



**KAZAKHSTAN INSTITUTE OF MANAGEMENT,  
ECONOMICS AND STRATEGIC RESEARCH**



# CATALOG

**2009-2010** КІТӘБІ

KIMEP

*Education to Change Society!*

**KAZAKHSTAN INSTITUTE OF MANAGEMENT,  
ECONOMICS AND STRATEGIC RESEARCH**



**CATALOG**

**2009-2010**

## DISCLAIMER

The Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP) wishes to emphasize that the materials in this catalog including policies, academic programs, curricula and tuition fees are subject to change, alteration or amendment in the light of overall policy, financial or any other constraints. Specifically, all tuition fees and other related charges presented in the Catalog are applicable to the academic year 2009–2010 only. Any changes applicable to the academic year 2009–2010 shall be considered as an addendum and an integral part of this Catalog.

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## FOREWORD

The purpose of the 2009–2010 KIMEP Catalog is to provide students, faculty members, administrators and all other interested persons with the details of graduate and undergraduate studies at KIMEP. While the audience for the KIMEP Catalog is the campus community, we recognize that applicants, prospective students, and many other people will read this material. This publication offers them an insight into KIMEP, its policies, academic programs and auxiliary services.

The 2009–2010 Catalog, furthermore renders detailed descriptions of academic policies and procedures, rules and regulations, academic departments, programs, curricula and organizational structure of the Institution. Every student must read the Catalog carefully and must abide by the rules and polices published by KIMEP. In case a student is not sure about a particular issue, s/he must bring it to the attention of the KIMEP authorities for further explanation and elaboration.

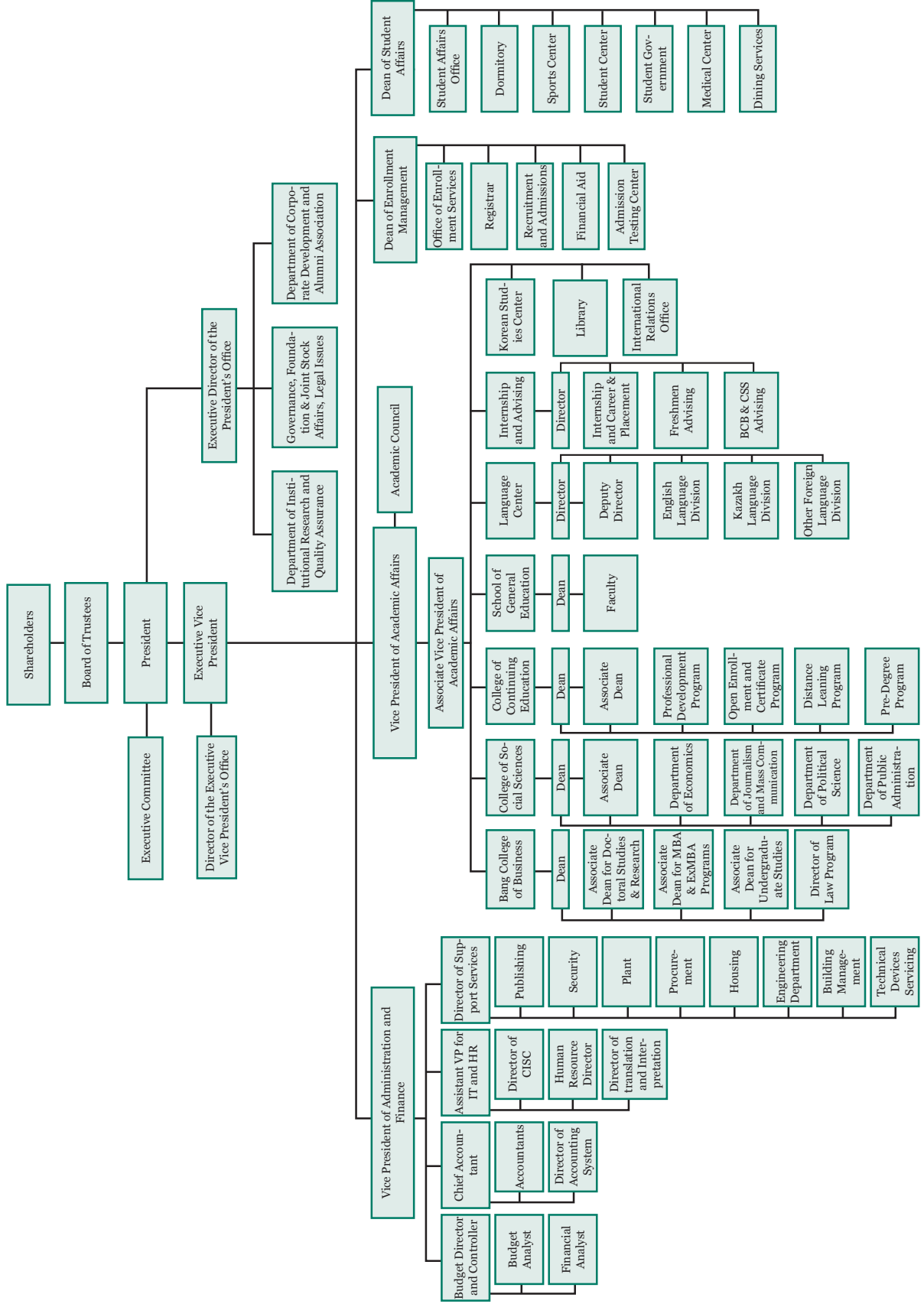
## MISSION STATEMENT

KIMEP is a non-profit institution of higher education. Its mission is to develop well-educated citizens and to improve the quality of life in Kazakhstan and Central Asian region through teaching, learning, the advancement of knowledge in the fields of business administration and social sciences, and through community service. In addition, KIMEP aspires to serve the international community by welcoming foreign students to study and by developing extensive international linkages.

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, journalism, mass communication, law and TESOL to outstanding students, who will become equal 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.



# ORGANIZATIONAL STRUCTURE OF KIMEP



# **GENERAL INFORMATION**

# **PART I**

**ACADEMIC CALENDAR**

**HISTORY AND ACHIEVEMENTS OF  
KIMEP**

**KIMEP PROFILE**

# ACADEMIC CALENDAR

## Fall Semester 2009

Advising starts	March 2, 2009
Payment Period begins (1/3 payment is required prior to registration for Fall semester)	June 15, 2009
Registration for 4 <sup>th</sup> year undergraduate students, Honored students, students with special needs and all Master students begins	June 22, 2009
Registration for 3 <sup>d</sup> year Undergraduate students begins	June 25, 2009
Registration for 2 <sup>d</sup> year Undergraduate students begins	June 29, 2009
Registration for 1 <sup>t</sup> year Undergraduate students begins	July 2, 2009
Registration for non-degree students begins (100% payment for all courses is required)	August 3, 2009
Last day to transfer between programs (first year students are not eligible for transfer)	August 14, 2009
Registration ends	August 14, 2009
Last Day for First Payment (at least 1/3 of total tuition is due, registration for all debtors of 1/3 will be cancelled after this date)	August 15, 2009
<b>Classes start</b>	<b>August 17, 2009</b>
Add/Drop period begins	August 17, 2009
Last Day to Add/Drop a Course, select Audit option, select Pass-Fail option	August 24, 2009
Constitution Day-KIMEP is closed (make up classes for 31 August, 2009)	August 30, 31 2009
Last Day to Withdraw from a Course with 80% Tuition Refund	September 2, 2009
Make up classes for 31 August, 2009	September 6, 2009
Last Day to Withdraw from a Course with 60% Tuition Refund	September 9, 2009
Last Day for Second Payment (second 1/3 of total tuition is due) <sup>[1]</sup>	September 15, 2009
Last Day to Withdraw from a Course with 40% Tuition Refund	September 16, 2009
Last Day to Withdraw from a Course with 20% Tuition Refund (after this date there are no refunds for withdrawals from courses)	September 23, 2009
Last Day for Third payment (final 1/3 of total tuition is due)	October 15, 2009
Mid-term Break	October 12-18
Last Day to Withdraw from a Course with grade of "W"	November 25, 2009
Make up classes for 27 November, 2009	November 22, 2009
Kurban Ait (make up classes for 27 November, 2009)	November 27, 2009
<b>Classes End (Saturday classes goes on Dec.5)</b>	<b>December 4, 2009</b>
Examination Period	December 5-15, 2009
Semester Ends	December 15, 2009
Independence Day KIMEP is closed	December 16, 17 2009
Final Grades due from Instructors within 72 hours after exam	December 21, 2009
"I" grades from previous semester convert into "F"s	
Last Day to Submit Change of Grade Form	January 9, 2010

<sup>[1]</sup>Payment can be done anytime prior to the semester with the respect to KIMEP payment deadlines (in general, it is the 15th day of the month). In case if 15th day is a weekend or holiday, the payment shall be received by KIMEP before the weekend or holiday. Payment modes are: bank transfers and cash in the KIMEP cashier office. Please also allow 3-4 working days in advance if you use bank transfers.

<sup>[2]</sup>Make up classes for those missed due to public holidays can be arranged on any Saturday or Sunday.

<b>Spring Semester 2010</b>	
Advising starts	October 19, 2009
Payment Period begins (1/3 payment is required prior to registration for Spring semester) <sup>[1]</sup>	November 15, 2009
Registration for 4 <sup>th</sup> year undergraduate students, Honored students, students with special needs and all Master students begins	November 23, 2009
Registration for 3 <sup>d</sup> year Undergraduate students begins	November 26, 2009
Registration for 2 <sup>d</sup> year Undergraduate students begins	November 30, 2009
Registration for 1 <sup>st</sup> year Undergraduate students begins	December 3, 2009
Registration for non-degree students begins (100% payment for all courses is required)	December 28, 2009
New Year's Day-KIMEP is closed	January 1, 2, 2010
Last Day for First Payment (at least 1/3 of total tuition is due, registration for all debtors of 1/3 will be cancelled after this date)	January 8, 2010
Last Day to Transfer Between Programs (first year students are not eligible)	January 8, 2010
Registration Ends	January 8, 2010
<b>Classes Start</b>	<b>January 9, 2010</b>
Add/Drop period begins	January 9, 2010
Last Day to Add/Drop a Course, select Audit option, select Pass-Fail option	January 15, 2010
Last Day to Withdraw from a course with 80% Tuition Refund	January 22, 2010
Last Day to Withdraw from a course with 60% Tuition Refund	January 29, 2010
Last Day to Withdraw from a course with 40% Tuition Refund	February 5, 2010
Last Day to Withdraw from a course with 20% Tuition Refund (after this date there are no refunds for withdrawals from courses)	February 12, 2010
Last Day for Second Payment (second 1/3 of total tuition is due)	February 15, 2010
Saturday classes goes by schedule	March 6, 2010
Women's Day-KIMEP is closed	March 8, 2010
Mid-Term Break	March 8-14, 2010
Last Day for Third payment (final 1/3 of total tuition is due)	March 15, 2010
Nauryz Day-KIMEP is closed (make up classes for 22 March, 2009)	March 22, 2010
Make up classes for 22 March, 2009	March 28, 2010
Last Day to Withdraw from a Course with grade of "W"	April 23, 2010
<b>Classes End</b>	<b>April 30, 2010</b>
International Labor Day-KIMEP is closed	May 1, 2, 3 2010
Examination Period	May 4-16, 2010
Victory Day	May 9, 2010
Semester Ends	May 16, 2010
Final Grades due from Instructors within 72 hours after exam	May 19, 2010
"I" grades from previous semester convert into "F"s	
Graduation Ceremony	May 22, 2010
Last Day to Submit Change of Grade Form	June 2, 2010

<sup>[1]</sup>Payment can be done anytime prior to the semester with the respect to KIMEP payment deadlines (in general, it is the 15th day of the month). In case if 15th day is a weekend or holiday, the payment shall be received by KIMEP before the weekend or holiday. Payment modes are: bank transfers and cash in the KIMEP cashier office. Please also allow 3-4 working days in advance if you use bank transfers.

<sup>[2]</sup> Make up classes for classes missed due to public holidays can be arranged on any Saturday or Sunday.

## Summer 1 Semester, 2010

(7.5 weeks, classes by 60 min duration)

\* - Students may take up to 9 credits per semester with the normal hours load ( regular load for students Fall/Spring 3.6 H per day; Summer (old) - 3H per day, Summer (NEW) - 3.6 H per day- same as for Fall/Spring)

Advising starts	March 15, 2010
Payment period begins (100% of total summer tuition fee should be paid before registration)	April 15, 2010
Registration for 4 <sup>th</sup> year undergraduate students, Honored students, students with special needs and all Master students begins	April 19, 2010
Registration for 3 <sup>d</sup> year Undergraduate students begins	April 22, 2010
Registration for 2 <sup>d</sup> year Undergraduate students begins	April 26, 2010
Registration for 1 <sup>t</sup> year Undergraduate students begins	April 29, 2010
Registration for non-degree begins	May 11, 2010
Registration for Summer ends	May 17, 2010
<b>Classes Start</b>	<b>May 18, 2010</b>
Last Day to Add/Drop a Course, select Audit option, select Pass-Fail option	May 21, 2010
Last Day to Withdraw from a Course with grade of "W" (no refund)	June 25, 2010
<b>Classes End</b>	<b>July 8, 2010</b>
Final Examinations	July 8-10, 2010
Final Grades due from Instructors	July 12, 2010
Last Day to Submit Change of Grade Form	July 27, 2010

## Summer 2 Semester, 2010 (For Modules by KIMEP and visiting professors)

(3 weeks, classes by 150 min duration)

Advising starts	March 15, 2010
Payment period begins (100% of total summer tuition fee should be paid before registration)	May 18, 2010
Registration for 4 <sup>th</sup> year undergraduate students, Honored students, students with special needs and all Master students begins	May 24, 2010
Registration for 3 <sup>d</sup> year Undergraduate students begins	May 27, 2010
Registration for 2 <sup>d</sup> year Undergraduate students begins	May 31, 2010
Registration for 1 <sup>t</sup> year Undergraduate students begins	June 3, 2010
Registration for non-degree begins	June 28, 2010
Registration for Summer ends	July 11, 2010
<b>Classes Start</b>	<b>July 12, 2010</b>
Last Day to Add/Drop a Course, select Audit option, select Pass-Fail option	July 14, 2010
Last Day to Withdraw from a Course with grade of "W" (no refund)	July 23, 2010
<b>Classes End</b>	<b>July 30, 2010</b>
Final Examinations	August 2, 2010

# HISTORY AND ACHIEVEMENTS OF KIMEP

The Kazakhstan Institute of Management, Economics and Strategic Research was established on January 1, 1992, by resolution of the President of the Republic of Kazakhstan, Nursultan Nazarbayev. The main mission of the Institute is to confer upon the people of Kazakhstan the skills and knowledge to pursue prosperity through leadership in business and government.

## Milestones

### 1992

- KIMEP is founded by resolution of the President of the Republic of Kazakhstan, Nursultan Nazarbayev. Dr. Bang is appointed as the first Executive Director
- MBA and MA in Economics programs launched

### 1993

- MPA program launched

### 1994

- The first class, consisting of 81 MBA and MA students, graduates from KIMEP

### 1998

- International Executive Center is created with help from McGill University, Montreal

### 1999

- KIMEP introduces four-year bachelor programs in Business Administration and Social Sciences. The first 424 undergraduate students begin their classes

### 2000

- The Ministry of Education and Science grants KIMEP a permanent state license to conduct educational activity in the field of higher and graduate education
- KIMEP launches a BA in Economics program

### 2001

- KIMEP becomes the first institution in Central Asia to implement a U.S.-style credit system for all Academic programs
- On-line registration system introduced

### 2002

- Renovation of Academic Buildings completed, creating a state-of-the-art campus
- Academic Programs are attested by the Ministry of Education and Science
- Exchange and collaboration programs with leading American, European and Korean Universities launched
- KIMEP Launches a Masters program in International Relations and a Master of Arts in International Journalism and Mass Communication

### 2003

- BA in International Journalism launched
- Academic Departments restructured into three Colleges: The Bang College of Business, the College of Social Sciences, and the College of Continuing Education

### 2004

- KIMEP receives the 'Platinum Tarlan' award in the 'Enlightenment' category. KIMEP is the only institution of higher education in Kazakhstan to be awarded this prize, which is the highest level of independent recognition given in Kazakhstan
- The Bang College of Business joins AACSB International
- A joint MA in Economics with the University of San Francisco is launched

### 2006

- Doctor of Business Administration program launched
- New custom-built \$3m research library completed

### 2007

- KIMEP launches an MA in Teaching English to Speakers of Other Languages

### 2008

- KIMEP opens a new \$10m academic building
- President Nazarbayev visits KIMEP to tour the new academic building and library and meet students, faculty and administrators

### 2009

- Classes on the LLM in International Law begin
- A large-scale restructuring program is launched to consolidate KIMEP's educational offering and streamline academic and management structures

# KIMEP PROFILE

## Accreditation and Specialized Membership

KIMEP has been approved to apply for Candidacy for accreditation with a prominent American Accreditation Commission. A self-study and a strategy plan have been prepared for Candidacy application.

Department of Public Administration: Member of NAS-PAA - The National Association of Schools of Public Affairs and Administration

The Institution currently holds membership in the following organizations:

- The American Chamber of Commerce
- The Informational Consortium of Kazakhstani Libraries

## International Connections

KIMEP is proud of its collaboration, academic links, and exchange programs with 50 universities worldwide. These connections have allowed the Institute to broaden its outlook and establish its academic programs to international norms and standards.

## Donor and Corporate Connections

KIMEP has a well-defined policy for maintaining partnership programs with Kazakhstani and international businesses, organizations and donor agencies. The European Union's TACIS, the United States Agency for International Development (USAID) and the Soros Foundation, among others, helped lay the foundation for KIMEP to become the only institute of its kind in the CIS.

Other sponsors include:

- ACCELS-CAEF
- AGIP KCO
- Arctic
- Almaty International Women's Club
- Educational Center "Bilim Central Asia"
- Buran Boiler
- Citibank Kazakhstan
- Gold Product
- Deloitte
- Ernst and Young
- Eurasia Foundation of Central Asia
- ExxonMobil
- Globus Education
- Karachaganak Petroleum Operating B.V., Kazakhstan
- Karazhanbasmunai
- KazMunaiGas

- KEGOC
- Kookmin Bank
- KPMG
- Kus Zholy Foundation/Kazkommertsbank
- PetroKazakhstan Kumkol Resources
- PricewaterhouseCoopers
- Procter and Gamble
- Red Castle Pub
- SULPAK
- Tengizchevroil
- Turgai Petroleum
- TV Media -ROADAD
- USKO International
- WOO Lim Kazakhstan
- Yerzhan Tatishev Foundation/BTA
- Maersk Oil
- KazEnergy Association
- Ministry of Education and Science of RK
- Turkish Airlines

## Organization and Management

KIMEP is managed through the participation of faculty members, students, support staff and administrators at various policy-making bodies such as departmental councils, College Councils, the Academic Council, the Executive Committee and the Board of Trustees. The President is assisted by an Executive Vice President who is responsible for day to day affairs and who assumes the full authority in the absence of the President.

Departments responsible for Quality Assurance and Institutional Research, Legal Affairs, Governance and Joint-Stock affairs, Strategic Planning, and Corporate Development report to the President's Office.

In academic and enrollment matters, the Executive Vice President is assisted by the Vice President for Academic Affairs, the Dean of Student Affairs and the Dean of Enrollment Management. The Executive Vice President is also responsible for matters of Administration and Finance, in which he is assisted by the Assistant Vice President for IT and HR, the Budget Director and Controller, the Chief Accountant and the Director of Support Services.

The Vice President for Academic Affairs is the chief academic officer of the Institute. He is assisted by the College Deans, the Dean of General Education, the Director of the Language Center and the Director of the Library.

The Dean of Student Affairs deals with student activities and welfare. Five units report to the Dean of Student Affairs. These are Student Affairs, Medical Services, the

Student Center, the Student Dormitory and the Sport Complex.

## Academic Colleges, Departments and Programs at a Glance

Academic programs are planned, administered and delivered by five different units: the School of General Education, the Bang College of Business, the College of Social Sciences, the College of Continuing Education, and the Language Center. The Computer Center and the Library are service units common to all colleges.

### BANG COLLEGE OF BUSINESS

#### Programs offered:

Bachelor of Science in Business Administration and Accounting (B.Sc.)

Majors:

- Accounting
- Finance
- Marketing
- Management

#### Master of Business Administration (MBA)

The Master of Business Administration offers four functional concentration areas in which students can focus their MBA:

- Accounting
- Finance
- Marketing
- Management

#### Master of Laws (LLM) in International Law

#### Executive Master of Business Administration (ExMBA)

#### Doctor of Business Administration (DBA)

### COLLEGE OF SOCIAL SCIENCES

#### DEPARTMENT of PUBLIC ADMINISTRATION

#### Bachelor of Social Sciences in Public Administration (BSS in PA)

Majors/career tracks in:

- Public Policy and Administration
- Financial Management

#### Master of Public Administration (MPA)

Optional concentrations in:

- Public Policy
- Public Management
- Financial Management

#### DEPARTMENT of ECONOMICS

#### Bachelor of Arts in Economics (BAE)

Majors:

- Business Economics
- International Economics

#### Master of Arts in Economics (MA)

#### DEPARTMENT of POLITICAL SCIENCE and INTERNATIONAL RELATIONS

#### Bachelor of Social Sciences in International Relations (BSS in IR)

Majors/career tracks in:

- Foreign Policy and Diplomacy
- International Security
- Political Science

#### Master in International Relations (MIR)

#### DEPARTMENT of JOURNALISM and MASS COMMUNICATION

#### Bachelor of Arts in International Journalism (BAIJ)

Majors:

- Media Management
- Public Relations

#### Master of Arts in International Journalism and Mass Communication (MAIJMC)

### COLLEGE OF CONTINUING EDUCATION

#### Professional Development and Certificate Programs

- Courses, seminars and workshops
- Custom Training

#### Distance Learning Program

- Selected courses from all three of KIMEP's colleges are offered online via this program



**Pre-Degree Programs**

- Preparatory courses for university admission and professional certification examinations

**World Languages Program****LANGUAGE CENTER****Undergraduate Program**

- Foundation English
- English for Academic Purposes
- Kazakh Language
- Foreign Languages
- General Education Elective Courses

**Graduate Programs**

## English for Masters Degrees

- English for MBA
- English for Law
- English for Social Sciences
- English for MA in Economics

**Master of Arts in Teaching English to Speakers of Other Languages (MA in TESOL)****COMPUTER AND INFORMATION SYSTEMS CENTER**

The Computer and Information Systems Center gives students the opportunity to acquire advanced skills relating to the use of computers and information systems. Its information and computing facilities are unique not only in Kazakhstan but throughout Central Asia. The Center provides students with Internet access, expanding their ability to communicate internationally and to access information for research. Students have their own e-mail accounts and access to the KIMEP file server, where they can save their projects, papers, and presentations.

**DEPARTMENT FOR QUALITY ASSURANCE AND INSTITUTIONAL RESEARCH**

The Department for Quality Assurance and Institutional Research is an independent unit responsible for quality assurance, academic integrity and institutional effectiveness. The department carries out audits and reviews of KIMEP's activities, as well as student surveys, staff evaluations and factual evaluations. It provides summaries and detailed analyses for individual departments, senior management, and other interested parties.

**INTERNATIONAL RELATIONS OFFICE**

The International Relations Office works to expand KIMEP's international activities and to enhance the institute's status as a competitive institution and an active member of the global academic community. KIMEP has links with more than 50 Universities all over the world. The main areas of collaboration are student exchanges, faculty mobility, joint international Summer programs, joint research and joint degree programs. Annually, KIMEP sends more than 100 students abroad and hosts over 50 international exchange students. KIMEP is also home to nearly 200 international students from Central Asia, the CIS, Korea, the USA, the UK and many other countries.

The International Relations Office is responsible for initiating, coordinating and implementing international partnerships, student exchange programs, faculty mobility programs, international student recruitment and other international activities. This includes creating welcoming conditions for international students and faculty to enable them to work and study successfully while they are at KIMEP and to gain maximum benefit from their time in Almaty. It also includes providing advice on relevant academic, cultural and social issues in collaboration with other departments at KIMEP. The International Relations Office provides orientation sessions and visa support for international students, and organizes and sponsors a variety of academic and social events.

**OUTSTANDING FACULTY**

KIMEP's greatest resource is its western trained faculty. As an English language medium institution offering a US-style education, KIMEP puts great emphasis on quality instruction. To this end, faculty members are selected for their experience in teaching and research. KIMEP goes to great lengths to secure and retain the best qualified professors from Kazakhstan and abroad. KIMEP's faculty come from over 25 different countries. This exposes our students to international practices and creates a vibrant, multicultural learning environment.

**STUDENT ADVISING**

Because good guidance is central to a quality education, KIMEP puts a strong focus on providing quality academic advising for students. All students are advised by dedicated Advising Centers and faculty members at the College level, and by the Office of the Registrar at the management level. The Registrar's Office has one of the most sophisticated online advising systems in the entire CIS region. Students have full online access to registration information including schedules, courses offered, gradua-

tion requirements and transcripts, enabling them to track the progress of their studies any time.

## **STUDENT GOVERNMENT**

Students at KIMEP elect a student government to represent their interests to the administration. The student government also deals with students' interests and activities. Elections are held annually. The activities of the student government are governed by a constitution. The student body is also represented on academic councils and student representatives sit on many of the most important standing committees, ensuring students have a say in the running of their university.

## **FINANCIAL AID, WORK-STUDY AND SCHOLARSHIPS**

Financial aid is designed to meet the needs of our students. KIMEP offers different types of financial aid based both on merit and financial need. These include scholarships, tuition waivers, work-study, 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 will depend on a student's need and/or academic performance, and may take different forms. Financial aid is subject to the decision of the KIMEP Academic Council. Some students find financial support from outside of KIMEP. 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.

## **CAREER AND EMPLOYMENT CENTER**

The Career and Employment Center provides current students, alumni and external job seekers with career skills and employment services. Its main service areas are career counseling, internships and employment assistance. Other activities include organizing an annual Job Fair and workshops and organizing guest lectures, presentations on resume writing, interview skills and job search strategies.

## **CORPORATE DEVELOPMENT AND ALUMNI ASSOCIATION**

The Corporate Development Department maintains mutually beneficial connections between KIMEP and businesses, foundations and the academic community, in Kazakhstan and abroad. The department's mission is to contribute to KIMEP's development through fund raising, attracting grants, and developing partnership programs with the business and corporate community. In return for sponsorship and partnership companies, organizations, and individuals receive priority access to our educational and human resource development services.

The Alumni Center was established to maintain a permanent and stable relationship between the Institute and its alumni, for purposes of mutual service and support. Alumni frequently participate in evaluations, and play a significant part in deciding how we are ranked worldwide. Strong alumni make a stronger university and increase the value of a KIMEP degree.

## PART II

# ACADEMIC POLICIES AND PROCEDURES

### OFFICE OF THE REGISTRAR

#### ACADEMIC POLICIES

#### CODES OF CONDUCT

### ADMINISTRATION

Larissa Savitskaya, M.Ed., MPA, Dean of Enrollment Management

Uvassilya Tanekenova, MBA, Registrar

Natalya Miltseva, MA, Director of Admissions

Anastasiya Manoilenko, MBA Candidate, Acting Director of Enrollment Services

# OFFICE OF THE REGISTRAR

## Mission and Purpose

The mission of the Registrar's Office is to foster student academic progress by ensuring the proper maintenance of academic records beginning with the students' first contact with KIMEP through to graduation and thereafter. The purpose of the Registrar's Office is to provide effective registration and record-keeping services, to provide accurate academic information to students, faculty, and staff, to monitor academic policies and procedures, to maintain accurate, permanent, and confidential student records, and to provide certified documentation of academic records where necessary.

## REGISTRAR'S ON-LINE 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 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) → registrar →

For Students: Here a student can check his/her advising materials, holds and blocks, checklist, personal registration schedule, wait list status, transcript, final examination schedule, grades, payment report, degree requirements, etc.

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

## ACADEMIC POLICIES

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

## CREDIT SYSTEM

KIMEP uses the 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. 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 are worth less.

To earn a degree from KIMEP 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.

On occasion, due to transfer credits, a student may have excess credits in required courses. In such cases the excess credits count towards the total number of credits re-

quired and thereby reduce the number of elective credits needed. Requirements for elective courses - where stated in this catalog - simply reflect the number of credits in elective courses that would normally be needed when the student has no excess credits.

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 the calculation of GPA is given in a later section.

## Credit Equivalents

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 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 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
P	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 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.

1. To receive a grade of “pass” a student must have selected the pass-fail option at the beginning of the semester.
2. After the registration period ends the pass-fail option cannot be changed.
3. An earned grade of C or higher is recorded as “P”; an earned grade of “C–” or less is recorded as “F”.
4. “P” (pass) earns credits which may count towards graduation
5. “P” (pass) has no grade points and is not included in the calculation of the GPA.
6. “F” earns no credits. (This applies even if the grade would have been “D–”, “D”, “D+”, or “C–” without the pass fail option.)
7. “F” has zero grade points which are included in the calculation of the GPA.

## Eligibility for Pass-Fail

1. Full-time 4th year undergraduate students who are not on academic probation or dismissal warning are eligible. The option is not available to graduate students.
2. There is a limit of 3 credits per semester.
3. The maximum within a degree is 6 credits.
4. The pass-fail course must be a free elective course and not a requirement.
5. The department offering the course must give written permission for pass-fail. The permission must be received by the registrar’s office by the end of the registration period.

## Grade of Audit – AU

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

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

## Eligibility for Audit

1. Any student may audit any course for which s/he meets the prerequisites.
2. The student must register to audit the course.

3. 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 automatically changed to the appropriate grade for the sequence. A thesis receives a letter grade; a dissertation receives a “Pass”.

1. The grade of “IP” does not affect the GPA.
2. If a student does not complete the thesis or dissertation the “IP” grade remains permanent.

## Grade of Incomplete – I

When a student has completed a substantial portion of the requirements for a course but due to uncontrollable factors is unable to complete all requirements, the instructor may assign a temporary grade of Incomplete. The instructor and the student should develop a plan to complete the remaining coursework in a timely fashion.

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.

## Removal of Incomplete

1. It is the responsibility of the student to contact the instructor and determine what work needs to be completed in order to convert the “I” into a standard grade.
2. 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 next full semester (i.e. the summer semester is not considered a full semester) after the “I” has been awarded.
3. If a student fails to complete all requirements as assigned by the instructor during the allowed time period of one full semester (fall and spring) after the incomplete grade has been received, the “I” will automatically convert to an “F”.
4. If an instructor who has assigned a grade of “I” to a student leaves KIMEP before the one semester time limit, then the chair of the department will assign another faculty member to evaluate the remaining coursework and to convert the incomplete to an appropriate letter grade.
5. 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).

1. The grade of “W” is automatic. The instructor cannot assign any other grade
2. The grade of “W” is assigned 0 (zero) credits and cannot count towards graduation.
3. The grade of “W” has no grade points and is not included in the calculation of the GPA.
4. The grade of “W” does not count in any restrictions or limitations on the number of retakes for a course.
5. 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.
6. In order to repeat the course a student must register for the course again and pay the regular tuition fees.

## Withdrawing from a Course

1. Before the end of the add-drop period a student can use the on-line 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 withdrawal form for each course from which the student is withdrawing. The form is available for download from the Registrar’s website.
2. The withdrawal form should be signed by the course instructor. This is a courtesy that verifies that the instructor is aware of the reason that a student is no longer attending.
3. 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.
4. The withdrawal 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.

## Grade of Administrative Withdrawal – AW (by faculty and administration)

The grade “AW” is equivalent to the grade of “W” in all respects except that the withdrawal is initiated by the instructor or by the Dean of Student Affairs.

There are two types of administrative withdrawal. The first type occurs when a student fails to attend class or is

in serious danger of failing. The instructor can initiate a withdrawal for the student and assign the grade of “AW”.

The second type of administrative withdrawal is non-academic and 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 of Incomplete to Retake – IR

The grade of “Incomplete to Retake” is discontinued effective beginning fall semester of 2009. Situations in which students are not able to complete a course should be handled by the withdrawal process (“W” or “AW”)

## GRADE SUBMISSION

Except in cases of audit (AU) or withdrawal (W), the individual instructor makes the final determination of a student’s grade.

It is the responsibility of each faculty member to submit grades promptly after the completion of a course. KIMEP has an on-line Input Final Grade system which facilitates the electronic submission of grades to the Registrar’s Office. However, grades are not officially posted until a printed copy, signed by the instructor, is received by the Registrar’s Office. Grades are due within 72 hours after the final exam.

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 to the university.

## Change of Grade

Faculty members are responsible for ensuring that grades are accurate and correct at the time of submission. Nonetheless if a mistake was made, a faculty member can initiate a change of grade within 2 weeks of the date the original grade was submitted to the Registrar. A “Grade Change” form shall be used for this purpose. Faculty members are allowed to change grades only if they have erred in compiling the final grade and the original grade

that was submitted was incorrect. Appropriate reasons must be given for the change along with any supporting documentation, when applicable. The Instructor and the chair or program director must sign the Grade Change form. The form is then sent to the dean for final approval and then to the Registrar.

## GRADE APPEAL

If a student feels that a grade is incorrect, s/he should contact the instructor. Ideally this should be done within a few days of the posting of the grades, but at the latest by the end of the second week of classes of the following semester. If the student is unable to resolve the disagreement with the instructor then the student should contact the chair or program director of the department responsible for the course. The request must be made by the end of the second week of the following semester.

An appeal can only be made on the grounds that the process for determining the grade was incorrect. Examples include:

1. the answer key for an exam is incorrect
2. the points on an exam are incorrectly totaled
3. the average or total points for the course are incorrectly calculated
4. the grading formula has been changed without advance notification

A student may not appeal a grade simply because s/he is dissatisfied with the grade. A grade review will not be considered where:

1. the evaluation is subjective (as the evaluation of an essay)
2. an answer is insufficient or incomplete
3. there is disagreement over partial credit
4. an assessment or exam is perceived as too difficult
5. a penalty was applied for plagiarism or academic dishonesty

Upon receiving the review request the chair or program director should contact the instructor for a review of the basis for assigning the grade. If the instructor has left KIMEP then the chair or program director shall evaluate all available information.

The chair or program director has five working days to review the grade determination. The chair or program director should first attempt to mediate the grade disagreement. Thereafter the chair or program director may issue a recommendation. The chair or program director may not change the grade.

If either the student or the instructor disagrees with the recommendation of the chair (or program director)

s/he may request a formal review by the appeals committee. Both the student and the instructor should provide a written statement that clarifies their position. The chair or program director then convenes the appeals committee (at least three faculty members). The committee meets within five working days of receiving the written request. The committee reviews the statements of the instructor and the student but should not be informed of the recommendation of the chair or program director. Where possible both the student and the instructor should appear before the appeals committee to respond to questions from the committee.

The appeals committee issues a recommendation. The recommendation of the appeals committee and the independent recommendation of the chair or program director are then forwarded to the dean. The dean may contact the student and the instructor for additional clarification. If the dean agrees with the recommendation of the appeals committee then the dean implements the recommendation and the decision is final. The dean has the authority to change the grade.

If the dean disagrees with the recommendation of the appeals committee then the dean forwards the recommendation of the chair or program director and the recommendation of the appeals committee along with his/her own recommendation to the Vice President of Academic Affairs. The VPAA makes and implements the final decision.

The final decision is due within five working days after the meeting of the appeals committee. The dean or the VPAA notifies both the student and the instructor of the final decision.

## 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:

<i>History of Civilizations</i>	A	3 credits	
	4.00 (for A)	X 3 (credits)	= 12.00
<i>Kazakh Language</i>	B	2 credits	
	3.00 (for B)	X 2 (credits)	= 6.00
<i>Credit-Hour Value = 18.00, Credits = 5</i>			
$18.00 / 5 = 3.60$			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 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 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.

## 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 they become official. Thus there can be a delay of up to 72 hours between the completion of a course and the posting of credits and grades.

## Mid-semester grade report

Mid-semester grades are temporary grades which are assigned in some courses. The grades can be indicated as Pass or Fail, as “C or above”, “D”, or “F”, or as any letter grade including “+” and “-” depending on the preference of the instructor. The purpose of a mid-semester grade is to provide the student with information on his/her progress before the end of a course. Mid-semester grades are not posted to the transcript or checklist and have no meaning once final grades have been posted.

## 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 degree requirement rather than by semester. The checklist is used for advising purposes and should not be circulated outside of KIMEP. A student’s checklist is available on-line through the registrar’s website: [www.kimep.kz](http://www.kimep.kz) → registrar

## 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 on-line through the registrar’s website: [www.kimep.kz](http://www.kimep.kz) → registrar

## Official Transcript

The official transcript is the formal presentation of a student’s record to the external community. The official transcript contains the KIMEP logo and address. It is printed on blue security paper with the name of the university in white typeface across the front of the document. The registrar signs an official transcript and certifies the document with the registrar’s official seal. A hidden security warning appears if the official transcript is photocopied.

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 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.

## COURSE CODING

KIMEP 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

4000 level courses are undergraduate courses but in some instances may be taken for graduate credit. If taken for graduate credit the code will be followed by the letter “G”.

5000 level courses are graduate courses but in some instances may be taken by undergraduate students. When the registration is for undergraduate credit the course code is followed by the letter “U”.

## STUDENT STATUS AT KIMEP

KIMEP employs several criteria for classifying students. The most important classification is the reason for studying at KIMEP.

### Admitted Status

**Degree Student** – is any student who intends to complete a program of study and earn a degree which is offered by KIMEP. To have degree status a student must have successfully passed KIMEP 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 take the same number of courses as degree students, but can only take courses for which they meet the prerequisites. Registration for non-degree students is opened two weeks before classes start.

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

### 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 who is making acceptable progress 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 and Dismissal Warning).

**Dismissal Warning (DW)** – is a degree student whose performance has not improved while on Academic Probation. Dismissal Warning is the final opportunity to improve performance before being academically withdrawn from KIMEP. (For more information refer to the section on Academic Probation and Dismissal Warning).

### Full Time - Part Time

KIMEP 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.

**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

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 verification certificates (spravka) for regular, non-degree, exchange, former and graduated students about their status, year of study, number of credits earned, major, etc. Certificates are available in a timely manner upon payment of the administrative fee.

## ACADEMIC PROBATION AND DISMISSAL WARNING

### Undergraduate students

- After an undergraduate student has taken 24 credits or two active regular semesters of full-time study at KIMEP, whichever comes first, the student will be placed on Academic Probation if the cumulative grade point average is below 1.8. A student who has completed 60 or more credits will be placed on Academic Probation (AP) if the grade point average is below 1.9.
- An undergraduate student on Academic Probation may not register for more than 12 credits equivalents.
- A student will be returned to regular status whenever the overall GPA is raised to 2.0 or above.
- A student remains on Academic Probation until the GPA is raised to 2.0 or above providing that the GPA of coursework completed during each semester while on Academic Probation is 2.0 or higher.
- An undergraduate student who has attempted 9 or more credits while on Academic Probation, whose overall GPA is still below 2.0 and whose semester GPA is below 2.0 will be moved to Dismissal Warning (DW) status. After one semester on Academic Probation, if a student attempts fewer than 9 credits in a semester, then academic status will be determined by a GPA based on the current semester and the previous semester.
- An undergraduate student with a Dismissal Warning may not register for more than 9 credit equivalents. The student must meet with an advisor and prepare a plan of action to correct the reasons for poor performance.
- A student who has attempted fewer than 6 credits while on Dismissal Warning will remain on Dismissal Warning status.
- After a student has attempted 6 or more credits on Dismissal Warning status:
  - a student whose overall GPA is 2.0 or above will be returned to Regular status
  - a student whose overall GPA is less than 2.0 but whose GPA for credits taken on DW status is 2.0 or above will be returned to Academic Probation
  - a student whose overall GPA is still below 2.0 and whose GPA for credits taken on DW status is below 2.0 will be academically withdrawn from KIMEP.

### Graduate students

- After a graduate student has taken 18 credits or two active regular semesters of full-time study at KIMEP, whichever comes first, the student will be placed on Academic Probation if the cumulative grade point average is below 2.67.
- A graduate student on Academic Probation may not register for more than 9 credit equivalents in fall and spring semesters.
- A graduate student will be returned to regular status whenever the GPA is raised to 2.67 or above (3.0 for MBA).
- A graduate student remains on Academic Probation until the GPA is raised to 2.67 or above (3.0 for MBA) providing that the GPA of coursework completed during each semester while on Academic Probation is 2.67 or higher (3.0 for MBA).
- A graduate student who has attempted 6 or more credits while on Academic Probation, whose overall GPA is still below 2.67 (3.0 for MBA) and whose semester GPA is below 2.67 (3.0 for MBA) will be moved to Dismissal Warning (DW) status. After one semester on Academic Probation, if a student attempts fewer than 6 credits in a semester, then academic status will be determined by a GPA based on the current semester and the previous semester.
- A graduate student with a Dismissal Warning may not register for more than 6 credit equivalents.
- A graduate student who has attempted fewer than 6 credits while on Dismissal Warning will remain on Dismissal Warning status.
- After a graduate student has attempted 6 or more credits on Dismissal Warning status:
  - a student whose overall GPA is 2.67 or above (3.0 for MBA) will be returned to Regular status.

- b) a student whose overall GPA is less than 2.67 (3.0 for MBA) but whose GPA for credits taken on DW status is 2.67 or above (3.0 for MBA) will be returned to Academic Probation
- c) a student whose overall GPA is still below 2.67 (3.0 for MBA) and whose GPA for credits taken on DW status is below 2.67 (3.0 for MBA) will be academically withdrawn from KIMEP.

## For both Graduate and Undergraduate students

1. Summer sessions are counted as a semester only if a student takes a total of 6 credits or more in summer sessions. Otherwise summer sessions are not considered as a regular semester. Student status changes only at the end of all summer sessions.
2. A student on AP or DW status is ineligible for scholarships, work-study assistance or other types of financial aid.

## REGISTRATION FOR CLASSES

KIMEP has an on-line registration system. The dates of the registration period for each semester (including summer sessions) are stated in the academic calendar.

Prior to registering, each degree student must meet with an advisor to determine which courses would be appropriate for the student to take. After the advising session the on-line system is opened for the student to register for courses.

### Priority Registration

Because some courses are in high demand, KIMEP 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 insures 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.

### 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 re-takes and zero credit courses.

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.

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

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 dismissal warning may register for up to 9 credit equivalents. A graduate student on dismissal warning may register for up to 6 credit equivalents

#### *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 or Dismissal Warning are limited to 6 (six) credit equivalents in a seven and a half week semester.

### Waiting List

When all sections of a course have reached the limit for the maximum number of students, a student can request a place on the waiting list for the course. Placement on the waiting list counts as a registration and is included in the credits counted towards the maximum course load.

If there are a large number of students on the waiting list for a given course, the department may be able to open a new section of the course. Otherwise it is the decision of the instructor whether to accept or to reject each student for an extra place on the class roster. When the accept/reject decision has been made, the student is notified via the KIMEP u-mail. It is then the student's responsibility to complete the registration through the on-line regis-

tration system. Students may check their wait list status through the internet source: [www.kimep.kz](http://www.kimep.kz) → registrar → for students → personal students information → my extra place status.

### 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. 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, a student should register for the course and pay tuition the same as for other courses. The student must attend class sessions (lectures and/or tutorials) and complete all assignments and examinations, the same as if s/he was taking the course for the first time. A student may not carry forward assignments or exam scores from a previous enrollment nor can a student use current assignments or exam grades to raise a grade from a previous semester.

To retake a course for the 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 advisors 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:

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.
2. The faculty member submits a study plan detailing the learning objectives, reading assignments, student-faculty contact schedule, and methods of assessment.
3. 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.
4. If the faculty panel agrees then a recommendation is made to the dean for final approval.
5. The dean notifies the Registrar's Office in writing of the approval of the independent study.
6. The student registers for the course as independent study and pays the regular tuition fee.
7. 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 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.

## Add-Drop Period

The first week of the semester is designated as the add-drop period. (The exact dates are stated in the academic calendar.) During this period students can cancel course registrations, switch sections, or register in additional courses without penalty. The same restrictions on prerequisites and maximum course load apply as during the registration period. Changes made during the add-drop period are not recorded on the student's academic record.

## Late Registration

The on-line registration system is accessible only during the registration and add/drop periods. In order to register for a course after the end of the add-drop period a student must submit an application for late registration to the Office of the Registrar. Applications for late registration will not be considered unless first approved by the Instructor. Even with the instructor's approval, permission for late registration is at the discretion of the Registrar. There is a fee for each late registered course. This fee is in addition to the tuition paid for the course.

## Cancellation Due To Low Enrollment

KIMEP has no obligation to run a course with low enrollments. KIMEP has an established policy on minimum class size and has the right to cancel classes due to low enrollment. When a class is cancelled, students should consult with the department or advisors to determine an appropriate alternative.

## Class Size

The following table lists the minimum class size for a single section course, the minimum section size for a multiple section course, and the target range for class size. The

target range does not imply an upper limit for class size; many core courses are run in much larger sections.

Course Level	Course Minimum	Section Minimum	Target Range
1000/2000	15	20	25-60
3000/4000	15	20	20-50
Eng / Kaz	12	15	15-20
Graduate	10	15	15-35

## LEAVE AND WITHDRAWAL FROM KIMEP

### Academic Leave

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. If a student does not enroll for classes and does not request a leave of absence, the student is administratively withdrawn from KIMEP at the end of the late registration period in the second semester of non-enrollment (excluding summer sessions).

### Withdrawal from KIMEP

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

To voluntarily withdraw from KIMEP a student should

1. Process a withdrawal form;
2. Settle all debts and obligations with the Institute;
3. Pay a withdrawal fee.;
4. Retrieve all official documents (such as UNT certificate) from the Admissions Office.

If a student later desires to return to KIMEP s/he must reapply for admission, following regular admission procedures.

## TRANSFER BETWEEN PROGRAMS

At KIMEP, 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:

1. Transfer requests can only be processed during the registration period.
2. Undergraduate students must complete 30 credits before applying for a transfer.
3. Graduate students must complete 9 credits before applying for a transfer.
4. The student must meet all admission and/or transfer requirements of the receiving program.
5. Student has notified the parent college and has written permission of the dean of the receiving college.

## TRANSFER OF CREDITS

### KIMEP credits

Credits earned in degree status at KIMEP are permanent and can be used in any degree program for which the credits are appropriate. If a student is withdrawn from KIMEP 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.

Students who change degree status or ID number must request that their records be updated during the first semester of study under the new ID number.

### Transfer of non-degree credits

A student who earned credits at KIMEP as a non degree student and who is later admitted, readmitted, or reinstated to a degree program may transfer all credits earned before December 31, 2008 to a degree program if the degree program accepts the credits. However no more than 18 credits of coursework earned in spring semester 2009 or thereafter can be transferred to a degree program. Only credits applicable to the degree are transferred and posted to the academic record. The courses are posted with the original grades earned.

### Transfer of Credits from outside of KIMEP

Coursework completed at other accredited universities in Kazakhstan or abroad can be transferred to KIMEP. A student with coursework completed outside of KIMEP should present a request for course transfer to the department that would most likely be responsible for the course at KIMEP. 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.

