1. To develop and implement quality assurance systems and procedures across the full range of KIMEP University's activities
2. To monitor the implementation of quality assurance procedures and processes institution-wide

3. Upon requests from KIMEP University management, to undertake reviews and audits necessary to safeguard the integrity and quality of the institution's activities
4. To provide the information and analysis necessary to support decision-making at the institutional level and within colleges/divisions
5. To advise the University on the quality implications of proposals, policies and strategic plans.

### **QUALITY ASSURANCE AND INSTITUTIONAL RESEARCH ACTIVITY IN BRIEF**

The QAIR regular activities include KIMEP University's internal assessment tools -- teaching evaluation by students, students satisfaction survey, faculty satisfaction survey, graduating students exit survey and administrative staff satisfaction survey, as well as two external ones - surveys of KIMEP University's alumni and their employers. QAIR also carries out various on-request studies that investigate particular quality aspects in individual academic programs or separate areas of the University's activities. Reports on regular surveys conducted during the last eight academic years are available to all interested parties on QAIR page of KIMEP University's website (<http://www.kimep.kz/discover/en/survey-results>).

### **REGULAR SURVEYS**

#### **FACULTY TEACHING EVALUATION SURVEY (FTES)**

FTES allows retrieving the valuable opinion of students on quality of teaching in each subject they take and serves as an effective feedback channel between faculty and students -- the main stakeholders in educational process. Evaluation results are made available to faculty members and academic management via KIMEP University's intranet. Full reports on quality of teaching KIMEP-wide and by units and the analysis of its dynamics are submitted to top management and available for the academic community on the website. Survey results help to determine particular teaching aspects requiring improvement and to promote the quality of education in following ways:

- ✓ Allows faculty member to identify stronger/weaker sides of own performance.
- ✓ Creates the spirit of healthy competition among faculty members.
- ✓ Serves as a feedback tool between students, faculty and academic management.
- ✓ Allows the University to closely monitor and further maintain the quality of teaching.

#### **FACULTY SATISFACTION SURVEY (FSS)**

The FSS measures the level of faculty satisfaction with working conditions, professional development and leadership at KIMEP University to further develop the University as a good place to work. The survey is conducted each Spring Semester since 2005-06 AY on an anonymous and voluntary basis. All faculty members are invited to take part in the survey. Survey results are presented to top management and faculty community in the form of the report that highlights stronger and weaker aspects of working conditions and presents the general picture of satisfaction dynamics in comparison with previous period.

#### **STUDENT SATISFACTION SURVEY (SSS)**

The SSS aims to investigate the level of students' satisfaction with their academic and non-academic experience, which provides a picture of the overall effectiveness of KIMEP University's services to students. The survey is conducted each Spring semester since 2005. All registered students can fill in the survey via KIMEP University's website on a voluntary basis. The survey report is submitted to the University's management and disseminated among KIMEP University's community. The results allow KIMEP University's decision makers to continuously monitor the effectiveness of the University's operations and highlight areas for further improvement of services offered to students.

#### **STAFF SATISFACTION SURVEY (Staff SS)**

In accordance with international practice, the Staff SS provides both management and employees with an overall picture of the quality of the institution's performance from the employees' perspective, and that, in turn, helps to improve strategic management planning and decision-making process and take the relevant actions on further development and improvement of working environment at the institute.

#### **GRADUATING STUDENTS EXIT SURVEY (GSES)**

The GSES measures the level of satisfaction of graduating students with KIMEP University experience and invite them to share their future plans. The survey was launched in 2013-14 AY and is conducted

each semester on an anonymous and voluntary basis. Survey results are made available to top management in the form of a report that highlights stronger and weaker aspects of conditions and presents the general picture of satisfaction. Based on survey findings, KIMEP University's top management develops action plans to further enhance University's studying environment.

#### **KIMEP ALUMNI SURVEY (KAS)**

The KAS aims to assure the quality of professional preparation of graduates by collecting their feedback about working experience, job performance and level of satisfaction with the quality of KIMEP University's education, which would allow identifying areas for improvement. The survey is conducted each summer since 2005 by the means of e-mails and phone interviews with graduates of previous year. The survey results are reported to the top management and shared with KIMEP University's faculty and students. The key messages are taken as the basis for the further enhancement of University's programs, services and environment.