1. If an equivalent course exists at KIMEP the transcript will indicate the course code and course title of the KIMEP course. The course need not transfer for the same number of credits as the KIMEP course.
2. If a course does not match a current course title then the course can be transferred as Special Topics.
3. Courses in disciplines that are not taught at KIMEP can still be transferred as free electives.
4. Courses can transfer as 1/2, 1, 1 1/2, 2, 3, 4, 4 1/2, or 5 credits. A course of 6 credits or more will transfer as 2 courses of 3 or more credits.
5. Courses taught in languages other than English can be considered for transfer if the courses were taken at an accredited university.
6. Credits for courses taken at other institutions of higher education will only be transferred if the student has earned a "C" or higher grade in the course. However coursework taken at a partner university as part of a KIMEP sponsored student exchange program requires only a passing grade in order to be transferred.
7. No letter grade is assigned to transfer courses. Transfer courses are not considered in the calculation of the grade point average.
8. No more that fifty (50) percent of student's degree program requirements can be transferred.
9. 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 catalog, etc.). Oversight of the course transfer procedure and decision making in case of inconsistencies or student appeals is done by the Academic Council.

### 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 quite different from the North American system used by KIMEP. Nonetheless credits from ECTS universities can be transferred to KIMEP.

If the number of contact hours for a course is more than  $\frac{1}{2} * \text{ECTS} * 15$  then the number of transfer credits should be based on the number of contact hours. In such cases the number of credits is the total contact time divided by 15. Otherwise the number of KIMEP credits should be based on the following conversion table.

ECTS	KIMEP
1	0.5
2	1
3	1.5
4	2
5	3
6	3
7.5	4.5
10	6

## 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 fact track students. Fast track students can transfer or receive course waivers according

to the guidelines of the graduate program. For KIMEP 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.

## CODES OF CONDUCT

### CODE OF CONFIDENTIALITY

KIMEP's policy on the confidentiality of student records is governed by the Law of the Republic of Kazakhstan "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 CODE OF BEHAVIOR

#### Student Classroom Behavior

KIMEP supports the principle of freedom of expression for both instructors and students. The university respects the rights of instructors to teach and students to learn. Any action which impedes these rights is prohibited.

The expectation is that students:

1. arrive on time for class. (after 10 minutes instructors have the right to refuse entry)
2. obtain the instructor's permission if there is a legitimate need to leave class early.
3. turn off all mobile phones and electronic devices. (Instructors have the right to confiscate mobile phones (that have not been turned off) for the remainder of the class period.)

4. refrain from talking to other students except during structured classroom activities. (Instructors have the right to direct offending students to leave the classroom.)
5. refrain from making disruptive noises such as slamming doors.
6. behave in a respectful manner towards the instructor and other students. (Incidents of insulting behavior and/or use of offensive language or gestures can be forwarded to a disciplinary committee for sanctions.)
7. respect the opinions and beliefs of others even if there is disagreement.

The guidelines are appropriate for all academic situations whether in lectures, seminars, tutorials, or in interaction outside of the classroom.

#### Disruptive Classroom Behavior Policy

Students are not permitted to engage in classroom behavior that interferes with the instructor's ability to conduct the class or with the ability of other students to profit from the instruction. An individual engaging in disruptive classroom behavior will be subject to:

- First offense: warning from instructor
- Second offense: removal from class
- Third offense: sanction by the College Disciplinary Committee.



Disruptive, as applied to the academic setting, means verbal and other behavior in the classroom that a reasonable faculty member would judge as contrary to normal academic functions. Examples include, but are not limited to, speaking persistently without being recognized, frequently interrupting other speakers, constantly making statements that are off the topic, use of intimidation, physical threats, harassing behavior, use of mobile telephones, personal insults, physical contact, and refusal to comply with faculty direction. The institution reserves the right to move directly to removal from class or sanction by the College Disciplinary Committee depending on the nature and severity of the misconduct.

### Class Attendance Policy

Students are expected to attend all classes. Each instructor is responsible for his/her attendance policy. Each instructor determines the relationship between class attendance, the objectives of the class and the student's grade. The instructor is responsible for informing students of attendance policies and the effect of attendance on their grade during one of the first two class sessions. The student is responsible for knowing the policy for each course. Only the instructor can approve a student's request to be absent from class. Violation of the instructor's attendance policy may result in lowered grades or in an instructor-initiated withdrawal from the course. In the event of a dispute, the matter may be reported to the College Disciplinary Committee.

### Examination Rules

Effective proctoring of exams is crucial for the reputation and integrity of the student evaluation system. To ensure the integrity of exams:

1. Proctors have the right to demand ID cards upon entrance to the examination room or at any time during the exam.
2. All coats, bags, brief cases and other materials must be placed in the designated area, usually adjacent to the senior proctor's table.
3. All reference books, materials, papers, magazines and journals must be deposited at the senior proctor's table. Unless otherwise indicated, they must not be within the sight or reach of candidates.
4. Candidates may not borrow anything from other candidates.
5. It is the students' responsibility to know whether translation dictionaries are permitted or not.
6. Possession of unauthorized notes or reference material whether referred to or not, may be taken as proof of cheating regardless of their nature.

7. Candidates may not leave the room once the examination has started for any reason. Candidates leaving the examination room will not be allowed to return. Students are advised to use the restrooms immediately before an examination.
8. Talking to anyone other than the proctor in the examination room is not permitted.
9. Student may not use cell phones, pagers or any text messaging devices.
10. Students must stop working at the end of the time allowed for the exam. Continuing to work on the exam after the allotted time is considered as cheating.
11. Communicating answers to other students is as serious as receiving answers. Students who assist others are subject to disciplinary action and penalties.

### ACADEMIC INTEGRITY POLICY

KIMEP considers academic integrity to be essential for each student's intellectual development. Incidents of academic dishonesty can hinder the free exchange of ideas and seriously damage the reputation of the institution. KIMEP requires all students, faculty and staff to accept responsibility to pursue academic research and learning in an honest and ethical manner. Any and all behavior that leads to academic dishonesty is strictly forbidden.

### Zero Tolerance Policy

KIMEP has a "zero tolerance" policy for all forms of academic dishonesty. Zero tolerance applies to homework, quizzes, assignments, papers, presentations and midterm exams the same as for final exams. Zero tolerance applies to admission and diagnostic tests the same as for classroom assessments. And zero tolerance applies to faculty the same as to students. Faculty are expected to lead by example.

### Plagiarism

Plagiarism is a form of academic dishonesty. Plagiarism is defined as submitting someone else's work as one's own. Plagiarism occurs when a person:

1. Directly copies one or more sentences of another person's written work without acknowledgment.
2. Closely paraphrases one or more paragraphs without acknowledgment of the origin of the ideas.
3. Uses facts, figures, drawings or charts without acknowledging the source.
4. Fails to put a word for word citation in quotation marks assuming that referencing the source is sufficient (i.e. a referenced work created by "cut" and "paste")
5. Turns in an assignment done by someone else.

## Levels of Academic Dishonesty

Incidents of academic dishonesty can be classified into different levels depending on the seriousness of the action.

Level 1 incidents are situations in which the dishonesty would have only a small impact on the person's academic record. Examples would be falsifying an attendance sheet, copying a homework assignment, copying from another student's answer sheet during a quiz, or instances of plagiarism where only a part of an assignment is plagiarized. Dishonest behavior on an exam, quiz or assessment activity that counts for 10% or less of the total assessment is level 1 dishonesty.

Level 2 incidents of dishonesty are intentional and pre-planned. The outcome of the dishonesty is significant enough that it might have an impact on a final grade or on some desired outcome. Examples include preparation and/or use of cheat notes during an exam, communicating or receiving answers during an exam, submitting papers or assignments done by others, plagiarism, falsifying documents and/or forging approval signatures.

Level 3 incidents are serious incidents of dishonesty. Examples of level 3 dishonesty are gaining access to copies of upcoming examinations, gaining access to student records and changing grades or scores, falsifying academic records or documents, taking an exam for someone else or having someone else take one's exams, presenting a false identification or fraudulent documents.

Level 4 dishonesty is very serious and includes criminal activity related to academic performance. Examples include theft and distribution of upcoming exams, bribery of faculty or staff to provide information or to change data, selling exam answers, gaining unauthorized access to data and/or computer systems and stealing information or changing data.

## Procedures

When an incident of academic dishonesty occurs, the faculty or staff member should respond to the situation immediately upon becoming aware of the dishonesty.

For level 1 dishonesty the faculty member or person responsible may handle the academic dishonesty at a personal level. If the person who was dishonest accepts the penalty, then no further action is required. If the person accused of academic dishonesty disagrees with the penalty or feels that the charge of academic dishonesty is incorrect s/he may request a hearing with the College Disciplinary Committee (CDC).

For incidents of dishonesty at level 2 or higher, the faculty member or person responsible should submit a report of the dishonesty to the chair of the College Disciplinary Committee immediately upon becoming aware of the dishonesty. Any incident which has an impact of more than 10 percent of a grade is automatically level 2 and must be reported. Normally the report is submitted to the Disciplinary Committee of the College in which the student is enrolled. If an incident involves persons from both Colleges then the Vice President of Academic Affairs will decide which committee is the most appropriate committee to hear the case.

Upon receiving the incident report, the chair of the Disciplinary Committee notifies the person of the charge of academic dishonesty and indicates the time and date of the next committee meeting. The College Disciplinary Committee evaluates the evidence, determines whether or not academically dishonest actions have occurred and determines an appropriate penalty. If further investigation is necessary the committee may meet several times in order to determine the outcome of a case.

The person accused has the right to appear before the committee and to make statements to the committee. The accused also has the right to counsel and to have others speak on his/her behalf.

The committee should examine the person's record of academic dishonesty (if applicable) to determine an appropriate penalty. Once a decision has been reached, the College Disciplinary Committee must report the findings to the instructor, the student and the Registrar within 5 working days (excluding holiday and break periods).

**Students have the right to appeal the decision of a College Disciplinary Committee.** The appeal should be submitted in writing to the Office of Student Affairs within 5 working days (excluding holiday and break periods) of receipt of the decision of the College Disciplinary Committee. If allowed, the appeal is heard by the KIMEP Disciplinary Committee. In order to have the appeal heard, the defendant must state a specific reason for the appeal.

An appeal can be made on the grounds that the College Disciplinary Committee did not follow due process or on the grounds that the College Disciplinary Committee erred in the assessment of the case. A defendant may not use the appeal process to simply plead for a lighter sanction. The KIMEP Disciplinary Committee may uphold the decision of the College Disciplinary Committee, may return the case to the CDC to be reheard, or may render a revised decision on it own. The decision of the KIMEP Disciplinary Committee is final.

## Penalty Guidelines

The appropriate penalty for an incident of academic dishonesty depends on the level of the academic dishonesty and on the person's record. Individuals involved in multiple incidents of academic dishonesty should be given harsher sentences with each additional incident of dishonesty.

For a Level 1 offense, appropriate penalties are;

- A grade of zero (0) for the assignment. The 0 is used in the calculation of the final grade.
- A reduction in the grade for the course.
- In addition a student can receive a written reprimand, may be required to do additional coursework or may be required to complete a project to encourage ethical behavior.

For a Level 2 offense,

- A grade of zero (0) for the assignment. The 0 is used in the calculation of the final grade.
- A reduction in the grade for the course.
- A grade of "F" for the course. (In such cases the student may not withdraw from the course.)
- Suspension for one semester.
- In addition the student may be required to complete additional coursework or to complete a project to encourage ethical behavior.

For a Level 3 offense,

- A grade of "F" for the course. (In such cases the student may not withdraw from the course.)
- Forced withdrawal from all courses for the current semester.
- Suspension for one to three semesters.
- Expulsion from KIMEP
- In addition the student may be required to complete additional coursework or to complete a project to encourage ethical behavior.

For a Level 4 offense,

- Forced withdrawal from all courses for the current semester.
- Suspension for 1 - 2 years.
- Expulsion from KIMEP.

Students who receive sanctions from an academic disciplinary committee are placed on academic integrity probation for a minimum of one semester.

# STUDENT AFFAIRS

## PART III

### ADMINISTRATION

Shiraz Paracha, MA, Interim Dean of Student Affairs

Yevgeniya Kim, MA, Senior Director of Student Affairs

Zulfiyat Almukhanova, Diploma, Director of Dormitory

Bayan Nurgaliyeva, doctor nauk, master SP, Senior doctor of Medical Center

Yergazy Orazaliyev, BA, Director of Sport's Complex

Olga Lee, MBA, Acting Director of Student Center

### STUDENT LIFE

**STUDENT HOUSING: KIMEP  
DORMITORY AND HOUSING PROGRAM**

**RESIDENTIAL ASSISTANT PROGRAM**

**UNIVERSITY CODE OF BEHAVIOR**

**DISCIPLINARY PROCEDURES**

# STUDENT LIFE

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's mission. The Office of Student Affairs reinforces and extends KIMEP's influence beyond the classroom. Our services include student support services such as Recreation and Sports, Student Housing, Student Health, and Student Life.

## Student Organizations

Student Organizations play a vital role at any academic institution. Personal development that occurs outside the classroom is as important as what is learned inside the classroom. Currently, there are over 26 registered Student Organizations that bring unlimited excitement and energy to the campus. In addition, their work contributes greatly to the intellectual and personal development of our students. When possible, we try to encourage our student leaders to participate in the development of KIMEP policies and procedures, and often invite them to serve on Standing Committees in order to represent the interests of students. Some of the more active organizations include:

**STUDENT GOVERNMENT**  
**YOUTH PARLIAMENT OF KAZAKHSTAN**  
**KIMEP TIMES**  
**CREATEAM**  
**DIPLOMATIC BRIEFING CLUB**  
**FUTURE BUSINESS GROUP**  
**KARANDASH**  
**KIMEP PIE**  
**KIMEP PATRIOTS**  
**IDC (Intellectual Debate Club)**  
**KISA (KIMEP International Student Association)**  
**SIFE (Students In Free Enterprise).**  
**KFS (KIMEP Film Society)**  
**KVN**  
**PAAP (Public Administration Absolute Power)**  
**ZOOM**  
**AISEEC**  
**TITANS**  
**TITANS CHEERLEADERS**  
**FUTURE LEADERS OF KAZAKHSTAN**  
**KELT (Kazakhstan English Language Theatre)**  
**KCLC (KIMEP Culture and Language Club)**  
**AMANAT**  
**BUSINESS INCUBATOR GROUP**  
**FERRUM**  
**KSPA (KIMEP Society Protecting Animals)**  
**STREET DANCE**

**ROYAL P.R. (Royal Production and Records)**  
**KIMEP MTG CLUB (Magic: The Gathering Club)**  
**RESIDENTIAL ASSISTANTS' ASSOCIATION**  
**DA-KANZA**

## The Dormitory

Student housing is conveniently located on the KIMEP campus. The capacity of the Dormitory is 424 students. There are comfortable and clean rooms on four floors served by a polite and friendly staff. The Dormitory also has: laundry services, study lounges, a relax room, DVD & television rooms, along with a hairdresser salon, and kitchens, all of which are available for student use twenty four hours a day. On the first floor, dining services are provided which serve fresh, hot, homemade dishes operating for breakfast, lunch and dinner. There are also 2 computer laboratories located on the first floor with 24 computers in one room and 9 computers in another room. Utilities such as cable television, telephones, electricity and water are provided at no charge. All rooms are equipped with a telephone. Off-campus housing services are also available through the Director of Faculty Housing and Campus Housing Liaison, located within the Dormitory complex. The entire Dormitory, as well as the entire KIMEP campus, offers a secure environment on a 24-hour a day basis. KIMEP continues to renovate the dormitory.

## Student Center

The Student Center provides, cultural, social, leisure, and extra-curricular activities for the KIMEP 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. The "Black and Brown" coffee house, which is located below the Student Center, serves as a student lounge offering soft drinks, various types of coffee and light snacks.

## Sport's Complex

The Sport's Complex is conveniently located on the campus and has almost everything to meet the requirements of the sports activities of students, faculty members, and guests. Regular weekly activities include: volleyball, indoor football, basketball, table tennis, self-defense lessons and aerobics. The Director of the Sport's Complex regularly schedules competitions between the students and faculty. The Sport's Complex 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 room. A number of showers and lockers are also available and entry to the Sports Complex is

free for KIMEP faculty, staff and students. The outdoor sport's field offers a variety of outdoor sports activities for KIMEP faculty, staff and students.

## Student Dining

Currently, students have two full-time locations where they can choose to eat, ranging from cafeteria-style breakfasts and lunches at the KIMEP Grill as well as home-cooked local dishes in the Dormitory Canteen. All locations offer friendly service, not to mention delicious and affordable meals. In most locations, all three meals of the day are served. These locations are popular among students who want to eat, drink, or just simply talk between classes.

## Medical Services

The mission of the KIMEP Medical Center includes the provision of medical care and emergency services to KIMEP students, faculty and staff.

The KIMEP Medical Centre is staffed by board of certified physicians, psychologist 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 on the ground floor; it has four rooms to serve as a waiting room, examination room, the rooms for injections, and physiotherapy.

The KIMEP Medical Centre controls medical certificates for absences of students and employees, a health related condition that may affect student work and requires medical attention.

The KIMEP Medical Center works in partnership with students, faculty, and staff to promote healthy life style, to share information and to empower students to follow healthy lifestyle.

## Great Hall

The Great Hall hosts many activities, including a bi-weekly screening of the latest hit movies on a large-scale movie screen run by the KIMEP Film Society with a theatre-quality sound system. In addition, the KIMEP English Language Theater (KELT), the only English-based theater production in Kazakhstan, hosts a full theatrical production twice a year. The Great Hall is host to a variety of conferences, guest speakers, and seminars, including KIMEP's Speaker's Forum. Well-known persons in the areas of culture, education, business, and international relations visit and give talks in the Great Hall. The theater seats 500.

## Book Store

The bookstore resides adjacent to "KIMEP Grill" on the ground floor of the main academic building located on Abai Street. The store provides a limited number of textbooks, stationary, and gifts.

# STUDENT HOUSING: KIMEP DORMITORY AND HOUSING PROGRAM

Currently, the number of student requests to live in the Dormitory far exceeds the number of spaces available. Therefore, the Admission's & Scholarship Committee made the decision, that in order to accommodate those students with the greatest need, accommodation would be allocated on a priority basis. Beginning in Spring 2009, a new policy was put into place. KIMEP can not guarantee accommodation for all students. KIMEP reserves the right change this policy at anytime. This policy governs the allocation of spaces in the KIMEP dormitory and the management of the dormitory and its residents. In general, the Admission and Scholarship Committee approves policies relating to the dormitory. Management of the dormitory and students therein is the responsibility of the Dean of Student Affairs.

## Application for Dormitory Space

Criteria for securing a space in the dormitory and the application process, including deadlines for application will be communicated by the Admission and Recruitment offices. All applications for financial aid and dormitory space for newly admitted and current students will be collected by the Student Financial Services Department.

The Student Financial Services Department in coordination with the Dean of Student Affairs, following policies approved by the Admission and Scholarship Committee, will administer allocation of the dormitory spaces.

## Procedures for Applying for Accommodation and Residing in the Dormitory

Only students that submit an application for financial aid will be considered for a place in the Dormitory. Students who wish to live in the Dormitory must apply and submit a completed financial application to the Student Financial Services Department on or before the application deadline.

In the financial aid application: Students will be asked to indicate whether or not they wish to be considered for a room in the Dormitory and their housing preference.

The Student Financial Services Department will review each application and determine its completeness. Only then will completed applications be ranked in order of demonstrated financial need.

The Student Financial Services Department will send the ranked list to the Admission and Scholarship Committee who will certify the list and/or make modifications based on the Student Financial Services Department recommendations. The certified Admission and Scholarship Committee list makes the final decision on placement into the Dormitory. Depending on the number of spaces available in the Dormitory, students are selected for a place in the Dormitory from the certified list in the order of their demonstrated financial need.

Students selected under the priority policy are allowed to live in the Dormitory for one academic year until their status changes and as long as they remain in good standing.

Upon arrival to KIMEP, students may claim their room Only if all necessary documentation has been filed with the Student Financial Services Sector and the student has completed the Contract for Living in Dormitory Form.

Students have 3 (three) calendar days before the begin-

ning of each academic semester to move in to the Dormitory. Students failing do so loose their place. Students must vacate the dormitory no later than by the day after the last day of the semester. Winter break arrangements for the dormitory will be made on a case by case basis.

### Dormitory Accommodation 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 rent for the semester by the first day of the semester. The rest must be paid during 5 (five) banking days after student's check-in.

Payment for accommodation at the KIMEP Dormitory for summer semesters should be paid 100% in correspondence with the KIMEP Tuition Fee schedule.

“The Dormitory Administration will strictly enforce those rules in regard to damage or loss of dormitory property and students who violate this policy will be responsible for their actions and fined the double balance cost in accordance with the Dormitory Contract.”

### Prioritization of Applicants

Dormitory accommodation is provided on **a semester by semester basis** according to a student's academic standing & student eligibility to remain in the dormitory. Students under AP shall not be placed, even if they are International students. Prior to each semester, the Dormitory office notifies the students at the top of the prior list that accommodations are available. Students who are living in the Dormitory can renew their contract according to the policy on “duration on stay” as long as they are still eligible. Applicants for dormitory space will be prioritized according to the following table.

Priority	Student Category	Duration of Stay Conditions to Renew
	<b>* There is no coed dwelling – all rooms will be single sex</b>	
1	House Parent Resident Assistants	1 academic year GPA 2,67 & full time
2	Disabled Undergraduate and Graduate students	Time to finish degree Regular status
3	Orphaned Undergraduate students	Time to finish degree GPA 2,67 & full time
4	Scholarship students (Full time Scholarships that include Dormitory accommodation)	Time to finish degree GPA 2,67 & full time
5	International & CIS Exchange students (arranged by International Office)	Duration of Studies
6	International Degree students <i>Undergraduate – limited to 4 full years starting semester they enter</i> <i>Graduate – limited to 2 full years starting semester they enter</i>	Time to finish degree GPA 2,67 & full time
7	International Non-degree students	1 semester
8	1 <sup>st</sup> year entering undergraduate students from outside Almaty	1 academic year GPA 2,67 & full time
9	Students 17 (or younger)	1 academic year GPA 2,67 & full time
10	Current Students (based on year of entry & financial need starting with 1 <sup>st</sup> year students thru 4 <sup>th</sup> year students)	Remaining AY GPA 2,67 & full time
11	Students with medical diseases	under discretion of the Dean of Student Affairs after recommendation of the KIMEP Medical Center

## Confirmation of Eligibility of Applicants

Eligibility of International applicants will be assessed by the International Office and approved by the Dean of Student Affairs.

Both the Dean of Student Affairs and the Admission and Scholarship Committee must review all lists from the Dormitory and Student Financial Services Department before a student is officially allowed to live in the dormitory. KIMEP's Admission and Scholarship Committee must review eligibility of all applicants. Each student's name will be reviewed and the room they have been assigned to, will be checked by KIMEP's Dormitory Administration together with the Dean of Student Affairs Office to make sure it is in accordance with the "Priority Accom-

modation" Policy of the KIMEP dormitory. Any student or faculty member caught violating the Dormitory Policy will have their case presented to the KIMEP Disciplinary Committee by the Dean of Student Affairs, and in addition he/she could face expulsion altogether from the dormitory.

## Off-Campus Housing Program

Those 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 Data Base which will be utilized in assisting KIMEP Staff, Faculty Members, International Students, and local students from other regions of the country in trying to help them find off-campus housing.

# RESIDENT ASSISTANT PROGRAM

The Dormitory operates a Residential Assistant Program to support the mission of the Institution. 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 are responsible for all aspects of on-campus living. They have to help other students with their questions about on-campus living, payment arrangements, housing policies, employment in housing, or other topics. Every student should feel free to discuss any of his/her 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 RA's job description.

The compensation for RAs includes the following:

- Free room in the dormitory for the length of their term of service limited to 1-year;
- Tuition waiver of 3250 KZT per month for the length of their term of service

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.
- Facilitate the daily operations of the Dormitory – this includes actively being involved in the process of providing security for dorm residents by reporting violations of dormitory rules along with working to maintain the well-being of each resident. Duties also include: helping dorm residents with their questions about on-campus living, payment arrangements, housing policies and other topics.

## Residential Assistants (RA's)

### Selection

There will be a maximum of four RA's – in the Dormitory with one RA per floor provided with a dormitory room.

Residents of dormitory will elect candidates for the RA position with final selection made by Office of Dean of Student Affairs (The Election process for the RA positions must be completed by the 2nd Monday of September of the Fall Semester)

### Qualifications for RA position

KIMEP 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 degree of caring need to be a Resident Assistant.
2. RAs are expected to remain in good academic standing. Candidates who have a Provisional Status, Academic Probation, Nonacademic Probation, Academic Disqualification, and Nonacademic Disqualification are not eligible for an RA position. Incomplete grades must be completed before the start of the employment in September. If a student is placed on probation or is suspended during his/her service as a Resident Assistant, this will be grounds for termination.
3. RAs must be full-time students and maintain a GPA of 3.0 or better on an ongoing basis.
4. RAs are required to live in the residence to which they are assigned.



5. RAs in order to be accessible and provide a consistent level of response to residents must provide their name, contact information and must post and adhere to a schedule of availability for students.
6. RAs are required to attend and participate in all of RA training and staff meetings starting in the fall semester (and participate in other training sessions during the year). Specific dates for training will be explained.
7. RAs are expected to abide by all Institution policies and may not break the law. Violating Institutional policies or breaking the law is grounds for expulsion from the dormitory.

## **UNIVERSITY CODE OF BEHAVIOR AND STUDENT DISCIPLINARY PROCEDURES**

**(DETAILS IN REGARD TO STUDENT BEHAVIOR CAN BE FOUND IN THE “STUDENT HANDBOOK”)**

It is KIMEP policy to take all steps necessary to avoid disciplinary action. KIMEP continues to work proactively in order to reduce the need for disciplinary action. Given the complexity of our university, however, the need for such actions occasionally do arise. It is the general policy of practice at KIMEP to measure taking 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 regarding academic and personal code of behavior for all students, faculty, and staff.

### **I. PERSONAL CODE OF BEHAVIOR** (See “STUDENT HANDBOOK”)

#### **Preamble**

As citizens of and residents of the Republic of Kazakhstan, members of this academic community, enjoy the same basic freedoms, rights and responsibilities as all other citizens of and residents of this Republic. In particular, students and faculty at KIMEP 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 to 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 is a privilege. In order to maintain the ideals of scholarship, character and commitment to excellence, KIMEP 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 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 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.

### **II. DISCIPLINE AND CONDUCT POLICIES** (See “STUDENT HANDBOOK”)

#### **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 requires adult and professional behavior and conduct from everyone on campus. Examples of behavior which contravene this policy include:

	<b>Behavioral Misconduct Includes:</b>	<b>Suggested Punishment</b>
1	Physically Assaulting Another Student or Faculty/Staff Member with a Weapon	1 <sup>st</sup> Offense: Immediate & Permanent Dismissal from KIMEP
2	Physically Fighting or Displaying Physical Aggressiveness & Contact Towards Another Student	1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Immediate & Permanent Dismissal from KIMEP
3	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 & Permanent Dismissal from KIMEP
4	Being found in possession of any kind of weapon (for example a knife, firearm, or club).	1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Immediate & Permanent Expulsion from KIMEP
5	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 & Permanent Expulsion from KIMEP
6	Alcohol Intoxication/Possession Of Unlawful Substances on Campus	Immediate confiscation of the substance by security personnel 1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal
7	Smoking anywhere within KIMEP buildings (this includes, classrooms, bathrooms, and hallways) * Beginning August 2009, KIMEP will become a “smoke-free” campus and smoking will be banned on all the territory of KIMEP.	Immediate confiscation of cigarettes by security personnel 1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal
8	Theft of Property	Immediate Suspension or Dismissal
9	Vandalism or deliberate damage to KIMEP property or the property of other individuals	1 <sup>st</sup> Offense: Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal
10	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: Disciplinary Probation 2 <sup>nd</sup> Offense: Automatic Suspension or Dismissal
11	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)
12	The playing of cards and/or gambling on campus grounds	1 <sup>st</sup> Offense: Verbal warning & immediate confiscation of cards by KIMEP Official 2 <sup>nd</sup> Offense: Disciplinary Probation 3 <sup>rd</sup> Offense: Automatic Suspension or Dismissal

## Policy on Sexual, Religious and Ethnic Harassment

It is the policy of KIMEP to provide a safe and positive learning environment for all faculty, staff and students. To ensure such an environment, KIMEP 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 policy to knowingly lodge a false complaint of sexual harassment or give false infor-

mation regarding such a complaint. This policy applies to all faculty, staff, and students of KIMEP. 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 implicitly or explicitly threatens termination if a subordinate refuses the supervisor's sexual advances, a student repeatedly follows an instructor around campus and sends sexually explicit messages to the instructor's voicemail or email, demands 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 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 Discipline 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 any member of the KIMEP community for sexual favors. Insult, harass, threaten or assault any person for reason of their religion, ethnicity, gender or sexual orientation.

## KIMEP Drug and Alcohol Policy

It is in recognition of this issue, the Executive Committee reaffirms legislation that KIMEP 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. Free non-alcoholic beverages and snacks will continue to be offered in the 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 or Executive Vice President of KIMEP.

For further clarification refer to the "Bylaws" of KIMEP'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 our KIMEP authorities and then reviewed and discussed by the Student Affairs Discipline Committee

## KIMEP Gambling Policy

Gambling is prohibited on KIMEP premises and violators will be subject to sanctions. Based on this, it is important that KIMEP 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 the KIMEP'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's Policy Regarding Gambling. Cases where there is evidence of where there has been a violation of this policy will automatically be referred to our KIMEP authorities and then reviewed and discussed by the Student Affairs Discipline Committee.

## Smoking and Chewing Gum Policy

- A) Beginning Fall 2009 smoking is prohibited throughout all of the KIMEP 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 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 has implemented a disciplinary procedure for those who do not comply. After one written warning by the security staff or other KIMEP personnel, the student will be referred to the KIMEP 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. He/she will lose all tuition and other fees paid to KIMEP for the time of suspension.
- Fifth Disciplinary Action – The student may be suspended from KIMEP within the parameters of the prior offense

## Cafeteria/Buffer Policy

1. Queue jumping or barging into the queue for food and beverages is forbidden. The single exception applies to faculty, who given pressures of time, may join a separate faculty queue to the left of the main queue.
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.

## Campus Norms Policy

In any large community with many young people, it is natural that feelings of romance and affection will occur. Under most circumstances, where the behavior is between consenting persons of equal status, there is no problem, but there are some situations that do create difficulties, both for the individuals involved and for KIMEP as well. These problematic situations are generally considered to be sexual harassment, which is illegal in most western countries and will not be tolerated. A typical college catalogue in the US, in this case, the University of Denver, defines it as follows: "... any unwelcome sexual advances,

requests for sexual favors, or other verbal or physical conduct of a sexual nature, when (1) submission to such conduct is either explicitly or implicitly a term or condition of employment or status in a course, program or activity, or (2) submission to or rejection of such conduct is used as a basis for employment or educational decisions, or (3) such conduct has the purpose or effect of unreasonably interfering with work performance or educational experience or performance, or creates an intimidating, hostile, or offensive environment for working or learning." What this means is that teachers should not make sexual advances to students, ask them for dates or invite them alone to their apartments. Likewise, supervisors should be very careful about how they treat their subordinates, or anyone at a lower level in the bureaucratic structure. The same rules apply to treatment of subordinates as apply to treatment of students. The essence of the problem is that people in less powerful positions (students, employees) may feel intimidated by the ability of a more powerful person to damage their careers or their studies. Thus they may submit to sexual advances when in fact they do not want to. Under no circumstances should anyone attempt to pursue a romantic involvement when the other party has said 'no'. The University of Denver definition stated above will be enforced here, and violators will be subject to administrative sanctions, which could include termination of employment. Even in cases where KIMEP can take no formal action, people who behave improperly will be tried in the court of public opinion, and even in the absence of formal sanctions, careers can be damaged and individuals subjected to humiliation.

## Use of KIMEP Facilities for Activities

The use of KIMEP 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. There are several examples of unacceptable behavior, which 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 of any kind. Students, faculty, staff (hereafter 'member') 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 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 chose. The Dean of Student Affairs and Office of Student Affairs must be notified well in advanced

of any plans to conduct an event on the campus. The administration reserves the right to refuse usage of facilities to any entity for any event.

The Director of the 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 that may happen. Ultimately, it is the responsibility of the Event Host to make sure that all participants are obeying KIMEP rules and regulations. The administration encourages events on the campus to target KIMEP 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 security reserves the right to ask for official Identification of any participant, including members and their guests. In the event, that such request is made and the participant does not have such identification, security has the right to refuse entrance of the person. Non-KIMEP participants must be invited by an acknowledged member in order to be admitted to KIMEP events and the member and his/her guest must seek admittance into the event at the same time. A guest will not be admitted separately from their acknowledged KIMEP host. The particular member will be held responsible for the behavior and conduct of invited guests. In other words, the member will be held responsible for any unacceptable or unethical behavior of their guests as if the member misbehaved him/herself. This rule will be strictly enforced. The Event Host must provide a registration list for all guests that will be used only to identify member and their accompanying guest. Only members that bring request(s) will be required to sign this list jointly with their accompanying guest. All other members are free to enter the event after they have been identified as a member. 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. 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. When Security is satisfied and sees no obvious grounds for refusal of admittance only then will the guest be admitted. KIMEP Security discretion and judgments in these regards are final. The policy towards events on campus that involve

the consumption of alcohol is as follows:

In the event that any gross violation of these rules occurs and the on-duty Security is unable to manage the situation then the Head of Security and the Chair of KIMEP Discipline Committee shall be contacted immediately. The Head of Security and Chairman of KDC shall use all resources at their discretion to rectify the situation. In the event that such gross violations pose grave risks to students or KIMEP property and the Head of Security and the Chair of the Office of Student Affairs Discipline Committee are convinced that the safety and security of students are in danger and in their capacity are unable to manage the situation then the proper law enforcement authorities shall be contacted immediately. In the event that such gross violations are illegal by Kazakhstan law, the Head of Security and the Chair of Office of Student Affairs Discipline Committee have the right to contact the appropriate law enforcement authorities. In the event of such gross violations, the Chair of KDC shall convene a meeting as soon as possible during normal business hours to brief the administration and shall make a formal report informing all relevant administration officials of the details of the event. Following this meeting the Student Affairs Discipline Committee will make recommendations to the Dean of Student Affairs who will then pass this on to both the Executive Vice President and President of KIMEP for appropriate action.

### III. PROCEDURES FOLLOWED FOR BREACHES OF PERSONAL CONDUCT

All members of the KIMEP 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 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, one elected faculty representative (non-chair) from each college, and one position of rotating department chair and associate dean. The rotating department chair and associate dean position will change each semester. Student Government 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 in the case of faculty or by Student Government in case of the student representative. This committee will also serve as the College Disciplinary Committee for faculty. The KIMEP Disciplinary Committee (KDC) serves as the appeals committee.

1. The KIMEP 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 College Disciplinary Committees.

2. Violations of published laws; policies or rules and regulations may subject violators to appropriate disciplinary action by KIMEP 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 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. 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.

#### IV. 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.

##### Suspension

The student is told to leave KIMEP for a period deemed appropriate for the offense. During this time the student is forbidden to enter KIMEP buildings and premises unless they have the written express consent of the Chair of KIMEP Discipline Committee.

##### Exclusion

The student is told to leave campus and not allowed to return to KIMEP. Any degree candidacy or academic standing is automatically nullified. The student is forbidden to enter KIMEP buildings and premises unless they have the written consent of the Chair of KIMEP Discipline Committee.

##### Community Service/Work Experience

The student is asked to perform a specified number of hours of volunteer work, either at KIMEP 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 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 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 re-integrated into the KIMEP 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.

##### Ban from Computer Facilities and Laboratories

Violations of the Rules of Use of Computer Laboratories 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 IV

# FINANCIAL AID SERVICES

- ACADEMIC FEES FOR STUDENTS
- TUITION PAYMENT POLICY
- STUDENT FINANCIAL SERVICES
- TYPES OF FINANCIAL AID

## ADMINISTRATION

Larissa Savitskaya, M.Ed., MPA, Dean of Enrollment Management

Oxana Shegay, MBA, Director of Student Financial Services

## TUITION

Payment of tuition allows a student to register for classes. No student is permitted to attend class or sit for 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.

## ACADEMIC FEES FOR STUDENTS 2009-2010 AY

	For Citizens of all countries (KZT)
<b>Undergraduate Programs</b>	
<b>Tuition fee for Students entered in 2009-2010 AY</b>	
Per credit	26,300
Per 3 credit course	78,900
<b>Undergraduate Programs</b>	
<b>Students who entered before the 2009-2010 AY</b>	
<b>Tuition fee for the BAE and BSS programs (each)</b>	
Per credit	24,300
Per 3 credit course	72,900
<b>Tuition fee for the B.Sc. program</b>	
Per credit	26,300
Per 3 credit course	78,900
<b>Tuition fee for the BAIJ program</b>	
Per credit	19,300
Per 3 credit course	57,900
<b>Graduate Programs (For all graduate students)</b>	
<b>Tuition fees for the MBA program</b>	
Per credit	38,000
Per 3 credit course	114,000
<b>Tuition fees for the MA program</b>	
Per credit	36,300
Per 3 credit course	108,900
<b>Tuition fees for the MPA and MIR programs (each)</b>	
Per credit	28,200
Per 3 credit course	84,600
<b>Tuition fees for the MAIJMC and MA in TESOL programs (each)</b>	
Per credit	26,700
Per 3 credit course	80,100



<b>Tuition fees for the LLM program</b>	
Per credit	38,000
Per 3 credit course	114,000
<b>Non-degree students:</b>	
Tuition per undergraduate credit	26,300
Tuition per graduate credit	38,000
<b>Other Courses and Fees:</b>	
Kazakh and Korean Language per credit (all programs)	11,700
<b>Other Foreign Languages per credit:</b>	
<i>All degree students</i>	14,000
<i>Non-degree students</i>	18,700
Foundation English (per level)	60,000
English Courses Tuition Fees for Graduate Programs (including zero credit course)	46,500
<b>Introduction to computers (intensive course):</b>	
<i>Test</i>	2,300
Pre-MA, Pre-MBA courses (per course)	46,300
University life course (for those who entered in AY 2005-2006 and later)	15,900
<b>Services Fees:</b>	
Late payment fee	8,800
Late registration fee (per course)	4,500
Official transcript (3 copies)	1,700
Withdrawal administrative fee	4,500
Inquiry (Spravka)	300
<b>Library materials overdue fines:</b>	
<i>Reserve items</i>	300 per hour
<i>Circulating items</i>	300 per day
Textbook security deposit (fixed)	15,000
Textbook rental fee (collected from security deposit)	25% of textbook replacement cost
Duplicate and replacement of Diploma	1,700
<b>Living Costs:</b>	
Room without renovation, per person, per month	9,700
Renovated room, per person, per month	13,200

## TUITION PAYMENT OPTIONS

At the beginning of the academic year, before any registration, students have three options for paying tuition:

1. Pay tuition for the whole academic year at once (advance payment discount is applied with this option).
2. Pay all tuition for the semester at the beginning of the semester.
3. Pay the semester tuition in three installments.

Tuition payments must be received by KIMEP by the due date. Payments should be made sufficiently in advance to allow for transmission, processing and posting of the funds. (Bank transmissions usually take several days). Payments received after the due date, are automatically assessed a late payment fee (irregardless of when the payment was initiated). It is the students' responsibility to ensure that tuition is paid on time.

### Advance Payment Discount

During fall registration, a graduate or undergraduate student who prepays spring semester tuition together with fall tuition will receive advance payment discount. The following conditions apply:

1. Undergraduate students must pay for a minimum of 27 credits to be taken in fall and spring semesters.
2. Graduate students must pay for a minimum of 18 credits to be taken in fall and spring semesters.
3. If the student subsequently does not register for the minimum number of credits then the discount is automatically cancelled and full tuition is applied. Any unused funds remain in the student's account and can be applied to tuition in any following semester.
4. If a student withdraws from a course and is entitled to a partial refund for the course tuition, the credits will not count towards the minimum number of prepaid credits. In such cases, if the number of registered credits falls below the minimum, the discount is cancelled. If a student withdraws after the deadline with no refund applied, then the registration is counted as part of the minimum amount of prepaid credits.

### Semester Payment and Installment Payment Plan

Tuition can be paid for the semester at the beginning of the semester or in three installments during the semester. The first payment is due from the start of registration start until the beginning of the semester and allows students register for classes. The due dates of the first, second and third payments are listed in the Academic Calendar. A late payment fee is added to the amount due if the subsequent payments are not made by the due date. There is no installment payment option for summer tuition (summer tuition is paid in advance before registration).

## Non-payment of tuition

KIMEP 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 will be administratively withdrawn from the university.

## Refunds of overpayment

When an overpayment occurs (except for graduating students), KIMEP 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.

If a refund is desired, the entire overpayment amount for the current semester and future semesters must be withdrawn (KIMEP cannot allow partial withdrawals on a recurring basis.) Refunds are returned to the original payer only (student, parent or sponsor) by the method of the initial payment to KIMEP (cash, bank transfer or bank card) during refund period. A copy of the 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 and other organizations will provide assistance 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 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 lessen the costs.

1. Explore the availability of grants and scholarships from businesses and national and international foundations.
2. Apply for scholarships or work-study through the Student Financial Services Office
3. Pay tuition in advance to take advantage of the advance payment discount
4. Find a part time job within KIMEP or elsewhere.
5. Reduce the number of courses per semester.
6. Arrange for student loans in order to make tuition payments on time.

## STUDENT FINANCIAL SERVICES

The mission of Student Financial Services is to provide students with information and consultations on the availability of financial assistance from the funds available for KIMEP and to administer the distribution of financial assistance fairly and equitably in accordance with KIMEP criteria for students with financial need. KIMEP Admissions and Scholarship Committee as a sub-committee of KIMEP Academic Council develops the criteria for each type of financial aid. The Admissions and Scholarship Committee has the right to amend the terms and conditions of all financial assistance programs based on the availability of funds. Decisions of the Admissions and Scholarship Committee are final upon approval of the KIMEP Academic Council.

Student Financial Services assists students in preparing application requests for financial assistance and evaluates applications to determine the eligibility of each applicant for various forms of financial assistance. It is entirely the responsibility of the students to ensure that Student Financial Services has all required documents within the stipulated deadline to process applications. To ensure a fair and timely distribution process, KIMEP reserves the right not to consider any applications that come incomplete or after the deadlines.

KIMEP makes no promise of scholarship, grants, work-study financial aid, or dormitory space to any student or individual. KIMEP 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 fees according to established KIMEP regulations and tuition deadlines.

### FINANCIAL ASSISTANCE

KIMEP administers financial aid programs from many different sources. Most of the financial assistance is contributed from KIMEP funds, but many external sources of financial assistance exist as well. In most cases financial aid programs target a select group of students and, therefore, have strict eligibility requirements. The targeting of financial aid ensures that assistance is available to a wide range of student applicants including entering students and existing students, graduate students and undergraduate students, Kazakhstani students and international students. The process makes study at KIMEP available to a wider range of students and enriches the diversity of the KIMEP community.

The following is an overview of some of the financial aid programs that are available. Financial assistance can take many forms from coverage of tuition (full or partial) to

work study opportunities to low-cost on-campus housing. Details of each type of assistance, eligibility requirements, and application process are further defined in the *Student Financial Services Administrative Manual* that is available from Student Financial Services.

All financial assistance is subject to the availability of funds.

## EXTERNAL FINANCIAL ASSISTANCE

### Scholarships

Scholarships are a traditional form of financial aid. Corporations, individual donors, and other sponsors give money to KIMEP that is 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. Scholarships are awarded based on the verifiable financial need of an applicant as well as academic standing. The main criteria for the establishment of financial need may be found further in this document under the heading “General Criteria, Rules and Regulation for Financial Aid”.

### Support from the Ministry of Education and Science of RK

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 decree of the President of the Republic of Kazakhstan. The program provides a monthly stipend in cash to fifteen (15) 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 (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 Student Financial Services Office has documentation of all activities that may be considered in the selection process for the Presidential Stipend.

## **KIMEP FINANCIAL ASSISTANCE**

### **SCHOLARSHIPS AND GRANTS FOR NEWLY ADMITTED STUDENTS**

#### **Nursultan Nazarbayev Grant**

The Nursultan Nazarbayev Grant, named in honor of the President of the Republic of Kazakhstan, is awarded to newly admitted undergraduate students as 100% financial assistance for the credit courses required for completion of a degree. The grant is provided for the duration of the academic program as long as the recipient(s) maintains eligibility. The grant is very competitive for students with financial need and highest academic performance. Students have to submit financial documents as a proof of inability to pay for education at KIMEP. The grant is available for Kazakhstani citizens only.

#### **Merit-Based Altyn Belgi Scholarship**

In recognition of outstanding academic performance at national level, KIMEP awards 50% merit-based scholarships to newly admitted undergraduate students who are official holders of the Altyn Belgi Certificate of the year of entry. The financial aid is available to each recipient for the duration of his/her undergraduate studies as long as s/he maintains eligibility. Students do not have to submit financial documents. The scholarship is available for Kazakhstani citizens only.

#### **Merit-Based Scholarship for Prizewinners of International and Republican-Level Olympiads**

In recognition of outstanding academic performance at national level, KIMEP awards 30% merit-based scholarships to newly admitted undergraduate students who are prizewinners of International or Republican level of Olympiads (I, II and III places) in any subject within last 3 years. The scholarship is provided for one academic year as long as the recipient(s) maintains eligibility. Students do not have to submit financial documents. The scholarship is available for Kazakhstani citizens only.

#### **Merit-Based Scholarship for Undergraduate Foreign Students**

A few scholarships are available to newly admitted undergraduate foreign students. The scholarship provides 100% financial assistance for credit courses required for a degree completion accompanied with the free place in the dormitory. The scholarship is provided for the duration of the academic program as long as the recipient(s) maintains eligibility. Students have to apply to Student

Financial Services but do not have to submit financial documents.

#### **Merit-Based Scholarship for Graduate Students**

A number of scholarships are available to newly admitted graduate students from any country. The scholarship provides 50% financial assistance for credit courses required for a degree completion. Foreign students are provided with the free place in the dormitory (not available for Kazakhstani graduate students). The scholarship is provided for the duration of the academic program as long as the recipient(s) maintains eligibility. Students have to apply to Student Financial Services but do not have to submit financial documents.

### **GRANTS AND WORK-STUDY PROGRAM FOR CURRENT STUDENTS**

#### **KIMEP Presidential Grant for Undergraduate Students**

The KIMEP Presidential Grant (100%) is awarded for one academic year and is targeted towards undergraduate students with a high academic performance whose studies at KIMEP are in jeopardy because of financial difficulties. The grant is provided for one academic year as long as the recipient(s) maintains eligibility. Students have to submit financial documents as a proof of inability to pay for education at KIMEP. The grant is available for Kazakhstani citizens only.

#### **KIMEP Dean's Grant for Undergraduate Students**

The KIMEP Dean's Grant (50%) is awarded for one academic year and is targeted towards undergraduate students with a high academic performance whose studies at KIMEP are in jeopardy because of financial difficulties. The grant is provided for one academic year as long as the recipient(s) maintains eligibility. Students have to submit financial documents as a proof of inability to pay for education at KIMEP. The grant is available for Kazakhstani citizens only.