#### **KIMEP ALUMNI EMPLOYERS' SATISFACTION SURVEY (KAESS)**

KAESS seeks opinion of employers on levels of KIMEP graduates' professional preparedness in terms of knowledge, skills and attitudes. The survey is regularly conducted since 2007 through different channels: electronic mail, fax, post and visits. The survey results illustrate employers' perception of KIMEP graduates' professional quality and help to determine the ways of further improvement of academic programs.

#### **ON-REQUEST STUDIES**

The Department also undertakes ad-hoc surveys, reviews and analyses to support institutional decision-making within the scope of University's current needs and focus. The list of studies undertaken varies between different academic years. In AY 2013-2014 the QAIR, inter alia, conducted/reported results of about a dozen studies pertaining to University's internal operations or external educational environment.

#### **Studies with internal focus**

- ✓ Survey of faculty and staff on usage of library resources to identify the demand for electronic resources and printed materials essential for academic and research purposes
- ✓ Survey of applicants and newly-enrolled students on factors of choosing KIMEP U as a place of study to identify the further directions of ensuring student retention
- ✓ Survey among students to gather their opinion on best ways to attract new applicants to enter KIMEP University
- ✓ Focus group meetings with KIMEP University's faculty and staff as well as parents and applicants to highlight stronger and weaker aspects of KIMEP website and gather recommendations for its further improvement
- ✓ Survey among faculty on their experience of distance learning and receptiveness to using technology based education.

#### **Studies with external focus**

To identify the competitive advantage of KIMEP University's alumni in the labor market, QAIR has implemented the following investigations:

- ✓ Survey of alumni on market value of their degrees three years after graduating from KIMEP University led to an exploratory project "Return on investment into KIMEP University education" aiming to determine the period of time necessary for graduates, both bachelors and masters, to earn back their money.
- ✓ Survey among Executive MBA students aiming to evaluate their employment progress after graduation with the purpose of determining the effectiveness of the program and in terms of return on investment as well.

In order to facilitate the systematic advancement of KIMEP University's scope of educational services, QAIR has undertaken a number of studies aimed to determine the feasibility of opening new academic programs:

- ✓ Survey of students and alumni to assess the local market demand in master's program in Accounting (with ACCA preparation) and employment prospects for students planning to attain this program

- ✓ Focus group meeting with students helped to investigate the demand in the new program
- MA in Financial Economics

### **KIMEP UNIVERSITY' S FACT BOOK**

Since Fall 2006, QAIR has been annually preparing the KIMEP University's Fact Book, which provides reliable comprehensive information on the University and its activities for potential students and collaborators.

Key rubrics include:

- ✓ Student body statistics
- ✓ Faculty body statistics
- ✓ Alumni statistics
- ✓ Success stories of KIMEP U alumni
- ✓ Administrative staff
- ✓ Academic programs and specializations
- ✓ Financial aid and fees
- ✓ Campus and facilities
- ✓ Key contact details.

The book is published in English, Russian and Kazakh.

All eight issues are available online at <http://www.kimep.kz/discover/en/publications>

## **PART VII - DEPARTMENT OF CORPORATE DEVELOPMENT AND ALUMNI ASSOCIATION**

**ADMINISTRATION**  
**STATEMENT OF PURPOSE**  
**GOALS AND OBJECTIVES**  
**ACTIVITIES**  
**ALUMNI ASSOCIATION**  
**CAREER AND EMPLOYMENT SERVICES OFFICES**

### **ADMINISTRATION**

Deputy to the President for Corporate Development  
Balzhan Suzhikova, Candidate of Sciences, Associate Professor, Fulbright and RSEP Scholar

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Stanley Currier, MA, M.Ed

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Raushan Kanayeva, MA

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### **STATEMENT OF PURPOSE**

The Corporate Development Department was established at KIMEP University in 1998 in order to create and maintain long-term beneficial relationships with business community. The mission of the department is to develop KIMEP as the leading institution of higher education in the region. CDD contributes to KIMEP's sustainable development by generating external resources and promoting mutually beneficial partnership relations with the corporate community, non-government organizations and government agencies in Kazakhstan, the Central Asian region and worldwide.

### **GOAL AND OBJECTIVES**

The goal of the department is to promote KIMEP among businesses, foundations, and organizations in Kazakhstan and around the world, and invite them to cooperate with KIMEP and offer them the opportunity to contribute to KIMEP's development. The department seeks financial sponsorship and support from national and international donor organizations and companies. All connections established by the Corporate Development Department with the business community and donor organizations strictly adhere to the principle of mutual benefit.

### **ACTIVITIES**

The department works to raise funds for KIMEP's academic and institutional development. Through various activities and projects, the department engages the corporate community in campus life.