#### **KIMEP Presidential Grant for Graduate Students**

The KIMEP Presidential Grant (50%) is awarded for one academic year and is targeted towards graduate students with a high academic performance whose studies at KIMEP are in jeopardy because of financial difficulties. The grant is provided for one academic year as long as the recipient(s) maintains eligibility. Students have to sub-

mit financial documents as a proof of inability to pay for education at KIMEP. The grant is available for Kazakhstani citizens only.

## WORK - STUDY PROGRAM FOR UNDERGRADUATE STUDENTS

The work-study program provides some financial assistance to students in return for part-time work at KIMEP. The number of hours of work depends on the amount of financial aid but cannot exceed 150 hours per semester. The work-study program not only provides the student with financial aid, it also provides the student with valuable work experience in an academic environment. The experience may later give students an advantage in entering the employment market.

Work-study financial assistance is awarded competitively based on academic performance of undergraduate students with financial need. Students are required to provide with the necessary documents to prove the need. The number of students receiving work-study assistance depends on the availability of funds. Recipients of other scholarships or grants may not participate in the work-study program.

Work-Study is awarded for a period of one academic year (except for the orphans). Those who wish to continue in the work-study program must reapply for the following year. Participation in work-study does not give priority for any future work-study financial assistance.

The details of eligibility for each category are listed below. Details are also explained in the *Student Financial Services Administrative Manual* that is available from Student Financial Services.

### Work-Study FINANCIAL AID for Children of Pensioners

KIMEP provides some financial aid to children of pensioners. To qualify, a student must provide proof that because his/her parents are pensioners (retirement pensioners or pensioners because of disability) s/he is unable to pay the full tuition costs. A student may receive 10% or 25 % financial aid depending on whether one or both parents are pensioners. Only single students are eligible for this program.

### Work - Study FINANCIAL AID for Children from Single Parent Families

KIMEP provides some financial aid for children from single parent families. To qualify, a student must provide proof that because s/he only has only one parent s/he is

unable to pay the full tuition costs. A student may be provided 25 % financial aid. Only single students are eligible for this program.

### Work - Study FINANCIAL AID for Orphans

KIMEP recognizes that students who are orphans more likely to need financial support and therefore provides a financial aid program for orphans. An orphaned student can receive 100% financial assistance for credit courses required for a degree completion if s/he can demonstrate that because s/he is an orphan s/he is unable to pay the full tuition costs.

### Work - Study FINANCIAL AID for Multiple Student Families

KIMEP recognizes that several family members attending KIMEP at the same time places a heavy burden on a family's budget. Financial assistance is available if the family can show that they would be unable to pay the tuition for both/ all students. The financial aid is 25% and is awarded to each eligible student from the same family.

### Other Work - Study Opportunities

In addition to financial aid work-study opportunities based on socio-economic categories, students are eligible to work on-campus, performing different duties in the admission, library, print shop, dormitory, student club, auxiliary services and various department and faculty offices. Students should contact these units directly to find out if they have employment opportunities. Compensation for student assistants is in the form of a waiver on tuition from the concerned unit's budget. There is no cash payment of any kind.

### KIMEP EMPLOYEE BENEFIT PROGRAM

As a benefit, legal spouses and children of KIMEP full-time employees as well as all KIMEP full-time employees are eligible for tuition waivers. The HR office administers this program. The details are outlined in the *KIMEP Policy Manual*.

### DORMITORY

Due to the advantageous location, attractive price and limited number of available dormitory places the distribution of dormitory places became a part of financial aid. The cost of living in the student dormitory is significantly below the costs of off-campus housing. The application procedure and general requirements are similar to the

application procedure and general requirements for financial aid. Student Financial Services Office administers distribution of the dormitory places based on the criteria set by KIMEP. Prior to each semester the final list will be available for the dormitory management to accommodate students.

### Prioritization of Applicants

KIMEP makes no promise of providing a dormitory place to any student or individual.

Only full-time registered degree students with the required academic standing (overall GPA above 2.67) are eligible for the dormitory place (allocation, prolongation and renewal). Applicants will be prioritized in the following manner:

Priority	Student Category
1	Official House Parent/Resident Assistants
2	Disabled Undergraduate and Graduate students (identification of disability is the subject for additional required documentation)
3	Orphaned Undergraduate students (as defined by the law)
4	a) External Scholarship student awarded on competitive base with proven financial need b) KIMEP Scholarship Students (Full-time Scholarships/grants that include dormitory accommodation)
5	International & CIS Exchange Students (official notifications by the International Office)
6	International Degree Students
7	International non-degree Students (1 semester only)
8	1st year entering undergraduate students from outside of Almaty
9	Students 17 (or younger)
10	Current Students (Based on year of entry & financial need)

There is no coed dwelling in the KIMEP dormitory – all rooms are single sex.

The dormitory is provided for the period of one academic year. However, the student (under all other required conditions) must have regular academic standing each semester in order to keep the place within given academic year; other conditions may apply.

Some categories of students may keep the dorm place for the whole period of study (if all conditions are satisfied) –

disabled, orphan, scholarship students (#4), international and exchange students. All eligible students are required to reapply for prolongation each academic year.

Any violation of dormitory rules and policies will result in loss of the dormitory place as well as in disciplinary actions. Information on dormitory rules and regulations, payment, etc. is available in this catalog under the heading “Student Housing” within Part III *Student Affairs* and with the Dormitory/Student Affairs management.

KIMEP also assists in finding off-campus housing (Part III *Student Affairs*).

### GENERAL CRITERIA, RULES AND REGULATIONS FOR FINANCIAL AID

Financial assistance can be need-based, merit-based or a combination of both for full-time KIMEP students. In order to fairly distribute financial resources, Student Financial Services needs to be able to accurately assess both student financial need and student merit.

Students beginning study at KIMEP who wish to be considered for financial assistance must provide detailed information on their family’s situation and income. Such information may include size of the family, number of siblings attending school, place of employment and salary of parents and other financial data. Undergraduate students of 24 years old and above are not eligible for financial aid. Students who are married will be considered as a separate family and will need to provide documents for their own income, not their parents’ ones.

Need-based financial aid is not automatic. A student must display proof that s/he is unable to pay the full tuition fees. In order to be able to compare all students’ data regarding financial need Student Financial Services accepts and considers only documents issued by official state bodies of Republic of Kazakhstan.

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.

Only applications accompanied by a complete set of documents will be considered. The submitted information is retained by KIMEP and can be used for any future references or financial aid decisions. If the financial situation changes the student must notify Student Financial Services of the change.

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 Student Financial Services 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 fee or pre-degree program courses as well as Foundation English courses or Orientation Program fees. Financial aid is not transferable and has no cash value. A student awarded external financial assistance can receive KIMEP 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 and work-study simultaneously. Awarded financial aid will be deposited to the student's account and covers tuition for credit courses.

A student cannot receive financial aid that exceeds the total amount of tuition for a semester or academic year. A student cannot receive cash for excess financial aid. Any unused funds will be withdrawn from the student's account.

The financial assistance awarded for completion of a degree is limited to 5 consecutive years for undergraduate students and to 2 years and 1 consecutive semester for graduate students.

## How to Obtain Financial Aid

### PREPARE

Learn about KIMEP financial aid program and what is available to students. Students can visit Student Financial Services or the KIMEP web site. Collect the documents needed to apply.

### APPLY

All applications shall be made before official deadlines. Late applications will not be considered.

The application procedure is the following:

1. Complete an on-line Financial Aid Application through the KIMEP website ([www.kimep.kz](http://www.kimep.kz)) following all instructions until the stage "COMPLETE"
2. Print out the Form, put your photo and sign.
3. Submit signed Form together with the complete set of required original documents (displayed at the last page of the Form) to the Student Financial Services (by mail, fax, personally).

### RECEIVE

Once financial aid is awarded, the recipients will have corresponding records on their student payment account. Financial aid recipients need to come to Student Financial Services and pick up a Letter of Award as well as prolongation details (if applicable).

# COLLEGES, CURRICULUM & ACADEMIC COMPONENTS

## PART V

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### ADMINISTRATION

Dana Stevens, PhD., Vice President of Academic  
Affairs

### GRADUATION

### LANGUAGE CENTER

### FOUNDATION ENGLISH

### GENERAL EDUCATION

### BANG COLLEGE OF BUSINESS

### COLLEGE OF SOCIAL SCIENCES

### GRADUATE PROGRAMS

### COLLEGE OF CONTINUING EDUCATION

### COMPUTER AND INFORMATION SYSTEMS CENTER

### INTERNATIONAL RELATIONS OFFICE

### LIBRARY

### ADVISING, INTERNSHIP, CAREER AND EMPLOYMENT



# GRADUATION

## CURRICULUM REQUIREMENTS

In general a student follows the curriculum requirements in force at the time the student begins to study at KIMEP. However, KIMEP has the right to improve, alter or make substitutions to the curriculum. Every effort is made to ensure that any necessary changes do not disadvantage the student 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 catalog. Whenever this is the case, students are informed of their options and can consult with advisors to determine the best course of action.

## GRADUATION REQUIREMENTS

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

1. fulfill all KIMEP requirements
2. settle all financial obligations to the institution
3. fulfill all requirements, if any, of the college
4. fulfill all requirement of the degree program.

## KIMEP Undergraduate Degree Requirements

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

1. Earn 129 credits with a minimum passing grade of “D–” or better in each course.
2. Earn at least 65 credits (50%) from courses taken at KIMEP.
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. Earn at least 48 credits in courses designated as General Education required courses (GER). General Education requirements are discussed in the next section.
5. Receive a passing grade in all required non-credit prerequisite courses.
6. Complete all of the requirements in a KIMEP degree program. Degree program requirements are stated in later sections.

## Time Allowed for Graduation

Undergraduate students are allowed 10 (ten) years to complete all requirements for graduation. Graduate students have a 5 (five) year limit for completing graduation requirements. Any period of academic leave from KIMEP 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. If

there are outstanding debts to the Institute or incomplete grades then the student is not eligible to graduate until the end of the following semester. In order to graduate a student should:

1. 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
2. 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 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.

1. Spring graduates may participate.
2. Graduates from the previous fall semester may participate even though they have already received their diplomas.
3. Students who are short 12 credits or less and who are registered for summer courses 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

A student who wishes to participate in the graduation ceremony should:

1. inform the Office of the Registrar that s/he desires to participate
2. settle all debts with the Institute
3. attend all graduation rehearsals. Missing a rehearsal automatically cancels the right to participate.

## ADVISING SERVICES

It is natural for students to have many questions about their academic programs and their career preparation. KIMEP provides several mechanisms by which students can interact face-to-face to address their questions or concerns.

**Professional Advisors:** KIMEP has an advising center staffed with professional advisors who are able to provide information on degree requirements and registration issues. There are advising specialists for first-year students, for students in the College of Social Sciences programs, and for students in the Bang College of Business.

**Faculty:** Students are encouraged to contact faculty during office hours to obtain information about career choice, the job market and the best preparation for career objectives. Program directors can refer students to faculty who can advise on career choice.

**Peer Advisors:** Peer advisors are fellow students who support the professional staff in the advising centers. Peer advisor are a source of practical information on the informal aspects of university life.

# LANGUAGE CENTER AND SCHOOL OF GENERAL EDUCATION



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## ADMINISTRATION

Kenneth Saycell, MA, TTHD, Director of the Language Center

Sanithia Boyd, D.Ed, CPA, CMA, CFE, CrFA, Interim Dean of School of General Education

## LANGUAGE CENTER

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Tel: +7 (727) 270-43-71 (ext. 2266),  
e-mail: [lc.reception@kimep.kz](mailto:lc.reception@kimep.kz) [lcadvising@kimep.kz](mailto:lcadvising@kimep.kz)  
[www.kimep.kz/academics/lc](http://www.kimep.kz/academics/lc)

## SCHOOL OF GENERAL EDUCATION

Office # 503/Valikhanov building  
Tel: + 7 (727) 270-42-43 (ext. 3245)  
e-mail: [ged-asst@kimep.kz](mailto:ged-asst@kimep.kz)  
[www.kimep.kz/academics/school\\_of\\_general\\_education](http://www.kimep.kz/academics/school_of_general_education)

## LANGUAGE CENTER

### Statement of Purpose

The Language Center at KIMEP delivers high quality language courses for undergraduate and graduate students that assist them in fully and effectively participating in their degree programs.

### 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 correctly 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.

### 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 Teaching English to Speakers of Other Languages (MA in TESOL). This is useful not only for teachers of English but also for developing excellence in the teaching of any foreign or second language.

## SCHOOL OF GENERAL EDUCATION

### Statement of Purpose

The purpose of General Education is to give students knowledge in a broad range of subjects so that students are not only trained in a particular discipline, but also have a widespread understanding of other fields and other perspectives.

### 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.

### Profile

The School of General Education was formed in 2008 to better coordinate the assessment of the learning objectives in the General Education curriculum. Since its creation, the school has expanded the options available in the sciences, established a math lab with resources and tutors to assist students in the development of math skills, and has developed a category General Education to assist students in the acquisition of skills related to personal career objectives. The faculty teaching in General Education have degrees in many different fields from Mathematics to Art to History to Public Health. The expertise creates a wealth of knowledge that is available to all students at KIMEP.

## FOUNDATION ENGLISH

### ENGLISH AT KIMEP

One of the reasons students work hard at KIMEP is that all courses, with the exception of Kazakh and a few other courses, are taught in English. Students quickly learn that 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 conducts 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 for Admission

As part of the admission process, students must take an English proficiency test. Usually students will take the KIMEP Entrance English Test (KEET), which is administered by KIMEP. To qualify for admission, students must achieve the required score on the KEET or an equivalent test.

## 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 (KEET) or an equivalent

instrument, such as a TOEFL or IELTS score. In the Foundation English phase, there are five levels of English, each of 90 hours' duration. 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	Duration	Prerequisite
ENG0001	Foundation English Level 1	Elementary	90 hours	None
ENG0002	Foundation English Level 2	Pre-intermediate	90 hours	ENG0001 (or requisite KEET)
ENG0003	Foundation English Level 3	Intermediate	90 hours	ENG0002 (or requisite KEET)
ENG0004	Foundation English Level 4	Upper Intermediate	90 hours	ENG0003 (or requisite KEET)
ENG0005	Foundation English Level 5	Advanced	90 hours	ENG0004 (or requisite KEET)

### Confirmation of Level

Although the KEET (or equivalent) is used as the primary reference for placement, new students will receive an informal assessment on the first day of class in order to confirm their suitability to the level in which they have been placed. After due consultation and the approval of the Language Center Director, an instructor may require a student to move to a higher or a lower level. All such moves are exclusively in the interests of the student.

### Aims of the Foundation English Courses

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

1. to offer intensive practice in the use of English in all four skill areas (speaking, listening, reading and writing), and
2. 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

Classes are strongly learner-centered and task-based. Great emphasis is placed on encouraging students to take responsibility for their learning and 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 takes 90 hours of class study, plus an additional 150-180 hours of work outside the classroom (homework, individual and group projects, library and Internet research, self-study and other tasks).

Courses offered in the fall and spring semesters run for a **half-semester**. At the end of the 7-8 week 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. Courses are planned in such a way that it is possible to take an English course in both half-semester (i.e. both before and after the mid-semester break). The Advising Office or the Language Center Adviser is available to assist students in making appropriate choices.

### Concurrent Study

Students may enroll in the 0 credit University Life course concurrently with any Foundation English course. In other cases concurrent enrollment is permitted only within the following guidelines:

Code	Students may take concurrently:
ENG0001	only University Life
ENG0002	only University Life
ENG0003	1-3 credits taught in Russian or Kazakh
ENG0004	1-3 credits taught in Russian or Kazakh
ENG0005	1-3 credits

### 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. KIMEP's policy on grade appeal applies equally to Foundation English courses.

# UNDERGRADUATE GENERAL EDUCATION

## Statement of Purpose

General Education requires students to take a cluster of courses in fields outside of their major to ensure that the students have a broad education beyond their narrow field of specialization.

## Goals and Objectives

The goals of the undergraduate 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. A graduate of the undergraduate program should be able to:

- Goal 1: Read English effectively
- Goal 2: Write English clearly and effectively
- Goal 3: Speak English clearly and effectively
- Goal 4: Listen to English effectively
- Goal 5: Demonstrate analytical and quantitative skills
- Goal 6: Demonstrate effective problem solving and critical thinking skills
- Goal 7: Demonstrate awareness of humanities, art and cultural diversity topics
- Goal 8: Demonstrate awareness of ethical and philosophical topics - specific outcomes that fulfill requirements of Ministry of Education and Science of the Republic of Kazakhstan
- Goal 9: Demonstrate awareness of topics in social sciences
- Goal 10: Demonstrate knowledge and skills in science

The General Education curriculum is **48 credits** and it is divided into **three sections**.

The **first section** of General Education is classes that must be taken by all KIMEP students. This part comprises subjects that are required by the Republic of Kazakhstan for all students in all institutions of higher learning. These courses include the History of Kazakhstan (3 credits) and one year of Kazakh language (6 credits). International students may substitute Russian or additional English courses for the Kazakh language requirement.

In addition to these credit-bearing courses, students must also take the **University Life (GED1300)** course. This course offers an introduction to various aspects of study at KIMEP. This is presented as an intensive part of the orientation program and is mandatory for all undergraduate students.

The **second section** of the curriculum consists of foundation courses that develop the skills necessary to succeed in other courses. The General Education curriculum is separated into nine discipline categories. The first four categories constitute the foundation section and include courses in mathematics, English, computer applications, and research tools. General Education foundation requirements should be completed in the first year of study. This insures that students are prepared to take on more challenging classes and to do well in those courses. For some categories there are course options that are designed specifically for students in certain fields. Some degree programs stipulate that students must select certain courses from a particular category because the courses are prerequisites for courses that students will be required to take in other parts of the curriculum.

The **third section** consists of several disciplines that provide students with a broad perspective on human knowledge. Requirements 5 through 9 make up the third section and students are required to take some classes from each category. In order to give students the flexibility to take a class that interests them or is most useful for them, students may select any class offered under a discipline to fulfill the requirement. The discipline requirements can be taken at any time during one's studies. However after all foundation courses are completed, students are encouraged to make regular progress on the discipline requirements by taking at least one general education course per semester until all requirements are complete.

The following table summarizes the breakdown of the general education requirements and the number of credits required.

Kazakhstan required courses	9
General Education foundation requirements	21
General Education discipline requirements	18
<b>Total General Education requirements</b>	<b>48</b>

## Kazakhstan Required Courses

Nine credits are required in this section:

HCA1501	History of Kazakhstan
KAZxxxx	Kazakh language – semester 1
KAZxxxx	Kazakh language – semester 2
GED1300	University Life (0 credits)

Students are strongly recommended to study these courses in their first year at KIMEP. HCA1501 should be taken in the first or second semester. Sections taught in Russian and Kazakh are available, although students are strongly encouraged to take the course in English.

Students (except international students) must study two semesters of Kazakh language. KIMEP's program in Kazakh includes suitable courses at various levels, from beginner to advanced, for students who enter with different levels of Kazakh proficiency. Students should read the course descriptions in order to insure 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.

## Foundation and Discipline Requirements

Students must take 39 credits in nine specified discipline areas. Unless otherwise indicated, the courses are worth 3 credits.

### 1. English (12 credits)

The following four courses are required:

ENG1111	Academic Speaking
ENG1101	Academic Listening and Note Taking 1
ENG1201	Academic Listening and Note Taking 2
ENG1211	Academic Reading and Writing

The four Academic English courses (ENG1111, ENG1101, ENG1201, and ENG1211) form a sequence. ENG1111 and ENG1101 are normally taken in a student's first semester, and ENG1201 and ENG1211 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.

Students whose English skills are well above average or who have achieved high scores in the KIMEP English Entrance Test (KEET), IELTS, TOEFL or similar proficiency tests should register for courses in Advanced Academic English. Details and pre-requisites are specified in the Language Center section of this catalog.

#### English Completion

- A student must have fulfilled his/her English requirements by the completion of 30 credits or, if s/he has not completed the required English courses at the 30-credit point, s/he 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.

### 2. Mathematics and Statistics (3 credits)

Any one of the following courses:

MSC1101	Mathematics for Business and Economics
MSC1103	Applied Mathematics for Social Sciences

**Math:** All BSc and those CSS students who are in the Economics and Public Administration areas must take MSC1101 Mathematics for Business and Economics. CSS students in the areas of Journalism and Political Science/International Relations may take MSC1103 *Applied Mathematics for Social Science* or MSC1101 *Mathematics for Business and Economics*. Please see the Dean of General Education if you have any questions on the suitability of a course for fulfilling the Mathematics requirement.

#### For BCB and Economics Majors Mathematical Requirements:

- A student must have completed his/her required General Education Mathematics course by 60 credits or, if s/he has not completed the required General Education Mathematics course at the 60-credit point, s/he must be enrolled in Mathematics concurrently with the other courses.
- A student who has not completed the required General Education Mathematics course by 60 credits and desires to take required General Education Mathematics plus additional credits will be limited to the following courses: any General Education course, and any sophomore level or below (1000 or 2000 level) in either BCB or Economics. Under no circumstances will required General Education Mathematics be waived for any upper-level course in either Economics or BCB (either before or after the 60-credit benchmark).
- A student must have totally completed the required General Education Mathematics course by 70 credit hours.
- If a student has not completed the required General Education Mathematics course by 70 credit hours, the student will be limited to taking Mathematics only until the Mathematics requirement has been met.

#### For NON BCB and NON Economics Majors Mathematical Requirements:

- A student must have completed his/her required General Education Mathematics course by 60 credits, or if s/he have not completed the required General Ed-

ucation Mathematics course at the 60-credit point, s/he must be enrolled in Mathematics concurrent with other courses;

- A student who has not completed the required General Education Mathematics course by 60 credits and desires to take the required mathematics course plus additional credits may continue to take courses in the majors but must be enrolled in Mathematics simultaneously with the major courses.
- A student must have totally completed the required General Education Mathematics by 90 credit hours; and
- If a student has not completed the required General Education Mathematics requirements by 90 credit hours, the student will be limited to taking Mathematics only until the Mathematics requirement has been met.

## Precalculus

MSC1100 Precalculus is a zero (0) credit course for students who need additional development of basic math skills. The course covers the mathematics which is necessary for the credit courses that are required in general education.

A student who feels that s/he needs additional preparation in mathematics may voluntarily elect to take MSC1100 before enrolling in MSC1101 or MSC1103. This increases the likelihood of a desirable grade in the follow-up Math course. A student who receives a failing grade in either MSC1101 or MSC1103 must enroll in and receive a passing grade in MSC1100 before repeating the failed Math course.

A student who scores less than 60% on the mathematics part of the Unified National Test is required to take MSC1100 before enrolling in MSC1101.

## MATH LAB

A math lab 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.

## 3. Information Technology (3 credits)

Any one of the following courses:

CIT1712	Introduction to Computers
IFS1812	Business Computer Applications

These courses cover much of the same materials and if you take one, you are barred from taking the other one. This banning includes taking the other course in the Personal Development or Research and Problem-Solving categories. Please see the Dean of General Education if you have any questions on the suitability of a course for fulfilling the Informational Technology requirement.

## 4. Research or Problem-Solving Skills (3 credits)

Any of the following options:

OPM2201	Business Statistical Analysis
ECN2183	Introduction to Statistics
STAT2101	Introduction to Statistical Analysis
MSC1102	Calculus
ECN3103	Quantitative Methods for Economics
CITxxxx	Any CIT course except CIT1712
IFSxxxx	Any IFS course except IFS1812
PA1502	Research Reading and Writing

Some departments may require students to take a specific course as a prerequisite for other program courses. Please see the Dean of General Education if you have any questions on the suitability of a course for fulfilling the Research or Problem-Solving Skills requirement.

## 5. Science (3 credits)

Any one of the following courses:

MSC1504	Introduction to Environmental Studies
MSC1506	Health, Nutrition and Lifestyle

Additional science courses may be added to this list in subsequent years. Please see the Dean of General Education if you have any questions on the suitability of a course for fulfilling the Science requirement.

## 6. Ethics and Philosophy (3 credits)

Any one of the following courses:

GED1503	Introduction to Philosophy
GED1502	Principles of Ethics

Other courses in ethics or philosophy may also be acceptable. Please see the Dean of General Education if you have any questions on the suitability of a course for fulfilling the Ethics and Philosophy requirement. The course selected cannot be a required course in the student's major field.

## 7. History, Culture and Fine Arts (6 credits)

Any of the following courses totaling 6 credits:

HCA1301	Introduction to Films
HCA1302	Introduction to Music
HCA1303	Arts History
HCA1304	Theater
HCA1305	Performing Arts
HCA1503	Introduction to Cultural Anthropology
HCA1505	Western Civilization
HCA1506	Great Traditions and Culture of Kazakhs
HCA2501	History of Civilizations 1
HCA2502	History of Civilizations 2

All courses in this section are worth 3 credits. The courses selected cannot be required courses in the student's major field. Other history or culture classes offered may also fulfill the requirement. Please see the Dean of General Education if you have any questions on the suitability of a course for fulfilling the History, Culture or Fine Arts requirement.

## 8. Social Sciences (0 or 3 credits)

College of Social Sciences students – 0 credits in this area

Bang College of Business students – 3 credits in this area. It is recommended that a Bang College of Business student select one of the following courses:

GED1701	Introduction to Geography
IRL1512	Introduction to International Relations
IRL2515	Political Geography
JMC1601	Introduction to International Journalism
LAW1503	Law in Kazakhstan
PAD2111	Fundamentals of Public Administration
PAD2112	Fundamentals of Sociology
POL2511	Introduction to Political Science

## 9. Personal Development (3 or 6 credits)

This category allows students to study subjects that have a personal benefit or that will help in their career development. Students are advised to carefully consider their careers objectives when selecting these courses.

College of Social Science students must take 6 credits in this category. Bang College of Business students must take 3 credits. Courses that can be used in this area include the following:

1. Any foreign language course(s). Current options include:

French	Chinese
Spanish	Korean
German	Japanese
Russian	Turkish

2. Any additional course from categories 1 through 6

An additional English course  
 An additional mathematics course  
 An additional computer course (CIT)  
 An additional science course  
 An additional course in philosophy or ethics

3. The following courses can also be used for this requirement.

ECN2360	Personal Finance
ENG1401	Public Speaking
ENG1402	Learner Autonomy: Development of Good Learning Skills
ENG1403	Critical Thinking
ENG1406	Drama
ENG1407	English for Special Purposes
JMC2608	Introduction to Public Relations
RUS1315	Business Communication in Russian

4. Additional courses that may be offered in the future including: Physical Education or Sports courses, Performing Arts such as Painting or Dance, or Career Development and Planning courses.



The following table summarizes the General Education requirements. At least one course from every category is offered every semester, so students will always have the opportunity to enroll in courses that are needed for general education.

<b>Kazakhstan required</b>	<b>9 credits total</b>	<b>Credit</b>
	HCA1501 History of Kazakhstan	3 credits
	Kazakh language – semester 1	3 credits
	Kazakh language – semester 2	3 credits
	GED1300 University Life (0 credits)	Zero credits
<b>English</b>	<b>12 credits total</b>	
	ENG1111 Academic Speaking	3 credits
	ENG1101 Academic Listening and Note Taking 1	3 credits
	ENG1201 Academic Listening and Note Taking 2	3 credits
	ENG1211 Academic Reading and Writing	3 credits
<b>Math</b>	<b>One of two options</b> (program specific)	3 credits
<b>Information Technology</b>	<b>One of two options</b> (program specific)	3 credits
<b>Research/Problem-Solving</b>	<b>One of several options</b> (program specific)	3 credits
<b>Science</b>	<b>One of several options</b>	3 credits
<b>Ethics or Philosophy</b>	<b>One of two options</b>	3 credits
<b>Culture &amp; Fine Arts</b>	<b>Two of many options</b>	6 credits
<b>Social Sciences</b>	<b>BCB only: One of many options</b>	0 – 3 credits
<b>Personal Development</b>	<b>Many options</b> (BCS 3 credits, CSS 6 credits)	3 – 6 credits
<b>Total General Education Requirements</b>		48 credits

## ENGLISH LANGUAGE

### English Language Programs

The Language Center is responsible for ensuring that KIMEP students have a sufficient level of English Language skills to comprehend and complete the coursework taught in English. The Language Center achieves this objective through the Foundation English courses and through the required General Education English courses. The required General Education courses are: ENG1111 *Academic Speaking*; ENG1101 *Academic Listening and Note Taking 1*; ENG1201 *Academic Listening and Note Taking 2*; ENG1211 *Academic Reading and Writing*. These first-year English classes develop all four language skills: listening, speaking, reading, and writing. Academic English courses also teach good study habits, develop academic skills and foster critical thinking.

There are also some additional courses in English language and culture which students can take as electives. Students who wish to refine their English language skills are advised to consider English courses as Personal Development classes or as free electives.

## SELF STUDY CENTER

The Self-Study Center was established by the Language Center in order to help students to improve their language skills and to achieve better results in the languages offered at KIMEP.

The Self-Study Center is a place where students can find many multi-media resources and materials to help them improve all aspects of their language learning. The Center works very closely with Language Center instructors and supports students by making language materials and resources available. Nowadays all listening materials are installed on the computers and this makes it possible to listen to lectures or assignments and to take notes at the same time. If students want to improve their listening skills, they can listen to audio files and simultaneously read the transcript to make sure they follow what the readers are saying. Students can work on their writing skills, develop reading skills, revise grammar, increase vocabulary, improve pronunciation and record their speeches in English or other languages using software programs or tape-recorders.

In addition to scheduled class hours per week, KIMEP students can take advantage of the **consultation ser-**

**vice** and study facilities to work on their English skills outside of the classroom. Students receive an orientation to their self-study and are encouraged to improve their English reading, writing, listening and comprehension skills. The consultation service is provided by well-qualified instructors of English and is intended for students in all programs who want to practice and improve their language skills by using English books as well as magazines, newspapers, videos and audio files. The consultation service also provides regular individual support sessions to enhance students' English language and study skills. The Self-Study Center works closely with other programs to make it easy for students to study in their degree programs and to meet academic requirements at KIMEP.

A similar support service is offered for Kazakh language studies. Details are available from the Self-Study Center.

## Resources

The Self-Study Center provides:

- Additional materials for all languages taught by the Language Center;
- Access for students to materials such as listening files, video tapes and DVDs, reference works, grammar books, course books, computer disks, Internet resources and teachers' resource packs and assignments designed especially for students.

## 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.

## KAZAKH LANGUAGE

The Kazakh Language unit attaches great importance to the courses it offers both because they are a legal requirement and because students see them as an important part of the curriculum. For this reason the Language Center offers not only courses in Kazakh language from beginner level but also courses that offer insights into Kazakh culture, history and traditions.

Because Kazakh is the state language, all undergraduate students are required to take two courses of Kazakh language. Only one language course is permitted per semester. Students will be given a diagnostic test in the first week to determine their level of proficiency and to ensure that they have registered for an appropriate course.

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:

*Beginning Kazakh*, *Elementary Kazakh 1* and *Elementary Kazakh 2* are intended for students who begin with **no knowledge** or minimal knowledge of Kazakh.

*Intermediate Kazakh 1* and *Intermediate Kazakh 2* are intended for students who have an intermediate-level of fluency in spoken Kazakh.

*Business Kazakh 1*, *Business Kazakh 2*, *Kazakh Language and Culture*, *Business Correspondence in Kazakh* and *Public Speaking in Kazakh* are intended for students who can speak Kazakh fluently and who wish to develop their Kazakh to a professional level.

Students' language proficiency is determined by diagnostic tests, interviews and consultations.

## FOREIGN LANGUAGES

### Foreign Language Courses

The Foreign Languages unit offers students an opportunity to learn the basics of 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.

Students can take one or more of these courses as part of their General Education course requirements or as free electives. Depending on demand, instruction is available in French, Spanish, German, Japanese, Chinese, Korean, Turkish, and Russian. Each of these courses is worth 3 credits. Pre-fall 2007 students receive only two credits per course.

### Russian Club

The Russian Club is a joint effort 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 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.



# BANG COLLEGE OF BUSINESS

**ACCOUNTING**

**FINANCE**

**MANAGEMENT**

**MARKETING**

**ADMINISTRATION**

Sang Hoon Lee, Ph.D., Dean

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[www.kimep.kz/academics/bcb](http://www.kimep.kz/academics/bcb)

# BANG COLLEGE OF BUSINESS

## Statement of Purpose

The Bang College of Business provides quality programs preparing students 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.

## Mission and Values

The mission of the Bang College of Business is to be a productive **learning community** that:

- is stimulating and intellectually challenging to the participants
- enables faculty, staff, and students to interact in a caring and supportive environment
- responds to the changing needs of its stakeholders;
- promotes leadership in business and society;
- prepares students for their role in business and the community.

The Bang College of Business **values**

- decision making based on consensus;
- teamwork and collaboration among faculty, staff, and students;
- the contributions of each individual and our relationships with each other;
- the opportunity and desire for life-long learning;
- the creation of knowledge and its dissemination to students, businesses and to the community.

## Profile

The Bang College of Business has grown steadily since its inception. There are currently more than 2200 undergraduate students, 350 graduate students and 20 doctoral students.

The faculty are a well balanced mix of professors who are

academically qualified or who are professionally qualified. A core of highly qualified Kazakhstani faculty, - many with North American and European degrees - is supplemented by more than twenty foreign faculty who bring a wealth of international experience and cross cultural knowledge to the college's learning community. Few universities worldwide can match the Bang College of Business in terms of the diversity of the faculty or in the opportunities for cross cultural business education.

## Administration

Dean  
Sang Hoon Lee, Ph.D.

Associate Dean for MBA and ExMBA  
M Mujibul Haque, Ph.D.

Associate Dean for Undergraduate Programs  
John Knarr, Ph.D

Associate Dean for Research and DBA  
William Gissy, Ph.D

John Wright, JD, Director of LLM Program

## Degree Programs

The Bang College of Business offers one undergraduate degree program, three graduate Master's degree programs and a Doctor of Business Administration. The degrees programs are:

- Bachelor of Science in Business Administration and Accounting (BSc)
- Masters of Business Administration (MBA)
- Executive Masters of Business Administration (Ex-MBA)
- Master of Laws (LLM) in International Business Law
- Doctor of Business Administration (DBA)

## BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION AND ACCOUNTING (BSc)

### Statement of Purpose

The BSc program in Business Administration and Accounting 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 theoretical knowledge in their chosen areas of Finance, Accounting, Management, or Marketing. By applying their

skills and knowledge, BSc 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 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.

## Learning Objectives

The learning objectives of the BSc program are to develop a level of competency in the following areas:

1. knowledge of core business practices;
2. an understanding of ethical issues and reasoning;
3. good communication skills;
4. familiarity with business information technology;
5. critical thinking and analytical skills;
6. an ability to do strategic planning;
7. leadership and professional development.

## BSc Curriculum

To earn a BSc degree, students must complete 129 credits as follows:

General Education Requirements	48
Required Business Core	42
Major or Business Electives	18
Internship	3
Minor and/or Free Electives	18
<b>Total Required for Graduation</b>	<b>129</b>

## General Education Requirements

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 BSc program.

**English:** All four required courses should be completed in the first year of study. Specifically students should enroll in two English courses in each of the first two semesters.

**Math:** BSc students must take MSC1101 *Mathematics for Business and Economics*. MSC1101 is a prerequisite for some required business core courses.

**Information Technology:** BSc students must take IFS1812 *Business Computer Applications*.

**Research or Problem Solving:** BSc students must take OPM2201 *Business Statistical Analysis*. OPM2201 is a prerequisite for some required business core courses.

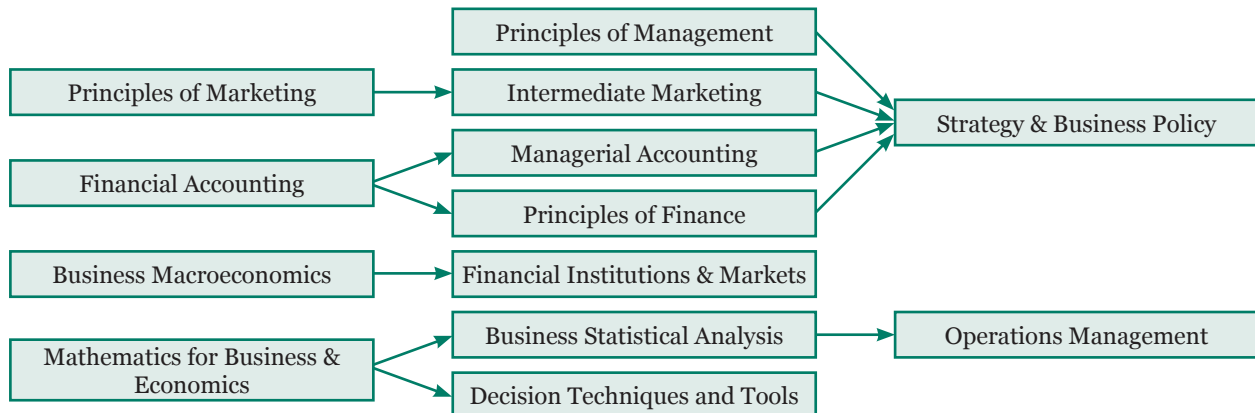
**Philosophy and Ethics:** BSc students must take GED1502 *Principles of Ethics*.

## BSc program requirements

The following courses are required by all students in the BSc program. All courses are three credit courses for a total of 42 credits.

Course Code	Course Title
ACC2101	Financial Accounting
ACC2201	Managerial Accounting
FIN2105	Business Microeconomics
FIN2106	Business Macroeconomics
FIN3101	Financial Institutions and Markets
FIN3121	Principles of Finance
MGT3001	Principles of Management
MGT3201	Business Communications
MGT3501	Business Law
MGT4201	Strategy and Business Policy
MKT3130	Principles of Marketing
MKT3140	Intermediate Marketing
OPM3011	Decision Techniques and Tools
OPM3131	Operations Management

The following chart indicates the prerequisite sequence for the BSc required courses.



## Major and Minor

The Bachelor of Science program offers four functional majors and eight minors. Majors are available in Accounting, Finance, Management and Marketing. Minors are available in those disciplines as well as Law, Human Resource Management, Information Systems and Operations Management. Minors are also offered by the College of Social Sciences and the Center for Korean Studies and are available to students in the BSc program. A student can also take courses across several business disciplines and graduate without a specified major. There is no requirement to complete a minor.

Each discipline sets the requirements for earning a major or minor. Some disciplines have entry requirements and some disciplines have exit requirements that must be met in order to qualify for the major or minor. The course work needed for a major or minor are stated in the sections that list the course requirements for each discipline. In a few instances a course may be listed for more than one major/minor, a student cannot, however, use the same course in both the major and minor; an approved substitute must be taken for one of the requirements.

A BSc student graduating without a major has to earn 18 credits (6 courses) from 3000 and 4000 level courses from any business area excluding the required core courses. There is no exit criterion for graduating without a major other than a minimum overall GPA of 2.00.

A BSc student graduating without a minor can use the 18 credits for free electives.

## BSc Program Plan

The first year of the BSc program consists of general education foundation courses. All BSc students must continuously enroll in the English and Mathematics courses until all required courses are completed with a passing grade.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ENG1101	English Listening and Note Taking I	3	ENG1201	English Listening and Note Taking II	3
ENG1111	English Speaking	3	ENG1211	English Reading and Writing	3
HCA1501	History of Kazakhstan	3	IFS1812	Business Computer Applications	3
MSC1101	Math for Business and Social Sciences	3	GED1502	Introduction to Ethics	3
KAZ	Kazakh	3	KAZ	Kazakh	3
	Total	15		Total	15

## Internship (or substitute)

All students are required to complete an internship or take an approved substitute course.

BUS4250	Internship
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The Internship requirement gives BSc 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 BUS4250 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.

The internship program consists of 160 hours of on-the-job learning. To prepare for the internship, students should contact the Career Services Center, which maintains information on firms offering internships. The Center can assist students in arranging their internship.

If a sufficient number of internships are not available, a student may petition the college to take a substitute course. The substitute course must be an application-oriented course in the student's major and is subject to program office approval.

With the exception of the Accounting courses, second years courses can be taken in any order. Each course can be taken in either fall or spring.

2nd year	Fall Semester		2nd year	Spring Semester	
GE	General Education Elective	3	MGT3201	Business Communications	3
FIN2106	Business Macroeconomics	3	FIN2105	Business Microeconomics	3
MGT3001	Principles of Management	3	MKT3130	Principles of Marketing	3
ACC2101	Financial Accounting	3	ACC2201	Management Accounting	3
OPM3011	Decision Techniques and Tools	3	OPM2201	Business Statistical Analysis	3
	Total	15		Total	15

In the third and fourth years the order in which courses are taken is flexible which allows students to shift the sequence of courses depending on their interests. Strategy and Business Policy should be taken in the last semester but otherwise the remaining core courses can be taken in either semester of the third year or the first semester of the fourth year.

3rd year	Fall Semester		3rd year	Spring Semester	
GE	General Education Elective	3	GE	General Education Elective	3
FIN3101	Financial Institutions and Markets	3	FIN3121	Principles of Finance	3
OPM3131	Operations Management	3	MGT3501	Business Law	3
	major/minor/elective	3		major/minor/elective	3
	major/minor/elective	3		major/minor/elective	3
	major/minor/elective	3		major/minor/elective	3
	Total	18		Total	18
	<b>Summer Semester</b> (Internship)	3			
4th year	Fall Semester		4th year	Spring Semester	
GE	General Education Elective	3	GE	General Education Elective	3
MKT3140	Intermediate Marketing	3	MGT4201	Strategy and Business Policy	3
	major/minor/elective	3		major/minor/elective	3
	major/minor/elective	3		major/minor/elective	3
	major/minor/elective	3		major/minor/elective	3
	Total	15		Total	15

## BSc: MAJOR AND MINOR IN ACCOUNTING

The College offers a major and a minor in accounting. The major provides rigorous conceptual and practical foundations in such areas as financial accounting, tax and auditing needed for entry level positions with international accounting firms. It requires completion of two core Accounting courses, five required courses and two electives as shown in the table below. In addition, students must complete the College's 3-credit internship requirements. The internship requirement may be satisfied by successfully completing the following experiential based course, ACC4211 Cases in Accounting.

Accounting students can choose to deepen their knowledge of the discipline by selecting 3 courses from the list of accounting electives shown below. Alternatively, students can choose to broaden their knowledge by adding a

3 course minor. The student will then graduate with their degree designated a major in Accounting and a minor in their secondary area of Minor. Students should check the catalog to find the courses required for a minor in their area of interest. Alternatively, students may choose to broaden their knowledge of outside the domain of accounting by selecting 3 courses from diverse departments. However, in this instance the student may not qualify for a minor.

The College also offers a minor. The minor provides a conceptual and practical foundation in financial accounting useful for students proposing to enter business. The minor requires completion of two core Accounting courses, two required courses and one elective as shown in the table below.

## Major and Minor in Accounting

Major requires all courses of Groups A and B and 1 elective courses from Group C; Minor requires all courses of Group A and 1 course from either Group B or C	
<b>Group A: Required for major and minor</b>	
ACC3201	Intermediate Financial Accounting I
ACC3202	Intermediate Financial Accounting II
<b>Group B: Additional required for major</b>	
ACC3110	Cost Accounting I
ACC3205	Principles of Taxation
ACC4203	Auditing
<b>Group C: Elective courses for major and minor</b>	
ACC3120	Cost Accounting II
ACC3204	International Financial Reporting Standards
ACC3210	Taxation in Kazakhstan
ACC3212	Accounting Information Systems
ACC3299	Selected Topics in Accounting
ACC4201	Advanced Financial Accounting
ACC4208	Advanced Financial Statements Analysis
ACC4211	Cases in Accounting
ACC4240	Taxation of Multinational Enterprises

Non BSc students must also complete ACC2101 *Financial Accounting* and ACC2201 *Managerial Accounting* in order to receive the minor.

## Entry and Exit Criteria for Accounting Major and Minor

**Entry criteria for major and minor:** To be admitted to the Accounting major and minor, a student will have to meet a minimum overall GPA requirement of 2.67 and have passed both core accounting courses.

**Exit criteria for major:** At the time of graduation, the student will be required to have (1) a minimum overall GPA of 2.00, and (2) an overall GPA in accounting courses (GPA of the two college core courses in accounting, the five required accounting courses and the accounting elective) of at least 2.67.

**Exit criteria for minor:** At the time of graduation, the student will be required to have (1) a minimum overall GPA of 2.00, and (2) an overall GPA in accounting courses (GPA of the two college core courses in accounting, the two required accounting courses and one accounting elective) of at least 2.67.

## BSc: MAJOR AND MINOR IN FINANCE

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 Finance Major 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, in the Finance Department working with cash, credit, receivables and inventory management, capital budgeting, financial analysis and forecasting, dividend and capital structure policy-making, etc.;
- Investment sectors, working as a sales agent of financial securities, security analyst, portfolios manager, investment advisor, etc.

It is strongly recommended that a student completes all three required courses before taking 4000 level elective courses.



## Major and Minor in Finance

Major requires all courses of Group A and 3 electives from Group B Minor requires 2 courses from Group A and 1 additional course from either Group	
<b>Group A: Required courses for major</b>	
FIN3210	Corporate Finance
FIN3220	Investments
FIN3230	Financial Institutions Management
<b>Group B: Elective courses for major and minor</b>	
FIN3222	Personal Finance
FIN4211	Financial Modelling
FIN4212	Mergers and Acquisitions
FIN4214	Introduction to Financial Statement Analysis
FIN4220	Real Estate Finance
FIN4221	Investment Banking
FIN4224	Introduction to Financial Derivatives
FIN4225	Fixed-Income Securities
FIN4231	Commercial Banking
FIN4232	Risk Management
FIN4235	International Financial Management
FIN4240	Security Analysis and Portfolio Management
FIN4241	Case Studies in Finance
FIN4242	Selected Topics in Finance
FIN4244	Research/Simulation in Finance
ECN3155	Money and Banking

Non BSc students must also complete FIN3101 *Financial Institutions and Markets* and FIN3121 *Principles of Finance* in order to receive the minor.

## Entry and Exit Criteria for Finance Major and Minor

**Entry criterion for major and minor:** To be admitted to the Finance major and minor, a student will have to meet a minimum overall GPA requirement of 2.00, and will also be required to have (1) a minimum of a B- (minus) in each of the two core Finance courses, or (2) an average of B in these two courses: FIN3101 *Financial Institutions and Markets* and FIN3121 *Principles of Finance*.

**Exit criterion for major and minor:** At the time of graduation, the student will have to achieve a minimum overall GPA of 2.00 and a minimum GPA in Finance courses (GPA of two Finance college core courses, three Finance courses required for major, and three or more Finance elective courses) of 2.67.

## BSc: MAJOR AND MINOR IN MANAGEMENT

The Management major and minor prepares students for a career as a manager. As Kazakhstan develops, there will be an increasing need for trained entry-level managers and for mid and senior level managers with a record of success. Successful managers:

- Understand performance and the factors that empower people to perform well;
- Are able to organize tasks, to delegate responsibilities, to communicate priorities, and to lead and motivate others;
- Are able to identify and analyze problems and to take corrective action.

Management majors learn how to think strategically and how to work effectively with people in order to fulfill the organization's goals.

## Major and Minor in Management

Major requires all courses of Group A and any three courses selected from Group B or Group A of the HRM Minor Minor requires any three courses selected from Groups A and B	
<b>Group A: Required courses for major</b>	
MGT3206	Leadership and Motivation
MGT3208	Innovation Management
MGT3212	Organizational Behavior
<b>Group B: Elective courses for major and minor</b>	
MGT3202	Principles of Business Ethics
MGT3205	Decision Making
MGT3207	Managing Negotiation
MGT3209	International Management
MGT3210	International Business
MGT3211	Small Business Management
MGT3213	Managing Change
MGT3214	Fundamentals of Quality Management
MGT3299	Selected Topics in Management
OPM3215	Business Time Series Forecasting

Non BSc students must also complete MGT3001 *Principles of Management* and MGT3201 *Business Communications* in order to receive the minor.

## BSc: MINOR IN HUMAN RESOURCE MANAGEMENT

More and more companies recognize that the effective management of Human Resources is as important to profitability as is the management of capital, materials,

and production facilities. The demand for trained Human Resource Managers is starting to grow and will continue to increase in the near future.

### Minor in Human Resource Management

Minor requires two courses from group A and one additional course from Group A or B	
<b>Group A: Elective courses for minor</b>	
MGT3204	Human Resource Management
MGT4202	Compensation Management
MGT4203	Performance Management
<b>Group B: Additional courses for minor</b>	
MGT3207	Managing Negotiations
MGT3213	Managing Change
MGT3299	Selected Topics in Management

Non BSc students must also complete MGT3001 *Principles of Management* and MGT3201 *Business Communications* in order to receive the minor.

## BSc: MAJOR AND MINOR IN MARKETING

For many years it was efficiency in production systems that gave one company an advantage over another. In today's global economy, marketing is what separates the top companies from the average performers. Well managed companies continually do market research to determine customer demands; redesign and improve products to meet customer needs; develop distribution channels to get products to customers quickly and efficiently; and then provide follow-up service after the sale.

The field of marketing provides the broadest and most interesting range of career opportunities of any field of business. Marketing majors can have careers in market research, sales, product development, customer service, advertising, and many other varied positions.

In marketing courses students are exposed to a blend of theory and practical situations. Courses may require research projects, company profiles, industry analyses, or case studies of marketing situations.

### Major and Minor in Marketing

Major requires all courses of Group A and three courses from Group B Minor requires any three courses selected from Groups A or B	
<b>Group A: Required courses for major</b>	
MKT3201	Consumer Behavior
MKT3202	Marketing Communications
MKT3203	Marketing Research
<b>Group B: Elective courses for major and minor</b>	
<b>Product:</b>	
MKT3214	Brand Management
<b>Distribution &amp; Retailing:</b>	
MKT3207	Internet Marketing
OPM3202	Logistics and Supply Chain Management
<b>Marketing Communication:</b>	
MKT3213	Public Relations
<b>Specialty Areas:</b>	
MKT3208	International Marketing
MKT3299	Selected Topics in Marketing
MKT3210	Services Marketing
OPM3215	Business Time Series Forecasting

Non BSc students must also complete MKT3130 *Principles of Marketing* and MKT3140 *Intermediate Marketing* in order to receive the minor.

## MINOR IN BUSINESS ADMINISTRATION AND ACCOUNTING

A non-BSc student of KIMEP can earn a minor in Business Administration and Accounting upon successful completion of the following 5 courses. The minor is not available to BSc students.

### Minor in Business Administration and Accounting

Minor requires the 15 credits listed below	
ACC2101	Financial Accounting
ACC2201	Managerial Accounting
FIN3121	Principles of Finance
MGT3001	Principles of Management
MKT3130	Principles of Marketing

The exit criterion for the minor is a minimum GPA of 2.0 in these courses.

## BSc: MINOR IN COMPUTER APPLICATIONS

The minor in Computer Applications requires 15 credits.

### Minor in Computer Applications

Minor requires any 15 credits from CIT (except CIT1712) for example:	
CIT2731	Business Graphics
CIT3734	Web Design

BCB students can count IFS1201 *Computer Applications in Business* or IFS1812 *Business Computer Applications* as part of the 15 credits. CSS students can use three credits for both a minor in Computer Applications and to fulfill the Research and Problem Solving category of the general education requirements.

## BSc: MINOR IN INFORMATION SYSTEMS

The minor in Information Systems requires 15 credits.

### Minor in Information Systems

Minor requires one course and any four additional IFS courses (15 credits)	
IFS3202	Database Management Systems in Business

BSc students can count IFS1201 *Computer Applications in Business* or IFS1812 *Business Computer Applications* as part of the 15 credits.

## BSc: MINOR IN LAW

Students with minor in law examine judiciary, legal system and formation of law in the Republic of Kazakhstan. It will provide students with an overall understanding of relationship between domestic law and international law. A minor in a law is a concentration that an undergraduate student selects to study outside of his/her major field. A student must complete a total of 15 credit hours.

### Minor in Law

Minor requires any 15 credits from the list below	
LAW1503	Law in Kazakhstan
LAW3511	International Law
LAW3513	Comparative Law
LAW3516	International Trade Law
LAW3517	Civil Law
LAW4512	Administrative Law
LAW4514	Constitutional Law
LAW4515	Law of the European Union
JMC3606	Press Law

BSc students can count MGT3501 *Business Law* as part of the 15 credits.

## BSc: MINOR IN OPERATIONS MANAGEMENT

Operations management is a broad field that covers production, purchasing, materials handling, distribution and transportation. Operations management can also focus on services and processes within functional units such as human resource operations or marketing operations.

### Minor in Operations Management

Minor requires any three courses from the list below	
OPM3204	Project Management
OPM3205	Logistics & Supply Chain Management
OPM3215	Business Time Series Forecasting
OPM4201	Purchasing & Materials Management

Non BSc students must also complete OPM3011 *Decision Techniques and Tools* and OPM3131 *Introduction to Operations Management* in order to receive the minor.

## BSc: MINOR IN TOURISM AND HOSPITALITY:

### Minor in Tourism

Minor requires three courses from the list below	
MKT3220	Tourism Marketing
MKT3221	Tourism Practices
MGT3215	Hospitality Management

Non BSc students must also complete MGT3001 *Principles of Management* and MKT3130 *Principles of Marketing* in order to receive the minor.

# COLLEGE OF SOCIAL SCIENCES



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# COLLEGE OF SOCIAL SCIENCES

## Statement of Purpose

The College of Social Sciences 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 of Social Sciences accomplishes its purpose by:

- developing graduates who are independent and highly qualified critical thinkers, who will become the future leaders of the public and private sectors, including news media, in a new 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 of Social Sciences 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 of Social Sciences 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 is 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 career opportunities in business, journalism, government, social services and education.

## Profile

The College of Social Sciences 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.

More than 1000 students are enrolled in the College of Social Sciences degree programs at the undergraduate and the graduate levels.

## Administration

Dean  
John Dixon, Ph.D.

Associate Dean  
Golam Mostafa, Ph.D.

## Degree Programs

The College of Social Sciences is administratively divided into four departments: Economics, Journalism and Mass Communication, Political Science and International Relations, and Public Administration. Each department currently has an undergraduate degree program and a graduate degree program.

## DEPARTMENT OF ECONOMICS

### Mission Statement

The Department trains students in economic thinking – that is, the learning experience which is not intended to be simply that of acquiring a body of knowledge, but rather developing a way of thinking.

Economics has long been the subject of choice for students seeking careers in government, financial institutions, private and public management. This is in part due to the importance of economics. The basic idea of economics is to know: how markets work and how a business can prosper in its market environment, how economic factors shape people's livelihoods and the role of government intervention at times of economic crisis. But the real, practical skills gained from an Economics degree go beyond the understanding of economics itself. KIMEP Economics students gain important skills that are widely applicable in Kazakhstan. They gain experience in logical and philosophical reasoning, and develop their communication abilities. This allows them to pursue postgraduate studies at top British, European, and American universities. Few other degree subjects at KIMEP provide this full complement of skills, from the quantitative to the philosophical.

### Administration

Department Chair  
Abu Islam, Ph.D.

### Degree Programs

The Department of Economics offers a Bachelors of Economics and Management at the undergraduate level and a Master of Arts in Economics for post graduate students.

## DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION

### Mission Statement

The Department of Journalism and Mass Communication provides a path for obtaining practical online, broadcast and print journalism skills. The Department has a well-equipped media laboratory for developing specific skills, such as computer design, news writing and editing, television news production, and strategic public relations campaign creation. The media laboratory also has access to BBC World and CNN, which provide models for discussion and development of broadcast skills. We are the only school of journalism in Kazakhstan to offer these kinds of opportunities to developing media professionals.

The Department has strong ties with leaders in international media organizations – The International Center for Journalists (ICFJ) in Washington, BBC World, Friedrich Ebert Foundation, Germany, and Eurasia Foundation, USA. The Department established a special project Annual Summer School for regional journalists of Kazakhstan, which is supported by the U.S. Embassy in Kazakhstan, USAID, British Council in Kazakhstan, OSCE Center in Almaty, and Soros -Kazakhstan Foundation

The Department also has contacts with The Kazakhstani Congress of Journalists, the Eurasian Media Forum, and the Kazakhstan Press Club, among others. And it maintains excellent industry relationships, facilitating second-to-none internship and career opportunities. Among organizations that have hired KIMEP JMC graduates are the 31 Channel Media Holding, the Almaty Herald Newspaper, KTK TV Channel, Khabar TV Agency, Exclusive magazine, the Eurasia Foundation Central Asia, and UNICEF Kazakhstan.

### Administration

Department Chair  
Frederick Emrich, Ph.D.

### Degree Programs

The Department of Journalism and Mass Communication offers a Bachelor of Arts in International Journalism and a Master of Arts in International Journalism and Mass Communication.

## DEPARTMENT OF POLITICAL SCIENCE AND INTERNATIONAL RELATIONS

### Mission Statement

The Department of Political Science and International Relations provides students with a broad liberal arts education modeled on American standards, prepares highly qualified specialists who can help to improve society and to contribute to making Kazakhstan competitive in the community of nations.

The department offers an undergraduate degree in Political Science and International Relations. Our programs provide a cutting-edge, well-rounded education, modeled on and delivered according to the highest international standards.

The objectives of the Department of Political Science and International Relations are:

1. To provide students with a liberal arts education.
2. To prepare students for successful careers in politics, government, NGOs, diplomacy, international organizations and the private sector.
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.

### Administration

Department Chair  
Boris Stremlin, Ph.D.

### Degree Programs

The Department of Political Science and International Relations offers a Bachelor of Social Sciences in International relations and a Master of International Relations degree.

## DEPARTMENT OF PUBLIC ADMINISTRATION

### 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. To accomplish this, the Department offers a Bachelor of Science degree in Public Policy and Administration, in Financial Management, and a Master of Science degree in Public Administration.

The Department's operational missions are to:

- educate Kazakhstani and Central Asian professionals for future leadership in government, business, and the NGO sector;
- provide students with the analytical and practical skills needed for them to be successful researchers, policy-makers, and managers;
- 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 such areas as financial management, public administration, environment, health, and education, while encouraging students in a broad range of research endeavors of the students' own choice. Its program is rounded out through a Public Administration Internship which places candidates in their choice of public, private, or NGO institutions.

The Department keeps a window open on the international arena through numerous exchange programs and by being a member of the National Association of Schools of Public Affairs and Administration (NASPAA). Graduates of the Department of Public Administration are accepted into top Western universities.

### Administration

Department Chair  
Bhuiyan Shahjahan, Ph.D.

### Degree Programs

The Department of Public Administration offers a Bachelor of Social Sciences in Public Administration for undergraduate students and a Master in Public Administration 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 129 credits.
2. Completion of 12 credits of Social Science foundation courses. The required courses are:

ECN2103	Microeconomics	ONE
ECN1101	or Introduction to Economics	
JMC2605	Mass Media in Society	
POL2511	Introduction to Political Science	
PAD2111	Fundamentals of Public Administration	

3. Completion of an internship, research project or an approved substitute (3 credits) as specified by the program requirements.
4. Completion of the requirements of a degree program offered by the College of Social Sciences.

The College of Social Sciences offers the following undergraduate degree programs:

- Bachelor of Arts in Economics (BAE)
- Bachelor of Arts in International Journalism (BAIJ)
- Bachelor of Social Sciences in International Relations (BSS in IR)
- Bachelor of Social Sciences in Public Administration (BSS in PA)

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 BSS in IR is slightly different with fewer program requirements and more electives. The exact details are given under each degree program.

General Education Requirements	48
College Foundation Courses	12
Program Requirements	24
Major	24
Internship	3
Free Electives or Minor	18
<b>Total Required for Graduation</b>	<b>129</b>

## BACHELOR OF ARTS IN ECONOMICS and MANAGEMENT (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 simple estimation. Students will learn where and why inflation occurs but probably not how to predict the rate of inflation. The latter skill is developed in our graduate program.

### Goals, Means and Assessment in BAE Program

Our goal is to enable students to write down answerable questions -- and to answer them with economic analysis. Our means of achieving this goal are: Directed discussion in the classroom of case studies; and student papers that pose and analyze intriguing questions. We assess the student's progress by grading discussions and several drafts of each paper.

### BAE Curriculum

To earn a Bachelor of Arts in Economics a student must complete 129 credits.

General Education Requirements	48
College Foundation Courses	12
Program Requirements	24
Major	24
Internship	3
Free Electives or Minor	18
<b>Total Required for Graduation</b>	<b>129</b>

### General Education Requirements

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 BAE program.

**English:** All four required courses should be completed in the first year of study. Specifically students should enroll in two English courses in each of the first two semesters.

**Math:** BAE students must take MSC1101 *Mathematics for Business and Economics*



**Research or Problem Solving:** BAE students should consider MSC1102 *Calculus* for this requirement. Calculus is especially recommended for students who plan to continue the study of Economics beyond the Bachelor's level.

## College of Social Science Requirements

ECN2103 Microeconomics, which is a core Economics course, is taken as a college requirement.

### BAE program requirements

The following courses are required by all students in the BAE program. All courses are three credit courses for a total of 24 credits.

Course Code	Course Title
ECN2102	Macroeconomics
ECN2083	Introduction to Statistics
ECN3081	Intermediate Microeconomics
ECN3082	Intermediate Macroeconomics
ECN3103	Quantitative Methods for Economics
ECN3184	Econometric Methods
ECN3189	Economy of Kazakhstan
ECN4104	Research Methods and Methodology

### Internship requirements

All students are required to complete an internship. Students in the BAE program register for

ECN3888	Internship in Economics
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### Major requirements

The BAE program offers two majors: Business Economics and International Economics. Students who want a flexible curriculum may choose to graduate without a major.

**Business Economics** prepares students for business and finance. In this major, the student may concentrate on financial economics, if he/she wishes. Such specialists may become financial analysts, risk-performance analysts, investment bankers, investment brokers, and financial consultants.

**International Economics** prepares students to work with the international economic organizations, IMF, World Bank, WTO, multinational organizations, international law firms, financial institutions, government agen-

cies, such as ministry of commerce and trade and research organizations.

Students may graduate with or without a major. To graduate without a major, a student must complete 24 credits in Economics courses.

### Major in International Economics

Major requires all courses of Group A and 3 elective courses from Group B and any 3 additional upper level ECN courses

#### Group A: Required courses for major

ECN4111	International Finance
ECN4112	International Trade

#### Group B: Additional courses for major

ECN3350	Financial Economics I
ECN4121	Public Economics I
ECN4122	Labor Economics
ECN4153	Law and Economics
ECN4154	Government and Business
ECN4169	Economics of Less Developed Countries
ECN4351	Foreign Exchange Markets
ECN4353	Financial Economics II
ECN4359	Investment in Emerging Markets
FIN4235	International Financial Management
MGT3210	International Business
IRL 3523	International Political Economy

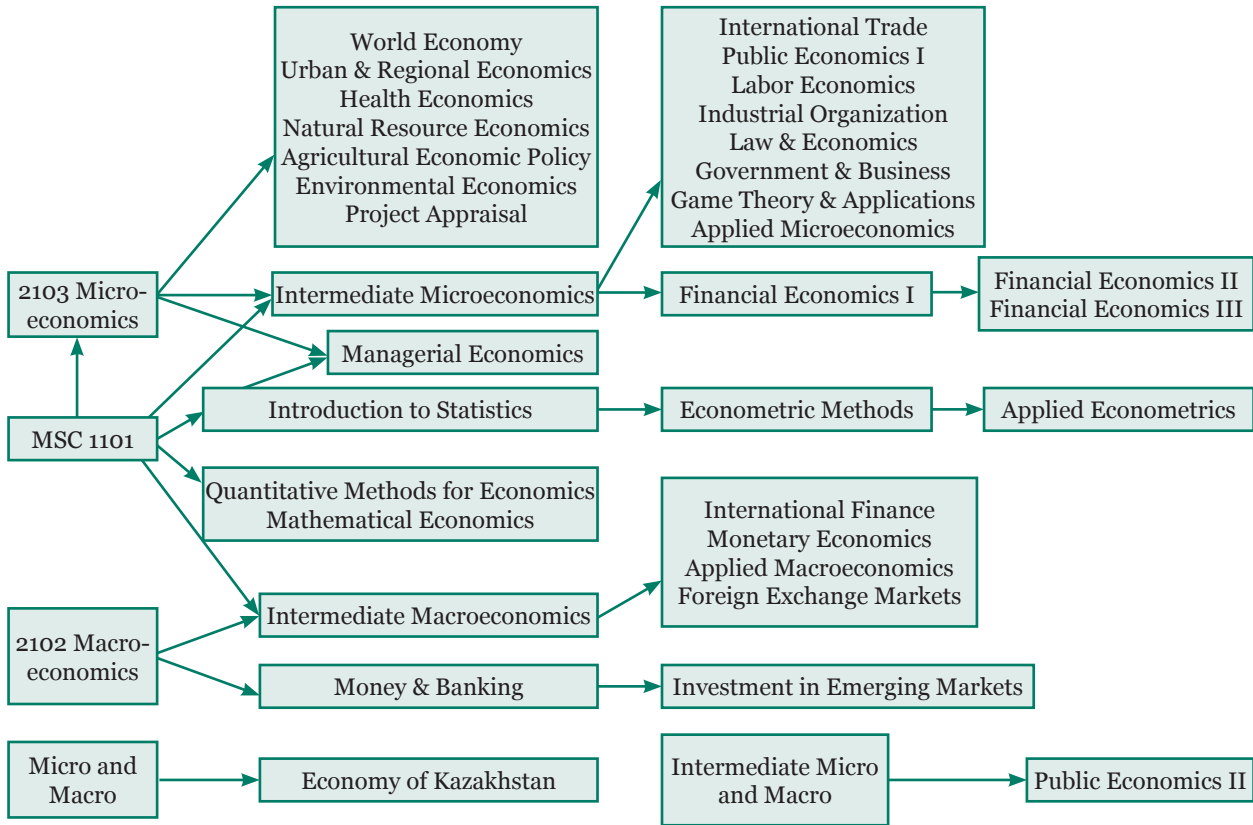
### Major in Business Economics

Major requires 5 elective courses from the list below and any 3 additional upper level ECN courses

ECN2360	Introduction to Personal Finance
ECN3151	Managerial Economics
ECN3155	Money and Banking
ECN3193	Project Appraisal
ECN3350	Financial Economics I
ECN4111	International Finance
ECN4112	International Trade
ECN4152	Industrial Organization
ECN4153	Law and Economics
ECN4154	Government and Business
ECN4351	Foreign Exchange Markets
ECN4353	Financial Economics II
ECN4354	Financial Economics III
ECN4359	Investment in Emerging Markets
FIN3230	Financial Institution Management
FIN4231	Commercial Banking

## Prerequisites

The following chart illustrates which Economics courses have prerequisites. All required English courses must be completed before taking Microeconomics or Macroeconomics



## Program Plan

The following table is a sample program of study to finish the BAE degree in four years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ENG1101	English Listening and Note Taking I	3	ENG1201	English Listening and Note Taking II	3
ENG1111	English Speaking	3	ENG1211	English Reading and Writing	3
HCA1501	History of Kazakhstan	3	CIT1712	Introduction to Computers	3
MSC1101	Math for Business and Social Sciences	3	MSC1102	Calculus	3
KAZ	Kazakh	3	KAZ	Kazakh	3
	Total	15		Total	15
2nd year	Fall Semester		2nd year	Spring Semester	
GE	General Education Elective	3	GE	General Education Elective	3
ECN2103	Microeconomics	3	ECN3181	Intermediate Microeconomics	3
ECN2102	Macroeconomics	3	ECN3182	Intermediate Macroeconomics	3
ECN3103	Quantitative Methods for Economics	3	ECN2183	Introduction to Statistics	3
JMC2605	Mass Communication and Society	3	POL2511	Introduction to Political Science	3
	Total	15		Total	15

3rd year	<b>Fall Semester</b>		3rd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
ECN3189	Economy of Kazakhstan	3	ECN3184	Econometrics	3
PAD2111	Fundamentals of Public Administration	3	ECN	Major course	3
ECN	Major course	3	ECN	Major course	3
ECN	Major course	3		Elective course	3
	Elective course	3		Elective course	3
	Total	18		Total	18
	<b>Summer Semester (Internship)</b>	3			
4th year	<b>Fall Semester</b>		4th year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
ECN4104	Research Methods in Economics	3	ECN	Major course	3
ECN	Major course	3	ECN	Major course	3
ECN	Major course	3		Elective course	3
	Elective course	3		Elective course	3
	Total	15		Total	15

## BACHELOR OF ARTS IN INTERNATIONAL JOURNALISM (BAIJ)

### 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 International Journalism (BAIJ) 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 goal of the BAIJ program is to provide students with a clear understanding of the fields of journalism and mass communication and with practical training that will allow them to compete for employment in these or related areas.

### Learning Objectives

Students graduating with a BAIJ degree will be prepared to enter employment in journalism, public relations, or another field of mass communication. This preparation is based on the development of knowledge and practical skills including:

1. Understand the role of journalism and mass media in society
2. Understand the principals underpinning the practice of journalism and mass communication
3. Understand major ethical issues related to the practice of journalism and be able to apply ethical standards to the practice of journalism and mass communication. Understand and apply legal issues related to the practice of journalism in Kazakhstan
4. Understand the impact of new information technologies on the practice of journalism
5. Understand historical and contemporary journalism practices in CIS and Kazakhstan and in other regions of the world, as well as major social, economic, and political issues affecting those practices
6. Develop the analytical skills necessary to critically evaluate journalism
7. Develop the analytical skills necessary to conceive, report, and produce news for print and other journalistic media
8. Develop the language and other skills necessary to communicate effectively as a journalist
9. Develop the skills and understanding necessary to conduct journalistic research using a variety of methods (interviews, documentary research, etc.)
10. Develop the technical skills necessary to create journalism in a multimedia environment
11. Develop the technical skills necessary to engage in journalism in a networked environment
12. Experience a minimum of one semester working in journalism or a related field

## BAIJ Curriculum

To earn a Bachelor of Arts in International Journalism a student must complete 129 credits.

General Education Requirements	48
College Foundation Courses	12
Program Requirements	27
Major	21
Internship	3
Free Electives or Minor	18
<b>Total Required for Graduation</b>	<b>129</b>

### General Education Requirements

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 BAIJ program.

**English:** All four required courses should be completed in the first year of study. Specifically students should enroll in two English courses in each of the first two semesters.

**Math:** BAIJ students can take any General Education MATH course. However, MSC1103 *Applied Mathematics for Social Science* is recommended.

### College of Social Science Requirements

Four courses are required. (See college of Social Sciences requirements).

### BAIJ program requirements

The following courses are required by all students in the BAIJ program. All courses are three credit courses for a total of 27 credits.

Course Code	Course Title	
JMC1601	Introduction to International Journalism	
JMC1605	New Information Technologies	
JMC2607	Ethics in Journalism	
JMC3606	Press Law in Kazakhstan	
JMC3608	Journalism of Kazakhstan and CIS	
JMC3201	Newswriting	
JMC3211	Editing	
JMC3622	Print Journalism	ANY TWO
JMC3623	Broadcast Journalism	
JMC3602	Online Journalism	

## Internship requirements

All students are required to complete an internship. Students in the BAIJ program register for

JMC3611	Internship 1
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Students who wish to get additional on-the-job training can get additional credit in internship by registering for JMC3612 *Internship 2*.

## Major requirements

The BAIJ 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 21 credits in BAIJ elective courses.

**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** teaches 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 will also include business administration and management courses.

### Major in Media Management

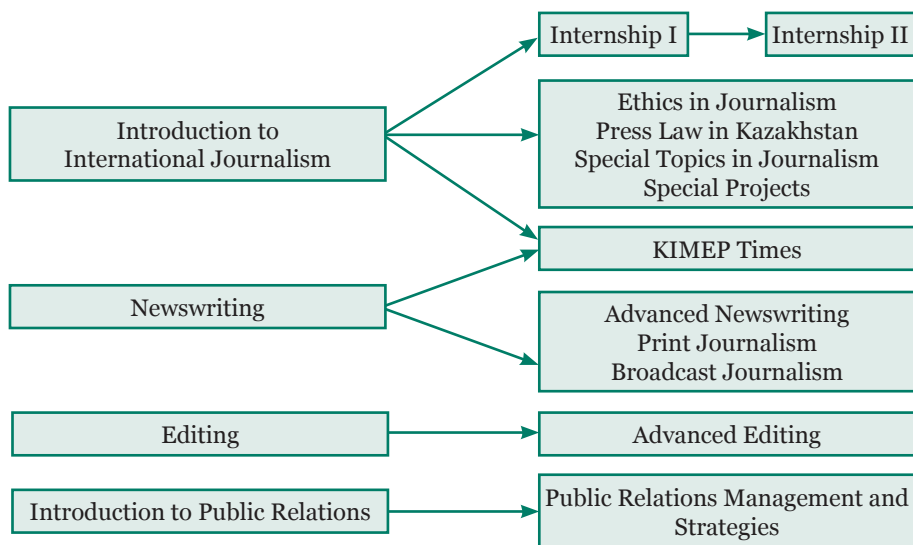
Major requires all courses of Group A, one course from group B, one from Group C, and any two additional JMC courses	
<b>Group A: Required courses for major</b>	
JMC3609	Principles of Media Management
JMC4601	Advertising and Media Sales
MGT1201	Introduction to Business
<b>Group B: Additional courses for major</b>	
JMC4201	Advanced News Writing
JMC4630	Public Relations Writing
<b>Group C: Additional courses for major</b>	
JMC3603	Business News
JMC3605	Political Communication

### Major in Public Relations

Major requires all courses of Group A, one course from group B and any two additional JMC courses	
<b>Group A: Required courses for major</b>	
JMC2608	Introduction to Public Relations
JMC4209	Public Relations Management and Strategies
JMC4601	Advertising and Media Sales
JMC4630	Public Relations Writing
<b>Group B: Additional courses for major</b>	
JMC3603	Business News
JMC3605	Political Communication

### Prerequisites

The following chart illustrates which Journalism courses have prerequisites. Journalism courses not listed on the chart do not have any prerequisites.



### Program Plan

The following table is a sample program of study to finish the degree in four years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ENG1101	English Listening and Note Taking I	3	ENG1201	English Listening and Note Taking II	3
ENG1111	English Speaking	3	ENG1211	English Reading and Writing	3
HCA1501	History of Kazakhstan	3	MSC1103	Math for the Social Sciences	3
CIT1712	Introduction to Computers	3	CIT	CIT elective course	3
KAZ	Kazakh	3	KAZ	Kazakh	3
	Total	15		Total	15

2nd year	<b>Fall Semester</b>		2nd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
ECN1101	Introduction to Economics	3	JMC2605	Mass Communication and Society	3
POL2511	Introduction to Political Science	3	PAD2111	Fundamentals of Public Administration	3
JMC1601	Introduction to International Journalism	3	JMC1605	New Information Technologies	3
	Elective course	3	JMC2607	Ethics in Journalism	3
	Total	15		Total	15
3rd year	<b>Fall Semester</b>		3rd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
JMC3612	Newswriting	3	JMC3615	Writing for Russian Language Media	3
JMC3613	Editing	3	JMC3622	Print Journalism	3
JMC	Major course	3	JMC	Major course	3
JMC	Major course	3	JMC	Major course	3
	Elective course	3		Elective course	3
	Total	18		Total	18
	<b>Summer Semester (Internship)</b>	3			
4th year	<b>Fall Semester</b>		4th year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
JMC3623	Broadcast Journalism	3	JMC3608	Journalism in Kazakhstan and CIS	3
JMC3606	Press Law in Kazakhstan	3	JMC	Major course	3
JMC	Major course	3	JMC	Major course	3
	Elective course	3		Elective course	3
	Total	15		Total	15

## BACHELOR OF SOCIAL SCIENCES IN POLITICAL SCIENCE AND INTERNATIONAL RELATIONS (BSS in PS/IR)

### Statement of Purpose

The BSS program in Political Science and International Relations is a four-year undergraduate program that provides training in the study of the international system and global politics in the context of a broad liberal arts program modeled on American standards.

### Mission

After completion of the program, students are expected to be familiar with all aspects of international politics and its sub-fields and well prepared to take positions at various levels in government, particularly in the Ministries of Foreign Affairs and International Trade, international organizations and institutions, diplomatic corps, specialized organizations, businesses and private organizations, NGOs and so on.

### Learning objectives

1. To understand the scope of the discipline
2. To understand the major theoretical perspectives within the discipline
3. To understand the main research methodologies used in the discipline
4. To understand the sources of political conflict
5. To distinguish different types of political systems and to determine their impact on the interstate system
6. To understand basic models of policy decision-making and conflict resolution
7. To develop English language comprehension, writing, thinking and speaking, and to be able to deliver both written and oral presentations on scholarly topics
8. To be able to implement theoretical and methodological models in practice (to understand local developments in Central Asia and Kazakhstan; to gain perspective on global crisis)
9. To learn to think analytically and critically and to communicate effectively
10. To generate the knowledge and analyze the values that are necessary to enhance the quality of political life wherever possible

The department's separate program in *Political Science* (including specializations in *Central Asian Politics and Comparative Politics*) has been suspended for the 2009-2010. Students who enrolled in this major or its two concentrations prior to 2009 may continue to pursue their degree with no changes, and are urged to consult previous catalogs for degree requirements. Several Political Science courses will continue to be offered by the department, and, except for POL2511, all of them count as electives toward the completion of the BSS in PS/IR. Political Science majors are encouraged to confer with their advisors regarding completing degree requirements and possibly transferring International Relations credits toward degree completion in Political Science. **It is also possible to pursue a specialization or minor in Political Science.**

## BSS Curriculum

To earn a Bachelor of Social Science in International Relations a student must complete 129 credits.

General Education Requirements	48
College Foundation Courses	12
Program Requirements	9
Major	24
Internship	3
Free Electives or Minor	33
<b>Total Required for Graduation</b>	<b>129</b>

## General Education Requirements

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 BSS program.

**English:** All four required courses should be completed in the first year of study. Specifically students should enroll in two English courses in each of the first two semesters.

**Math:** BSS students can take any General Education MATH course. However, MSC1103 *Applied Mathematics for Social Science* is recommended for students in International Relations.

## College of Social Science Requirements

Four courses are required. (See College of Social Sciences requirements)

## BSS in International Relations requirements

The following courses are required by all students in the BSS program. All courses are three credit courses for a total of nine (9) credits.

Course Code	Course Title
IRL2512	Introduction to International Relations
IRL2522	Foreign Policy of Kazakhstan
IRL3521	Theories of International Relations

## Research/Internship requirements

All students are required to complete either a research paper or an internship. Students in the BSS program register for:

IRL4597	Research Paper or Internship
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## Major requirements

Within the BSS in International Relations program there are three options for a major: Foreign Policy and Diplomacy, International Security, and Political Science. Students who desire more flexibility may graduate without a major. To graduate without a major a student must complete 24 credits in International Relations courses. Some Political Science courses can also be used.

**Foreign Policy and Diplomacy** focuses on the knowledge that would be necessary for a career in a diplomatic, consular, or embassy post.

**International Security** has a greater emphasis on global issues and concerns of business and economics organizations. The knowledge would be relevant to advisors for organizations evaluating opportunities in international areas.

**Political Science** focuses on the study of political systems, governments, global governance and social movements. It has a particular focus on the Central Asian region. It is relevant for careers in the state sector, interpreting, and provides a basis for graduate study.

### Major in Foreign Policy and Diplomacy

Major requires 8 electives selected from the following list	
IRL3522	History of US Foreign Policy
IRL3537	Russian Foreign Policy
IRL3538	Chinese Foreign Policy
IRL3539	History of Diplomacy 1648 to 1815
IRL3540	History of Diplomacy 1815 to 1945
IRL3544.5	Selected Topics in IR: Diplomatic and Consular Service
IRL4512	Central Asia in Global Politics
IRL4524	Russia-United States Relations
IRL4522	Central Asia-United States Relations
IRL4526	Comparative Foreign Policy

### Major in International Security

Major requires 8 electives selected from the following list	
IRL2515	Political Geography
IRL3516	Terrorism and Security
IRL3536	The Cold War
IRL3519	Globalization: Current Issues
IRL3523	International Political Economy
IRL3524	Global Security and International Conflict Resolution
IRL3525	Understanding Global Crisis
IRL4512	Central Asia in Global Politics
IRL4521	Caspian Petro Politics
IRL4523	International Organizations
IRL4525	Asian Security: Theory and Practice
IRL4529	Undergraduate Seminar in International Relations

### Program Plan

The following table is a sample program of study to finish the degree in four years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ENG1101	English Listening and Note Taking I	3	ENG1201	English Listening and Note Taking II	3
ENG1111	English Speaking	3	ENG1211	English Reading and Writing	3
HCA1501	History of Kazakhstan	3	MSC1103	Math for the Social Sciences	3
CIT1712	Introduction to Computers	3	CIT	CIT elective course	3
KAZ	Kazakh	3	KAZ	Kazakh	3
	Total	15		Total	15

### Major in Political Science

Major requires 8 electives selected from the following list	
IRL2515	Political Geography
POL2532	Government and Politics in Central Asia
POL2533	Political Sociology
POL3512	Comparative Politics
IRL3516	Terrorism and Security
POL3521	Domestic History of the USSR
IRL3523	International Political Economy
IRL3525	Understanding Global Crisis
POL3530	Asian Politics
POL3534	Political Philosophy
POL3535	Political Culture
POL3545	Oil Politics and Policies
POL3546	Art and Politics
IRL4530	Middle East Politics
POL4533	Developmental Studies
POL4534	United States Politics
POL4541	Government and Politics in the Russian Federation

### Prerequisites

All Political Science courses require POL2511 *Introduction to Political Science* as a prerequisite except for POL2502 *Introduction to Political Economy*. All International Relations courses require IRL2512 *Introduction to International Relations* as a prerequisite.



2nd year	<b>Fall Semester</b>		2nd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
ECN1101	Introduction to Economics	3	JMC2605	Mass Communication and Society	3
POL2511	Introduction to Political Science	3	PAD2111	Fundamentals of Public Administration	3
IRL2512	Introduction to International Relations	3	IRL2522	Foreign Policy of Kazakhstan	3
	Elective course	3		Elective course	3
	Total	15		Total	15
3rd year	<b>Fall Semester</b>		3rd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
IRL3521	Theories of International Relations	3	IRL	Major course	3
IRL	Major course	3	IRL	Major course	3
IRL	Major course	3	IRL	Major course	3
	Elective course	3		Elective course	3
	Elective course	3		Elective course	3
	Total	18		Total	18
	<b>Summer Semester (Internship)</b>	3			
4th year	<b>Fall Semester</b>		4th year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
IRL	Major course	3	IRL	Major course	3
IRL	Major course	3		Elective course	3
	Elective course	3		Elective course	3
	Elective course	3		Elective course	3
	Total	15		Total	15

## BACHELOR OF SOCIAL SCIENCES in PUBLIC ADMINISTRATION (BSS in PA)

### Statement of Purpose

The mission of the BSS in Public Administration at KIMEP is to prepare professionals in the public, non-profit and private sectors through an intellectual and practical interdisciplinary approach. The structure of the program allows students to receive both theoretical and practical applications needed for the successful management of modern organizations, and aims to provide prospective managers with skills that enable them to adapt to changes within and demands of different sectors.

### Learning objectives

In order to equip students who graduate from the BSS in PA 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 graduates have a satisfactory level of knowledge of:

1. the concepts and theories that have informed the development of public administration, public policy and public management;

2. 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;
3. the concepts and theories of public finance (taxation and expenditure), governmental budgeting and financial management;
4. the nature of public organizations and impact of their structure and culture on organizational performance;
5. the concepts and theories of motivation, leadership, job design and organizational change that can be applied to improve the performance of public organizations; and
6. one or more areas of public policy specialization (including natural resources, urban development, social policy, environmental policy, and health policy);

and the necessary cognitive, inter-personal and self-management skills to:

7. 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;

8. communicate ideas and information clearly and effectively oral and written English;
9. make appropriate use of information technology for the retrieval, analysis and presentation of information; and
10. work effectively with others in the pursuit of common objectives.

## BSS Curriculum

To earn a Bachelor of Social Science in Public Administration a student must complete 129 credits.

General Education Requirements	48
College Foundation Courses	12
Program Requirements	24
Major	24
Internship or Research	3
Free Electives or Minor	18
<b>Total Required for Graduation</b>	<b>129</b>

## General Education Requirements

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 BSS program.

**English:** All four required courses should be completed in the first year of study. Specifically students should enroll in two English courses in each of the first two semesters.

**Math:** BSS students can take any General Education Math course. MSC1101 *Mathematics for Business and Economics* is recommended for students who plan to major in Financial Management. MSC1103 *Applied Mathematics for Social Science* is recommended for students who plan to major in Public Policy.

## College of Social Science Requirements

Four courses are required. Students planning to study Financial Management should take ECN2103 Microeconomics for the Economics requirement.

## BSS in Public Administration requirements

The following courses are required by all students in the BSS program. All courses are three credit courses for a total of 24 credits.

Course Code	Course Title
PAD2112	Fundamentals of Sociology
PAD2113	Quantitative Data Analysis
PAD2502	Methods of Social Research
PAF3531	Public Finance
PAD3533	Organization Theory and Design for Public Organizations
PAD3536	Organization Behavior for Public Organizations
PAD3541	Natural Resource Management
PAD3542	Public Policy Analysis

## Research/Internship requirements

All students are required to complete either a research paper or an internship. Students in the BSS program must register for one of the following:

PAD3114	Internship in Public Administration	One
PAD4556	Senior Research Project	

## Major requirements

The Department of Public Administration offers the following two specializations to students: BSS in Public Policy and Administration, and BSS in Financial Management.

**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.

**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.

**Major in Public Policy Administration**

Major requires 6 electives from the following list and two additional courses offered by Public Administration	
PAD3540	Governance and Development
PAD3542	Public Policy Analysis
PAD3543	Urban Development
PAD3547	Social Policy in Transition
PAD3548	Health Care Policy
PAD4541	Gender and Public Policy
PAD4542	Current Issues in Public Policy and Administration

PAD4542 Current Issues in Public Policy and Administration can be repeated for credit with different topics.

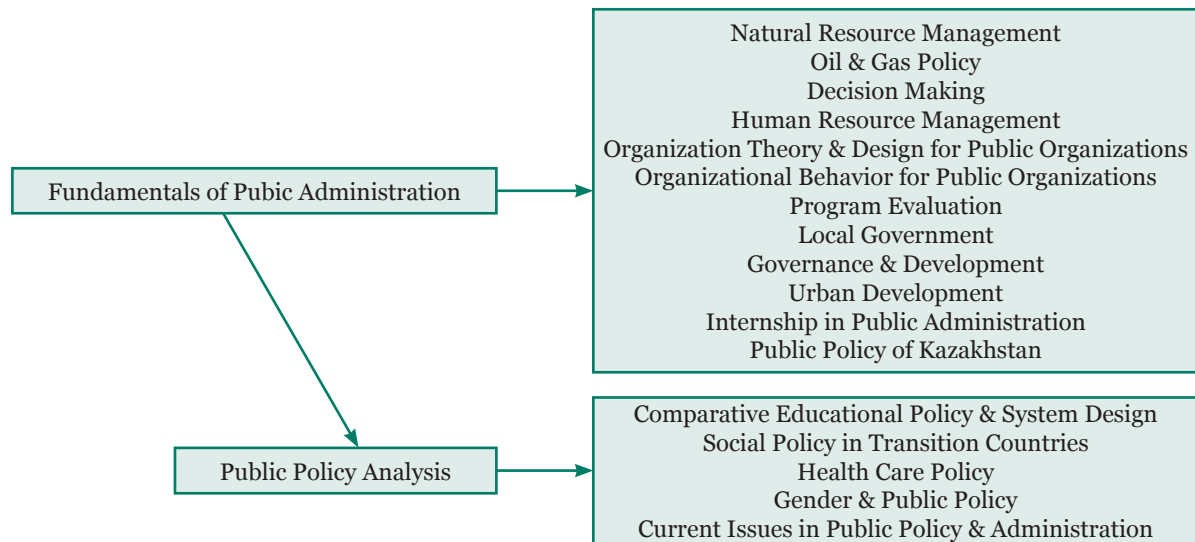
**Major in Financial Management**

Major requires 6 electives from the following list and two additional courses offered by Public Administration	
PAF3531	Fundamentals of Public Financial Management
PAF3532	Government and Business
PAF3533	Financial Management in the Public Sector
PAF3534	Taxation and Spending in Selected Countries
PAF4531	Investment Management
PAF4532	Current Topics in Financial Management

PAF4532 Current Topics in Financial Management can be repeated for credit with different topics.

**Prerequisites**

The following chart illustrates which courses have prerequisites. In general students must complete PAD2111 *Fundamentals of Public Administration* before taking other Public Administration courses.



**Program Plan**

The following table is a sample program of study to finish the degree in four years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ENG1101	English Listening and Note Taking I	3	ENG1201	English Listening and Note Taking II	3
ENG1111	English Speaking	3	ENG1211	English Reading and Writing	3
HCA1501	History of Kazakhstan	3	MSC1103	Math for the Social Sciences	3
CIT1712	Introduction to Computers	3	CIT	CIT elective course	3
KAZ	Kazakh	3	KAZ	Kazakh	3
	Total	15		Total	15

2nd year	<b>Fall Semester</b>		2nd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
ECN2103	Microeconomics	3	JMC2605	Mass Communication and Society	3
PAD2111	Fundamentals of Public Administration	3	PAD2112	Fundamentals of Sociology	3
POL2511	Introduction to Political Science	3	PAD2502	Methods of Social Research	3
PAD2113	Quantitative Data Analysis	3	PAD3542	Public Policy Analysis (or PAF3531)	3
	Total	15		Total	15
3rd year	<b>Fall Semester</b>		3rd year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
PAF3531	Financial Management (or PAD3542)	3	PAD3541	Natural Resource Management	3
PAD3533	Organizational Theory for Public Orgs	3	PAD3536	Organizational Behavior for Public Orgs	3
	Major course	3		Major course	3
	Major course	3		Major course	3
	Elective course	3		Elective course	3
	Total	18		Total	18
	<b>Summer Semester (Internship)</b>	3			
4th year	<b>Fall Semester</b>		4th year	<b>Spring Semester</b>	
GE	General Education Elective	3	GE	General Education Elective	3
	Major course	3		Major course	3
	Major course	3		Major course	3
	Elective course	3		Elective course	3
	Elective course	3		Elective course	3
	Total	15		Total	15

## MINORS OFFERED BY CSS

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.

### Department of Economics

The Department of Economics has two minors for students from outside of the Department of Economics. Students from any program can receive a minor in Economics by completing 15 credits in Economics to include the required courses. There is also a minor in Financial Economics which is specially designed for BSc students majoring in Finance or for BSS students majoring in Public Finance. While targeted towards students majoring in Finance, the Financial Economics minor is, nonetheless, open to all students outside of the Department of Economics.

#### Minor in Economics

<b>Minor requires the following two courses and three additional courses in ECN</b>	
ECN3081	Intermediate Microeconomics*
ECN3082	Intermediate Macroeconomics**

#### Minor in Financial Economics

<b>Minor requires all courses of Group A, and additional courses from Group B to complete 15 credits</b>	
<b>Group A: Required courses for major</b>	
ECN3081	Intermediate Microeconomics*
ECN3082	Intermediate Macroeconomics**
<b>Group B: Additional courses for major</b>	
ECN2102	Macroeconomics
ECN3350	Financial Economics I
ECN4353	Financial Economics II
ECN3155	Money and Banking
ECN4111	International Finance

\* Introductory Microeconomics is a prerequisite. Ordinarily students will have taken either *Microeconomics* or *Business Microeconomics* as part of the requirements for their respective degree programs.

\*\* Introductory Macroeconomics is a prerequisite. BSc student will have taken *Business Macroeconomics* as part of the BSc program. Other students need to take ECN2102 *Macroeconomics* which can count as part of the 15 credits for the minor.

## Department of Journalism and Mass Communication

The Department of Journalism and Mass Communication offers minors in Journalism and in Public Relations. Public Relations is an important skill for students in Public Administration as well as students in Business Administration. The minor requires 15 credits.

### Minor in Journalism

Minor requires all courses of Group A, two courses from group B, one additional JMC course	
<b>Group A: Required courses for minor</b>	
JMC1601	Introduction to International Journalism
JMC3201	News Writing
<b>Group B: Additional courses for minor</b>	
JMC3622	Print Journalism
JMC3623	Broadcast Journalism
JMC3602	Online Journalism

### Minor in Public Relations

Minor requires the following courses and one additional JMC course	
JMC2608	Introduction to Public Relations
JMC4209	Public Relations Management and Strategies
JMC4630	Public Relations Writing
JMC4655	Crisis Communications

## The Department of Political Science and International Relations

The Department of Political Science and International Relations offers a minor in Political Science, a minor in International Relations and a Minor in Global Politics and Business

### Minor in Political Science

Minor requires the following courses and two additional courses Political Science to complete 15 credits	
POL3512	Comparative Politics
POL3534	Political Philosophy
POL2532	Government and Politics in Central Asia

POL1511 Introduction to Political Science is a prerequisite for all of the required courses for the Political Science minor. Bang College of Business students can use POL1511 as part of the 15 credits for the minor. Students in the College of Social Sciences take the course as a college requirement.

### Minor in International Relations

Minor requires the following courses and three additional courses in International Relations to complete 15 credits	
IRL2512	Introduction to International Relations
IRL3521	Theories of International Relations

### Minor in Global Politics and Business

Minor requires all courses of Group A, and three additional courses from Group B to complete 15 credits	
<b>Group A: Required courses for major</b>	
IRL2512	Introduction to International Relations
IRL3521	Theories of International Relations
<b>Group B: Additional courses for major</b>	
IRL3516	Terrorism and Security
IRL3519	Globalization: Current Issues
IRL3523	International Political Economy
IRL3524	Global Security and International Conflict Resolution
IRL3525	Understanding Global Crisis
IRL4521	Caspian Petro Politics
IRL4523	International Organizations

## Department of Public Administration

The Department of Public Administration offers a minor in Public Financial Management and a minor in Public Policy and Administration.