The activities of Corporate Development Department include:

- ✓ Establishing partnership relations with the business community and foundations in Kazakhstan, the CIS and abroad.
- ✓ Seeking financial sponsorship and support from national and international donors.
- ✓ Fundraising for scholarships and grants for KIMEP students.
- ✓ Concluding trilateral agreements between companies/ organizations, students and KIMEP.
- ✓ Providing the business community with opportunities to advertise their businesses and find prospective interns/employees from KIMEP.
- ✓ Bringing companies, foundations, and non-profit organizations to campus for speaking engagements, conferences and seminars.

### **ALUMNI ASSOCIATION**

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cdd@kimep.kz

### **PURPOSE**

The Alumni Association was established to maintain a permanent relationship between KIMEP and its alumni, with the purpose of mutual service and support. An active alumni network makes a stronger university and multiplies the value and prestige of a KIMEP degree.

### **GOAL AND OBJECTIVES**

The goal of the Alumni Association is to keep Alumni conversant with the programs and activities of KIMEP and provide support to the University and its program. Alumni Association assists the University in the growth of its cultural and extracurricular activities and facilitates KIMEP's involvement in the community. Alumni currently serve on KIMEP's business advisory board and as mentors to various student organizations on campus.

### **ACTIVITIES**

Alumni Association activities include:

- ✓ Developing an active network of alumni branches, as well as discipline-specific alumni groups.
- ✓ Serving an important role to KIMEP as benefactors, as spokespersons and advocates for the University, as advisors to the Colleges, and as a positive voice championing the importance of a KIMEP degree.
- ✓ Acting as role models for current KIMEP students.
- ✓ Fundraising for current students through the Rakhmet Scholarship Fund.
- ✓ Annual reunions, luncheons and networking activities that recognize outstanding alumni in spheres of professional development and community service.

### **CAREER AND EMPLOYMENT SERVICES OFFICE**

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### **Career and employment opportunities**

The Mission of Career and Employment Services is:

- ✓ To be a bridge bringing together KIMEP students with the business community in Kazakhstan and abroad.
- ✓ To provide a wide range services in the development of the marketability of KIMEP students and graduates.
- ✓ To speed up and to simplify the job selection process.

KIMEP's placements are focused on young business professionals seeking opportunities with large multinational companies, international companies operating in Kazakhstan and new emerging and well-established national companies, institutions and organizations.



- ✓ Career and Employment Services concentrates its efforts on assisting leading companies around the world as a source of the most successful and dynamic talent and has succeeded in attracting an important and regular corporate clientele seeking employees.
- ✓ Our electronic database ensures access to a broad range of personnel and employment opportunities.
- ✓ Career and Employment Services provides KIMEP students and alumni job seekers with the career skills and employment services.

The Career and Employment opportunities are available for graduate and undergraduate KIMEP students seeking full or part-time work. Assistance is provided to employers seeking either full- or part-time employees. Students have a choice of either getting information from the Career and Employment Services webpage, the University Life course, or to visit and meet our staff personally.

Our goal is to help you become better career decision-makers and planners by developing job search competencies, learning about employment opportunities, and connecting with employers by:

1. Placing the students with relevant jobs and Internships.
2. Consulting every day with students about how to develop the right career skills required by employers.
3. Consulting every day with students about composing CVs and improving interview and job search techniques (mock interview programs).
4. Conducting Annual Job Fairs (providing KIMEP students with direct contact to company representatives).
5. Inviting guest lecturers and arranging presentations of companies at KIMEP.
6. Creating Career and Employment Events Calendar (to be developed).
7. Maintaining a Career and Employment website.
8. Developing an E-newsletter.
9. Providing students with a Job Opportunities Database, Part-Time Job Database, Internship Database, and an Online Employment Agency Database.
10. Arranging alumni guest lectures.

**For KIMEP Students we offer:**

- ✓ Job placement for students of undergraduate and graduate programs.
- ✓ Career skills development.
- ✓ Organization of Annual KIMEP Job Fair for familiarizing students with companies -- future employers and for information on employment opportunities.
- ✓ Organization of in-company projects.
- ✓ Organization of guest lectures, round tables, trainings and company presentations.
- ✓ Organizing sessions to improve students' skills that will help them to find a job (such as resume writing, passing employer interviews etc...).

**For Employers we offer:**

- ✓ Personnel selection.
- ✓ Candidate interviews.
- ✓ Candidate pre-selection.
- ✓ Organization of company presentations, master classes.
- ✓ Annual KIMEP Job Fair.
- ✓ Internship in collaboration with Internship offices.