### Public Financial Management

Minor requires the following courses and additional courses in Financial Management to complete 15 credits	
PAD2111	Fundamentals of Public Administration
PAF3531	Fundamentals of Public Financial Management

### Public Policy and Administration

Minor requires the following courses and additional courses in Public Policy Administration to complete 15 credits	
PAD2111	Fundamentals of Public Administration
PAD3542	Public Policy Analysis

# GRADUATE STUDIES

## GRADUATION REQUIREMENTS

KIMEP's policies on graduation requirements, graduation ceremony, time limits, etc. are covered under the heading *Graduation* which is at the beginning of the undergraduate section of Part V.

### KIMEP 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, every student must:

1. Complete a minimum of 33 credits of graduate coursework beyond the undergraduate degree. The minimum includes credits for internship, practicum, thesis, and research projects.
2. Complete a residency requirement consisting of a minimum of 24 credits of graduate coursework completed at KIMEP. Up to 6 credits of graduate coursework completed at a partner university in a KIMEP-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 minimum credits. The thesis and internship must be supervised by KIMEP.
3. Receive a passing grade in all required credit and non-credit prerequisite courses.
4. 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.
5. 2 C's Policy: For the Bang College of Business 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.
6. Have a cumulative grade point average (GPA) at or above the minimum requirement: 2.67 (3.0 for MBA and ExMBA).
7. Research, write, and publicly defend a master's thesis.
8. Meet all requirements for the master's program in the student's major field of study.

Graduation requirements for Doctoral degrees are covered in the section on the DBA Program.

## Thesis guidelines

All KIMEP Master's programs require a thesis. The thesis credit ranges from three to nine credits depending on whether the degree discipline is research oriented or professionally oriented. A research methods course can be part of the thesis sequence.

1. The thesis is written with the support and guidance of a thesis supervisor. The supervisor is appointed by the Graduate Program Coordinator. The supervisor must hold an academic qualification at Master's degree level or higher, be active in research, and be suitable for supervision of the project in question. Where appropriate, an associate supervisor may be appointed who will offer additional support to the student with the guidance of the supervisor.
2. On application of the student's supervisor, the Graduate Program Coordinator of the student's program shall constitute a Master's Thesis Committee of three members. One member shall be the student's supervisor. The second member shall be a KIMEP faculty member who is qualified to supervise Master's theses. The third member shall be an external reviewer from outside of the college.
3. The supervisor, in consultation with the student, sets a date for the oral defense of the thesis before the Master's Thesis Committee. The date should be before the final examination period for the semester. The supervisor will forward a copy of the thesis to each member of the Master's Thesis Committee no less than two weeks before the scheduled date of the defense. A copy of the thesis will also be made available in the program administrative office.
4. The Graduate Program Coordinator shall announce publicly (to include the KIMEP web site) the dates for the oral defense of all theses completed by students in the program that are being defended in the current semester. The public announcement shall include: the name of the student, degree program, title of the thesis, and the date, time and place of the oral defense.
5. The defense of the thesis shall be open to all faculty members and graduate students in the student's department. By advance reservation, it will also be open to interested members of the KIMEP faculty and to others who respond to the public announcement. At the defense, members of the Master's Thesis Committee will question the student first. Subsequently other persons attending the defense may take part in the discussion. Persons attending the thesis defense may consult the copy of the thesis available in the program administrative office.

6. The external reviewer may, at his/her discretion, participate in the oral defense of the thesis, either by being physically present or via a remote link (e.g., audio or video conferencing). If the external reviewer does not participate in the oral defense, his/her comments on the thesis must be made available to other members of the Mater's Thesis Committee before the oral defense.
7. On conclusion of the thesis defense, the Master's Thesis Committee shall:
  - a. agree on a grade for the thesis, representing the average of the grades given by the three members of the committee;
  - b. agree whether the student's thesis defense was satisfactory or unsatisfactory.
8. If the numerical grades - on a 0-100 scale - given to the thesis by the three members of the committee vary by more than 10 marks, the graduate program coordinator in consultation with the dean of the college shall arrange for adjudication of the thesis and assignment of a grade through an agreed mechanism.
9. The Master's Thesis Committee will forward the thesis of every student who receives a satisfactory grade, as defined by the relevant college, and who successfully completes the defense of the thesis to the college office, along with a recommendation that the College Council accept the thesis as partial fulfillment of the requirements for the degree.
10. If a student's thesis receives an unsatisfactory grade, the student will normally be given one semester to complete revisions stipulated by the Master's Thesis Committee and resubmit the thesis to the committee. If a student's thesis receives a satisfactory grade but his/her defense is regarded as unsatisfactory, the student will be given a second opportunity to defend the thesis. This defense must also be publicly announced in the same manner as the original defense.
11. The college office will, following procedures stipulated by the dean of the college, review all theses forwarded by Master's Thesis Committees for compliance with the standards established by the college for style, formatting, citation, etc. This review does not represent a second defense of the thesis and is intended to ensure that the thesis document meets the standard expected of graduate theses by the college.
12. If the review by the college office indicates that the thesis complies with college standards, the recommendation by the Master's Thesis Committee will be forwarded to the College Council for approval. If the review by the college office indicates that the thesis does not comply with College standards, the thesis is returned to the student's supervisor with guidelines for correction.
13. Following approval of a thesis by the College Council, two copies of the thesis are bound. One copy is forwarded to the KIMEP Library and the second copy is retained in the archives of the department.

## GRADUATE ADMISSION

With the exception of the Jump Start program, all candidates for admission to graduate programs must have completed an undergraduate degree from an accredited institution before beginning graduate studies. Students in their last year of undergraduate studies are encouraged to apply for graduate admission. If admitted the commencement of graduate studies is contingent upon completion of the undergraduate degree.

### Command of English

To be admitted to a graduate program, a student must demonstrate a sufficient command of the English language. As part of the graduate admission process, students take the KIMEP English Entrance Exam Test (KEET) and must receive the minimum score to be admitted. Applicants who have an acceptable score on the TOEFL or IELTS test can submit official copies of those test scores in place of the KEET. Based on the scores from the English entry tests, students may be required to complete coursework in English prior to, or concurrent with courses in the graduate program.

Graduate applicants with a grade point average of 3.0 or above who are KIMEP students in their last semester or who have graduated from KIMEP within the previous four years are exempt from the English entrance tests.

### Jump Start

KIMEP undergraduate students with a GPA of 3.0 or above can enroll in graduate courses during their final semester of undergraduate studies as long as the total for both graduate and undergraduate credits does not exceed the maximum allowed for graduate students. If admitted to a graduate program the graduate credits can be applied to the graduate degree requirements.

### Fast Track

Master's programs at KIMEP do not require candidates to have an undergraduate degree in the same discipline. Students applying to a graduate program who have undergraduate coursework related to the discipline may have some graduate course requirements waived on the basis of the undergraduate coursework. Each program has its own guidelines on the courses that can be waived under the fast track policy.

## GRADUATE ENGLISH REQUIREMENTS

### English Requirements for Admission

As part of the admission process, students must take an English proficiency test. Usually students will take the KIMEP Entrance English Test (KEET) which is administered by KIMEP. To qualify for admission, students must achieve the required score on the KEET or an equivalent test.

The foundation English courses are as follows:

Code	Name of Course	Level of Proficiency	Duration	Prerequisite
ENG5004	Foundation English Level 4	Upper Intermediate	90 hours	none
ENG5005	Foundation English Level 5	Advanced	90 hours	ENG5004*

\* Appropriate KEET score or equivalent course

### Academic English courses

DBA and ExMBA students are exempted from taking academic English courses. All other graduate students are required to complete four (4) non-credit courses in Academic English unless a waiver is granted. The four courses develop the advanced English skills that are necessary for graduate level work. ELAW5201 *English Speaking and Listening II* and ELAW5202 *English Reading and Writing II* are part of the LLM program and must be taken for credit by all LLM students.

1. Students receive a grade for each course but as the courses are zero (0) credit, the grade does not affect the grade point average.
2. "B–" is the minimum passing grade.
3. The first two courses must be completed in the first semester of graduate study.
4. Students must continuously enroll in two Academic English courses until a passing grade is received in all required Academic English classes.
5. Concurrent enrolment with discipline courses is permitted according to the policies of the program.

The following table shows the topics of the required Academic English courses. Discipline specific courses exist for Business, Economics, Social Sciences and Law and will be offered when there is sufficient demand.

Exxx5101	English Speaking and Listening I
Exxx5102	English Reading and Writing I
Exxx5201	English Speaking and Listening II
Exxx5202	English Reading and Writing II

### Foundation English courses

Students may be required to complete one or more Foundation English courses before beginning graduate-level coursework. Foundation English courses ensure that students have a sufficient level of English to successfully complete university level coursework. Foundation courses are graded on a Pass/Fail basis. In the event of a fail, the student must repeat the course.

### Waiver of Academic English

KIMEP graduates with a grade point average of 3.0 or higher automatically receive a waiver for Exxx5101, Exxx5102 and Exxx5201. Native speakers or students who have completed a degree where the language of instruction is English may also receive a waiver for Exxx5101, Exxx5102 and Exxx5201. Students with undergraduate degrees taught in English (including KIMEP graduates with GPAs below 3.0) who are required to take the KEET will follow the English requirements based on the KEET score and/or diagnostic test score (which may include a requirement to take Foundation English).

On announced dates prior to each admission cycle, eligible students have the opportunity to take an English diagnostic test administered by the Language Center. Students may receive waivers for any or all of the Academic English courses based on scores from the diagnostic or other tests according to the table below.

course		If test core is EQUAL or ABOVE						
E x x x	K E E T	IELTS / KIMEP Diag- nostic Test				TOEFL		
		L	S	R	W	Paper- based	Inter- net based	Com- puter- based
5101	70	6	6			550	80	213
5102	70			6	6	550	80	213
5201	80	7	7			600	100	250
5202	NA			7	7	Equivalent score on Test of Written English		



## English Course Offerings

Each Foundation English course takes 90 hours of class study, plus an additional 150-180 hours of work outside the classroom (homework, individual and group projects, library and Internet research, self-study and other tasks). Foundation courses are available during the summer for students who wish to be able to begin full-time studies in fall semester.

Foundation courses offered in the fall and spring semesters run for a **half-semester**. At the end of the 7-8 week course a final result is issued, and students can repeat the course or move to the next level (the next Foundation English course or the first two courses in Academic English).

Academic English courses are offered on the 16 week semester basis. Students can take other courses concurrently with the Academic English courses. With sufficient demand ENG5101 and ENG5102 are also offered in a compressed format during the last 7 weeks of the semester for students who have completed the last Foundation English course.

## GRADUATE PROGRAMS

KIMEP currently offers eight Master's degree programs and a Doctor of Business Administration. The Master's programs are:

- Master of Arts in Economics (MA)
- Master of International Relations (MIR)
- Master of Arts in International Journalism and Mass Communication (MA IJ)
- Master of Arts in Teaching English to Speakers of Other Languages (MA TESOL)
- Master of International Law (LLM)
- Master of Public Administration (MPA)
- Master of Business Administration (MBA)
- Executive Master of Business Administration (ExMBA)

### 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

At the completion of MAE degree program graduates will have demonstrated

1. an understanding of how a free market economy organizes production and exchanges among competing entities.
  - a) Apply supply and demand analysis
  - b) Derive the differing measures of costs, revenues and profits
  - c) Explain the pricing and quantity implications of market conditions (perfect competition, monopolistic competition, oligopoly and monopoly)
2. an understanding how the national economy works and how its performance is measured.
  - a) Describe measures of inflation, unemployment and GDP
  - b) Describe gains to trade
  - c) Describe trade and currency barriers and their impacts
3. an ability to evaluate macroeconomic policies.
  - a) Distinguish between fiscal and monetary policies, their goals and their controlling authorities
  - b) Describe the nature of money and the tasks and tools of the Central Bank
  - c) Describe and apply the major theories of growth and trade
  - d) Compare competing analyses of economic policies
4. analytical reasoning skills
  - a) Interpret and present data
  - b) Use appropriate statistical analysis tools
  - c) Use appropriate mathematical modeling tools
  - d) Use appropriate econometric analysis tools
  - e) Be able to use various analytical reasoning tools to model and evaluate research questions
5. effective problem solving skills
  - a) Provide identification and formulation of the problem
  - b) Develop appropriate problem solution techniques
  - c) Interpret solution results

6. an ability to learn the main economic issues of Kazakhstan and Central Asia.
- Describe and analyze issues in the labor market.
  - Describe and analyze issues in international trade and finance
  - Describe and analyze issues in macroeconomic adjustment.

## Degree Requirements

Requirements for the MA in Economics are as follows

Program Requirements	20
Economics Electives	21
Research course (beginning thesis)	3
Thesis	6
<b>Total Required for Graduation</b>	<b>50</b>

## Required Courses

The following courses are required for a total of 20 credits.

Course Code	Course Title	Credits
ECN5012	Econometrics I	3
ECN5021	Microeconomics I	4
ECN5031	Macroeconomics I	4
ECN5829	Quantitative Methods in Economics	3
ECN5022	Microeconomics II	3
ECN5032	Macroeconomics II	3

Students must also take the following 3-credit courses.

ECN5801	Research Methods and Methodology
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Students must also complete a thesis over two semesters.

ECN5990	Masters Thesis I
ECN5991	Masters Thesis II

## Program Plan

The following table is a sample program of study to finish the MAE degree in two years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ECN5021	Microeconomics I	4	ECN5022	Microeconomics II	3
ECN5031	Macroeconomics I	4	ECN5032	Macroeconomics II	3
ECN5829	Quantitative Methods	3	ECN5012	Econometrics I	3
ECN5801	Research Methods and Methodology	3	ECN	Economics Elective	3
	Total	14		Total	12

## Program Electives

Students must complete 21 credits in graduate Economics electives. Some 4000 level Economics courses may be taken for graduate credit and used as program electives. With permission of the chair some FIN graduate courses can be used as elective credits. Graduate Economic elective courses include:

ECN5013	Econometrics II
ECN5051	Money and Banking
ECN5142	International Trade
ECN5143	International Finance
ECN5191	Development Economics
ECN5226	Industrial Organization
ECN5261	Public Economics I
ECN5296	Labor Economics
ECN5334	Monetary Economics
ECN5888	Internship in Economics for MA students
ECN5354	Financial Economics
ECN5890	Selected Issues in Economics
ECN5899	Special Seminar in Applied Economics

## Fast Track

Students with undergraduate coursework in Economics may have some course requirements waived (required courses or elective credits) based on their undergraduate academic record. Most frequently fast track students will qualify for a waiver of ECN5021 *Microeconomics* and ECN5031 *Macroeconomics*. Waivers can only be granted where students have grades of “B–” or better.

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 17 credits.

2nd year	Fall Semester		2nd year	Spring Semester	
ECN5990	Thesis I	3	ECN5991	Thesis II	3
ECN	Economics Elective	3	ECN	Economics Elective	3
ECN	Economics Elective	3	ECN	Economics Elective	3
ECN	Economics Elective	3	ECN	Economics Elective	3
	Total	12		Total	12

## JOINT GRADUATE DEGREES IN ECONOMICS

Dual master's degrees are awarded in KIMEP's joint ventures with two universities.

### KIMEP-UNIVERSITY OF SAN FRANCISCO

This program provides students from Central Asia with analytical skills for becoming financial and investment analysts, commodity analysts, market analysts, government policy makers, bankers and investment managers as well as research and teaching economists. In addition, graduates are well prepared for Ph.D. studies in economics at Western universities.

The University of San Francisco is well-known for financial economics. Founded in 1855, the USF has been ranked by the *U.S. News and World Report* in the top third of 400 universities in the U.S.

You will complete your first year at KIMEP and your second year in San Francisco. This is one of the world's most exciting cities as well as the financial and high-tech center of the American West.

### KIMEP-HUMBOLDT UNIVERSITY

This program has a structure like that with the University of San Francisco. Humboldt University is well-known for rigorous and practical applications of economic analysis. It is in Berlin, a cultivated and affordable city. All classes are in English. Humboldt University, in downtown Berlin, has 35,000 students and more than 220 degree programs. Other partners of Humboldt university include École Nationale de la Statistique et de l'Administration (ENSAE), Paris; Universidad del Pacifico, Lima, Peru; University of Western Ontario, London, Ontario; the University of Toronto; and the University of California.

Humboldt's Master's Program in Economics and Management Science (MEMS), offered at the School of Business and Economics, is taught in English (unlike the university's undergraduate classes, which are in German).

The program emphasizes a rigorous but practical approach to international issues of economics and busi-

ness. Courses offered include: Advanced Microeconomic Theory, Game Theory, Industrial Organization, Public Economics and Macroeconomics, International Finance Markets, International Business Management and Marketing, as well as Quantitative Methods.

## MASTER OF INTERNATIONAL RELATIONS (MIR)

### Statement of purpose

The Master's Program in International Relations (MIR) was launched in 2002. 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

The aim of the Masters' 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. The program provides training to aspiring diplomats, consular agents, communications officers, analysts and advertising specialists, as well as a solid foundation for scholars who want to pursue a doctoral program in international relations.

### Learning objectives

1. To understand the structure and dynamic processes of the international system;
2. To locate the primary actors within the international system;
3. To understand their behavior and the interactions between them;
4. To understand the impact of culture, history, geography, and power and wealth differentials on the formulation of foreign policies of different states;
5. To understand the impact of social classes, ethnic groups, dissident movements and interest groups on the formation of foreign policy in various states;
6. To understand the role of global institutions, international law and ethical considerations in the formulation of foreign policy;

7. To understand the major paradigms and theoretical perspectives within the discipline;
8. To be able to frame the foreign policies of Kazakhstan and other Central Asian states in a global context;
9. To understand the behavior of interstate actors and to determine the causes of this behavior and to construct basic models of policy decision-making;
10. To develop research skills and to apply them toward the production of an original research project (the thesis);
11. To develop the ability to comprehend and crucially analyze technical texts and presentations in English, as well as to develop one's own written and oral presentation skills;
12. To develop problem-solving and negotiating skills;
13. To learn to work in a multicultural environment;

## Admission Requirements

To be admitted to the MIR program, prospective students must receive a passing grade on the KEET exam, and a score of 65 or more on their admission essay. They must also submit two written recommendations. To determine the passing grade on the KEET, please consult the Office of Admissions.

## Degree Requirements

Requirements for the MIR are as follows:

Prerequisites	12
Program Requirements	21
Electives	9
Research course	3
Thesis	6
Total Required for Graduation	51

## Prerequisite coursework

MIR students must complete the following courses or have completed equivalent coursework before taking any graduate level courses.

POL2511	Fundamentals of Political Science
IRL2512	Introduction to International Relations
IRL2522	Foreign Policy of Kazakhstan
POL3512	Comparative Politics

## Program Requirements

The following courses are required for a total of 21 credits.

Course Code	Course Title
IRL5513	Theories of International Relations
IRL5515	International Political Economy: Politics in the World of Interdependent Economic
IRL5516	International Institutions
IRL5519	Global Security and International Conflict Resolution
IRL5520	Domestic Politics and Foreign Policy of the Post-Communist World
IRL5521	Central Asia in Global Politics
IRL5533	Developmental Studies

The following research methods course is required.

IRL5512	Research Methods / Thesis I
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The thesis is a sequence of two courses of 3 credits each.

IRL5525	Thesis II
IRL5526	Thesis III

## Electives

Students may select IRL courses from the 4000 or 5000 level. A KIMEP graduate may not repeat for graduate credit a 4000 level course taken as an undergraduate.

## Fast Track

The department allows the transfer of up to 15 credits from undergraduate course work in the BSS program at KIMEP, as well as coursework taken at other institutions recognized by KIMEP, to the MIR Program. This should allow most students to complete an MIR degree from KIMEP within two academic years. However, previous coursework submitted for application for a transfer or waiver of credit will be evaluated on a case-by-case basis to determine whether it meets the MIR graduation requirements.

Every course submitted for a transfer or waiver of credit must have a grade of at least B (3.0 on the KIMEP grade point average scale). Furthermore, applicants to the program must have an overall grade point average of at least B- (2.67 on the KIMEP grade point average scale).

## Program Plan

The following table is a sample program of study to finish the MIR degree in two years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
IRL5513	Theories of International Relations	3	IRL5515	International Political Economy	3
IRL5512	Research Methods	3	IRL5516	International Institutions	3
IRL5520	Policies of the Post-Communist World	3	IRL5519	Global Security and Conflict Resolution	3
	Major Elective	3		Major Elective	3
	Total	12		Total	12
2nd year	Fall Semester		2nd year	Spring Semester	
IRL5521	Central Asia in Global Politics	3	IRL5526	Thesis III	3
IRL5533	Development Studies	3			
IRL5525	Thesis II	3			
	Major Elective	3			
	Total	12		Total	3

## MASTER OF ARTS IN INTERNATIONAL JOURNALISM AND MASS COMMUNICATION (MAIJ)

### Statement of Purpose

An independent press is essential to the development and maintenance of civil society. Media diversity and transparency are also vital. This program aims to prepare communication specialists sensitive to the changing nature and demands of Kazakhstan and other Central Asian countries as they continue to transform their economic and political structures.

### Mission

The MAIJ at KIMEP is designed to prepare people for employment in journalism, public relations, or other professional field. We encourage both prospective and mid-career professionals to apply. To develop skills and conceptual understandings this program couples theoretical knowledge with practical application. The graduate program has modeled itself after programs in the West, and throughout the world. It applies cutting-edge ideas and approaches to journalism and communication education.

Thesis and professional project topics are developed with the help of an academic advisor. Working professionals can design an individualized study plan through the evening program.

### Learning objectives

Upon completion of the graduate program, MAIJ graduates will:

1. Understand and be able to put into practice the major principles of good journalism
2. Have developed the knowledge and skills necessary to make them competitive employment prospects in journalism, public relations, or other areas of mass communication
3. Have developed technical skills to allow them to compete in the mass media market
4. Have developed critical skills to allow them to analyze trends and issues in journalism and mass communication

### Admission Requirements

To be qualified for admission, MAIJ candidates must demonstrate proficiency in English according to the KIMEP graduate guidelines. In most cases this means achieving the minimum score on the KIMEP Entrance English Test (KEET). To be admitted candidates must receive a score of 80 points (or higher) out of 100 on an admission essay.

### Degree Requirements

Requirements for the MAIJ are as follows

Program Requirements	15
Major Electives	30
Research course (beginning thesis)	3
Thesis	6
<b>Total Required for Graduation</b>	<b>54</b>

## Program Requirements

The following courses are required. All are 3 credit courses for a total of 15 credits

Course Code	Course Title
JMC5601	International Journalism Seminar
JMC5602	Media/Mass Communication in Society
JMC5603	Introduction to Newswriting
JMC5604	Ethics in Journalism, PR and Advertising
JMC5605	Introduction to Civil, Criminal, and Press Law in Kazakhstan

The following research methods course is required.

JMC5661	Thesis I : Research Methods in Mass Media and Mass Communication
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The thesis is a sequence of three courses of three credits each.

JMC5662	Thesis II
JMC5663	Thesis III

## Program Plan

The following table is a sample program of study to finish the MAIJ degree in two years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
JMC5601	International Journalism Seminar	3	JMC5611	Research Methods in Mass Media	3
JMC5603	Introduction to Newswriting	3	JMC5604	Ethics in Journalism, Press and PR	3
JMC	Major elective	3	JMC	Major elective	3
JMC	Major elective	3	JMC	Major elective	3
JMC	Major elective	3	JMC	Major elective	3
	Total	15		Total	15
2nd year	Fall Semester		2nd year	Spring Semester	
JMC5662	Thesis 2	3	JMC5663	Thesis 3	3
JMC5605	Civil, Criminal, Press Law in Kazakhstan	3	JMC5602	Media Mass Communication in Society	3
JMC	Major elective	3	JMC	Major elective	3
JMC	Major elective	3	JMC	Major elective	3
	Total	12		Total	12

## Major requirements

Students may select JMC courses from the 4000 or 5000 level. A KIMEP graduate may not repeat for graduate credit a 4000 level course taken as an undergraduate.

## Fast Track

Students with undergraduate coursework in Journalism and Mass Communication may have some course requirements waived (required courses or elective credits) based on their undergraduate academic record. Courses which duplicate or significantly duplicate courses that are part of the MAIJ curriculum can be transferred to the program and used to waive the graduate requirement. In order to qualify for waiver, the student must have earned a grade of B or higher in the course(s) on which the waiver is based. To clarify which courses can be used and how they will apply to the graduate program, the student should consult directly with the JMC graduate advisor. The maximum number of credits that can be waived for any student in the MAIJ program is 21 credits.

## MASTER OF ARTS IN TEACHING ENGLISH TO SPEAKERS OF OTHER LANGUAGES (MA in TESOL)

### Statement of Purpose

The KIMEP MA in TESOL program prepares qualified educators of foreign languages. This graduate degree program is a Masters in Teaching English to Speakers of Other Languages. It draws ideas from applied or educational linguistics. Students in the program are prepared for teaching more than just the English language because the theoretical basis and practical teaching practices apply to teaching all languages.

### Learning Objectives

This set of curriculum objectives is based upon the 2003 TESOL/NCATE Program Standards with some revisions. By the completion of their studies, KIMEP MA in TESOL students will be able to:

1. **Describe Language and Language Development**—Candidates 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**—Candidates 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**—Candidates 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**—Candidates understand issues of assessment and use standards-based assessment measures with foreign language students.
5. **Serve as Professional Educators**—Candidates demonstrate knowledge of historical approaches for 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. Candidates 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.

### Admission Requirements

To be admitted to the MA TESOL program, candidates must have:

- At least a bachelors degree from a recognized university
- Students taking another test such as TOEFL or IELTS require valid scores of at least 213 for computer-based TOEFL or 550 for paper-based TOEFL or 80 for online TOEFL or 6.5 for IELTS.
- Demonstrated English reading and writing

### Degree Requirements

Requirements for the MA in TESOL are as follows:

Program Requirements	24
TESOL Electives	8
Internship / Practicum	3
Research Methods and Thesis	9
<b>Total Required for Graduation</b>	<b>44</b>

### Program Requirements

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

The MA TESOL program includes the following required and elective courses:

Course Code	Course Title	Credits
TEL5101	Introduction to Linguistics	3
TEL5102	Introduction to Sociolinguistics	3
TEL5201	Language Analysis I: Formal and Functional Grammars	3
TEL5202	Language Analysis II: Grammar in Social, Cultural Contexts	3
TEL5301	Introduction to Second Language Acquisition	3
TEL5302	Second Language Acquisition Research	3
TEL5401	Methods of Teaching Foreign Language	2
TEL5403	Curriculum and Materials Design	2
TEL5404	Language Learning Evaluation and Assessments	2

The following internship is required.

TEL5402	Teaching Practicum	3
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The following research methods course is required.

TEL5601	Research Methods and Academic Writing for TESOL	3
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The thesis is 6 credits.

TEL5690	Thesis I	3
TEL5691	Thesis II	3

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

Requires any four courses from below	
TEL5501	English for Specific Purposes
TEL5502	Educational Technology in Language Teaching
TEL5503	Teaching Writing and Reading
TEL5504	Teaching Listening and Speaking
TEL5506	Cross-cultural Aspects of Language Teaching

## Program Plan

The following table is a sample program of study to finish the MA TESOL degree in two years.

Ist Year	Fall Semester		Ist Year	Spring Semester	
TEL5101	Introduction to Linguistics	3	TEL5102	Introduction to Sociolinguistics	3
TEL5401	Methods of TESOL	2	TEL5202	Grammar in Social, Cultural Contexts	3
TEL5201	Formal and Functional Grammars	3	TEL5404	Learning Evaluation and Assessments	2
TEL5301	Intro to Second Language Acquisition	3	TEL	Elective	2
TEL	Elective	2			
	Total	13		Total	10
2nd year	Fall Semester		2nd year	Spring Semester	
TEL5302	Second Language Acquisition Research	3	TEL5690	Thesis I	3
TEL5403	Curriculum and Materials Design	2	TEL5691	Thesis II	3
TEL5601	Research Methods & Academic Writing	3	TEL	Elective	2
TEL5402	Teaching Practicum	3	TEL	Elective	2
	Total	11		Total	10

## MASTER OF INTERNATIONAL LAW (LLM)

### Statement of Purpose

The LLM in International law at KIMEP is a one-year degree that provides specialized knowledge in international law to legal and business practitioners involved in international legal transactions. The program offers a solid foundation in legal scholarship and practice through a range of courses in international law.

### Mission

The KIMEP LLM in International Law is modeled after International Business LLM programs from other parts of the world. The curriculum pays particular attention to the needs of the Kazakhstani international business community, specifically with respect to increases in the areas of alternative dispute resolution, banking, securities, and

foreign direct investment, as well as new challenges in the areas of tax law and accounting.

### Program Objectives

The LLM program offered by KIMEP differs substantially from the existing law master's degree in Kazakhstan and would not only compliment the current pathway of legal education, but it would also provide a local alternative to students who currently go abroad to obtain their LLM degrees. An LLM program offered by KIMEP differs from the existing Master's in Law program offered by Kazakhstani universities in three main areas: intensive English language training, its specialized focus on International Business Law, and in the fact that while a background in law is necessary, one need not to be a lawyer to enter the program. The LLM degree is a globally recognized and popular post-graduate degree in law. Globally, although programs differ from topic to topic, the basic requirements of a one-year program of study in a particular legal specialization are substantially the same. The LLM degree



does not require a first degree in law as it not only advances the career prospects of a lawyer, but it would also prepare a businessperson for the legal challenges faced by businesses operating in the international context. In comparison, the Kazakhstani Master's in Law degree prepares a student to be, among other things, a lawyer, prosecutor, judge, inspector, or other officer of the court and requires an undergraduate degree in law. The LLM program does not create lawyers, instead it trains lawyers and businessmen to work in the international business arena, whether or not the program entrant is already a domestic law practitioner.

## Learning Objectives

The program:

- Provides legal training in English for scholars and professionals in the business and legal sectors in response to the demands and challenges in the field of international business transactions in Kazakhstan and the wider region.
- Offers a theoretical appreciation of underlying principles and developments in the field of private international law.
- Provides knowledge and practical skills utilizing relevant legal doctrines and frameworks in private international law and international trade, including the WTO system, alternative and traditional dispute resolution and other mechanisms of implementation

Students with an LLM in International Law can expect to gain the skills and practical tools that enable them to serve in the international business arena. Students will acquire advanced English, critical analysis, and legal research and writing skills. The LLM program prepares students with the knowledge and ability to manage legal aspects of the national and international business environment. These qualities will aid graduates to successfully navigate and avoid potential legal problems in business; or to successfully represent an international client in the legal context. LLM Graduates will be well positioned to generate strategies to reduce and avoid potential legal challenges occurring in the contemporary business context.

Graduates with an LLM in International Law will work locally or internationally in the rapidly growing international business sector. Specifically, graduates will work in the following industries:

- Law firms
- Consulting firms
- Accounting firms
- Multinational corporations

## Admission Criteria

Students who have demonstrated the potential to succeed in business and/or law will be admitted to the LLM program. Criteria for admission includes management or legal experience, excellent academic credentials, excellent knowledge of English, work experience and/or significant coursework in the area of international business transactions combined with demonstrated achievements in leadership and creativity. The following admissions criteria will be applied:

- At least a bachelor's degree (or equivalent) from a recognized University in law OR an undergraduate degree in business, with substantial coursework in law OR at least experience working in the field of international business with substantive responsibilities
- Advanced knowledge of English (qualification determined from the KEET test)
- Presenting application and passing interview

## Degree Requirements

The complete LLM program is 36 credits courses, including a 6-credit master's thesis and internship and 6 credits of Advanced English. The LLM degree, including the Advanced English courses, can be completed in one year (12 months) for full-time enrollees. Legal practitioners and students with a law undergraduate degree (or equivalent) and an advanced command of English will be directly admitted to the LLM Program. Applicants who do not have the required law background will be required to take the preliminary law courses, and those who do not have an advanced command of English will be required to enroll in the preliminary English courses (part of the 'English for LLM' program). Applicants who take preliminary courses will require more than one year of full-time study to complete the program.

Program Requirements	18
Law Electives	12
Thesis	6
<b>Total Required for Graduation</b>	<b>36</b>

## Prerequisite coursework

Applicants who do not have an undergraduate degree in law or who have not undertaken undergraduate legal coursework will be required to take at least four preliminary law courses from the existing KIMEP law curriculum before admission to the LLM program. The required preliminary law courses are:

LAW1503	Law in Kazakhstan	
LAW3511	International Law	ONE
LAW3516	International Trade Law	
LAW3517	Civil Law	
MGT3501	Business Law	

If a student has undergraduate courses in Banking Law or Tax Law, they can be substituted for the preliminary course in business law.

## English for Law

LLM students must complete all graduate English courses as required by KIMEP's graduate English policy. Students who are proficient in English can have the first two of the four required courses waived (according to the waiver guidelines). However, *Academic English Speaking and Listening II* and *Academic English Reading and Writing II* are part of the requirements of the program and cannot be waived.

The English for Law courses follow an approach known as content-based instruction. This means that most language work and reading and writing texts are taken from law and related areas, such as philosophy, history and psychology. This approach serves a dual purpose by enabling students to develop appropriate language skills while simultaneously working with texts and thinking related to the subjects of study. The focus will be on depth, not on superficial coverage.

## Program Plan

The following table is a sample program of study to finish the LLM degree three semesters.

Ist Year	Fall Semester		Ist Year	Spring Semester	
ELAW5201	Speaking and Listening II	3	LAW5902	International Dispute Settlement	3
ELAW5202	Reading and Writing II	3	LAW5903	Comparative Corporations Law	3
LAW5901	International Business Transactions	3	LAW5904	Legal Research a& Writing/Legal English	3
LAW	Law Elective	3	LAW5990	Thesis I	3
	Total	12		Total	12
2nd year	Fall Semester		2nd year	Spring Semester	
LAW	Law Elective	3			
LAW	Law Elective	3			
LAW	Law Elective	3			
LAW5991	Thesis II	3			
	Total	12			

## Program Requirements

The following courses are required. All are 3 credit courses for a total of 18 credits

Course Code	Course Title
ELAW5201	Speaking and Listening II
ELAW5202	Reading and Writing II
LAW5901	International Business Transactions
LAW5902	International Dispute Settlement
LAW5903	Comparative Corporations Law
LAW5904	Legal Research and Writing/Legal English

The thesis is 6 credits.

LAW5990	Thesis I
LAW5991	Thesis II

Twelve credits in Law electives are required. The electives can be selected from the following: Other courses may also be available as electives.

LAW5905	Legal Aspects of Corporate Governance
LAW5906	International Tax Law and Accounting for Lawyers
LAW5907	Securities and Banking Law for Foreign Investment in Developing Countries
LAW5909	Public International Law
LAW5910	Financial Services Law: Structure and Functions of Financial Markets

## MASTER OF PUBLIC ADMINISTRATION (MPA)

### Statement of purpose

The mission of the Master of Public Administration program at KIMEP is to prepare students for careers and leadership roles in public, private, and non-profit organizations and to nurture their commitment to ethical public service in a diverse society. To achieve our mission, the MPA program provides an intellectual, collaborative and engaged learning environment in which students learn to act as facilitators in defining and pursuing the public interest. Key ideas and concepts are presented within the historical, political, social, cultural and economic contexts of public administration.

The Master in Public Administration (MPA) program started in 1994 shortly after the inception of KIMEP. Since then, over 250 MPA's 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:

- Advances excellence in public and non-governmental policymaking and management through strengthening leadership capacity, analytical skills, ethics, accountability, diversity, and responsiveness of current and future leaders of public service, and of community and non-government organizations
- Prepares professional policymakers and managers whose skills enable them to adapt to changes caused by economic transition and development, and to meet new demands on organizations at the local and international levels.
- Is a two-year full-time postgraduate program taught in English, but may be completed in one-year for those with significant and relevant previous study.
- It is suitable for people who wish to make a career (or second career) in government, public service and development management, bilateral and multilateral institutions, non-government organizations and government relations for private sector organizations.

The Master of Public Administration degree requires 60 credits of coursework for students new to the field or a minimum of 33 credits for students with significant experience in public management and/or KIMEP graduates. The program includes 12 credits of basic disciplines courses, 27 credits of required component courses, 12 credits of concentration and electives courses, and 9 credits of thesis writing.

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 Department of Public Administration faculty member, all MPA students are expected to write a thesis (9 credits). A thesis should make a genuine contribution to the understanding and analysis of public policy issues, management and administration in Kazakhstan.

To make our graduate program even more attractive and competitive we offer four on-line courses such as Macroeconomic Theory and Policy, Microeconomic Theory and Policy, Managing People and Organizations, and Local Government, which is the beginning of a long-distance MPA Program. This program will combine long-distance and traditional teaching. For example, students who choose this blended delivery model have to come to the university to take entrance exams, and attend intensive (modules) courses, where they will meet the instructor, receive assignments, and become acquainted with KIMEP's rules and regulations such as grading policy, cheating and plagiarism policy, tuition policy and so on. At the end of the term, students will come again to attend intensive courses (quick review of topics covered in the course) and to pass exams.

### 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 a satisfactory level of knowledge of:

1. the nature of the public sector and its relationship to government, civil society and the marketplace, and how it can be administratively and institutionally arranged;
2. public management reform around the world;
3. the new Public Management;
4. the concepts and theories in economics and public finance (taxation and expenditure), governmental budgeting and financial management;

5. the nature of public organizations and impact of their structure and culture on organizational performance;
  6. the concepts and theories of motivation, leadership, job design and organizational change that can be applied to improve the performance of public organizations;
  7. project appraisal and management;
  8. the concepts and theories of ethics as they apply to the public sector;
- and the necessary cognitive, inter-personal and self-management skills to:
9. undertake a significant piece of supervised independent 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;
  10. communicate ideas and information clearly and effectively in oral and written English;
  11. make appropriate use of information technology for the retrieval, analysis and presentation of information; and
  12. work effectively with others in the pursuit of common objectives.

## Admission Requirements

To be considered for admission to the Master of Public Administration Program a candidate must meet the requirements for graduate study at KIMEP. These requirements include a Bachelor degree or equivalent and proficiency in English (an acceptable score on the KIMEP English Entrance Test (KEET) or other equivalent test). Candidates are selected by an admission committee after an interview with the candidate.

To apply for admission a candidate should submit:

1. Current resume
2. Statement of purpose (2-3 pages)
3. Two letters of recommendation
4. Official transcripts of all previous academic work

## Degree Requirements

Requirements for the MPA are as follows:

Prerequisite courses	12
Program Requirements	24
Major Electives	6
Free Electives	6
Internship	3
Thesis	9
<b>Total Required for Graduation</b>	<b>60</b>

## Prerequisite coursework

Prerequisites are courses that students lacking a sufficient background (including all who are admitted from outside KIMEP) must take as the basis for further study in the MPA program. The grades in these courses are included in the student's GPA. KIMEP graduates can request to have the prerequisite courses waived based on undergraduate coursework (according to departmental guidelines).

PAD5111	Seminar in Political Science
PAD5114	Essentials of Public Administration
PAD5115	Microeconomic Theory and Policy
PAD5116	Macroeconomic Theory and Policy

## Program Requirements

The following eight courses are required for a total of 24 credits.

Course Code	Course Title
PAD5121	Quantitative Methods and Statistics
PAD5122	Administrative Ethics
PAD5124	Managing People and Organizations
PAD5211	Public Management
PAD5212	Project Appraisal and Management
PAD5213	Local Government
PAD5214	Fiscal Governance
PAD5215	Readings in Public Administration

MPA students are required to complete an internship of 3 credits.

PAD5230	Internship in Public Administration
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The thesis is a sequence of three courses of three credits each.

PAD5221	Thesis I : Research Methods
PAD5221.1	Thesis II : Thesis Proposal
PAD5221.2	Thesis III : Thesis Defense

## Major requirements

Students select four courses (12 credits) as major electives. At least 6 credits must be from the Department of Public Administration. The remaining 6 credits can be Public Administration or related from other departments (with the approval of the graduate program director). The courses must be taken for graduate level credit.

## Fast Track

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 27 credits from undergraduate coursework from the BSS program to the MPA Program. It will also allow the transfer of up to 27 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 academic 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 60 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).

## Program Plan

The following table is a sample program of study to finish the MPA degree in two years. Students who need to complete English and/or prerequisite courses would need another one or two semesters to complete the program.

Ist Year	Fall Semester		Ist Year	Spring Semester	
PAD5114	Essentials of Public Administration	3	PAD5121	Quantitative Methods and Statistics	3
PAD5111	Seminar in Political Science	3	PAD5124	Managing People and Organizations	3
PAD5115	Microeconomic Theory and Policy	3	PAD5213	Local Government	3
PAD5116	Macroeconomic Theory and Policy	3	PAD5221.1	Thesis II	3
PAD5221	Research Methods: Thesis I	3	PAD	PA Elective	3
	Total	15		Total	15
2nd year	Fall Semester		2nd year	Spring Semester	
PAD5211	Public Management	3	PAD5122	Administrative Ethics	3
PAD5212	Project Appraisal and Management	3	PAD5221.2	Thesis III	3
PAS5214	Fiscal Governance	3	PAD5230	Internship in Public Administration	3
PAD5215	Readings in Public Administration	3		Free Elective	3
PAD	PA Elective	3		Free Elective	3
	Total	15		Total	15

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Statement of Purpose

The Master of Business Administration (MBA) program at KIMEP is dedicated to training leaders who can effectively manage and successfully transform organizations both in Kazakhstan and internationally.

### Mission

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

### Learning Objectives

MBA graduates will demonstrate:

1. Analytical thinking and problem solving skills
2. Communication and leadership skills
3. A strong level of knowledge of the business environment including economic, legal and ethical issues
4. Competence in the core business disciplines of Accounting, Finance, Marketing, Management, Operations Management, Information Systems and Law
5. Advanced specialized knowledge in one or more areas of business foundations
6. Integrative business knowledge
7. The ability to apply of theoretical knowledge to practice and research

## Admission Requirements

To be admitted to the Master of Business Administration program, students must satisfy the graduate English entrance requirement (KEET) and must have an acceptable score on the KIMEP Graduate Entrance Exam (KGET). Equivalent scores on similar tests can be substituted at the discretion of the Language Center.

## Degree Requirements

Requirements for the MBA degree are as follows

Required Core Courses	36
BCB Electives*	21
Internship	3
Thesis	3
<b>Total Required for Graduation</b>	<b>63</b>

\*With the approval of the associate dean some courses from outside of the College of Business can be used as MBA elective courses. Pre-approval is required.

## Prerequisite coursework

The MBA Program begins with pre-MBA courses such as Mathematics Refresher course and English courses. These courses are waived if a student possess appropriate academic background or successfully passes the appropriate diagnostic tests.

## Program Requirements

The following courses are required. All are 3 credit courses for a total of 36 credits

Course Code	Course Title
ACC5201	Financial Accounting for Managers
ACC5202	Managerial Accounting
FIN5201	Managerial Finance
MGT5201	Organizational Behavior
MGT5250	Strategic Management
MKT5201	Marketing Management
OPM5201	Quantitative Methods for Decision Making
OPM5202	Operations Management
IFS5201	Management Information Systems
FIN5200	Managerial Economics
MGT5222	Business Law and Ethics
MGT5213	Organizational Communications

Students are allowed to graduate with two C grades: C-; C; C+, but with a minimum average GPA of 3.00.

An internship related to the major is required. A research project can be completed in place of the Internship.

BUS5270	MBA Credit Internship Program	ONE
BUS5271	Business Research Project	

The thesis in the MBA program is 3 credits. To complete the thesis, students must register for:

BUS5275	MBA Thesis
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## Majors and Minors

The Masters of Business Administration allows a student to acquire specialized knowledge by choosing a major and minor in the following areas:

Major	Minor
Accounting Finance Management Marketing	Accounting Finance International Business Law Management Marketing Information Systems Operations Management

However, students may receive an MBA without a major or a minor.

## REQUIREMENTS FOR MAJOR AND MINOR

<b>Major</b>
Each major consists of a minimum of 5 courses, including the thesis, for a total of 15 credits.
<b>Minor</b>
Each minor consists of 3 courses or 9 credits drawn from the courses for the major.
<b>General MBA</b>
This allows students to take a variety of courses across all disciplines of business. Students can choose electives to match their career objectives.

A course cannot be counted towards both the Major and the Minor.

## 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 prerequisites are taken before the courses that require prerequisites. Students may select an alternative schedule if there is justification and the schedule is approved.

<b>Semester 1</b>		<b>Semester 3</b>	
<b>15 credits</b>		<b>15 credits</b>	
ACC5201	Financial Accounting for Managers	MGT5222	Business Law and Ethics
FIN5200	Managerial Economics	Elective	Major/Minor
MGT5213	Business Communications Quantitative	Elective	Major/Minor
OPM5201	Methods for Decision Making	Elective	Major/Minor
IFS5201	Management Information Systems	Elective	Major/Minor
<b>Semester 2</b>		<b>Semester 4</b>	
<b>15 credits</b>		<b>15 credits</b>	
ACC5202	Managerial Accounting	Elective	Major/Minor
FIN5201	Managerial Finance	Elective	Major/Minor
MKT5201	Marketing Management	Elective	Major/Minor
OPM5202	Operations Management	BUS5275	Thesis
MGT5201	Organizational Behavior	MGT5250	Strategic Management
<b>Internship or Research Project (3 Credits) (Summer)</b>			

### FAST-TRACK MBA

The purpose of the fast-track MBA is to allow graduates of some KIMEP undergraduate programs to earn a MBA degree within a shorter period of time. Graduates from other reputable academic institutions may also qualify for this opportunity.

#### Required Credits and Credit Calculations:

1. Fast-Track enrollments are eligible for a maximum of 30 transferable credits (10 courses)
2. Fast-Track enrollments must take minimally 3 credits of Strategic Management, 3 credits of Internship or Business Research Project, and 27 additional credits in core and/or elective courses (including MBA Thesis) as other MBA's.
3. The English course requirements (up to all four courses) can be waived subject to successful completion of the diagnostic test administered by the Language Center (see the Section Graduate English Requirements).
4. Course credit waivers will be considered using the eligibility criteria stated herein (B+ or greater in course being used to justify waiver).
5. Transferred course grades will not be used on transcript to compute overall MBA GPA.
6. Students should discuss waivers, eligibility and transfer of credits with their academic advisor and/or the associate dean.

### MBA: ACCOUNTING MAJOR and MINOR

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 infor-

mation effectively managers need to be familiar with the manner in which Annual Financial Statements, Budgets and Variance Reports, etc. are constructed. Crucially also, managers also need to understand their personal and legal responsibilities for internal control and for reporting financial information.

The MBA program offers a 5-course Major (including the MBA Thesis course) in "Accounting" that addresses the broad range of issues described above. The major prepares students both for careers as managers, and for careers in accounting, auditing, controllership, treasury functions and budgeting. The MBA program also offers a 3-course Minor. Both the Accounting Major and minor will help prepare students to sit for such professional exams as the CPA, CMA, ACCA, etc.

### ACCOUNTING MAJOR and MINOR: Requirements

Major requires all 3 courses from Group A and 1 course selected from Group B  
 Minor requires 3 courses selected from Group A and Group B

#### Group A: Required courses for major

ACC5204	Strategic Management Accounting
ACC5209	Advanced Accounting
ACC5212	Financial Statements Analysis
<b>Group B: Elective courses for major and minor</b>	
ACC5206	Auditing
ACC5207	International Financial Reporting Standards
ACC5210	Taxation in Kazakhstan
ACC5211	Principles of Taxation
ACC5260	Selected Topics in Accounting

## Entry and Exit Criteria for Accounting Major and Minor

**Entry criteria for Major and Minor:** To be admitted to the Accounting Major and Minor students must be of good academic standing.