## **PART VIII – COMPUTER AND INFORMATION SYSTEMS CENTER**

### **ADMINISTRATION**

#### **STATEMENT OF PURPOSE**

#### **PROFILE**

#### **FACILITIES AND SERVICES**

#### **RULES OF USING COMPUTER LABORATORIES**

#### **STUDENT ELECTRONIC EMAIL**

#### **PRINTING POLICY (KIMEP COMPUTER LABORATORIES)**

### **ADMINISTRATION**

#### **Technical Director**

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Web-site: <http://www.kimep.kz/cisc/>

### **STATEMENT OF PURPOSE**

The CISC Mission is to support and enhance the teaching, learning, research and administrative processes at KIMEP and to facilitate the endeavors of KIMEP students, faculty and staff in meeting the institutional mission and goals through continuous development and maintenance of information and computing facilities and through the provision of the highest quality information technology services.

### **PROFILE**

CISC administers KIMEP's computer facilities and local area network; develops and supports software applications, databases, and web-based services. Currently, CISC employs 23 staff. 5 are full time system administrators and engineers, 4 are software programmers, 12 full-time and part-time lab supervisors, and 2 administration staff.

### **FACILITIES AND SERVICES**

Currently, there are 1250 computers at KIMEP, of which 1250 are connected to LAN and 1220 are connected to the Internet. Hardware facilities also include 520 printers, 30 scanners, 32 cameras, including web cameras, 79 LCD projectors, 17 LCD panels, 2 interactive boards, and 22 servers. All facilities are upgraded or replaced on a regular basis in order to keep up with changing technology and institutional needs. There are 12 computer laboratories on campus, which include 263 computers. 140 additional computers are available for students' use in language lab, multimedia lab (JMC department), math lab (mathematical center) and the reading halls and multimedia lab in the Library. The current student to computer ratio is 7. All computers in the laboratories are connected to LAN and the Internet. The computer laboratories are open early in the morning till late in the evening with some open 7 days per week. KIMEP's classrooms are equipped with LCD-projectors, audio systems, interactive boards and computers, which allow multimedia presentations, access to file servers, electronic materials, and the Internet during lectures. There are 75 computers connected to LCD projectors and audio systems in lecture halls and classrooms.

The multimedia lab in the Department of Journalism and Mass Communications provides means for graphics and publishing, as well as the necessary hardware and software for video editing. The multimedia lab in the Library provides for research of multimedia materials stored on any types of carriers. The Language Laboratory at the Language Center provides opportunities to use computer technology in learning foreign languages. The conference and lecture facilities at the EEC allow for simultaneous translation and videoconferencing. Finally, a number of conference halls, such as the Great Hall and the High-Tech Conference Hall, are equipped with all necessary hardware to run multimedia presentations for groups of varying size. Access to the Internet is provided through a fiber optic line with total bandwidth of 100 Mbps (30Mbps - for computers in offices, 30Mbps - for computers in classes computer labs, 30Mbps - for mobile users (WiFi) and 10Mbps - for main services

and videoconferencing).The computers are connected through a certified Category 5 local area network and Wi-Fi connection is available on the territory of campus.

Faculty members have the opportunity to publish their lectures and teaching materials in electronic format for the students on the file-server known as L-Drive. The L-Drive is accessible for students via the Internet upon logging in. Students have the opportunity to store their papers and projects on the file-server known as H-Drive, which is accessible from all computer labs, classrooms, and also via the Internet.

The internal and external electronic communication is carried out through e-mails. Every faculty member, student, and all office employees have individual e-mail addresses, which are combined into appropriate e-mail lists. Faculty members are able to communicate via e-mail with the students in their classes, and administration is able to communicate with specified groups of students. Students are expected to check their student e-mail on a regular basis, and any communication sent to them by the administration or faculty is considered to be received and read by the students.

KIMEP offers an opportunity for distance learning for those students who are away from campus, or for those with tight schedules. The distance learning server operates using the Moodle as course management system. KIMEP has developed its own unique Online Registration System, which allows the students, faculty, the registrar, and administration to enjoy a number of web-based real-time services, and effectively supports the administering of the education process.

Using the Student Portal, students can exercise the following features online: check the schedule for the upcoming semester; communicate with their academic advisors; choose the courses according to their descriptions and prerequisites; register for courses; check their grades for the previous semester; check their GPA for the previous semesters; check their financial obligations to KIMEP; check their individual academic requirements; order transcripts and certificates; complete the financial aid application form, academic leave form, waive course form, graduation request and refund application. The faculty members can exercise the following features online: check the actual number of students registered for the course during the registration period, obtain the list of students registered for a course, carry out advisory services, enter final grades, check students' transcripts and checklists, check the results of faculty teaching evaluation surveys, reserve a hall for extra classes, get attendance lists and make a schedule for semester and exams schedule. The Office of the Registrar can obtain the following current and exact information on any student online: number of credits obtained, GPA, list of courses completed, individual schedules, and financial obligations. The Sports Center can exercise the following features: make a training schedule, control attendance, keep records of medical certificates. Finally, the administration can obtain the following information online, which is necessary for decision making, planning, and forecasting: number of registered students by colleges, academic programs, courses, and years of study; tuition revenue by colleges and academic programs; payment request tracking systems; contracts and internal documents tracking systems; reports on accommodation, payments and settlement in a dormitory. Additionally, KIMEP uses the following systems, some of which have been developed internally, and some have been outsourced: Automated Accounting and Finance System including HR module, Online HR Applicant Portal, Online Admissions, Dormitory Database, Online Directory, Automated Library System, etc. KIMEP strictly follows a policy of using only licensed, freeware, or shareware software packages. The above online functions are available through the Intranet site accessible only on campus, and through the official KIMEP website: [www.kimep.kz](http://www.kimep.kz). Appropriate access rights are granted to different groups of users upon logging in. The KIMEP website serves as an important source of information about KIMEP for students, parents, faculties and staff, potential employees, incoming students and alumni, and the community.

Through KIMEP's communications platform, all members of the the KIMEP community can: check their email from any location with an internet connection; schedule events through an online calendar and notify guests; upload videos to a common storage space; create and collaborate on documents, spreadsheets, presentations, forms, and drawings in real-time; upload and share any file type; develop and display rich websites with many technological features; create mailing lists and discussion forums for communication and material sharing; create profiles in a shared social network, with easy tools for communication and staying in contact.

## **RULES OF USING COMPUTER LABORATORIES**

The purpose of the following rules is to ensure reasonable order of operation of computer laboratories, as well as to protect KIMEP local area network from viruses and unauthorized access. Computer laboratories should be used for study and research purposes only. The students are obliged to satisfy the following requirements:

1. Present a KIMEP student ID to the computer laboratory supervisor upon request.
2. Register in the journal, indicating the time in and out.
3. Log-in when starting working on a computer.
4. Fulfill all instructions and recommendations of the computer laboratory supervisor.
5. Present all portable data storage media in use to the computer laboratory supervisor for virus checking.
6. When working with the local area network, comply with the instructions located at each workstation.
7. The students may work with the information located at the following network disks: Default on cl327n (K:), Default on cl329n (E:), Lecture on 'l-drives' (L:), and H-Drive. Accessing other disks is subject to penalty (see note\*\*).
8. In the case of a line, students may work in computer laboratories up to 2 hours at a time only.
9. The volume of information kept by each student on the H-Drive is limited to 100 Mb.
10. Log-off when finished working on a computer.
11. In case of any non-standard situation (system failure, etc.), ask the computer laboratory supervisor for help. Attempts to solve the problem by own means often lead to the damage of software.

### **IT IS STRICTLY PROHIBITED FOR STUDENTS TO:**

1. Install software of any kind on servers and workstations, as well as on H-Drive.
2. Make changes to system files and network configuration.
3. Move, replace, or make attempts to fix computer equipment in computer laboratories.
4. Work on servers.
5. Access pornographic or hacker Internet websites, as well as any websites not related to the academic process.
6. Download, execute, or save on workstations, file servers, or H-Drive any executable files (\*.exe, \*.com, \*.bat), information from pornographic and hacker websites, any files of the following types: \*.mpg, \*.avi, \*.mp3, \*.rep, as well as any other files not related to the academic process. It is prohibited to save files locked with passwords, and archive files containing viruses. These files will be deleted without notification.
7. Use other person's UserName and/or Password, as well as to provide UserName and/or Password to other person(s).
8. Bring outside persons to the computer laboratory.
9. Breach the printing policy in the computer labs
10. Break computer laboratories' operating schedule
11. Leave the workstation for more than 15 minutes. After expiration of this period of time, all files will be closed, and the workstation will be provided to another student.
12. Bring food or drinks to the computer laboratories, as well as enter the computer laboratory in overcoats