**Exit criteria for Major:** At the time of graduation, the student will be required to have (1) a minimum overall GPA of 3.00, and (2) a minimum GPA in Accounting courses (GPA of the two core Accounting courses and the five courses for Major in Accounting) of 3.00.

**Exit criteria for Minor:** At the time of graduation, the student will be required to have (1) a minimum overall GPA of 3.00, and (2) an overall GPA in Accounting courses (GPA of the two core Accounting courses and the three courses for Minor in Accounting) of 3.00

## MBA: FINANCE MAJOR and MINOR

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 finance Major 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 MAJOR and MINOR: Requirements

Major requires both courses from Group A and 2 courses selected from Group B Minor requires any 3 courses from Group A and Group B	
<b>Group A: Required courses for major</b>	
FIN5202	Advanced Corporate Finance
FIN5206	Investment Management
<b>Group B: Elective courses for major and minor</b>	
FIN5204	Financial Institutions Management
FIN5209	International Finance
FIN5210	Financial Derivatives
FIN5211	Bank Management
FIN5213	Credit and Market Risk Management
FIN5215	Investment Banking
FIN5260	Selected Topics in Finance

## Entry and Exit Criteria for Finance Major and Minors

**Entry criterion for Major and Minor:** To be admitted to the Finance Major and Minor, a student will have to meet a minimum overall GPA requirement of 2.67 (to be set annually), and also receive a minimum of a B-(minus) in FIN5201 Managerial Finance.

**Exit criterion for Major and Minor:** At the time of graduation, the student will have to have a minimum overall GPA of 3.00 and a minimum GPA in Finance courses (GPA of Finance courses including the two core courses and Finance courses for Major) of 3.00.

## MBA: MANAGEMENT MAJOR and MINOR

The Management Major and Minor 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 Major program 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 MAJOR and MINOR: Requirements

Major requires all courses from Group A and 1 course selected from Group B Minor requires 3 courses selected from Group A and Group B	
<b>Group A: Required courses for major</b>	
MGT5203	Strategic Planning
MGT5206	Leadership and Motivation
MGT5212	Decision Making
<b>Group B: Elective courses for major and minor</b>	
MGT5211	International Business
MGT5227	Change Management
MGT5229	Competitive Advantage Strategy
MGT5230	Innovation Management
MGT5260	Selected Topics in Management
MKT5260	New Product Development

### MBA: MARKETING MAJOR and MINOR

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 Minor courses, students learn practical skills by analyzing Kazakhstani and international company's activities through market research projects and promotional campaigns.

The Marketing Major and Minor prepares students for careers in a challenging, fast-paced, dynamic, and constantly changing organizational environment.

### MARKETING MAJOR and MINOR: Requirements

Major requires all three courses from Group A and any 1 course from Group B Minor requires any 3 courses from Group A and Group B	
<b>Group A: Required courses for major</b>	
MKT5202	Advanced Marketing Management
MKT5203	Consumer Behavior and Marketing Strategy
MKT5206	Marketing Research
<b>Group B: Elective courses for major and minor</b>	
MGT5225	Hospitality Management
MKT5204	Integrated Marketing Communications
MKT5210	International Marketing
MKT5213	Event Marketing
MKT5214	Strategic Brand Management
MKT5221	Tourism Marketing
MKT5260	New Product Development

### MBA: MINOR IN INFORMATION SYSTEMS

#### INFORMATION SYSTEMS MINOR: Requirements

Minor requires any three courses with the IFS code except for core courses

### MBA: INTERNATIONAL BUSINESS (IB) MINOR

The International Business Major gives students an opportunity to obtain an education in the context of the globalized business environment. The primary objective of this Major is to provide an interdisciplinary curriculum for students interested in careers in international business. With increased liberalization of goods and capital markets, the rise of multinational corporations, and a growing trend of globalization, there is a keen demand for business graduates with skills in international business. This is particularly relevant for Kazakhstan, a transition economy characterized by growing international trade and foreign direct investment. The International Business Major is intended to meet that demand.

## INTERNATIONAL BUSINESS (IB) MINOR: Requirements

Minor requires the course in Group A and any 2 courses from Group B	
<b>Group A: Required courses for minor</b>	
MGT5211	International Business
<b>Group B: Elective courses for minor</b>	
FIN5209	International Finance
LAW5901	International Business Transactions
MKT5210	International Marketing

## MBA: MINOR IN LAW

Students with minor in Law examine judiciary, legal system and formation of law in the Republic of Kazakhstan. It will provide students with an overall understanding of relationship between domestic law and international law. A minor in a Law is a concentration that a graduate student selects to study outside of his/her major field. The minor in Law and is available to MBA students according to the requirements of that College. A student must complete a total of 9 credit hours. To register for a Minor in Law, a student must receive approval from the Dean of the College.

## MINOR IN LAW Requirements

Requires any 3 courses from below	
LAW5901	International Business Transactions
LAW5902	International Dispute Settlement
LAW5903	Comparative Corporations Law
LAW5905	Legal Aspects of Corporate Governance
LAW5906	International Tax and Accounting for Lawyers
LAW5907	Securities and Banking Law for Foreign Investment in Developing Countries

## MBA: MINOR IN OPERATIONS MANAGEMENT

Operations management is a broad field that covers production, purchasing, materials handling, distribution and transportation. Operations management can also focus on services and processes within functional units such as human resource operations or marketing operations.

## MINOR IN OPERATIONS MANAGEMENT Requirements

Minor requires any three courses with the OPM code except for core courses

## EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (ExMBA)

### Statement of Purpose

The Executive Master of Business Administration program is targeted towards high-potential, middle and senior managers. The program, based on the American model, is designed to equip participants with the skill-sets to broaden their strategic and global perspectives of business, 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 and achieve and maintain a competitive advantage. The program is offered via a flexible learning model that allows for active continuous full-time employment while simultaneously achieving the Executive MBA.

### Mission

The mission of the Executive MBA program (ExMBA) is to provide business enterprises and government agencies with strategic competitive advantages by building on the existing capacities of the next generation of senior managers and executives to allow them to become effec-

tive leaders. The program enables working professionals to gain a comprehensive understanding of business and earn a Master of Business Administration degree without interrupting their career.

### Learning Objectives

Through the course of the program, successful candidates will:

1. Gain a comprehensive understanding of business and general management
2. Be prepared to lead within any part of an organization or to lead across departments
3. Broaden their perspective of business, in particular developing a strategic and global perspective
4. Learn theory and strategies for improving business and how to apply them to practice
5. Experience and practice teamwork and cross-cultural collaboration
6. Enhance the contribution they make to their organizations and to their career prospects

## Admission Criteria

KIMEP seeks to admit students who have demonstrated the potential to succeed in business and government and have shown evidence of their managerial and leadership capability at the supervisory, tactical and strategic levels. Criteria for admission include such qualities as demonstrated management and leadership performance, competency in English, work/real life business experience and achievements combined with leadership and creativity. Specifically, the following criteria shall be applied:

- At least a bachelor's degree from a recognized university
- Evidence of experience in a supervisory/leadership position within business or government
- Demonstrated proficiency in English
- Letter(s) of Reference
- Stated commitment to the program

## Degree Requirements

The Executive MBA is offered via a venue that is consistent with area business and government needs. Class meetings are scheduled on alternate weekends in intensive sessions. In the future, a customized meeting schedule may be developed to accommodate the specific needs of prospective candidates. In either model, the requisite 45-hours of contact time with student and faculty per each 3-credit course will be achieved. The student will supplement their course meetings with KIMEP's Distance Learning platform allowing off-campus interchange with faculty and fellow students.

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

13 courses x 3 credits	39
Original research in report form	6
<b>Total Required for Graduation</b>	<b>45</b>

## Program Requirements

The program courses are as follows:

Course Code	Course Title
EBA 5270	Applied Statistics for Managers
EBA 5205	Fundamentals of Accounting and Finance
EBA 5215	Corporate Finance
EBA 5217	Investments, Capital Markets and Financial Institutions
EBA 5220	Managerial Accounting
EBA 5230	Managerial Economics
EBA 5241	Marketing Research and Strategy
EBA 5250	International Business Management
EBA 5251	Strategic Management and Business Policy
EBA 5252	Organizational Development
EBA 5271	Information Systems: Managing Data and Knowledge Management
EBA 5272	Operations Management: Concepts and Applications
EBA 5280	Business Law

The research project is completed in the 6 credit course:

EBA 5291	Directed Individual Study
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## Prerequisite coursework

Prerequisites to all Executive MBA courses shall be determined at the discretion of the Executive MBA Committee. In general, the business or government management/leadership experience prescribed in the admissions criteria is sufficient. However, if a particular skill-set or background knowledge is missing, a pre-requisite course can be required. The program encompasses the business skills and knowledge needed to act in a leadership capacity in a small to large organization:

## Transfer Credit

The transfer of course work from other institutions of equivalent or higher standing can be considered. No transfer of credit for life or business experience will be observed.

1. A maximum of 9 credit hours of graduate work may be transferred from an equivalent program.
2. The Executive MBA Committee will consider course credit on a case-by-case basis.

3. Credit transfer does 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 credit transfer.

## Time Limits

All students admitted to the program are admitted as full time students

- The program is delivered such that students are expected to complete all degree requirements within a 21-month period.
- The maximum duration of the program is 36 months. Under exceptional circumstances the Executive MBA Committee may extend this period.

## Tuition and Refund Policies

### Tuition:

There is one fee for the program, referred to as the 'Tuition Fee'. This fee includes:

- Tuition
- Textbooks and reference materials
- Meals and refreshments during class sessions

The tuition fees are set for each cohort group. 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 14 course duration apart.

**First installment** deadline: First day of first course

**Second installment** deadline: Midpoint of fourth course (First day of second meeting)

**Third installment** deadline: First day of eighth course

**Fourth installment** deadline: Midpoint of eleventh course (First day of second meeting)

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.

### 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:

Refund Amount	Available Until
(Discounted Tuition) – (25% * Full Tuition)	Midpoint of fourth course (First day of second meeting)
(Discounted Tuition) – (50% * Full Tuition)	First day of eighth course
(Discounted Tuition) – (75% * Full Tuition)	Midpoint of eleventh course (First day of second meeting)

#### 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.

### Suspension of Studies

The program recognizes that unforeseen circumstances may result in a student being unable to attend one or more courses. 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 missed during the period of suspension may be taken by joining another Executive MBA cohort. In the event that the course is not offered by the Executive MBA Program, or if the student is unable to attend the course that is offered, the student may be required to take a simi-

lar course (approved by the Executive MBA Program) in KIMEP's regular MBA program. Alternatively, the student may make a special request to the Executive MBA Program Director to complete the course requirement via self-study. Normally, a maximum of one self-study course will be permitted in the program. At the discretion of the program additional requests may be considered in exceptional circumstances.

In the cases of courses 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. In the case of self-study the student will be required to pay half the (Executive MBA) full credit value for the course.

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 with the time articulated in the 'Degree Requirements' section of the 'Program Overview' and / or KIMEP catalogue.

## Retaking of Courses

Students retaking courses 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'.

## DOCTOR OF BUSINESS ADMINISTRATION PROGRAM

### Mission and Goals

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 three years. This degree assists in building 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.

The KIMEP DBA program aims at achieving the following inter-related goals:

- To create scholars who can advance business theory and practice
- To develop effective business educators
- To encourage analytical thinking, critical analysis and innovative problem solving

### Learning Objectives:

In consideration of the program mission and goals the KIMEP DBA program has established a set of learning objectives for both the executive and academic tracts. Upon completion of the program a student should:

1. Be capable of making significant intellectual contributions to the body of knowledge in their chosen field.

2. Apply relevant theoretical knowledge to contemporary business problems.
3. Explain and apply a range of qualitative and quantitative research methods.
4. Critically evaluate business research studies.
5. Demonstrate superior oral and written communication skills.

Additionally, students in the executive tract should be able to:

6. Critique contemporary organizational practice in light of relevant theory.
7. Acquire and apply knowledge of behavioral, policy and strategic issues.
8. Identify and evaluate internal and external influences on organizations.

## ADMISSION

KIMEP seeks to admit students who have demonstrated the potential to succeed and have shown evidence of their capability for advanced studies and research. Criteria for admission include such qualities as excellent academic standing, excellent knowledge of English, work/real life business experience and achievements combined with leadership and creativity. In specific, following criteria shall be applied:

- A master's degree from a recognized university
- Official GMAT score of at least 600\*
- Official TOEFL test scores of at least 550\*
- Three Letters of Reference
- Personal statement
- At least 3 years job experience at executive/management levels (for executive tract)
- Interviews \*\*

*\* No more than five years old and must be sent directly from the Educational Testing Service (ETS). KIMEP faculty members may be exempted from these requirements at the recommendation of the Doctoral Committees at College and KIMEP level*

*\*\* Students reside outside of Kazakhstan can be conditionally accepted without the interview requirement due to logistical reasons. However, the student should complete the interview process before taking the DBA course.*

## DEGREE REQUIREMENTS

### Doctoral Requirements

Comprehensive Exam in major field (Qualifying Examination)

Satisfaction of a doctoral residency requirement (minimum 45 credit hours acquired in KIMEP, and a maximum 8 years)

Formal defense of the candidate's dissertation

### Credit Requirements

Course work in the DBA program is designed to prepare a student for their qualifying exam and provide them with the necessary research tools to complete their dissertation.

Normally a total of 45 credits of course work are required to adequately prepare students for their qualifying exam and provide them with the necessary research tools to complete their dissertation.

### Course Work

Students entering the DBA program are expected to have a background that includes the material covered in EC 5011 (Probability and Statistics), EC5012 (Econometrics), OP5201 (Quantitative Methods) and FN5200 (Managerial Economics). Students who did not complete comparable course work in their masters program must take similar course work at KIMEP. Students entering with a masters degree other than an MBA must complete the MBA core (executive tract) or 4 masters' level courses in the discipline a student major in the DBA program (academic tract). These courses require a minimum grade of B- and are not used to calculate the student's grade point average.

Completion of the DBA program requires 15 courses (45 credits) beyond previous graduate level coursework\*.

This coursework is to prepare you for your qualifying exam. In addition to the preparatory coursework a student must register for 12 hours of dissertation. Thus the student will complete 57 credit hours to obtain the DBA degree. The breakdown of courses and dissertation credit is as follows:

Business Foundations and Research Methods: 4 courses	12
Business Core courses: 5 courses	15
Major courses: 4 courses	12
Electives: 2 courses	6
Dissertation:	12

Dissertation hours are on a Pass/Fail basis. Once a student passes their qualifying exam they will register for 6 dissertation hours per semester for two semesters. If after two semesters the student has not completed their dissertation they may continue to work on it without registering for more hours until they reach time to graduate.

*\*Students without sufficient business education background are required to undertake additional coursework as previously mentioned.*

### Transfer of Credit

A maximum of 12 credit hours of graduate work may be transferred in from an equivalent program. The DBA Council will consider transfer credit and advanced placement on a case by case basis.

### Written and Oral Comprehensive Examinations

The written and oral qualifying exams will be administered in the semester following the completion of all course work. Students will sit for a qualifying exam in their major field of study. Successful completion of the exam will qualify the student to undertake the writing of their dissertation.

The associate dean for doctoral programs and research will coordinate with the DBA faculty in the respective discipline to develop questions for the major field and schedule administration of the exam. A committee of doctorally qualified faculty in the student's major area will develop questions for the written portion of the exam. The committee will also grade the exam and make recommendations to the associate dean for doctoral programs and research.

Following successful completion of the written portion of the qualifying exam, the candidate will take an oral exam organized by the chair of the department's doctoral com-

mittee. The examining committee will include the faculty members who wrote the questions in the major area.

Should the student fail the written and/or oral portion of the exam, the DBA council will decide if and when a re-take of the exam may occur. If a retake is granted, only one retake will be permitted.

## Dissertation

The doctoral dissertation committee will consist of four doctorally qualified members. Three of these, including the committee chairperson, will be from within the Bang

College of Business or the business school of our partner institutions. The fourth member will be from outside of the business school.

The student will present an oral defense of their dissertation in front of the members of the dissertation committee and in a public forum. Any members of the KIMEP faculty will be eligible to attend. Invitations will be sent to the KIMEP faculty at large.

## Specializations

- Accounting
- Finance
- Management
- Marketing

## DBA CURRICULUM 2009-2010

### Doctoral Requirements for all DBA students

1. Comprehensive Exams in Major field
2. Satisfaction of a doctoral residency requirement (min 45 credit hours at KIMEP, max 8 years to complete the program)
3. Formal defense of the candidate's dissertation

Major Courses exclusive of Special Topics and Directed Study (4 courses total)

Management	MGT6205 Organizational Behavior	MGT6206 Strategic Management
Marketing	MKT6202 Strategic Marketing	MKT6203 Theories in Consumer Behavior
Finance	FIN6203 Corporate Finance	FIN6204 Financial Markets and Institutions
Accounting	ACC6202 Studies in Strategic Management Accounting	ACC6203 Comparative International Accounting Standards

### Dissertation

Students must register for a minimum of 12 credit hours for the dissertation  
a minimum of 57 credit hours to complete the coursework and dissertation

### Executive Tract: Business Foundation and Research Methods (Take any Two Courses)

OPM6201 Business Process and Information	MGT6202 Research Methods	MGT6203 Advanced Research Methods	FIN6202 Econometrics
Business Core Courses (Take all four courses)			
MGT6204 Management Theory	MKT6201 Marketing Theory	FIN6201 Theory of Finance	ACC6201 Accounting Theory and Practice

### Business Foundation and Research Methods

MGT 6201 Business and Entrepreneurship	MGT 6202 Research Methods	MGT 6203 Advanced Research Methods	FN 6202 Econometrics
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### Business Core

OPM 6201 Business Process and Information	ACC 6201 Accounting Theory and Practice	FIN 6201 Finance Theory	MKT 6201 Marketing Theory	MGT 6204 Management Theory
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## 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 takes 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 offering such a course is to help DBA students to complete the course requirements in time. Any course in the DBA curriculum can be taken as an Independent Study at any study-time period if there is consent from the instructor (multiple instructors in a case of team-teaching) who offers that course and approval from the DBA Council. The specific guideline, which regulates the taking of a particular independent study course, may be customized to each class. However, this specific guideline should be made within the general guidelines specified below, and pre-approved by the DBA Council.

An Independent Study course can be offered during any study-time period within an academic semester as long as the minimum contact hours requirement (45 hours) is satisfied and/or equivalent workload for the student are satisfied and the DBA Council approves it.

A student enrolled in the Independent Study course should pay necessary fees as applied for a regular course, and complete all the necessary administrative procedures at the Registrar's office and fill out an "Approval for Independent Study" form at the DBA Director's office. At the end of the study-time period the student should submit the completed assignments and all other relevant works to the DBA Council for a record. A DBA student may take a maximum of two Independent Study courses (6 credit hours) to substitute the regular courses in the DBA curriculum.

### Grade Point Average

Grades of "B" and "B-" for DBA students are considered as passing or failing, depending on whether or not the courses are required for student's major. Grades for all major courses should be "B" or above to be passing grades. A DBA student is allowed to have a maximum of two grades of "B-" Grades of "C+" and below and any B-beyond the maximum allowed as well as "Incomplete" are allowed to repeat only once. More than one retake should acquire an approval from the Council.

A minimum GPA of 3.33 on a 4.33 scale is required to graduate.



# UNDERGRADUATE COURSE DESCRIPTIONS

## ACCOUNTING

### **ACC2101 Financial Accounting (3 Credits)**

*Prerequisites: None*

*Not available to students with credit for AC1201*

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, intangible assets, the organization and operations of corporations; corporate transactions; reporting income and retained earnings; earnings per share; bonds as liabilities and investments; the cash flow statement and equity investments.

### **ACC2201 Managerial Accounting (3 Credits)**

*Prerequisites: ACC2101*

*Previous Title: Management Accounting I*

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 Cost Accounting I (3 Credits)**

*Prerequisites: ACC2201*

*Not available to students with credit for AC3203*

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.

### **ACC3120 Cost Accounting II (3 Credits)**

*Prerequisites: ACC3110 (or AC3203)*

This course builds on cost and management accounting concepts to focus more intensively on their use by managers in organizations. This course continues and builds on Cost Accounting I. Topics to be covered include Strategy & the Balanced Scorecard, Variance Analysis, Allocation of Support Department Costs, Allocation of Joint Product and Byproduct Costs, Process Costing, Spoilage, Rework, and Scrap, Quality, Time, & the Theory of Constraints, Just-in-Time and Inventory Management and Capital Budgeting. Other topics may be included as time permits.

### **ACC3201 Intermediate Financial Accounting I**

*Prerequisites: ACC2201*

**(3 Credits)**

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**

*Prerequisites: ACC3201*

**(3 Credits)**

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: ACC2201*

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: ACC3205*

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: ACC2101 (or AC1201) and IFS1812 (or IS2201 or CIT1712)*

*Not available to students with credit for IS3212*

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.

### **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: ACC3202*

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.

### **ACC4208 Advanced Financial Statements Analysis (3 Credits)**

*Prerequisites: ACC3202*

This course prepares students to analyze, interpret and use financial statements effectively. It seeks to illustrate by performing analysis on actual companies how the statements may be used to identify value-creating opportunities. Topics include: tools and procedures for financial statement analysis, the relationship among business transactions, environmental forces and reported financial information, and how financial statement information

can help solve certain business problems.

### **ACC4211 Cases in Accounting (3 Credits)**

*Prerequisites: ACC3202*

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. This course can be treated as a substitute for Internship.

### **ACC4240 Taxation of Multinational Enterprises (3 Credits)**

*Prerequisites: 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.

## **BUSINESS**

### **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.

**CHINEESE** (see Foreign Languages, p. 189)

## **COMPUTER INFORMATION TECHNOLOGY**

### **CIT1712 Introduction to Computer Science and Information Systems (3 Credits)**

*Prerequisites: None*

*Not available to students who have credit for IFS1812*

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.

### **CIT2731 Business Graphics (3 Credits)**

*Prerequisites: CIT1712 or IFS1812*

This course involves studies of graphics software, display lists, device independence, two-dimensional and three-dimensional graphics, display of curves and surfaces, hidden line and hidden surface removal, shading and rotation techniques, graphics languages, and introduction to image processing (CorelDraw).

**CIT2733 Survey Research with SPSS (3 Credits)**

*Prerequisites:* CIT1712 or IFS1812 and ECN1183 or STAT2101 or OPM2201

This course is providing an essential introduction to various functions of SPSS such as data management, analysis and plotting graph etc. on the basis of statistics. It is especially focused on survey research that covers critical topics such as how to design a questionnaire, to code and enter responses, to manipulate and analyze data 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 subject which group has chosen.

**CIT2735 Multimedia Graphics for Business Communications (in Flash) (3 Credits)**

*Prerequisites:* CIT1712 or IFS1812

This course covers graphics and animation using Macromedia's Flash. Flash 5 is an extremely powerful vector graphics program that allows you to assemble dynamic animated and interactive content to create everything from basic linear animations to complete interactive websites. In this course students will become familiar with the basics of Flash, so that they can create simple yet impressive animations that can be added to websites, or exported as self-running files.

**CIT3724 Advanced Business Computer Applications (3 Credits)**

*Prerequisites:* CIT1712 or IFS1812

It introduces the concept of Macros, macro-recorder in Word, Excel and Access, and programming in Visual Basic. Emphasis is given to Windows programming using the Visual Basic environment: use of forms, boxes, buttons, labels, menus, scroll bars, and drawing objects. This course will teach students to develop professional looking and deployable visual basic applications: advanced controls, data aware controls, OLE containers, SQL access, building help files, and accessing the Windows API functions.

**CIT3734 Web Design (3 Credits)**

*Prerequisites:* CIT1712 or IFS1812

Topics include an overview of the www, e-mail, news groups, www browsers, basic web page elements and organization of virtual communities. Thus, our students learn today how to work with those instruments, which they will face at their workplaces tomorrow.

**CIT3736 Computer Publishing Systems (3 Credits)**

*Prerequisites:* CIT1712 or IFS1812

This course studies main principles and rules of computer imposition on the basis of the desktop publishing system Adobe PageMaker. Major attention is given to the processes of data exchange between the program of imposition, text and graphic editors. Students receive skills of work in all basic programs used in publishing. Students study the basic working methods, which are applied in newspaper and publishing sphere, in advertising and design companies. Students carry out practical tasks for

the mastering of separate commands and operations and complex practical works on creation of originals -breadboard models and imposition of editions of various kinds. Students will receive practical advice by rules of registration and imposition of various kinds of editions (books, magazines, newspapers, advertising leaflets etc.).

**ECONOMICS****ECN1101 Introduction to Economics (3 Credits)**

*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.

**ECN2102 Macroeconomics (3 Credits)**

*Prerequisites:* All required GE English courses

*Previously listed as ECON1102*

*Not available to students with credit for FIN2106*

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 Microeconomics (3 Credits)**

*Prerequisites:* All required GE English courses

*Previously listed as ECON1103*

*Not available to students with credit for FIN2105*

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.

**ECN2083 Introduction to Statistics (3 Credits)**

*Prerequisites:* MSC1101

*Previously listed as ECON1183*

*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 experi-

ments 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.

**ECN2360 Introduction to Personal Finance (3 Credits)**

*Prerequisites: All required GE English courses*

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 (3 Credits)**

*Prerequisites: ECN2103, MSC1101*  
*Previously listed as ECON2181*

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 (3 Credits)**

*Prerequisites: ECN2102, MSC1101*  
*Previously listed as ECON2182*

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 Credits)**

*Prerequisites: ECN2103, MSC1101*  
*Previously listed as ECON2183*

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 modeling and linear programming are also covered.

**ECN3101 World Economy (3 Credits)**

*Prerequisites: ECN2103*  
*Previously listed as ECON2101*

The purpose of this course is to enable students to under-

stand 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 Credits)**

*Prerequisites: MSC1101, ECN2103*  
*Previously listed as MATH1104*

The course provides necessary concepts of one and multi-variable 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.

**ECN3128 Health Economics (3 Credits)**

*Prerequisites: ECN2103*

This course studies the economic structure of the health-care industry as well as healthcare problems in Central Asia. The course emphasizes the delivery and pricing of healthcare as well as alternative public policies dealing with cost and distribution problems. It focuses on topics of current policy interest as well as topics for which applied economic theory is well developed. The course provides a general discussion of the appropriate economic theory to apply to a particular situation, and it critically reviews relevant health economics literature.

**ECN3151 Managerial Economics (3 Credits)**

*Prerequisites: ECN2103, ECN2083*

This course applies microeconomic theory to decision-making in business. It uses case studies extensively. Course topics include optimization techniques, estimation of demand functions, business forecasting, linear programming, oligopoly and strategic behavior, pricing techniques, risk analysis, capital budgeting, and anti-monopoly laws.

**ECN3155 Money and Banking (3 Credits)**

*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.

**ECN3184 Econometric Methods (3 Credits)***Prerequisites: ECN2102, ECN2103, ECN2083*

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 Credits)***Prerequisites: ECN2102, ECN2103*

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 Credits)***Prerequisites: MSC1101, 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.

**ECN3350 Financial Economics I (3 Credits)***Prerequisites: ECN3081*

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 Internship in Economics for BAE (3 Credits)***Prerequisites: Minimum 60 credits completed*

This course fulfills 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.

**ECN4085 Applied Macroeconomics (3 Credits)***Prerequisites: ECN3082**Previously listed as ECON3185*

This course follows up Intermediate Macroeconomics

with detailed discussions of money, inflation, employment, economic growth and technological change. It also applies the basic theory introduced in the first course to Central Asian economies.

**ECN4086 Applied Microeconomics (3 Credits)***Prerequisites: ECN3081**Previously listed as ECON3186*

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***Prerequisites: 90 Credit hours***(3 Credits)**

A senior faculty member with an excellent research record will teach this course. 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.

**ECN4111 International Finance (3 Credits)***Prerequisites: ECN3082**Previously listed as ECON3111*

This course provides a deeper knowledge of the determination of foreign exchange rates and of international macro policy adjustment. This course consists of three parts: Foreign Exchange Rates, Open Economy Macroeconomics, and Real Exchange Rates. The basic models of spot exchange rates, forward exchange rates, and interest rate interactions are also developed. Topics include purchasing power parity as well as uncovered and covered interest rate parity. Economic policy in the context of open economy macroeconomic models, such as the Mundell-Fleming model, and the monetary approach to exchange rates are discussed; so is the balance of payments. Other issues, such as the optimum currency areas and issues of currency substitution are also discussed.

**ECN4112 International Trade (3 Credits)***Prerequisites: ECN3081**Previously listed as ECON3112*

This course discusses the determinants of trade and then examines how trade affects the distribution of real income. It presents the model of comparative advantage; the Heck-scher-Ohlin model; trade barriers and their impact on social welfare; the political economy of trade barriers and their implications; and, finally, the evolution of trade organizations. At the end of the course, students should be able to evaluate the usefulness and limits of the trade theories; they should be familiar with the terms of trade, tariffs, and other barriers to trade; they should understand the international trade policy of the developed and less developed nations; and they should understand the role of the World Trade Organization.

**ECN4121 Public Economics I (3 Credits)***Prerequisites: ECN3081**Previously listed as ECON3121*

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 Credits)***Prerequisites: ECN3081**Previously listed as ECON3122*

This course develops theoretical models for the labor market, presents related empirical research, and discusses policy applications. Topics include labor supply, labor demand, market equilibrium, compensating wage differences, investment in human capital, and cyclical unemployment. In addition, labor unions, minimum wage laws, compensation policies and productivity, wage indexation, and discrimination and equal opportunity laws may be discussed.

**ECN4125 Monetary Economics (3 Credits)***Prerequisites: ECN3082**Previously listed as ECON3125*

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 Credits)***Prerequisites: ECN3081**Previously listed as ECON3152*

The study of Industrial Organization is important for understanding corporate behavior. 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 Credits)***Prerequisites: ECN3081**Previously listed as ECON3153*

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 (3 Credits)***Prerequisites: ECN3081**Previously listed as ECON3154*

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. The course analyzes real and monetary factors in the national and international economic environment; the supply of and demand for money; interest rates; stabilization problems; and the effects of government policies on businesses and individuals.

**ECN4169 Economics of Less Developed Countries (3 Credits)***Prerequisites: 90 credit hours**Previously listed as ECON3169*

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 labor, inequality and poverty, sharecropping theory, and economics of conflict.

**ECN4181 Special Topics in Economics (3 Credits)***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 Honors Thesis, (6 Credits)***Prerequisites: Minimum GPA 3.4 and 90 credits completed*

The honors thesis may address any advanced topic of economics. You must first submit a proposal (attached to the Independent Study Contract) that demonstrates that your project is challenging and feasible. Your faculty sponsor must approve it before you can continue. You will present your completed project to students and faculty. For details, see the thesis guidelines below.

**ECN4185 Applied Econometrics (3 Credits)***Prerequisites: ECN3184*

This course applies regression methods to real-world data. It includes computer exercises.

**ECN4351 Foreign Exchange Markets (3 Credits)***Prerequisites: ECN3082**Previously listed as ECON3351*

The course will enable you 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, you 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.

### **ECN4353 Financial Economics II (3 Credits)**

*Prerequisites:* ECN3081, ECN3350, or consent of the instructor.

*Previously listed as* ECON3353

The course will focus on financial investments. Coverage will include securities markets and how they work; stock price behavior; and market efficiency and the relationship of market efficiency to technical analysis and market anomalies. The structure of financial derivatives will be discussed, focusing on options, including the Black-Scholes option-pricing model, forwards, futures and swaps as methods of hedging. The topic of mutual funds will be studied along with other topics such as arbitrage pricing theory and multifactor models of risk and return.

### **ECN4354 Financial Economics III (3 Credits)**

*Prerequisites:* ECN3081, ECN3350 or consent of the instructor.

*Previously listed as* ECON3354

This course provides a market-oriented framework for analyzing the major types of financial decisions made by corporations. Discounted cash flow techniques are introduced and applied to the capital budgeting problem (the choice among alternative investment projects) and financial asset valuation. Security markets are discussed with portfolio theory along with issues of capital market efficiency are introduced. The effects of capital structure, including new issues of securities, debt and dividend policy on the value of the firm are analyzed. Topics of relevance of different financial institutions to the financing of firms, the takeover process, corporate restructurings and financial distress are also discussed.

### **ECN4359 Investment in Emerging Markets (3 Credits)**

*Prerequisites:* ECN3082 and ECN 3155

*Previously listed as* ECON3359

Investment in Emerging Markets is an applied course involving 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.

### **ECN4889 Research Project (3 Credits)**

*Prerequisites:* Minimum GPA 3.3 and 90 credits completed.

Research projects include an in depth study of the economy of Kazakhstan or CIS countries or in any other areas in

the field of economics and business. Proposals must show a clear promise of higher level work and be approved by a faculty sponsor and either the chair or undergraduate program director. The course title for the transcript will be "Research Project". Completed projects will be announced and presented to interested students and faculty.

## **ENGLISH**

### **ENG1111 Academic Speaking (3 Credits)**

*Prerequisites:* None

*Previously listed as* ENS1111

This course helps students to speak with confidence while giving presentations and participating in academic class discussions as well as when answering their teachers' questions. The course covers the importance of audience and how to organize and give presentations. Students will know about the structure of presentations, including how to introduce themselves and their topic, how to give an appropriate overview, how to give information in the correct sequence, how to develop their ideas, and how to conclude appropriately. Additionally, students will know how to compare and contrast various points, how to develop their argument effectively, how to exemplify, to emphasize and to summarize.

Additionally, students will know about the importance of audience, of how to relate to them via clear delivery, correct speed, of stress and emphasis, appropriate body language and eye contact. Students will learn how to take part effectively in academic discussions and debates, how to control the discourse, how to change the subject, how to ask for more information or clarification, query various points, state a point of view, agree and disagree, how to hold the floor and prevent interruptions. Students will also have learnt how to find the main points of questions asked by teachers and others, and answer them effectively.

### **ENG1101 Academic Listening and Note Taking 1 (3 Credits)**

*Prerequisites:* None

*Previously listed as* ELN1101

At the end of this course students will have increased their ability to understand short academic lectures of around 15 minutes in length. Students will have learnt how to follow the structure of a lecture and to understand relationships in the lecture and within complex sentences. Students will be able to recognize the importance of key messages in lectures, and how to deduce the meanings of unfamiliar words in addition to inferring their meaning from context. They will know how to identify main points, to listen for specific information and to concentrate for the entire length of a lecture.

When students are engaged in their degree program, they will be expected to take notes while listening to lectures. After this course, students' note-taking skills will have improved so that they will be able to use them as the basis for reviewing their homework and revising for examinations. Also, they will have learnt how to use their notes as the basis for writing short academic texts.

**ENG1201 Academic Listening and Note Taking 2 (3 Credits)**

*Prerequisite: ENG1101 Academic Listening and Note Taking 1*

*Previously listed as ELN1201*

In this course students will continue to develop the skills they have learnt in Academic Listening and Note Taking 1. Therefore, at the end of Academic Listening and Note Taking 2 students will be able to understand complex lectures of approximately 50 minutes in length. Also students will hear a variety of World Englishes. Consequently, students will have become familiar with some of the most prevalent accents and styles of English in the world; not only varieties of English from Canada, the United Kingdom and the United States of America, but also different kinds of accents from the Indian sub-continent, Central Asia and Europe.

Students will also have learnt to differentiate between what is stated explicitly and implicitly, to recognize the speaker's attitude and to evaluate information. Students' note-taking skills while listening will have increased and improved. They will be able to write longer essays, reports and critical evaluations based upon what they have heard. This course will be closely linked to Academic Reading and Writing in that topics from this class will often supplement those that students have listened to in Academic Listening and Note Taking 2 lectures.

**ENG1211 Academic Reading and Writing (3 Credits)**

*Prerequisite: ENG1111 Academic Speaking*

*Previously listed as EWR1211*

This course combines learning how to read academic texts with how to write them. At the end of this course, students will be able to write summaries, various types of essays and reports. Their writing will be based on academic materials they have read in class or found in the library or on the Internet. Students will also be asked to use their notes from their Academic Listening and Note-Taking 2 course. Further, students will be able to present in-text and post-text references appropriately. Students will be fully aware of the fact that plagiarism is an academic offence, and they will know how to avoid it.

As effective readers of academic texts, students will be able to skim, scan and read intensively and extensively. Students will be able to recognize important points, find implicit meaning, analyze texts and use them critically. Students will increase their research skills and be able to evaluate Internet sources better. Students will have learnt to review, edit and then rewrite work in improved forms. Also they will learn to paraphrase, to exemplify and to synthesize as well as to incorporate such notes in the academically acceptable way.

**ENG1401 Public Speaking (3 Credits)**

*Prerequisites: ENG1111 Academic Speaking*

*Not available to students with credit for ENG3331*

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 a culturally diverse audience. Students will be listening to professional speakers and reviewing their writing and organizing skills, as well as presenting their own speeches.

**ENG1402 Learner Autonomy: Development of Good Learning Skills (3 Credits)**

*Prerequisites: None*

*Previously listed as ELA1302*

Studying at university is different in many ways from studying at school. Students often find it difficult to find the best way to go about their learning at university. This course will, therefore, help them to learn the best way of studying at this high level.

At the end of this course, students will have developed a variety of good strategies that will help them succeed in their courses. They will have learnt how to set specific goals, self-monitor and self-evaluate, and to manage their time. Problems such as nervousness about studies will be dealt with. Students will know how to learn in a variety of ways, both with others and individually. In addition, they will have increased memory skills, know how to solve learning problems and developed a range of additional skills that will help to study successfully in the main subjects.

**ENG1403 Critical Thinking (3 Credits)**

*Prerequisites: None*

*Not available to students with credit for ENG1303G*

This course is intended to introduce students to philosophical reflection and argumentation, and to develop skills of reading, writing and argumentation that are valuable in a number of academic and everyday contexts. It is designed to enhance students' abilities to read and listen critically, to respond reflectively to arguments offered by others, to distinguish successful and unsuccessful arguments, and to generate well-formed arguments of their own. Students will analyze the writing of others, noting focus, arrangement, logical development, vocabulary and style. Students will also be trained to apply the principles of critical thinking and effective writing in expository and argumentative essays.

**ENG1406 Drama (3 Credits)**

*Prerequisites: None*

This course offers students practical experience of drama from text to performance. One or more play scripts are read and discussed in order to reach an understanding of how a dramatist plans, shapes and writes the text. Thereafter, attention is paid to organizing a performance. Some students will have an opportunity of playing one of the characters, while others will contribute to the other tasks necessary for any successful production, such as direction, front-of-house, marketing, and so forth. Members of KELT should find this course of particular interest.



**ENG1407 English for Specific Purposes***Prerequisites: ENG1211, ENG1201* **(3 Credits)***Previously listed as ESP1307*

For these classes, English language teachers will work together with the main subject teachers in the two colleges. This will ensure familiarity with the specific vocabulary and language structures needed in order to understand and discuss topics presented by college teachers. We will continue to work to improve reading, writing and thinking skills specifically to facilitate success in the specialized degree courses.

**FINANCE****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 or equivalent**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: ACC2101 or equivalent**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.

**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***Prerequisites: FIN3101, FIN3121***(3 Credits)**

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 in-

clude time value calculations, budgeting, career planning, banking, insurance, home buying, consumer credits and money management, investment planning, retirement planning, and estate planning.

### **FIN4211 Financial Modeling (3 Credits)**

*Prerequisites: FIN3101, FIN3121*

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 Introduction to 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**

*Prerequisites: FIN3101, FIN3121*

**(3 Credits)**

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 Banking (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*

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. This course can be treated as a substitute for Internship.

**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 Research/Simulation in Finance (3 Credits)**

*Prerequisites: Completion of 18 credits in Finance courses, a minimum GPA of 3.5 in all Finance courses and 3.5 overall, and Permission by the Associate Dean of the program.*

The course focuses on research on topics in the area of Finance through advanced research methods. This course can be treated as a substitute for Internship.

## FOREIGN LANGUAGES

**CHN1301 Beginning Chinese (3 Credits)**  
*Prerequisites: None*

This course is designed to enable students to engage in basic communication in Chinese. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is intended for beginners only; students with a prior knowledge of Chinese, even at elementary level, should not take this course.

**FRN1301 Beginning French (3 Credits)**  
*Prerequisites: None*

This course is designed to enable students to engage in the most basic communication of French. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is intended for beginners only; students with a prior knowledge of French, even at elementary level, should not take this course.

**GER1301 Beginning German (3 Credits)**  
*Prerequisites: None*

This course is designed in such a way as to enable students to engage in the most basic communication of German. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is designed for beginners only; students with a prior knowledge of German, even at elementary level, should not take this course.

**JPN1301 Beginning Japanese (3 Credits)**  
*Prerequisites: None*

This course is designed to enable students to engage in the most basic communication of Japanese. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is designed for beginners only; students with a prior knowledge of Japanese, even at elementary level, should not take this course.

**KOR1301 Elementary Korean 1 (3 Credits)**  
*Prerequisites: None*

This course is designed to provide students with reading, writing, speaking and listening after learning Korean consonants and vowels as well as its structure of syllables. Characteristic features of Korean culture and etiquette are also introduced.

**KOR1302 Elementary Korean 2 (3 Credits)***Prerequisites: KOR1301 Elementary Korean 1*

The course is intended for students who are willing to learn basic Korean vocabulary and expressions in an elementary grammar course. This is a basic foundation level to improve Korean language.

**RUS1301 Beginning Russian (3 Credits)***Prerequisites: None*

This course is designed for international students who do not speak the language. Designed to enable students to engage in the most basic communication of Russian. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is intended for beginners only; students with a prior knowledge of Russian, even at elementary level, should not take this course.

**RUS1302 Elementary Russian 1 (3 Credits)***Prerequisite: RUS1301 Beginning Russian or equivalent*

This course will continue the basics of Russian while emphasizing the acquisition of reading, listening, speaking, and writing skills at elementary level. Focus will be on developing conversational proficiency and control of basic grammar and vocabulary. The course follows Beginning Russian and assumes knowledge of all the materials covered in RUS1301. A component promoting cross-cultural understanding and sound academic skills is also included.

**RUS1303 Elementary Russian 2 (3 Credits)***Prerequisite: RUS1302 Elementary Russian 1 or equivalent*

The course is aimed at further development of speaking, listening, reading, and writing at upper elementary level. There is regular reinforcement of language practice through many conversational activities. The course is designed so that at the end of the course students have the means to express themselves on a number of topics and have a solid basis for further study. The course follows Elementary Russian 1 and assumes knowledge and skills acquired by students in that course. A component promoting cross-cultural understanding and sound academic skills is also included.

**RUS1304 Pre-intermediate Russian 1 (3 Credits)***Prerequisite: RUS1303 Elementary Russian 2 or equivalent*

This course is aimed at developing productive and comprehension language skills in spoken and written Russian at pre-intermediate level. The course will include development of speaking skills, covering both everyday situations and formal presentations, reading of straightforward Russian texts. There is a review and expansion of difficult topics in Russian grammar, as well as writing

composition. The course follows Elementary Russian 2 and assumes knowledge and skills acquired by students in that course. A component promoting cross-cultural understanding and sound academic skills is also included.

**RUS1315 Business Communication in Russian (3 Credits)***Prerequisites: Advanced-level proficiency in Russian*

The success of any business lies in part in successful communication, both within the operation itself and beyond. Business communication includes effective strategies for conveying information to employees and for maintaining high levels of efficiency within an organization. In addition, it involves clear and persuasive communication with customers and others in the private and public sectors. This course selects appropriate themes and topics in the spoken and written language in order to prepare students to attain a high level of competence in business communication Russian.

**SPN1301 Beginning Spanish (3 Credits)***Prerequisites: None*

This course is designed to enable students to engage in the most basic communication of Spanish. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is intended for beginners only; students with a prior knowledge of Spanish, even at elementary level, should not take this course.

**TUR1301 Beginning Turkish (3 Credits)***Prerequisites: None*

This course is designed in such a way as to enable students to engage in the most basic communication of Turkish. 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 also aims to develop students' academic skills and to promote cross-cultural understanding and respect.

This course is designed for beginners only; students with a prior knowledge of Turkish, even at elementary level, should not take this course.

**FRENCH** (see Foreign Languages, p. 189)**GENERAL EDUCATION****GED1300 University Life (0 Credits)***Prerequisites: None**Previously listed as ORT1300*

University Life aims to help freshmen take the first steps towards becoming well informed students at KIMEP. The course is expressly customized to meet the needs of diverse students and facilitates an academic and social transition that is crucial for a successful first year. Students

have an opportunity of learning more about academic life at KIMEP and specifically about the array of programs offered here. In addition to scholarly activities, campus life includes games, sports and social organizations that allow for relaxation and encourage social interaction. All of these activities contribute to building a university community.

### **GED1501 Introduction to Philosophy (3 Credits)**

*Prerequisites: None*

*Previously listed as PHIL1501*

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.

### **GED1502 Principles of Ethics (3 Credits)**

*Prerequisites: None*

*Previously listed as PHIL1502*

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.

### **GED1590 Special Topics for General Education (1-3 Credits)**

*Prerequisites: None*

The course covers selected topics related to the general education curriculum which are not offered on a regular basis. Courses can be offered for one, two, or three credits. The topic must fulfill the requirements for one of the categories of general education. The course can be repeated if the topics are different.

### **GED1701 Introduction to Geography (3 Credits)**

*Prerequisites: None*

*Previously listed as GEOG1501*

This course provides an introduction to the principles, concepts, and methods of the wide-ranging discipline of geography. A systematic spatial examination of the human and physical environment is provided, as well as an analysis of human-environment relationships. Topics include patterns and processes of landforms, climate, population, economic activity, culture, urbanization, and natural resources.

**GERMAN** (see Foreign Languages, p. 65)

## **HISTORY**

### **HIST3521 Domestic History of the USSR**

*Prerequisites: None*

**(3 Credits)**

This course will cover the major questions of the internal history and politics of the USSR. Topics include pre-revolutionary Russia and the thought of the revolutionaries of the period, Stalinism, Collectivization, Industrialization, and the collapse of the USSR. Both the goals of this state and the methods used to reach them will be discussed. Why did this state exist? Why did it exist in Russia in particular? How did it function? Who benefited from it? One of assignments for students from former Soviet countries will be to research and write a family history during the period of the USSR.

### **HIST3533 US History (3 Credits)**

*Prerequisites: None*

*Not available to students who have credit for HIST3531 or HIST3532*

This is a survey course of the history of the United States from the discovery of the “New World” to the present. Major themes include the American Revolution, the development of the Constitution, creation of political parties, the Jacksonian era, the Civil War, the growth of big business and the emergence of the US as a major economic and political power in the world, the era of progressivism, the Great Depression, World War II and postwar economic expansion, the Civil Rights movement, women’s rights movements, cultural icons, and presidential administrations. Special emphasis will also be given to Westward expansion, imperialism, the impact of slavery, and race relations.

### **HIST3537 History of Central Asia (3 Credits)**

*Prerequisites: None*

This course provides an historical introduction to the five countries of Central Asia; Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. It will provide an overview of political, economic, social, ethnic, cultural, military and religious history of the region.

## **HISTORY, CULTURE, AND ARTS**

### **HCA1301 Introduction to Films (3 Credits)**

*Prerequisites: None*

*Previously listed as ART1301*

This course undertakes a critical analysis of cinema leading to the understanding of film as a literary device and an aesthetic art form. Students learn to critically analyze films for form and content, and to understand how the individual elements that compose a film generate meaning and evoke feelings, which support the theme of the film. Film Studies focuses on genre films and on genre criticism; however, as part of the semester grade students are invited to put together an oral presentation on other critical approaches: Postmodernism, Deconstructionism, Marxism, Feminism, and the Psychoanalytical approach. Students are evaluated through in-class short essay writing, a longer essay, and several oral presenta-

tions. Through in-class discussions, students come to understand the medium of film not only as a mode of entertainment, but also as an art form, industrial product, and ideological tool.

### **HCA1302 Introduction to Music (3 Credits)**

*Prerequisites: None*

*Previously listed as ART1302*

A listening-oriented study of a variety of musical experiences, from the earliest notated European Music to contemporary electronic and popular styles. Special attention is given to contemporary music of all kinds, including excursions into the music of other world cultures and the music of popular culture. The course aims at exposing a full range of musical diversity past and present as well as promoting an appreciation for listening to music in depth. The course objectives include developing skills in recognizing and explaining musical experiences as well as exploring the relation of music to society as a whole.

### **HCA1303 Arts History (3 Credits)**

*Prerequisites: None*

*Previously listed as ART1303*

This course is a survey of drawing, painting, sculpture and architecture, from the Prehistoric era to modern times. It traces the history of art from its earliest recorded beginnings until the present. The course teaches how to evaluate the functions of art in human society, synthesize and relate how philosophy and culture, religious principles and practices, political and social events, geography and climate affect the production and value of art. Students will become acquainted with the vocabulary of art and various artistic media and techniques. Students will also learn to observe, discuss, and evaluate art pieces and present trends in the art world.

### **HCA1304 Theater (3 Credits)**

*Prerequisites: None*

*Previously listed as ART1304*

The course explores drama as a learning medium. The course will examine the principal areas of theater including a thorough review of significant plays and comment from important periods in the development of dramatic literature. Students will also study the role of theater in society, as well as the function of the actor, the playwright, the designers and technicians, and the director. The course highlights include designing, creating, directing, and assessing original work.

### **HCA1305 Performing Arts (3 Credits)**

*Prerequisites: None*

*Previously listed as ART1305*

The course combines exploration of music, drama and dance and links between them. Within each art form students will explore creative styles and techniques, develop skills of analysis and practical skills of improvisation, rehearsal, and performance. Students will also gain understanding of the processes leading to performance. Confidence and presentation skills that students develop through the course will help them succeed in academic and everyday settings.

### **HCA1501 History of Kazakhstan (3 Credits)**

*Prerequisites: None*

*Previously listed as HIST1501*

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.

### **HCA1503 Introduction to Cultural Anthropology (3 Credits)**

*Prerequisites: None*

*Previously listed as ANTH1503*

Cultural anthropology is concerned with comparative study of human societies, personalities, beliefs, values and behaviors. This course introduces participants to major concepts, theories, and research methods used by cultural anthropologists as they examine the range of human cultural meaning systems and societies. Initial discussions focus on anthropological ideas of culture, cultural relativism, and use of cross-cultural comparisons. Course discussions then examine how kinship, religion, language, psychology, and policies are embedded within or related to the wider sociocultural context. Ethnographic data from societies around the world are used to demonstrate the pertinence of anthropological theory for understanding human sociocultural existence.

### **HCA1505 Western Civilizations (3 Credits)**

*Prerequisites: None*

*Previously listed as ANTH1505*

This course examines major themes and developments in what is known as “Western Civilization” from the Renaissance to the dawn of the 21st century. The focus is largely on Europe and will include religion and its impact on the West; the origin of nation-states in early modern Europe; the underpinnings of the Enlightenment; the beginnings of modern economic systems and theories; the age of political revolution; the scientific and industrial revolutions; and the emergence of modern, mass democracy. The course also examines the intellectual components of Europe’s past that gave rise to the modern age—including the growth of humanism, liberalism, conservatism, socialism, nationalism, Marxism, and fascism. To fully appraise the concept of “civilization”, there is a review of changes in the nature of artistic expression over time. Above all, the course examines the history of political, economic, philosophical, and cultural developments as rooted in the circumstances and conditions of their specific age. By the end of the course students should have a relatively broad understanding of the basic components that have contributed to the development of modern Western Civilization.

**HCA1506 Great Traditions and Culture of Kazakhs (3 Credits)***Prerequisites: None**Previously listed as ANTH1506*

The course “Great Traditions and Culture of Kazakhs” is intended as an introduction to the history of traditions, customs and culture that appeared in connection with the ancient ways of life and the analysis of their place and meanings in everyday life of Kazakhs. These traditions and culture continue in all the spheres of current life.

**HCA2501 History of Civilizations I (3 Credits)***Prerequisites: None**Previously listed as HIST2501*

This course provides a broad overview of history up to 1500 CE. It looks at civilizations throughout the world, starting with the river valley civilizations in Mesopotamia, the Indus Valley, Egypt and the Yellow River Valley, and traces the development of civilizations throughout the world and their different cultures. Areas covered include the Middle East, Asia, Africa, the Americas, and Europe.

**HCA2502 History of Civilizations II (3 Credits)***Prerequisites: None**Previously listed as HIST2502*

This is a survey course on the development and growth of major world civilizations from 1500 CE to the present. Special attention will be devoted to the development of European hegemony from the 16th century to the early 20th century, as well as non-Western responses to European expansion.

**INFORMATION SYSTEMS****IFS1812 Business Computer Applications (3 Credits)***Prerequisite: Basic knowledge of computer**Not available to students who credit for IS2201 or CIT1712*

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.

**IFS2201 Computer Applications in Business (3 Credits)***Prerequisite: Basic knowledge of computer*

This course provides a deep insight on implementing business logic in computer applications. To start thinking in business terms while working with computers, one gets the perception of computer models, which are implemented on spreadsheets through decision making techniques and programming. The purpose of this course is to foster business thinking through available technical

means. Connect your business logic with the technology and thus intensify your power by increasing the scope of your intelligence. Make technical means the extension of your entrepreneurship mind and prepare yourself to dynamic corporate culture. This course is also a prerequisite to the probabilistic business simulations where statistical methods are applied in the business decision-making. After taking this course one treats a computer not just as an office automation device but also as a business instrument.

**IFS2203 Management Information Systems***Prerequisite: IFS1812 or CIT1712 (3 Credits)*

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: IFS1812 or CIT1712*

The Database plays a key role in business management. Management without the support of right Database is unthinkable. This course provided hands-on-training about the tools and techniques of designing and building enterprise databases and accessing data from their 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.

**IFS3203 Enterprise Resource Planning***Prerequisite: IFS1812 or CIT1712 (3 Credits)*

This course covers the theory, methods, and techniques for solving organizational information processing problems using Enterprise Resource Planning software; and critical issues including software selection and configuration, project management, systems architecture, process analysis and design, organizational change, implementation and post- implementation issues of ERP projects.

**IFS3205 System Analysis & Design (3 Credits)***Prerequisite: IFS1812 or CIT1712*

The course provides an overview of the processes involved

in the analysis, design, and implementation of information systems. This is a hands-on course and is targeted at advanced undergraduate or beginning graduate students who have little or no background in the subject. Topics to be covered include software development life cycle (SDLC), feasibility study, requirements analysis, systems analysis, and systems design. Systems analysis and design methods covered in this course include data flow diagram, data dictionary, and entity-relationship approach. Feasibility study, requirements definition and design, implementation process, development documentation will be covered. The prototyping, data modeling techniques, cost benefit analysis and user involvement will also be covered.

### **IFS3211 Information System Security (3 Credits)**

*Prerequisite: IFS1812 or CIT1712*

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.

### **IFS3212 Accounting Information Systems (3 Credits)**

*Prerequisite: IFS1812 or CIT1712 and ACC2101*

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.

## **INTERNATIONAL RELATIONS**

### **IRL2512 Introduction to International Relations (3 Credits)**

*Prerequisites: None*

*Previously listed as IR1512*

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.

### **IRL2522: Foreign Policy of Kazakhstan (3 Credits)**

*Prerequisites: IRL2512*

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.

### **IRL3521 Theories of International Relations (3 Credits)**

*Prerequisites: IRL2512*

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.

### **IRL2515 Political Geography (3 Credits)**

*Prerequisites: None*

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.

### **IRL3516 Terrorism and Security (3 Credits)**

*Prerequisites: IRL2512*

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.

### **IRL3519 Globalization: Current Issues (3 Credits)**

*Prerequisites: IRL2512*

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, Americanization and value of information technology.

### **IRL3520 Domestic Politics and Foreign Policy in the Post-Communist World (3 Credits)**

*Prerequisites: IRL2512*

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 the former USSR and the rest of the world.

### **IRL3522 History of US Foreign Policy (3 Credits)**

*Prerequisites: IRL2512*

This is an advanced course on American foreign policy since the birth of the Republic to the modern era. This course will focus on American foreign policy as a whole, but will also give special attention to present-day American foreign policy, American-Kazakhstan relations in particular.

### **IRL3523 International Political Economy (3 Credits)**

*Prerequisites: IRL2512*

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.

### **IRL3524 Global Security and International Conflict Resolution (3 Credits)**

*Prerequisites: IRL2512*

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.

### **IRL3525 Understanding Global Crisis (3 Credits)**

*Prerequisites: IRL2512*

The purpose of this course is to develop a broad understanding of the roots of the contemporary financial and economic crisis, and to sketch its possible outcomes in the short, medium and long-term future. Our approach will be historical and multidisciplinary, in order to give a general and integrated picture of economic, political, social and cultural components of the crisis and thereby to help students shape their subsequent academic, professional and personal choices. To this end, we will successively examine the implosion of the housing, energy, and credit bubbles, the collapse of the global financial system, the crisis of globalization, the interstate system, neoliberal ideology, US hegemony, capitalism, and Western dominance. At the conclusion of the course, we will implement multiple national and ideological perspectives, so as to gain a balanced and unbiased understanding of the crisis and its consequences, and to lay out several trajectories, including a possible return to globalism, regionalism, and deepening chaos and autarky.

### **IRL3537 Russian Foreign Policy (3 Credits)**

*Prerequisites: IRL2512*

This is an advanced course on the formation and development of Russian 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 policy-making, and Russia-Kazakhstan relations in particular.

### **IRL3538 Chinese Foreign Policy (3 Credits)**

*Prerequisites: IRL2512*

This is an advanced course on 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.

### **IRL3539 History of Diplomacy from 1648 to 1815 (3 Credits)**

*Prerequisites: IRL2512*

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)**

*Prerequisites: IRL2512*

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.

### **IRL3544.5 Selected Topics in IR: Diplomatic and Consular Service (3 Credits)**

*Prerequisites: 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.

### **IRL4512 Central Asia in Global Politics (3 Credits)**

*Prerequisites: IRL2512*

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 par-

ticular 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.

### **IRL4521 Caspian Petro Politics (3 Credits)**

*Prerequisites: IRL2512 or 2511*

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.

### **IRL4522 Central Asia-United States Relations**

*Prerequisites: IRL2512*

**(3 Credits)**

*Central Asia - United States Relations*

This is an advanced survey course on the development of Central Asia - US relations since 1991 to the present. We will 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, military bases in Central Asia, cultural influence, and others.

### **IRL4523 International Organizations (3 Credits)**

*Prerequisites: IRL2512*

This course will critically analyze and evaluate the historical and philosophical roots and origins of the formation and evolution of modern international organizations as well as their roles in the promotion of international economic cooperation and in maintaining international peace, security and understanding.

### **IRL4525 Asian Security: Theory and Practice**

*Prerequisites: IRL2512*

**(3 Credits)**

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.

### **IRL4526 Comparative Foreign Policy (3 Credits)**

*Prerequisites: IRL2512*

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.

### **IRL4528 Central Asia-Russia Relations**

*Prerequisites: IRL2512*

**(3 Credits)**

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.

### **IRL4529 Undergraduate Seminar in International Relations (3 Credits)**

*Prerequisites: IRL2512*

This seminar course is designed to offer students an opportunity to apply their theoretical knowledge to a specific issue in international relations. The seminar format allows individual studies covering security issues, international political economy and international legal order.

### **IRL4530 Middle East Politics (3 Credits)**

*Prerequisites: POL2511*

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.

### **IRL4597 Undergraduate Research Paper or Internship (3 Credits)**

*Prerequisites: None*

Undergraduate students will have to write a major research paper on any field or areas in international relations in the final year of their study. Students should select topics and submit proposals to the Chair of the Department at the end of their 3rd year of study or after they finish 90 credits. The Chair will assign supervisors for students in consultation with the Undergraduate Committee members. Students will work with their individual supervisors and complete the paper during the last semester of their study. A Departmental Undergraduate Thesis Committee will be created for this purpose and students will have to

defend their papers publicly.

Alternatively, with the approval of the department, students may enroll in an internship program with a consulate, NGO, private company or other agency.

**JAPANESE** (see Foreign Languages, p. 65)

## JOURNALISM AND MASS COMMUNICATION

### JMC1601 Introduction to International Journalism (3 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.

### JMC1605 New Information Technologies (3 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.

### JMC2604 Computer Design and Editing (3 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 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.

### JMC2607 Ethics in Journalism (3 Credits)

*Prerequisites: JMC1601*

The course addresses such issues as manipulation of the news, bias, unfairness, plagiarism fabrication, conflict of interest and treating news sources respectfully. The course will help students solidify their personal values and emphasize the importance of truth, fairness and respect.

### JMC2608 Introduction to Public Relations (3 Credits)

*Prerequisites: None*

This course is designed to provide students with introductory theoretical knowledge of public relations and begin-

ning 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.

### JMC3201 News Writing (3 Credits)

*Prerequisites: None*

*Replaces BAIJ1602 Introduction to News Writing*

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 Credits)

*Prerequisites: None*

*Replaces BAIJ1603 Beginning Editing*

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.

### JMC3602 Online Journalism (3 Credits)

*Prerequisites: None*

This practicum course develops capacities and knowledge essential to anyone entering journalism and related fields. It explores the impact of the Internet and related technologies on journalism and introduces students to tools for online information production with particular attention to interactive technologies. Students will produce an online publication.

### JMC3603 Business News (3 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 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.

### **JMC3606 Press Law in Kazakhstan (3 Credits)**

*Prerequisites: JMC1601*

The course introduces students to the core underpinnings of the Kazakhstani legal system by providing students with an introduction to civil, criminal and press law in Kazakhstan. It is designed to help journalists and other communication professionals understand their rights and responsibilities as mass media professionals.

### **JMC3608 Journalism of Kazakhstan and CIS (3 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 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.

### **JMC3610 News and Economics (3 Credits)**

*Prerequisites: None*

This course introduces students to financial news writing. It examines the fundamentals of economics along with the necessary skills required to write news stories on a variety of business and economics-related issues.

### **JMC3611 Internship 1 (3 Credits)**

*Prerequisites: JMC1601*

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 2 (3 Credits)**

*Prerequisites: JMC3611*

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 Writing for Russian Language Media (3 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.

### **JMC/IRL3621 International Relations and Journalism (3 credits)**

*Prerequisites: IRL2512*

This course uses inter-disciplinary approach to explore the role of journalism in international relations. It introduces the theories of international politics and mass communication. The course teaches students to analyze the role of the media in politics and its impact on foreign policy.

### **JMC3622 Print Journalism (3 credits)**

*Prerequisites: JMC3201*

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 Credits)**

*Prerequisites: JMC3201*

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.

### **JMC3624 Global Issues in the Press (3 Credits)**

*Prerequisites: None*

The course surveys major issues in international journalism and communication and focuses on press systems around the world. It covers freedom of the press and restrictions against press performance, news flow and control of global information, as well as the New World Information and Communication Order debate.

### **JMC3626 Journalism Photography (3 Credits)**

*Prerequisites: None*

This class is designed to introduce basics of digital photography for journalism students. Students will learn how light, composition, point of view can help create the image and the message. The course will teach when and how to use different types of shots in reporting news. The content of the course will also cover digital image editing. The class involves practical seminars and lectures.

### **JMC4201 Advanced News Writing (3 Credits)**

*Prerequisites: JMC3201*

*Previously listed as BAIJ2601*

This course will offer instruction in advanced news writ-

ing 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 Credits)**

*Prerequisites: JMC2608*

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.

### **JMC4211 Advanced Editing (3 Credits)**

*Prerequisites: JMC3211*

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.

### **JMC4601 Advertising and Media Sales (3 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.

### **JMC4606 KIMEP Times (3 Credits)**

*Prerequisites: JMC1601 and JMC3210*

The course is designed to provide hands-on knowledge and practice in writing new stories, newspaper design and layout, management, marketing, advertising and distribution. This course offers English writing training in the student newspaper KIMEP Times.

### **JMC4611 Professional Projects (3 Credits)**

*Prerequisites: JMC3210*

Students will complete newspaper, TV/Radio or PR projects under supervision of an instructor from the Department of Journalism and Mass Communication. To enroll in the course students must obtain permission from the department as well as the professor with whom they will work. Students must have senior standing in the journalism/mass communication program.

### **JMC4630 Public Relations Writing (3 Credits)**

*Prerequisites: None*

This course is designed to provide students with introductory theoretical knowledge of public relations and begin-

ning 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 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.

### **JMC4655 Crisis Communication (3 Credits)**

*Prerequisites: JMC2608*

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.

### **JMC4690 Special Topics in Journalism and Communication (3 credits)**

*Prerequisites: JMC1601 (and others as specified)*

*Previously listed as BAIJ3601*

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.

## **KAZAKH**

### **KAZ1401 Beginning Kazakh (3 Credits)**

*Prerequisites: None*

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.

### **KAZ1402 Elementary Kazakh 1 (3 Credits)**

*Prerequisites: KAZ1401 or placement according to the results of the diagnostic test*

This course provides students with a 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.

### **KAZ1403 Elementary Kazakh 2 (3 Credits)**

*Prerequisites: KAZ1402 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.

**KAZ1404 Intermediate Kazakh 1 (3 Credits)**

Prerequisites: KAZ1403 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.

**KAZ1405 Intermediate Kazakh 2 (3 Credits)**

Prerequisites: KAZ1404 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.

**KAZ1406 Business Kazakh 1 (3 Credits)**

Prerequisites: KAZ1405 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.

**KAZ1407 Business Kazakh 2 (3 Credits)**

Prerequisites: Kazakh school certificate or KAZ1406 Business Kazakh 1 or KAZ1408 Kazakh Language and Culture or KAZ1409 Business Correspondence in Kazakh or KAZ1410 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.

**KAZ1408 Kazakh Language and Culture (3 Credits)**

Prerequisites: Kazakh school certificate or KAZ1405 Intermediate Kazakh 2 or KAZ1406 Business Kazakh 1 or KAZ1407 Business Kazakh 2 or KAZ1409 Business Correspondence in Kazakh or KAZ1410 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.

**KAZ1409 Business Correspondence in Kazakh (3 Credits)**

Prerequisites: Kazakh school certificate or KAZ1405 Intermediate Kazakh 2 or KAZ1406 Business Kazakh 1 or KAZ1407 Business Kazakh 2 or KAZ1408 Kazakh Language and Culture or KAZ1410 Public Speaking in Kazakh or placement according to the results of the diagnostic test

This course is intended for fluent users of Kazakh. It is designed to teach students to create and to deal effectively with formal correspondence in Kazakh, including state documentation and business letters that follow international business writing standards. Students will further develop their business vocabulary and technical writing skills as well as practice their formal and business Kazakh communication skills.

**KAZ1410 Public Speaking in Kazakh (3 Credits)**

Prerequisites: Kazakh school certificate or KAZ1406 Business Kazakh 1 or KAZ1407 Business Kazakh 2 or KAZ1408 Kazakh Language and Culture or KAZ1409 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.

**KOREAN** (see Foreign Languages, p. 65)

## LAW

### LAW1503 Law in Kazakhstan (3 Credits)

*Prerequisites: None*

This is a survey course designed to acquaint students with basic legal concepts of law, as well the process of formation of law and the structure of the judiciary system in the Republic of Kazakhstan.

### LAW3511 International Law (3 Credits)

*Prerequisites: None*

This course will examine the fundamentals of international law including sources of international law, the relationship between domestic law and international law, and jurisdiction. It will also define what is meant by the terms “public international law” and private international law”

### LAW3513 Comparative Law (3 Credits)

*Prerequisites: None*

This course makes comparative legal analysis of civil law and common law countries, mainly, by comparing US and Kazakhstan laws. The course covers Contracts (Labor contracts), Torts and Criminal law.

The course is essential to those students who are planning to be engaged in international commerce after their studies, and students with minor in law who would like get better understanding of the peculiarities of common and civil families of law.

### LAW3516 International Trade Law (3 Credits)

*Prerequisites: None*

This course deals with the following issues: the principles of activities of WTO; the reciprocity in the WTO; the institutions of WTO; the legal framework of WTO; the legal regulation of activities of the Dispute Settlement Body; the legal regulation of the enabling clause, waiver clause and escape clause; WTO accession; the tools of trade policy and the effects of these policies on resource allocation, the distribution of income and economic welfare; the principles of policy selection to reach economic objectives.

### LAW3517 Civil Law (3 Credits)

*Prerequisites: None*

This course provides an introduction to the basic concepts of civil legislation of RK with special emphasis on subjects of civil law (persons and legal entities) and contract law. Objects of civil law, types of transactions, property, obligation law, and international private law are included.

### LAW4512 Administrative Law (3 Credits)

*Prerequisites: None*

This course gives a broad introduction to the body of law and policy governing the action of administrative agencies of government. It will focus on the place of administrative law within the constitutional and legal system in Kazakhstan and other countries. Administrative law consists of those sections law, which authorize the rulemaking and adjudicatory functions of governmental agencies.

### LAW4514 Constitutional Law (3 Credits)

*Prerequisites: None*

The students will study the constitutional status of the President, Parliament, Government and courts; constitutional status of an individual (constitutional rights and freedoms); law of political processes (electoral law, legal status of political parties and public associations, law-making process, referendum), the legal status of Constitutional Council and constitutional review; as well as comparative constitutional law and constitutional engineering.

### LAW4515 Law of the European Union (3 Credits)

*Prerequisites: None*

The legal order created by the European Union has become a permanent feature of political reality in all of its 25 member states. The course is designed as a general introduction to the legal system of the European Union and covers both its constitutional setup and institutional architecture. The main emphasis will be placed on equipping the student with basic tools necessary to understanding the underlying principles of European legal integration and on making the student comfortable working with European Union legal sources.

## MANAGEMENT

### 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.

### MGT3201 Business Communications (3 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 underload. 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

*Prerequisites: None*

**(3 Credits)**

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*

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 startups 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*

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.



**MGT3214 Fundamentals of Quality Management (3 Credits)***Prerequisites: MGT3001*

In order to achieve a competitive edge in today's domestic and global marketplace, profit and non-profit organizations must produce goods and services with quality that will "meet and even exceed the expectations of their customers". In other words, they must go beyond "quality that is taken for granted" and aim for "quality that fascinates". Thus quality is perceived as a major competitive weapon; and has emerged as a highly effective management philosophy and strategy. In view of the above observations, the primary objective of this course is to provide you with an appreciation and understanding of the fundamental concepts, approaches, and techniques of quality that are so important for assuring a quality product or service.

**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.

**MGT3501 Business Law (3 Credits)***Prerequisites: none**Previously listed as MG2202*

This course examines basic legal principles. This allows students to recognize relevant issues and the legal implications of business situations. The principles of Kazakhstan law will be applied to accounting, auditing, and decision-making throughout the course. The political, social, and ethical implications of these issues are also debated.

**MGT4201 Strategy and Business Policy (3 Credits)***Prerequisites: MGT3001, MKT3140, 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.

**MGT4202 Compensation Management (3 Credits)***Prerequisites: MGT3204*

The purpose of the course is to provide the student with an understanding of compensation and rewards systems management in contemporary organizations. This course examines and reviews the elements of compensation and rewards systems that affect organizations including theoretical aspects and justifications. This leads into a detailed discussion of the practicalities of making wage decisions, incentives and benefits design techniques, and the administrative aspects of the compensation management process.

**MGT4203 Performance Management (3 Credits)***Prerequisites: MGT3001*

The purpose of performance management is to improve performance in critical areas by creating accountability to goals and objectives. This course will provide students with the necessary knowledge and skills of ensuring effective staff performance over a period of time, i.e. through tracking and strategic control and performance opportunity setting.

**MGT4204 Cases in Management (3 Credits)***Prerequisites: MGT3001*

The course offers various advanced case studies on practical problems in managing the business entities. This course can be treated as a substitute for internship.

**MARKETING****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.

**MKT3140 Intermediate Marketing (3 Credits)***Prerequisites: MKT3130**Previously listed as MK2201*

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.

**MKT3201 Consumer Behavior (3 Credits)***Prerequisites: MKT3130*

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: MKT3130*

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.

**MKT3203 Marketing Research (3 Credits)***Prerequisites: MKT3130*

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.

**MKT3205 Retailing (3 Credits)***Prerequisites: MKT3130*

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.

**MKT3207 Internet Marketing (3 Credits)***Prerequisites: MKT3130*

The course is developed to examine the unique features of marketing through the Internet as well as the use of the Internet as support for off-line marketing activities. The course is designed to give students a detailed understanding of key Internet marketing concepts and to see how they are implemented. Upon completion of the course, students will be able to analyze on-line marketing strategies of companies, the customer utility of websites, and develop promotional campaigns for on-line marketing programs.

**MKT3208 International Marketing (3 Credits)***Prerequisites: MKT3130*

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.

**MKT3210 Services Marketing (3 Credits)***Prerequisites: MKT3130*

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: MKT3130*

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: MKT3130*

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: MKT3130*

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: MKT3130*

This course is firmly based in the strategy of the firm and includes the marketing, manufacturing, finance, engineering, and R&D functions. This course is designed to present all the methods of market research and modeling in the marketing science field. One unique feature of this course is to get students understanding and managing new-product marketing processes.

**MKT3218 Marketing Channels (3 Credits)***Prerequisites: MKT3130*

This course provides knowledge and skills in the managerial aspects of marketing channels. The course provides an understanding of marketing channels as the basis for distribution decision-making. Students will develop skills useful in finding and analyzing information needed to make distribution decisions within a firm's marketing strategy, begin to develop the ability to anticipate distribution needs and decisions that will be faced by the firm in the future, and appreciate the roles of formal analysis and create work in approaching distribution decisions, objectives, and opportunities.

**MKT3219 Event Marketing (3 Credits)***Prerequisites: MKT3130*

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.

**MKT3299 Selected Topics in Marketing***Prerequisites: MKT3130 (3 Credits)*

Specialist courses in selected topics related to marketing. Topics covered vary according to the interests and expertise of instructors and demand from students.

**MKT4201 Cases in Marketing (3 Credits)***Prerequisites: MKT3140*

The course offers various advanced case studies on practical problems in marketing. This course can be treated as a substitute for internship.

**MATH AND SCIENCE****MSC1100 Pre-calculus  
(0 Credits, 3 credit equivalents)***Prerequisites: None*

This non-credit course is recommended only for students with a weak background in elementary mathematics. Students who have failed Mathematics for Business and Economics (MSC1101) or Calculus (MSC1102) must take MSC1100 before repeating the failed course. The purpose of the course is preparation for such required courses as MSC1101 and MSC1102. The course covers important topics of basic algebra and introduces calculus. The instructor tries to bridge the gap for the student between mathematical preparation that is typical of a secondary school and that of the university.

**MSC1101 Mathematics for Business and Economics (3 Credits)***Prerequisites: None**Previous title: Mathematical Methods for Business and Social Science*

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.

**MSC1102 Calculus (3 Credits)***Prerequisites: MSC1101*

This course provides the students with methods of multivariate integral and differential calculus, including partial differentiation and its applications, vector calculus, and nonlinear optimization, both constrained and un-

constrained. The students who successfully complete the course will be acquainted with necessary concepts, and they will develop skills to apply their knowledge in business, economic analyses, and academic research.

**MSC1103 Applied Mathematics for Social Science  
(3 Credits)***Prerequisites: None*

The course provides students in the social sciences with the necessary quantitative tools for their future professional activities. The course starts with logic, a topic very important for development of critical thinking, then turn to sets and basic counting techniques, elements of probability theory, statistics, and elements of game theory.

**MSC1504 Introduction to Environment Studies  
(3 Credits)***Prerequisites: None*

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, possible solutions to environmental problems and their pro's and con's. The acquired skills and knowledge will 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 and making estimates on contribution of anthropogenic activities to global warming and other environmental problems using real-life examples of local and global content.

**MSC1506 Health, Nutrition and Lifestyle  
(3 Credits)***Prerequisites: None**Previous Title: Health and Lifestyles*

This course is an introductory science course on health, nutrition, and lifestyles issues, designed to develop a better understanding of principles of health and wellness, lifestyle and nutrition choices and their impact on mental, emotional and physical aspects of health. The focus is made on development of attitudes and practices of a preventive life style for healthy living and optimal wellness. Specific instruction topics include: nutrition and obesity, personal fitness, mental health, stress management, HIV/AIDS, tobacco and alcohol, illicit drugs, immunity and infectious diseases, cardiovascular health, cancer and environmental health. Applications of healthy life styles will allow students to improve their thinking/reasoning skills by solving quantitative problems on nutrition, alcohol intoxication, estimating daily caloric intake and expenditures, learning to read and analyze food labels for optimal nutrition.

**OPERATIONS MANAGEMENT****OPM2201 Business Statistical Analysis  
(3 Credits)***Prerequisite: MSC1101**Not available to students who have credit for STAT2101 or ECN2083*

The course provides basic knowledge of probability, axi-

oms of probability, expectation, joint and conditional probability distributions, Bayesian concepts of statistical inference, exploratory data analysis and data transformations, confidence limits, continuous probability distributions, sampling distributions, sampling surveys, hypotheses testing, regression analysis, analysis of variance and correlation analysis.

### **OPM3011 Decision Techniques and Tools**

*Prerequisite: MSC1101*

*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: OPM2201*

*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.

### **OPM3204 Project Management (3 Credits)**

*Prerequisite: OPM3131*

This course is designed to teach the basic principles of project management. Students will learn about the key techniques of planning, scheduling and monitoring progress of projects; how to estimate and schedule project resources, create project flow charts, and produce critical path planning and evaluation reports. Important issues of project selection and team management are also covered. These learning objectives are reinforced by a course project that allows the student to apply the principles and use the tools they learn. In addition, students are provided with case studies describing real-world project management problems and their solutions.

### **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.

### **OPM3215 Business Time Series Forecasting**

*Prerequisites: OPM2201*

**(3 Credits)**

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: OPM3131*

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.

## **POLITICAL SCIENCE**

### **POL2502 Introduction to Political Economy**

*Prerequisites: None*

**(3 Credits)**

This course investigates the relationship between politics and economics, the state and markets, democracy and capitalism - all fundamental issues in the field of political economy. The course surveys scholarship concerning the market system from its foundation, including the work of Jean-Baptiste Say, Adam Smith, Karl Marx, and John Maynard Keynes. Introduction to Political Economy encourages students to cultivate a greater appreciation of the relationship between politics, economics, and society, and how knowledge of this dynamic interaction is fundamental for a student of politics.

### **POL2511 Introduction to Political Science**

*Prerequisites: None*

**(3 Credits)**

*Preciously listed as PS1511*

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.

**POL2532 Government and Politics in Central Asia (3 Credits)***Prerequisites: POL2511*

This course covers new developments in nation-building in Central Asia from the fall of the Soviet Union to the present. Special emphasis will be given to the issues of regional security, democratization, environmental and industrial policy, as well as growing relations between Central Asian states and the rest of the world.

**POL2533 Political Sociology (3 Credits)***Prerequisites: POL2511*

Political Sociology is a specific interdisciplinary branch of sociological and political studies that searches for the factors, mechanisms and forms of social activities and social relations in political sphere. This subject studies various political phenomena via the prism of their interaction with society approaching it from social, ethnic and other social groups' attitudes and activities. In difference to Political Science that traces the influence of political institutions and processes on society, Political Sociology, on the contrary, starts from society and follows its influence towards state, political institutions, power, and political processes. Within the Political Sociology course we study political behavior of small and large social groups, the role of public opinion, social basis of political regimes, parties, movements, etc. Various problems, such as electoral behavior of different social groups, gender aspects of political behavior, socio-psychological factors of political leadership, bureaucracy as a specific social group, - all that is thoroughly studied and discussed during the course.

Political Sociology uses sociological methods and approaches including social polls, focus groups, expert interviews, content analysis, and statistics.

**POL3512 Comparative Politics (3 Credits)***Prerequisites: POL2511*

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.

**POL3530 Asian Politics (3 Credits)***Prerequisites: POL2511*

This course will review government and politics in major Asian countries from comparative and historical perspectives.

**POL3534 Political Philosophy (3 Credits)***Prerequisites: POL2511*

This course provides a historical background to the development of Western political thought from Greek antiquity to the Modern Era. Readings from primary sources, such as Plato, Aristotle, Augustine, Aquinas, Machiavelli, and Hobbes, will help students to comprehend the origins and foundations of Western political philosophy and the continuity of tradition.

**POL3535 Political Culture (3 Credits)***Prerequisites: POL2511*

The study of political culture is integral part of the study of politics. Knowledge of the interaction between political institutions and political culture is crucial to the study of any political process. Moreover, this course will focus on the attitudes, beliefs, values and norms that people have developed toward government and politics, and how these attitudes and beliefs influence the interaction of the elements of the political process.

**POL3543 Selected Topics in Political Science***Prerequisites: POL2511***(3 Credits)**

This course will examine various issues of political science. Topics vary according to the interests of students and instructors.

**POL3544 Selected Topics in Central Asian Politics and History (3 Credits)***Prerequisites: None*

This course will examine various topics in the politics and history of Central Asia. Subjects will vary according to the interests of students and instructors.

**POL3545 Oil Politics and Policies (3 Credits)***Prerequisites: POL2511*

This course will examine the role of oil in politics and policies including the types of regimes in which oil figures prominently. The course will pay special attention to the role of OPEC in world affairs, the growing influence of newly emerging oil powers, including the Caspian Sea region and the Republic of Kazakhstan.

**POL3546 Art and Politics (3 Credits)***Prerequisites: POL2511*

Can art be more successful than politics at capturing the public imagination? Can it contain messages that help to illuminate the political world? During the centuries artists have engaged with, reflected upon, and sometimes influenced the world of politics. This course explores the relationship between art and politics through outstanding works of literature and visual art. Attention is also paid to government policies designed to contribute to the development of arts.

**POL4533 Developmental Studies (3 Credits)***Prerequisites: POL2511*

This is an introductory course on development studies where students will learn basic theories, concepts and debates on development. This course will explain and analyze the underlying causes and factors of development and underdevelopment. Students will learn the roles and functions of institutions and individual sectors in the development process, like the state, MNCs, IGOs, NGOs, Foreign Aid and investment, industry, agriculture, trade and good governance.

### **POL4534 United States Politics (3 Credits)**

*Prerequisites: POL2511*

This is an advanced course on the political institutions and processes in the United States from the birth of the Republic to the present. Special emphasis will be placed on the contemporary issues in the American political system, including the peculiarities of the two-party system, electoral politics and the media, checks and balances at work and the evolution of the presidential system.

### **POL4541 Government and Politics in the Russian Federation (3 Credits)**

*Prerequisites: POL2511*

The course will examine politics in Russia after the dissolution of the Soviet Union, attempts to create a democratic political system. Special attention will be paid to the electoral system and politics, the Constitution, the party system, parliaments, leadership strategies, and nationalism.

### **POL4542 The Politics of Ethnicity and Religion in Central Asia and the Caucasus (3 Credits)**

*Prerequisites: None*

Under the USSR, ethnic and religious identities were submerged or modulated to further the greater goals of the Union. With the breakup of the USSR, these have come to the fore as long-suppressed conflicts have become free to find expression. Accordingly, disputes have broken out all along the southern fringes of the former Union: in Georgia, Azerbaijan, the Russian Caucasus, Armenia, Tajikistan, Kyrgyzstan and Uzbekistan. Other conflicts are potential but have not yet broken out into the open, such as possible friction in northern Kazakhstan, or within the Tatarstan and Bashkortostan republics in Russia.

The histories and current situation of each of the local actors will be examined, and their roles in current or potential conflict. The roles of outside actors who have presumed to have an ethnic (Turkey, Russia) or religious (Iran, Saudi Arabia, Afghanistan) interest in the region will also be considered. We will also examine the recent theoretical literature on identity and nationalism, Huntington's clash of civilizations hypothesis, and theories of post- and neocolonialism from the perspective of recent developments in Central Asia.

### **POL4590 Contemporary Topics in Political Theory (3 Credits)**

*Prerequisites: POL2511*

Political theory is a multifaceted approach for understanding the most pressing and interesting issues of contemporary world. This year the course will analyze the relationship between security and liberty under emergency circumstances. Focusing on the critical scrutiny of this sensitive theme, fields as different as security domestic policies, constitutional law, international affairs and human rights will be reviewed from the perspective of the contemporary political-theoretical debates.

## **PUBLIC ADMINISTRATION**

**formerly PA, PMG, PAMNG, NMG, PANRM, PPA, HPA, PAFIN and FMG**

**(PAF courses follow)**

### **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.

### **PAD2112 Fundamentals of Sociology (3 Credits)**

*Prerequisites: None*

*Replaces PA1514 Introduction to Sociology*

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.

### **PAD2113 Quantitative Data Analysis (3 Credits)**

*Prerequisites: None*

*Previously listed as PPA4540*

The course focuses on quantitative principles and techniques of decision making and to their application in public management, public administration and public policy analysis. The problems analyzed include frequency distribution, sampling techniques, 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 statistics packages for statistical analysis.

### **PAD2502 Methods of Social Research (3 Credits)**

*Prerequisites: None*

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.

### **PAD3114 Internship in Public Administration (3 Credits)**

*Prerequisites: PAD2111*

The internship is designed to provide the student with an experiential learning opportunity by placing the individual in the office of a public official, corporation, or

a nonprofit organization on a part-time, volunteer basis. Students are asked to examine and analyze the functions, processes, and outputs of the public or private sector organizations of their placement. A research report of moderate length is required by the end of the semester.

The Internship can be substituted with the PAD4556 Senior Research Project.

### **PAD3522 Decision Making (3 Credits)**

*Prerequisites: 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**

*Prerequisites: PAD2111*

**(3 Credits)**

*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**

*Prerequisites: None*

**(3 Credits)**

*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)**

*Prerequisites: 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)**

*Prerequisites: 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**

*Prerequisites: PAD2111*

**(3 Credits)**

*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**

*Prerequisites: PAD2111*

**(3 Credits)**

*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)**

*Prerequisites: 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 poli-

cy 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.

### **PAD3546 Comparative Educational Policy and Systems Design (3 Credits)**

*Prerequisites: 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)**

*Prerequisites: 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)**

*Prerequisites: 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.

### **PAD4003 Public Policy of Kazakhstan (3 Credits)**

*Prerequisites: PAD2111*

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 labor 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

### **PAD4520 Program Evaluation (3 Credits)**

*Prerequisites: 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 (UNICEF, UNESCO, USAID), foundations (SOROS Foundation), 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)**

*Prerequisites: PAD2111*  
*Previously listed as PMG4521*

This course discusses government reform and modernization efforts around the world. It will deal with the most common areas in need of reform and innovation such as civil service, regulation, service delivery, and the fight against corruption. It will look at innovations that involve the use of information technology, performance management, and competition to improve the effectiveness and efficiency of government. Many of the concepts now in play in public sector management come from the private sector. How they apply and should be used in a governmental context is an important part of this course.

### **PAD4541 Gender and Public Policy (3 Credits)**

*Prerequisites: PAD3542*  
*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 par-



ticular 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)**

*Prerequisites:* 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 Local Government (3 Credits)**

*Prerequisites:* 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 is a 3-credit course 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 topic 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 for the student 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)**

*Prerequisites:* PAD2111, ECN2103 (or ECON1103)

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, rather just an introduction to the tools and techniques of financial management. 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)**

*Prerequisites:* PAD2111, ECN2103 or ECN1101

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)**

*Prerequisites:* ECN2103 (or ECON1103)

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.

### **PAF3533 Financial Management in Public Sector (3 Credits)**

*Prerequisites:* ECN2103 (or ECON1103)

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 when applicable.

### **PAF3534 Taxation and Spending in Selected Countries (3 Credits)**

*Prerequisites:* ECN2103 (or ECON1103)

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 others.

**PAF4531 Investment Management (3 Credits)**

*Prerequisites: ECN2103 (or ECON1103) and STAT2101*

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)**

*Prerequisites: ECN2103 (or ECON1103)*

Examination of public financial management topics currently being discussed in the media, and development of advanced analytical skills in those topic areas. Topics will change depending upon the global environment and the implications of government decisions on global financial and economic issues.

**RUSSIAN** (see Foreign Languages, p. 189)

**SPANISH** (see Foreign Languages, p. 189)

**STATISTICS****STAT2101 Introduction to Statistical Analysis**

*Prerequisites: None*

**(3 Credits)**

*Not available to students who have credit for OPM2201 or ECN2083*

The course focuses on practical applications and interpretations of results of statistical analysis. It introduces basic terms and concepts underlying statistical and quantitative reasoning, including introduction to probability. The course is divided into four sections: data analysis, applied probability, data collection and inferential statistics. Topics include elements of sample surveys, experimental design and observational studies, descriptive and summary statistics for both measured and counted variables, and statistical inference including estimation and tests of hypotheses as applied to one- and two-sample problems, regression with one or more predictors, correlation, and analysis of variance. Applications to quantitative data analysis in economics, social sciences and business, and statistical thinking instead of mathematical manipulation are emphasized. Different techniques of sampling, choosing sample size, and the evaluation of results are demonstrated in application to real life problems. Computer implementation is emphasized in this course.

**TURKISH** (see Foreign Languages, p. 65)

**GRADUATE COURSE DESCRIPTIONS****ACCOUNTING****ACC5201 Financial Accounting for Managers**

*Prerequisites: MBA Standing*

**(3 Credits)**

The course focuses on the basic theoretical framework of generally accepted accounting principles. Different accounting techniques and their effect on financial statements are considered. 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.

**ACC5202 Managerial Accounting (3 Credits)**

*Prerequisites: ACC5201*

This course emphasizes the use of accounting information for internal planning and control purposes. The course is intended for individuals who will make business decisions and evaluate performance of business units using data obtained from the accounting system. The course will cover the basic vocabulary and mechanics of cost accounting and the role of management accounting in decisions concerning resource allocation and performance evaluation. Particular emphasis will be put on strategic cost analysis. Familiarity with how modern accounting and control theory is used in evaluating economic conditions and making organizational decisions.

**ACC5204 Strategic Management Accounting**

*Prerequisites: ACC5202*

**(3 Credits)**

This course studies advanced topics in contemporary management accounting practices and illustrates how such practices may be applied to strategic decision-making in organizations. Students will develop analytical, reasoning and decision-making skills through case studies and assignments.

**ACC5206 Auditing (3 Credits)**

*Prerequisites: ACC5201*

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: ACC5201*

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: ACC5201*

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: ACC5201*

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: ACC5201*

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: ACC5202*

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.

**ACC5260 Selected Topics in Accounting (3 Credits)***Prerequisites: ACC5202*

The course examines particular issues in accounting at an advanced level. Topics vary according to the interests of the students and instructors.

**ACC6201 Accounting Theory and Practice (3 Credits)***Prerequisite: DBA Council's permission*

This course examines the process of measuring, recording and reporting financial information required of contemporary business. Aspects of financial accounting examined include valuation, income measurement and the construction and interpretation of financial reports. Accounting theory, in terms of the basic assumptions, definitions, principles and concepts that underpin practice, will be inter-woven throughout the course.

**ACC6202 Studies in Strategic Management Accounting (3 Credits)***Prerequisite: ACC6201*

This course examines advanced topics in contemporary management accounting available to guide strategic decision-making. Topics examined include: Activity Based Costing, Activity Based Management, Target and Life Cycle Costing, Balanced Scorecard, Performance Measurement, Incentive Contracts and Budgeting. Through the course participants will come to understand management accountants as "value-adding members of management teams, creating information vital for enhancing operational excellence, and for formulating and implementing new strategies" (Kaplan, 1998).

**ACC6203 Comparative International Accounting Standards (3 Credits)***Prerequisite: ACC6201*

This course examines the progress, tensions and problems associated with the ongoing process of harmonizing accounting standards and functions within enterprises and between countries. It examines, for example, work of the International Accounting Standards Board (IASB), which promotes the adoption of comparable accounting practices and transparency needed by investors and creditors to make decisions that optimize resource allocation and enhance economic growth.

**ACC6204 Special Topics in Accounting (3 Credits)***Prerequisite: ACC6202*

This course provides participants with the opportunity to make an intensive and critical examination of a topic or topics arising from recent empirical and theoretical literature in Accounting. The topic or topics chosen for study will vary depending on the interests of the students and course instructor. Special Topics may be taken more than once for credit.

**ACC6205 Directed study in Accounting (3 Credits)***Prerequisite: ACC6202 or ACC6203*

Individual work related to the needs of DBA students may be arranged both during regular sessions and during the intersession periods.

**BUSINESS****BUS5270 MBA Credit Internship Program (3 Credits)***Prerequisite: Completion of at least 24 credits of course work*

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. For details on Credit Internship Program, students are advised to seek information from BCB Career Services Center and/or the Associate Dean of the MBA program.

### **BUS5271 Business Research Project (3 Credits)**

*Prerequisite: Completion of at least 24 credits of course work*

Business Research Project is a substitute for BUS5270 Internship. MBA students are eligible to take this course after completion of 24 credit hours. The research project has to be a significant piece of individual work of an applied nature. The topic of the research work should be in the major area of study of a student. Students will be assigned a faculty supervisor who will approve the research proposal, monitor progress, and evaluate the work and report. A formal research report must be submitted and defended. For details on Business Research Project, students are advised to seek information from BCB Career Services Center and/or the Director of the MBA program.

### **BUS5275 MBA Thesis (3 Credits)**

*Prerequisites: Completion of at least 6 credits of course work in the area Major*

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.

## **BUSINESS (Executive)**

### **EBA5205 Fundamentals of Accounting and Finance (3 credits)**

*Prerequisites: None*

This course surveys the basic concepts and tools of Accounting and Finance:

**Accounting:** This course focuses on establishing understanding of the underlying principles making it possible to account for business/financial transactions in numeric sense. Students will become familiar with financial statements, and will learn how not only to construct but also to interpret different financial statements. Importance of financial reporting and analyses will be emphasized both during the lecture and through practical case studies.

**Finance:** The course 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 course will lay background for the future advanced courses in Finance.

### **EBA5215 Corporate Finance (3 credits)**

*Prerequisites: EBA 5205*

This course examines in details financing and investment decisions, and their interrelatedness. The overall goal is to obtain a comprehensive and in-depth perspective of the area of Financial Management. Special emphasis is given to the 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.

### **EBA5217 Investments, Capital Markets and Financial Institutions (3 credits)**

*Prerequisites: EBA 5205*

This course focuses on intensive review and study of the investment process in a globalized financial environment. 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 mechanisms, risk and return analysis, modern investment theory, valuation, analysis and management of bonds, common stocks and derivative securities, and investment performance evaluation. The course also deals with operations and management of different types of financial intermediaries. Regulatory structure over capital markets and institutions, market developmental issues, market microstructure issues, creation of capital market infrastructure, and impacts of globalization and technological developments are also discussed.