### **IN CASE OF VIOLATION OF THE ABOVE RULES, THE STUDENT LOOSES HIS/HER PRIVILEGE TO USE KIMEP COMPUTER LABORATORIES ACCORDING TO THE FOLLOWING PENALTIES:**

- ✓ Accessing Internet websites not related to the academic process (Games, all types of Messengers, entertaining sites, pictures, videos, postcards, etc.) – 1 week.
- ✓ Failure to register in the journal (indicating the time in and out) – 1 week.
- ✓ Loss of username and/or password – 1 week.
- ✓ Exceeding the H-Drive limit – 1 week.
- ✓ Bringing food or drinks to the computer laboratory – 1 week.
- ✓ Breaching the printing policy in the computer labs – 1 week.
- ✓ Breaking computer laboratories' operating schedule – 1 week.
- ✓ Using other person's username and/or password, as well as providing username and/or password to other person(s) – 1 month.

- ✓ Downloading, executing, or saving on workstations, file servers or H-Drive of any files of the following types: \*.exe, \*.com, \*.bat, \*.mpg, \*.avi, \*.mp3, \*.rep, as well as of any other files not related to the academic process – 1 month.
- ✓ Work on servers – 1 month.
- ✓ Installation of software, or changing system or network configuration – 1 year.
- ✓ Accessing pornographic or hacker websites – 1 year.

**Notes:**

\* In the case of repetitive violation according to articles 1-7 the student loses his/her privilege to use KIMEP computer laboratories for a period of 1 year.

\*\* Students who perform activities, which damage the consistency of the KIMEP computer system, lose their privilege to use KIMEP computer laboratories without the right to recover these privileges.

**STUDENTS ELECTRONIC MAIL**

Every KIMEP student is provided with an e-mail address on the university e-mail server, which is considered to be his/her official student e-mail address. This e-mail system is an official means of communication, and is intended to supplement other communication means. Important announcements, news and messages regarding the academic affairs, student life, or administrative issues can be communicated to the appropriate students via this e-mail system. All students are expected to check their student e-mail on a regular basis, and any communication sent to them by the administration or faculty is considered to be received and read by the students. E-mail addresses are assigned to students by the Computer and Information Systems Center, and are identical to the students' local area network logins. Students should not use other student's e-mail username and/or password, or provide their e-mail username and password to other person(s). Students can be held responsible for misuse of their email address and online privileges by third parties. The student e-mail system should not be used for spam purposes, for monetary gain, for dissemination of illegal information or any purpose in violation of KIMEP's code of practice.

**PRINTING POLICY (KIMEP COMPUTER LABORATORIES)**

Each computer laboratory at KIMEP has at least one printer available for students during working hours of the laboratory. KIMEP assumes that users understand that printers are expensive and fragile equipment and cannot be used as copy machines for producing multiple copies. Only currently enrolled KIMEP students are allowed to use the printers. The purpose of this policy is to provide equipment safety and reduce toner costs in computer laboratories.

**It is strictly prohibited to print the following materials in computer laboratories:**

- ✓ Any information from Internet
- ✓ Any information from L-drive
- ✓ Accessory and auxiliary materials
- ✓ Materials unrelated to academic process
- ✓ Slides

**It is allowed to print the following materials in the computer laboratories (one copy only):**

- ✓ Final version of student's assignment (project)
- ✓ Resume
- ✓ Questionnaire
- ✓ Group assignment (project)

## **PART IX - HUMAN RESOURCES DEPARTMENT**

**VISION**  
**VALUES**  
**MISSION**  
**SUPPORT AND MAINTAIN**

### **VISION**

Human Resources will function as a strategic unit to position KIMEP as a leading employer among academic institutions in Almaty and other cities and regions of Kazakhstan.

### **VALUES**

- ✓ Commitment to assess employees' needs for now and for the future;
- ✓ People are the primary value at KIMEP.

### **MISSION**

- ✓ Promote an effective work environment that will facilitate the Institute's mission and strategic goals;
- ✓ Create innovative and flexible employee-centered programs and services to attract and retain the most talented academic and non-academic staff;
- ✓ Emphasize a positive and supportive work environment;
- ✓ Focus on 'employee as customer' consistently striving to exceed expectations.

### **SUPPORT AND MAINTAIN**

- ✓ Respect for the individual;
- ✓ Transparent hiring and employment process;
- ✓ Appreciation and recognition for good work;
- ✓ Competitive employee benefits;
- ✓ Management accessibility and communication;
- ✓ Workforce development.