### **EBA5220 Managerial Accounting (3 credits)**

*Prerequisites: EBA 5205*

This course emphasizes the application and usefulness of financial information for internal decision-making, planning and control purposes. Through the development of a solid understanding of the underlying principles of management accounting and their application and relevance to business situations, students achieve what is increasingly perceived as a core competence required for all managers. Topics include cost behavior understanding and modeling, operating budgeting process, balanced scorecard and activity based costing methodology.

### **EBA5230 Managerial Economics (3 credits)**

*Prerequisites: None*

The course examines market behavior and focuses on actions of real consumers. The course analyzes how market behavior impacts on production, competition, monopolies and oligopolies. The principles of macroeconomics and microeconomics are reviewed. The course provides students with the ability to understand and utilize economic information relevant to management decision-making in domestic and multinational companies based in Kazakhstan.

**EBA5241 Marketing Research and Strategy**  
*Prerequisites: None* **(3 credits)**

In this course, students learn to develop and implement effective marketing strategies: from environmental analysis to penetration and competition in markets. They learn to apply analytical perspective and marketing concepts to such areas as product offering, communications programs, distribution channels and pricing.

**EBA5250 International Business Management**  
*Prerequisites: None* **(3 credits)**

The course 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 neighbor CIS countries are part of the course.

**EBA5251 Strategic Management and Business Policy** **(3 credits)**

*Prerequisites: None*

This course covers the decisions and actions by top management for the objective of formulating and implementing short and long-term plans that determine organizational performance, role of top management decision-making in establishing the firm’s mission, strategic analysis of alternative actions, and evaluation of external and internal environmental conditions, industry characteristics, and organizational capabilities in determining the strategy of the firm for the 21st century. Control systems are also covered with emphasis on new management practices. The course integrates the different business disciplines for the purpose of developing the student’s strategic decision-making skills. The focus is on (complex) case studies, strategic thinking, project management, the use of quality to improve performance and assignments related to the development of top management.

**EBA5252 Organizational Development**  
*Prerequisites: None* **(3 credits)**

This course 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 course considers international best practice in management and HR techniques and compares with practices prevalent in Kazakhstan today. This course 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 course 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.

**EBA5270 Applied Statistics for Managers**  
*Prerequisites: None* **(3 credits)**

This course develops the ability of managers to understand and apply statistical methods to the real world of business. Probability and statistics topics include elementary probability theory, graphical descriptions of data, random variables, hypothesis testing, sampling distributions, regression and correlation analysis, sampling surveys, statistical modeling, time series, decision analysis and managerial applications.

**EBA5271 Information Systems: Managing Data and Knowledge Management** **(3 credits)**

*Prerequisites: None*

This course explores issues associated with Information Technologies (IT) in managing a business. Tools and techniques that enable the management of businesses within a corporate setting are covered. The course will enable students to design and develop relevant databases for the company in both an international and local context. In particular, the role IT plays in developing business systems is emphasized. Systems concepts utilized in developing business models, data storage, data handling, data quality, data integrity and data validation concepts are discussed to illustrate how to develop and manage a relational database. Methods and issues in managing data security, data quality, master and transaction file management are also covered. The course then explores data mining operations and techniques for knowledge management with appropriate software tools. Finally, applications in computer information systems design that address database management, data quality, data handling, data mining and inference for knowledge management are also covered.

**EBA5272 Operations Management: Concepts and Applications** **(3 credits)**

*Prerequisites: None*

The course focuses on managing resources in service and production operations environments for globalization and outsourcing for competitive advantage from a strategic viewpoint. The course will illustrate how the value chain and lean synchronization improves SCM design. The course 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, MRP, vendor selection and evaluation, purchasing and subcontracting, contract preparations, management of integrated project planning and financial analysis for global strategy formulation.

**EBA5280 Business Law (3 credits)***Prerequisites: None*

This course covers the legal and regulatory environment in which corporations and managers function. Day-to-day decision-making is considered within the context of corporate governance, pertinent laws, governmental policy and social forces upon business strategies. The focus is on the analysis of the legal system and specific topics within the system such as contracts, governmental regulations, agency relationships, torts, corporate and other types of business entities, and related issues. The student should identify the rights, privileges and social responsibilities of business enterprises within the legal environment in which they operate and understand the relationship between legal professionals and the enterprise and the legal parameters within which informed business decisions should be made.

**EBA5291 Directed Individual Study (6 credits)***Prerequisites: None*

Under the supervision of his/her academic adviser or full-time faculty, the student 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 should be submitted to the EMBA faculty / adviser specializing in the area of interest. The research work may also include theoretical and practical aspects, conclusions and recommendations.

**ECONOMICS****ECN5012 Econometrics I (3 Credits)***Prerequisite: ECON5829*

Econometrics deploys economics, mathematics and statistics to specify economic relationships that help people forecast and make decisions. The course presents basic concepts in applied econometrics, such as probability distributions, hypothesis testing, correlation and regression analysis.

**ECN5013 Econometrics II (3 Credits)***Prerequisites: ECN5012*

This course extends Econometrics I. It considers, in detail, violations of assumptions that guarantee the value of classical linear regression. The course also presents several topics in estimating single equations: Distributed lag models, causality problems, logit and probit models, and dummy variables. We also analyze simultaneous equation models and methods. Finally, the course briefly introduces time series analysis. Students practice their skills with a user-friendly statistical package, Eviews.

**ECN5021 Microeconomics I (4 Credits)***Prerequisites: None*

This course covers consumer and producer theory; welfare measures; and comparative statics as well as general equilibrium analysis. Students analyze economic structures with perfect information, enforceability, limited market power and no externalities.

**ECN5022 Microeconomics II (3 Credits)***Prerequisites: ECN5021*

This course extends analysis of economic equilibria by incorporating time, uncertainty and asymmetric information in the presence of externalities and of market power.

**ECN5031 Macroeconomics I (4 Credits)***Prerequisites: None*

This course treats, with rigor, standard macroeconomic theory. It dissects Keynesian theory by integrating product and financial markets (i.e., the IS-LM model). The course also views Monetarist and the New Classical (Rational Expectations) models through the prism of choice theory. Other topics include: Stabilization policy with international linkages, the aggregate production function, and economic growth.

**ECN5032 Macroeconomics II (3 Credits)***Prerequisites: ECN5031*

This course deepens your knowledge of such macroeconomic issues as inflation, unemployment, the business cycle, and economic growth. It uses math to present theory and empirics.

**ECN5142 International Trade (3 Credits)***Prerequisites: ECN5021*

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 Credits)***Prerequisites: ECON5031*

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.

**ECN5191 Development Economics (3 Credits)***Prerequisites: ECN5031*

This course will cover case studies of development; theories of growth and economic development; institutions and laws promoting development; project appraisal; trade policies; and economic development in selected regions. This course usually consists of seminars.

**ECN5226 Industrial Organization (3 Credits)***Prerequisites: ECN5022*

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 Credits)***Prerequisites: ECN5021*

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.

**ECN5296 Labor Economics (3 Credits)***Prerequisites: ECN5021*

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 Credits)***Prerequisites: ECN5032*

This course first covers such basic concepts as the demand for and 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.

**ECN 5354 Financial Economics (3 Credits)***Prerequisites: ECN5021, ECN5031, or consent of the instructor*

This course surveys foundations of modern financial economics. It applies economic analysis and modern theory of finance to investors and firms. Topics related to investors include portfolio theory, Capital Asset Pricing Model, options and futures contracts, including the Black-Scholes option pricing model and bond analysis. Related topics for firms include discounted cash-flow techniques in relation to budgeting problem associated with alternative investment projects, capital structure, including new issues of securities, debt and dividend policy based on the value of the firm. Issues related to mergers and acquisition, financial distress and bankruptcy, and corporate restructure will be discussed. Students will read journal articles to related topic covered.

**ECN5801 Research Methods and Methodology***Prerequisites: None***(3 Credits)**

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.

**ECON5829 Quantitative Methods for Economics (3 Credits)***Prerequisites: None*

This course covers topics necessary for Econometrics, Financial Economics, Actuarial Economics, and intermediate economic courses. Those topics include: probability distribution, statistical inference and linear regression, as well as matrix algebra and techniques of Calculus applied to optimization in economics.

**ECN5888 Internship in Economics for MA (3 Credits)**

*Prerequisites: ECN5021, ECN5031, 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 Credits)**

*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.

**ECN5899 Special Seminar in Applied Economics (3 Credits)**

*Prerequisites: 20 credits and faculty permission*

This course is an introduction to applied economic analysis. It will cover a range of standard micro-and macroeconomic modeling methods, with applications from a range of areas of economics. The course is a series of seminars. It requires the student to read more economic literature and to expend more effort than do most courses. Classroom discussion is emphasized.

**ECN5990 Thesis I (3 Credits)**

*Prerequisites: ECN5801*

The student will undertake independent research in his major field of study and defend his thesis in an oral examination.

**ECN5991 Thesis II (3 Credits)**

*Prerequisites: ECN5990 or concurrent enrollment*

The continuation of the thesis.

**ENGLISH****ELAW5101 English Speaking and Listening 1 (0 Credits)**

*Prerequisites: None*

Class work will focus primarily on speaking, discussion and presentation skills. Topics will be appropriately academic, drawn from broad themes in legal and related issues. Thorough academic research skills will be included. Individual presentations will be supported by effective use of aids such as PowerPoint. By the end of the course, students will be able to sustain a ten-minute academic presentation, engage in discussion and debate on the topic, listen attentively to a presentation, take notes, make cogent comments and ask suitably probing questions. Listening will be covered primarily in the self-study component.

**ELAW5102 English Reading and Writing 1 (0 Credits)**

*Prerequisites: None*

Reading skills will be developed by exposure to and analysis of texts related to legal topics and issues. Most reading will take place in a self-study program that aims also to increase legal vocabulary and expressions. Writing tasks will focus on planning and sequencing in essays based on thorough preparatory reading and research. Much attention will be given to feedback to guide revisions.

**ELAW5201 English Speaking and Listening 2 (3 Credits)**

*Prerequisites: ELAW5101 or a required score in the entrance test*

This course develops the speaking, listening and presentation skills described in the preceding course. Students will acquire group-work skills by undertaking research on challenging legal themes and preparing panel discussions or presentations. Active note-taking and engagement by other members of the class will facilitate listening and thinking skills, as well as a capacity for thinking under pressure and expressing strong, logical points of view.

**ELAW5202 English Reading and Writing 2 (3 Credits)**

*Prerequisites: ELAW5102 or a required score in the entrance test*

Building on the foundation of ELAW5102, this course uses advanced-level reading texts for detailed scrutiny and analysis. Practical knowledge of legal concepts and vocabulary will be further advanced. In writing, the process of preparing and re-drafting a text will be emphasized.

**EMBA5101 English Speaking and Listening 1 (0 Credits)**

*Prerequisites: None*

Students focus primarily on speaking, discussion and presentation skills, whose topics are based on business-related issues. Students give presentations based on academic research, discuss and debate various topics, take notes, comment on and ask appropriate questions about the contents of lectures and presentations.

**EMBA5102 English Reading and Writing 1 (0 Credits)**

*Prerequisites: None*

This course develops students' abilities to write about business topics based on thorough preparatory reading and research. Students learn reading strategies through exposure to business texts. Writing assignments are based on analysis of topics related to these readings.

**EMBA5201 English Speaking and Listening 2 (0 Credits)**

*Prerequisites: EMBA5101 or a required score in the entrance test*

This course develops the speaking, listening and presentation skills described in the preceding course. Students undertake research on and discuss challenging business-related themes and make presentations. Note taking and discussions facilitate listening and critical thinking skills as well as logical argumentation



**EMBA5202 English Reading and Writing 2  
(0 Credits)**

*Prerequisites: EMBA5102 or a required score in the entrance test*

This course further enhances skills acquired in Reading and Writing I and applies them to more advanced tasks. Students use this knowledge in their own research projects that solve business-related problems and offer solutions. Students are closely guided through the process and given regular feedback. Students also concentrate on business vocabulary.

**ENSS5101 English Speaking and Listening 1  
(0 Credits)**

*Prerequisites: None*

Class work focuses upon intermediate English speaking and listening performances in higher education. Course activities will develop students' speaking of particular stress patterns, appropriate numbers of words in order to accomplish one's purposes, production of phrase groups and pauses and spoken cohesive devices, listening discrimination and comprehension of polysyllabic terms, important details in academic conversations and dialogues, analysis of discourse structure and identification of cohesive devices, grammatical forms, speakers, topics, themes, rationales, main ideas, supporting details and uses of context to make inferences and build and confirm expectations and understandings of social science texts. Topics for speaking and listening will be academic in nature and drawn from Public Administration, Economics, Political Science-International Relations, and Journalism-Mass Communications.

**ENSS5102 English Reading and Writing 1  
(0 Credits)**

*Prerequisites: None*

Class work focuses upon intermediate English writing and reading performances in higher education. Course activities develop efficient silent reading for reading comprehension through recognition of word classes and phrases as well as identification of cohesive devices between phrases, discourse markers and communicative functions of written texts. The course builds reading and writing proficiency in academic English through a series of readings and use of written forms such as reflective statements, reading journals and diary entries about social science topics. Topics will be academic in nature and drawn from Public Administration, Economics, Political Science-International Relations, and Journalism-Mass Communications.

**ENSS5201 English Speaking and Listening 2  
(0 Credits)**

*Prerequisites: ENSS5101 or a required score in the entrance test*

This class develops advanced English speaking and listening performances for higher education social science courses. Class activities extend students' speaking of academic English to include: use of appropriate registers, spoken links between main ideas and supporting details, nonverbal cues, and related speaking strategies such as emphasis of key terms, rephrasing and retelling, and rhe-

torical devices such as alliteration and assonance, anaphora and epistrophe to add emphasis, and use of personification and metaphor to change word meanings. In addition, the course builds students' listening of academic English through identification of sentence-level and organizational cues to predict focus and direction and content of social science lectures, as well as determining missing information and misstatements in those lectures. Topics for speaking and listening will be academic in nature and drawn from Public Administration, Economics, Political Science-International Relations, and Journalism-Mass Communications.

**ENSS5202 English Reading and Writing 2  
(0 Credits)**

*Prerequisites: EMBA5102 or a required score in the entrance test*

This class develops advanced English writing and reading proficiency for higher education social science courses. Class activities extend students' writing and reading of academic English through skimming and scanning of written texts for main ideas, reader purposes, author intentions, and specific information about vocabulary words, literal and implied meanings, relations between ideas signaled through discourse markers as well as specific suggestions for anticipating topics and content before reading, searching for main ideas during reading, and recognizing main ideas and vocabulary meanings from context after reading of written texts. Students develop discussions for written texts and complete a series of guided written academic memos and letters and short papers related to social science publications. In addition, course activities include research and writing of a major course paper utilizing a process of brainstorming, small group writing and discussion and peer-editing, instructor feedback, and revision across a series of three drafts. Topics for reading and writing will be academic in nature and drawn from Public Administration, Economics, Political Science-International Relations, and Journalism-Mass Communications.

**EMAE5101 English Speaking and Listening 1  
(0 Credits)**

*Prerequisites: None*

The course is designed for graduate students of KIMEP who are non-native speakers of English and study Economics. Students will work on the development of their language, speaking, listening and note-taking skills. Over the course of the term, students will be involved in small group and whole group discussions of case study issues in the field of economics. Listening and note-taking components will be covered in self-study assignments. Students will have to read and listen to news programs of English speaking channels (BBC, CNN, etc.) to search for the relevant materials, and make notes with the respect to the key aspects of the economic issues of their case studies. This will help students to become familiar with the facts and important issues described in the case study to acquire a thorough understanding of the case situation, and also to apply ideas and insights from the economic theories to

real life issues and problems. Classroom case study discussions will be guided by the instructors at the beginning and later students will deal with the preparation and organization of these discussions independently. Students are expected to participate meaningfully in the discussions presenting their views, questioning or challenging their peers. The interaction among students and between students and an instructor will help students to improve the analytical, communication, and interpersonal skills.

**EMAE5102 English Reading and Writing 1**  
(0 Credits)

*Prerequisites: None*

This course integrates subject-related content and language learning for those who are doing MA in Economics. Students will become familiar with a variety of reading strategies in order to read academic texts on economic 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.

**EMAE5201 English Speaking and Listening 2**  
(0 Credits)

*Prerequisites: EMAE5101 or a required score in the entrance test*

The course is designed for graduate students of KIMEP who are non-native speakers of English and study Economics to learn how to improve their language, speaking and listening skills. Over the course of the term, students will be involved in the work on case study economic issues and make individual and group presentations, which will help them to be aware how to select and analyze materials, how to structure presentations, how to design visual aids, how to use voice/ body language in order to enhance the clarity and impact of presentations. During the course listening and note-taking will be covered in the self-study component. Students will have to read and to listen to news programs of English speaking channels (BBC, CNN, etc.) to search for the relevant materials, and make notes with the respect to the key aspects of the economic issues of their case studies.

**EMAE5202 English Reading and Writing 2**  
(0 Credits)

*Prerequisites: EMAE5102 or a required score in the entrance test*

This course integrates a subject-related content and language learning for those who are doing MA in Economics and is built on the reading strategies and writing skills acquired in the course Reading towards Writing 1. Students will read academic texts on economic issues to

search, find, select, analyze and evaluate relevant sources in order to write a research paper. The major tasks of the course are the work on a short research (four to six pages) and a longer (eight to ten pages) research paper. This will involve critical thinking and dealing with real life situations in economic areas. The process of writing a research paper will include referencing the sources, using proper citations, outlining, drafting and re-drafting, peer critiquing and editing of the paper.

## FINANCE

**FIN5200 Managerial Economics (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 prerequisite 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 prerequisite, the course is designed for students with an intermediate background in economic theory.

**FIN5201 Managerial Finance (3 Credits)**

*Prerequisites: ACC5201*

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.

**FIN5202 Advanced Corporate Finance**  
(3 Credits)

*Prerequisites: FIN5201*

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: FIN5201*

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: FIN5201*

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: FIN5201*

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: FIN5201*

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**

*Prerequisites: FIN5201*

**(3 Credits)**

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**

*Prerequisites: FIN5201*

**(3 Credits)**

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: FIN5201*

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: FIN5201*

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.

### **FIN6201 Theory of Finance (3 Credits)**

*Prerequisites: DBA Council's permission*

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, capi-

tal 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.

### **FIN6202 Econometrics (3 Credits)**

*Prerequisite: Adequate Business Statistics Knowledge*

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 multiple linear regression models, stationary and non-stationary time series analysis, panel data analysis, and policy evaluations with advanced software applications.

### **FIN6203 Corporate Finance (3 Credits)**

*Prerequisites: FIN6201*

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.

### **FIN6204 Financial Markets and Institutions (3 Credits)**

*Prerequisites: FIN6201*

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.

### **FIN6205 Special Topics in Finance (3 Credits)**

*Prerequisites: FIN6201*

This course focuses on intensive study and critical examination of special topics, contemporary or emerging as an interest in finance. These special topics may include but are not limited to international finance, financial derivatives, risk management, financial engineering, real estate finance, etc. Special Topics may be taken more than once for credit.

### **FIN6206 Directed Study in Finance (3 Credits)**

*Prerequisite: FIN6201*

Individual work related to the needs of DBA students may be arranged both during regular sessions and during the inter-session periods.

## **INFORMATION SYSTEMS**

### **IFS5201 Management Information System (3 Credits)**

*Prerequisite: MBA Standing*

This course provides a broad overview of the key managerial issues relating to development and usage and components of information systems in an organization. It also discusses the effects of advances information technology on business functions. Outlining strategy for corporate growth based on effective & efficient use of information systems. Analyzing business problems and developing relevant information systems solutions, understanding how information systems can be used to transform business processes and provide more effective management control and decision making systems.

## **INTERNATIONAL RELATIONS**

### **IRL512 Research Methods/Thesis I (3 Credits)**

*Prerequisites: None*

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 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. That's what research design is all about. Although this sounds rather simple and trivial, the craft of designing social research is quite complex and, what is more important and pertinent to the goals of this course, is that no formal courses on how to structure and design research in the social sciences are offered in the former USSR. This course provides a general introduction to research design and elaborate on its specific aspects. It lays out various possibilities for social research. I will also disclose the inner structure of research proposals; documents that people write to obtain grants and other forms of funding for major projects. Research proposals are prepared according to some rules and should incorporate the major elements of research design.

### **IRL513 Theories of International Relations (3 Credits)**

*Prerequisites: None*

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)***Prerequisites: None*

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.

**IRL5516 International Institutions (3 Credits)***Prerequisites: None*

The purpose of this course is to introduce students to the basic concepts, ideas and critical approaches to the study multilateral political, financial and developmental institutions and their activities. Special emphasis will be placed on the discussion and analysis of the role and function of these institutions in Kazakhstan. Guest speakers from various international agencies located in Almaty will be invited to give talks. This course will be of great interest to those who consider making a career in international organizations or simply to learn about the functions, operation and impact of these organizations.

**IRL5519 Global Security and International Conflict Resolution (3 Credits)***Prerequisites: None*

This is a course makes a survey of international security issues. International security is influenced by both military and increasingly non-military factors. This course focuses on, and analyses, the wide range of factors and issues that shape the security problems in different parts of the world such as: Politics of the great powers, economic globalization and national security, resources competitions and environmental issues, weapons proliferation and arms control regimes, disarmament, international institutions, intervention and the politics of security.

**IRL5520 Domestic Politics and Foreign Policy in the Post-Communist World (3 Credits)***Prerequisites: None*

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 the former USSR and the rest of the world.

**IRL5521 Central Asia in Global Politics (3 Credits)***Prerequisites: None*

This course brings together studies of post-colonial, post-Cold War interactions between state and non-state ac-

tors. 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.

**IRL5522 Central Asia-United States Relations (3 Credits)***Prerequisites: None*

Central Asia - United States Relations

This is an advanced survey course on the development of Central Asia - US relations since 1991 to the present. We will 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, military bases in Central Asia, cultural influence, and others.

**IRL5523 Caspian Petro Politics (3 Credits)***Prerequisites: None*

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.

**IRL5525 Thesis II (3 Credits)***Prerequisites: None*

Students have to write an M.A. thesis. The thesis proposal must be approved in writing, first by the prospective thesis supervisor, and then by the Thesis Committee. The M.A. thesis research is carried out under the guidance of a KIMEP Professor. An M.A. thesis is rarely an original contribution to knowledge as it is required from a doctoral dissertation or the publications of a mature scholar. In his/her M.A. thesis dissertation 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-space). Requests to exceed this limit must be approved by the respective supervisors. This course is designed to help students prepare their thesis materials under the guidance of the 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 arranged for their thesis project committees.

### **IRL5526 Thesis III (3 Credits)**

*Prerequisites: None*

This is the writing and finalization of the research thesis. By the end of the semester, students will have completed and submitted the thesis to the Thesis Committee.

### **IRL5528 Central Asia-Russia Relations (3 Credits)**

*Prerequisites: None*

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.

### **IRL5532 Comparative Foreign Policy (3 Credits)**

*Prerequisites: None*

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.

### **IRL5533 Developmental Studies: Selective Models (3 Credits)**

*Prerequisites: None*

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.

## **JOURNALISM AND MASS COMMUNICATION**

### **JMC5601 International Journalism Seminar (3 Credits)**

*Prerequisites: None*

This seminar course explores journalism and its role in society. Topics include: journalism and democratic society; social change; globalization and world trends, and professional practices.

### **JMC5602 Media/Mass Communication in Society (3 Credits)**

*Prerequisites: None*

This course surveys how media and mass communication impact society and 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 and impact of media in progressively larger social systems. Business issues are parts of the examination of larger social systems.

### **JMC5603 Introduction to Newswriting (3 Credits)**

*Prerequisites: None*

This course emphasizes news writing and reporting for print media. The course covers news values, news story structure, AP style, 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.

### **JMC5604 Ethics in Journalism, PR and Advertising (3 Credits)**

*Prerequisites: None*

The course addresses the issues of lies, manipulation, temptation, bias, fairness, power and value systems in the context of social and business environments. The course will help students to improve their personal values and emphasize the importance of truth, fairness and respect.

### **JMC5605 Introduction to Civil, Criminal, and Press Law in Kazakhstan (3 Credits)**

*Prerequisites: None*

This course introduces students to the core underpinnings of the Kazakhstani legal system by providing students with an introduction to civil, criminal and press law in Kazakhstan. It is designed to help journalists and other communication professionals understand their rights and responsibilities as mass media professionals.

### **JMC5607 Journalism of Kazakhstan and CIS (3 Credits)**

*Prerequisites: None*

The purpose of this course is to describe print and broadcast 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.

**JMC5608 Introduction to Public Relations**  
*Prerequisites: None* **(3 Credits)**

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 used to create real public relations campaigns for real-world clients.

**JMC5621 Internship (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.

**JMC5628 Special Topics in Journalism and 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.

**JMC5661 Thesis 1: Research Methods in Mass Media and 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.

**JMC5662 Thesis 2: Research proposal and Literature Review (3 Credits)**  
*Prerequisites: None*

This and the following course in the "Thesis" sequence are designed to provide students with supervision in writing a thesis, the capstone project for the Master's program. In collaboration with a supervisor, students develop a research proposal, work out a theoretical framework, collect necessary data, and write a review of the literature.

**JMC5663 Thesis 3: Thesis Writing and Defense (3 Credits)**  
*Prerequisites: JMC 5662 Thesis 2 Research Proposal and Literature Review*

In this course students continue writing a thesis under the guidance of a departmental supervisor. During this

semester students analyze their data, write the body of the thesis, provide conclusions, submit the completed document to the Program Thesis Committee, complete the thesis defense, and deliver the thesis to the Department.

## LAW

**LAW5901 International Business Transactions**  
*Prerequisites: None* **(3 Credits)**

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].

**LAW5902 International Dispute Settlement**  
*Prerequisites: None* **(3 Credits)**

The purpose of this course is to examine the multiple forms of resolving international disputes. Institutional and ad hoc arbitration form an epicentre to provide a platform for the course to explore the multiplicity of alternatives for dispute settlement in international transactions. Therefore the course includes intensive study of the following dispute for a: (1) Negotiation, (2) WTO Settlement, (3) Arbitration and Mediation of Intellectual Property Disputes at WIPO, (4) Investment arbitration, and (5) ICC Arbitration. Multiple aspects of the arbitral process are covered, including but not limited to, applicable law, arbitrator's mandate, the arbitral proceeding, the jurisdiction of the Arbitral Tribunal. All major model laws, the NY Convention (1958), select institutional rules, and select conventions applicable to certain awards are studied. The course shall be conducted based on the method of problem based learning.

**LAW5903 Comparative Corporations Law**  
*Prerequisites: None* **(3 Credits)**

This course provides an understanding of the development of the corporate form and key concepts of company law in a comparative context. Critical analysis of com-

parative law theories that seek to explain legal development in a growing economic environment is the method of accomplishing this task. The course also focuses upon an historical perspective. The reasons for separate developments are undertaken and the movement toward a harmonized model is studied. All business forms – ranging from proprietorship to partnerships to the Joint Stock Company – are delineated, purposes explained, liability and tax consequences discussed. Recent developments, such as the Statute of the European Company, are analyzed. Special emphasis will be given to the transplantation and adaptation of corporate entity and company law concepts and their application to pressing problems such as corporate governance. The course encompasses mergers and acquisitions, basic corporate investment devices, and valuation, financial strategies and capital markets.

**LAW5904 Legal Research and Writing/Legal English (3 Credits)**

*Prerequisites: None*

This course introduces students to the methodology of reading legal texts: 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. Consistent with the latter principle the course aims at providing students with insight into the nature of legal scholarship. For this purpose, the notion of “scholarship” will first be examined in general. Based on this solid foundation of skills, students undertake an in depth study of research scholarship and learn how to prepare, draft and outline a thesis manuscript.

**LAW5905 Legal Aspects of Corporate Governance (3 Credits)**

*Prerequisites: None*

The topics covered are: (1) Corporate governance issues, concepts and domain, (2) External governance – law and regulation, (3) Codes of ‘best practice’ and norms of behaviour, (4) Boards of directors: the lynchpin, (5) Internal controls and accountability, (6) Risk management, (7) Financial market supervision and control, (8) Governance and financial market economics, (9) External reporting need vs. delivery, and (10) Definition inconsistency and system improvement. The course also covers duties and liabilities of officers and directors under laws of various countries (insider trading, duty of due care, etc.).

**LAW5906 International Tax Law and Accounting for Lawyers / International Taxation (3 Credits)**

*Prerequisites: None*

The first part of the Fundamentals course is the ‘Introduction to international tax law’. It provides an overview of the basics of international tax jurisdiction and of (the relief of) juridical and economic double taxation. The

second part of the Fundamentals course focuses on basic concepts of income taxation. The third part of the course deals with tax accounting. Experience of the past years has shown that many students arrive with different tax accounting backgrounds due to divergences in the accounting principles adopted worldwide. This course will harmonize such divergences at a higher level. The fourth part of the course (Selected international issues of corporate taxation) aims at familiarizing students with the international dimensions of selected advanced corporate tax issues. The course uses the OECD Regulations; and focuses upon transfer pricing, and double taxation treaties [both in theory and in practice]. Then the course turns to a study and examination of the function of tax havens and to offshore banking, taxation and company management. Offshore services include private wealth management, sophisticated tax planning, and lawful asset protection.

**LAW5907 Securities and Banking Law for Foreign Investment in Developing Countries**

*Prerequisites: None*

**(3 Credits)**

Financial services law – the law of banking, capital markets, and securities varies domestically. There is a dearth of cross-border instruments regulating this field. Hence, jurisdictional models are used to illustrate the mechanisms of the industry. The European Union is creating a single market in financial services through the Treaty, Regulations, and framework legislation. The key areas studied are: economic and monetary union, banking, securities, and insurance law. Special distribution channels are discussed, for example, distance contracts and electronic provision of financial services. Relevant Treaty provisions are taught in depth, including any relevant protocol, land mark cases in services, capital movement and establishment are covered. The course uses a problem based learning model.

The course gives legal professionals an overview of the basic financial instruments issued and traded on stock and commodity exchanges, such as equity and debt; and sophisticated instruments, such as derivatives. Various contracts will be discussed such as forward and future contracts; techniques such as short selling also are covered. The main players on the markets are discussed: investment funds, pension funds, investment firms, investment bankers, and members of the exchange. The modern security holding system, settlement and clearance are covered to provide a conceptual overview of the infrastructure and integration of capital markets. To a degree, investment analysis is introduced.

**LAW5909 Public International Law (3 Credits)**

*Prerequisites: None*

Important to business law and to International Law is the impact of Public International Law upon private transactions. Human rights issues affect corporate behavior and decision/making. Understanding of certain private disputes requires an understanding of fundamental public international law principles. The course reflects the breadth and diversity of international law and it covers all main branches, including: sources and principles of



international law; states and international organizations as subjects of international law; the law of treaties; peaceful settlement of international disputes; the use of force; human rights; diplomatic and consular law; territory; air and space law; the law of the sea; environment as well as international economic law. Considering the practical application of theoretical arguments and normative frameworks to world issues of current concern, the course uses a problem-oriented approach to various case studies that include the situations in the former Yugoslavia, in Africa, in Afghanistan, in Iraq and in the Post-Soviet Area.

### **LAW5910 Financial Services Law; Structure and Functions of Financial Markets (3 credits)**

*Prerequisites: None*

Financial services law is an interdisciplinary subject of study. It requires a thorough understanding of the policies, regulatory rules, and enforcement mechanisms available to maintain viable trustworthy markets designed to accomplish the purpose for which they were created. This function belongs squarely with the Legislature of National Systems, the Financial Regulator appointed to enforce the law, and to select aspects of International Law. Imperative is the fact that the financial matrix is incomprehensible without knowing the structure and functions of markets, the nature and behavior of financial instruments traded on the markets, and the financial analysis used to evaluate risk and manage portfolio investments. The legal foundation controlling [or failing to control] the financial markets is produced by the commercial activities of the market place. Therefore, the study of financial services law requires inquiry into law, economics, and finance. This course is squarely interdisciplinary in nature with a strong legal overhang. The course also requires students to create a mock “securities account” meeting legal requirements and developing a portfolio based on analytical and risk measurement techniques.

### **LAW5990 Thesis I (3 credits)**

*Prerequisites: LAW5904*

The thesis is a substantial writing that contributes to the development of legal scholarship

### **LAW5991 Thesis II (3 credits)**

*Prerequisites: LAW5990 (or concurrent enrollment)*

A continuation of work towards writing and defending the thesis.

## **MANAGEMENT**

### **MGT5201 Organizational Behavior (3 Credits)**

*Prerequisites: MBA Standing*

The way people interact and are managed at work affects the quality of their lives, the effectiveness of organizations, and the competitiveness of nations. The material in this course develops some of the main themes associated with managing people such as attitude, personality, learning, perception, culture, values, and human psychology, sociology and the behavior and influence of work groups. The basic course includes issues associated with motiva-

tion and job satisfaction, the design of jobs, employee empowerment, group behavior, teamwork, and leadership. The course is case-based to encourage discussion of alternative styles of management and identification of best practice in the management of people from a behavioral perspective

### **MGT5203 Strategic Planning (3 Credits)**

*Prerequisites: MGT5201*

The course will help students understand how managers use strategic planning to understand where their organizations are currently and determine where they want to go in the future. More specifically, the students will be able to learn and examine the process by which managers: scan the environment; establish performance metrics; evaluate and analyze the organization’s strengths, weaknesses, opportunities, and threats; formulate and disseminate their Vision, Mission, Value Statements, and plans in both a top-down and bottom-up fashion; and determine what else they will need by way of resources, initiatives for the future, that is, chart a path to get where they want to go.

### **MGT5206 Leadership and Motivation (3 Credits)**

*Prerequisites: MBA Standing*

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.

### **MG5207 Human Resources Management**

*Prerequisites: MG5201*

**(3 Credits)**

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: MBA Standing*

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.

**MGT5213 Organizational Communications (3 Credits)**  
*Prerequisites: MBA Standing*

This course reviews the principles of communication in organizations. The most common organizational communication variables are reviewed, for example, communication distortion, conflict, power, managerial leadership style, roles, interviewing, information overload, and under load. Emphasis is on application of the principles reviewed within individual organizational settings. Simulations, exercises, and case studies are used to accomplish this goal.

**MGT5222 Business Law and Ethics (3 Credits)**  
*Prerequisites: MBA Standing*

The objective of this course is to familiarize the MBA student with advanced legal principles as they apply to strategic business development of Kazakhstan. The textbook and readings will concentrate on the global legal environment as it applies to world trade and economic development and the influence exerted by the WTO, EU, World Bank and other global trading groups. Emphasis will also be placed on understanding the applicable legal principles being developed under Kazakhstan law, including an analysis of the effect of taxation on business development in Kazakhstan. This allows students to recognize relevant issues and the legal implications of business situations. The course will also provide an analysis and understanding of the ethical trends that exist in business today, both in the public and private sector. This will allow students to apply both legal and ethical principles to the decision-making process throughout the course. The political and social implications of these issues are also debated.

**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.

**MGT5250 Strategic Management (3 Credits)**  
*Prerequisites: All other required courses*

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.

**MGT6201 Business and Entrepreneurship (3 Credits)**  
*Prerequisite: None*

The purpose of this course is to prepare DBA students for basic business management skills and introductory quantitative methods. It emphasizes entrepreneurship skills to understand business basics from local and international perspectives. Topics covered include capital budgeting tools, project evaluation, market structures, management principles, behavioral theories, knowledge management, human resource management, organizational structures, consumer behavior, distribution channels, product pricing, market segmentations, technology management, franchising, data analysis, statistical research among others.

**MGT6202 Research Methods (3 Credits)**  
*Prerequisite: Adequate business statistics knowledge*

This course focuses on management problem solving,

planning and evaluation tools. Main themes of this course are role of business research, acquiring research skills in both qualitative and quantitative aspects of analysis. Students will be exposed to survey instrument design, questionnaire design, sampling methods, data collection and research design, basic inference analysis, research ethics, exploratory research, qualitative analysis, measurement and scaling of data attributes as well as business applications and interpretation of statistical techniques.

**MGT6203 Advanced Research Methods (3 Credits)**  
*Prerequisite: MGT6202*

This course develops conceptual frameworks in research methodologies and emphasizes business applications of modern software in research design. Topics covered include analysis in survey and experimental data, multivariate statistics, multiple regression applications and model building, experimental design, model diagnostic analysis, factor analysis, path analysis, discriminant analysis, cluster analysis, structural equation modeling, multi-dimensional scaling and conjoint analysis among others.

**MGT6204 Management Theory (3 Credits)**  
*Prerequisite: DBA Council's permission*

The objectives of this course are to (1) investigate seminal works and theories which have shaped modern management theory and research, (2) explore the likely impact of these works on corporate decision making, operations, and results including research in these areas, and (3) generate excitement about testing the frontiers of knowledge. The student will study theory formulation, elements of theory and models, and a series of modern theories and models in management from a macro perspective. The intent will be to understand how these works were meant to and have shaped the generalist point of view in management theory and practice in both a national and global context. The course is designed to assist students to think conceptually about how to understand, synthesize, and frame issues and problems facing business enterprises within an ethical framework. In addition, the course will allow students to develop expertise in communicating new ideas to their peers in a manner which will both encourage further interchange of knowledge and lead to acceptance of those ideas. Finally, students will have the opportunity to apply these skills to conceptual issues confronting their own disciplines.

**MGT6205 Organizational Behavior (3 Credits)**  
*Prerequisite: DBA Council's permission*

Organizational Behavior is a field of study that is primarily concerned with understanding individual and group behavior in work organizations. As a result, it can include such diverse topics as the motivation to work, emotions in organizations, and career planning issues. At the heart of OB are people: their aspirations, expectations, interactions, inclinations, and behavior in work situations. Traditionally organizational behavior was mainly influenced by psychology, but in the last decade the discipline has been influenced by communication studies, sociology, and anthropology. Consequently the field is both varied

and intellectually stimulating. The organizational behavior 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.

**MGT6206 Strategic Management (3 Credits)**  
*Prerequisite: MGT6204, MGT6205*

Students will explore current academic research in management strategy and change management. This course examines the standard model of Vision, Mission, Strategies (or Policies), Tactics (or Procedures), Implementation, Measuring Results, and Control. Students will explore complex, strategic decision problems, and in the selection and application of appropriate techniques for reaching realistic decisions within an ethical framework in e-commerce and bricks and mortar commerce in both the for-profit and the not-for-profit realms and in the local, national, and global environments. Complex, judgmental problems are considered for a variety of organization types, business and non-business respecting the organization's operating policies and procedures; and the organization, administrative, and operational problems of both national and multinational companies.

**MGT6207 Special Topics in Management (3 Credits)**  
*Prerequisite: Instructor's permission*

Intensive study and critical examination of recent empirical and theoretical literature in management. Topics of studies will vary depending on the interests of the students and course instructor. Special Topics may be taken more than once for credit.

**MGT6208 Directed Studies in Management (3 Credits)**  
*Prerequisite: Instructor's permission*

Directed studies are readings courses in which the professor will direct non-classroom independent study by students. The topic will be dependent upon the professor's area of expertise. Readings will be in areas not offered in lecture or seminar courses and it is anticipated that they will deal with subjects at the leading edge of current management thought. The responsible faculty will meet regularly with students to assess their progress. It is anticipated that publishable research papers may be the output of these courses, fitting directly with the overall course requirements for curriculum research papers.

## MARKETING

**MKT5201 Marketing Management (3 Credits)**  
*Prerequisites: MBA Standing*

This course introduces students to analytical and orga-

nizational principles underlying marketing oriented philosophies. The main objective is to help students develop the understanding and skills necessary for marketing success in the future. Practical perspectives are integrated in the course using a mix of teaching styles, including case studies, discussions, and class exercises. This course will prepare students to operate in the complex and dynamic marketing environment in the future to identify and respond to opportunities in the market. This course is also aimed at cultivating a global view of the Kazakhstan market, including exploring marketing opportunities around the world to compete internationally and work in the multicultural environment.

**MKT5202 Advanced Marketing Management (3 Credits)**  
*Prerequisites: MKT5201*

This course offers students the opportunity to broaden their understanding of marketing management by dealing with strategic aspects. Students will learn how to design strategies that match corporate objectives and are appropriate in terms of corporate resources, the operating environment, and the target public. During this course students learn how to apply this knowledge to practical problems in a creative and analytical manner. The focus includes relevant strategic marketing decision processes to establishing or maintaining a substantial competitive advantage. During the course new concepts of marketing such as Internet Marketing and Relationship Marketing also will be discussed.

**MKT5203 Consumer Behavior and Marketing Strategy (3 Credits)**  
*Prerequisites: MKT5201*

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: MKT5201*

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.

**MKT5206 Marketing Research (3 Credits)**  
*Prerequisites: MKT5201*

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: MKT5201*

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: MKT5201*

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: MKT5201*

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.

**MKT5221 Tourism Marketing (3 Credits)**  
*Prerequisites: MKT5201*

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.

**MKT5260 New Product Development (3 Credits)**  
*Prerequisites: MKT5201*

This course addresses important marketing issues involved in developing a 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 think-

ing without the limitation of existing methods of presenting information, especially design.

### **MKT6201 Marketing Theory (3 Credits)**

*Prerequisite: DBA Council's permission*

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 systems 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 scientific inquiry and the nature of scientific explanation, theories of truth, and distinctions between science and non-science will be discussed as it pertains to theory development.

### **MKT6202 Strategic Marketing (3 Credits)**

*Prerequisite: MKT6201*

This seminar course builds on previous courses in marketing theory development, organizational behavior theory, innovation theory, and research to examine substantive areas in marketing. It examines the development of marketing strategies that can be adapted to the changing needs of consumers, to the strategies of competitors, and to the globalization of commerce. Other topic areas include: segmentation, strategy, advertising, promotion, pricing, product development and management, distribution channels, sales force, relationship marketing, new product introduction, marketing across sectors, and retailing. In this course, strategic management concepts as they relate to for-profit, not-for-profit and professional organizations will be examined to enhance the student's ability to analyze an industry and develop relevant ethical marketing strategies. As such, this course is designed to offer exposure to the substantive issues that marketing theoreticians are grappling with and an opportunity to delve more deeply into one or more areas of special interest.

### **MKT6203 Theories in Consumer Behavior (3 Credits)**

*Prerequisite: MKT6201*

This seminar course provides an in-depth study of the nature and determinants of the behavior of organizations in relation to their marketing activities. This course will emphasize the cognitive processing perspectives of decision making within ethical marketing both locally and internationally. Students will also gain experience in comprehensively surveying the literature in subject areas such as memory, attitudes, perceptions, preferences, and buyer/seller behavior. The seminars will focus on practical, professional decision-making incorporating the challenges faced by marketers who must balance the needs of customers, suppliers, shareholders, employees, and other stakeholders. The course requires the student to synthesize and integrate theory and practice and to apply them

toward the development of innovative and creative solutions for specific marketing situations found within an organization's environment both locally and in the global environment.

### **MKT6204 Special Topics in Marketing (3 Credits)**

*Prerequisite: Instructor's permission*

Intensive study and critical examination of recent empirical and theoretical literature in Marketing. Topics of studies will vary depending on the interests of the students and course instructor. Special Topics may be taken more than once for credit.

### **MKT6205 Directed Studies in Marketing (3 Credits)**

*Prerequisite: Instructor's permission*

Directed studies are readings courses in which the professor will direct non-classroom independent study by students. The topic will be dependent upon the professor's area of expertise. Readings will be in areas not offered in lecture or seminar courses and it is anticipated that they will deal with subjects at the leading edge of current marketing thought. The responsible faculty will meet regularly with students to assess their progress. It is anticipated that publishable research may be the output of these courses, fitting directly with the overall course requirements for curriculum research papers.

## **OPERATIONS MANAGEMENT**

### **OPM5201 Quantitative Methods for Decision Making (3 Credits)**

*Prerequisite: OPM5212*

The course aims to develop the student's ability to understand and apply basic quantitative and statistical methods in business and economics. It will cover such important topics as elements of the probability theory, sampling surveys, statistical modeling, hypotheses testing, non-parametrical methods, regression analysis, analysis of variance, decisions making and time-series forecasting, including the neural network approach.

### **OPM5202 Operations Management (3 Credits)**

*Prerequisites: OPM5201*

This course helps students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. It helps them to understand the complex processes underlying the development and manufacture of products as well as the creation and delivery of services. The students will understand the importance of production and operations management in all organizations. 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, time-based competition, business re-engineering and operations strategy.

**OPM5212 Pre-MBA Mathematics (3 Credits)***Prerequisites: None*

The course covers foundation mathematical skills that are applied in other business courses. Topics include differentiation, integration, matrix algebra, systems of linear equations and differential equations.

**OPM6201 Quantitative Analysis (3 Credits)***Prerequisite: Adequate business statistics knowledge*

This core course focuses on understanding levels for structuring, managing, and improving a firm's recurring business processes and information systems. Processes within firms, as well as between firms are explored and an in-depth study of theory and algorithms related to the information systems requirements of a company are discussed. In particular, for the operation area, the fundamental principles underlying state-of-the-art practices, such as Quick Response, Just-in-time, and Time-Based Competition, are studied so that students learn to critically evaluate these and other operational improvement programs. For information systems area, the students are introduced to the issues and techniques involved in handling large volumes of data and extracting Information Knowledge Intelligence from that data by covering Data Warehouse Development approach, Multidimensional Data Model, and Data Warehouse Design through examples.

**PUBLIC ADMINISTRATION****PAD5111 Seminar in Political Science (3 Credits)***Prerequisites: None*

This is a general introductory course on Political Science for MPA students. This course will acquaint the student with various terms, concepts, theories, and methodologies used in political science with an emphasis on applications for public policy and administration. The course will focus on different types of ideologies, forms of government, division of power, political systems, processes, and institutions. There will be considerable discussion of government and politics in Kazakhstan. A few topics on international relations are also included in order to acquaint students with the modern world system.

**PAD5114 Essentials of Public Administration***Prerequisites: None***(3 Credits)**

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.

**PAD5115 Microeconomic Theory and Policy***Prerequisites: None***(3 Credits)**

This course will teach you how to use microeconomic theory to address practical problems in the policy world. The first part of the course will use traditional economic tools to analyze the fundamental issues of the market system, with the emphasis on government policies regarding redistribution of income, maintaining competition, taxation, provision of public goods, and anti-trust policy. After briefly reviewing the main results in general equilibrium and welfare economics, we will critically assess the market mechanism and identify the circumstances under which it leads to inefficient outcomes. Part two of the course will study other developments in microeconomic theory and explore rationales for public policy in areas such as health care, investment in schooling, wage contracts, collective bargaining, and immigration.

**PAD5116 Macroeconomic Theory and Policy***Prerequisites: None***(3 Credits)**

This course will teach students the basic tools of macroeconomics and how to apply them to real-world economic policy. During this course students will (a) understand how to evaluate macroeconomic conditions such as unemployment, inflation, and growth (b) understand how monetary policy and fiscal policy can be used to influence short-run and long-run macroeconomic conditions (c) understand how to interpret and analyze macroeconomic events. The course will cover a broad range of topics in macroeconomic policy. Examples of issues to be discussed include the role of fiscal and monetary policies in stabilizing the economy, the relationship between inflation and unemployment, the role of government policy in promoting long-term economic growth, monetary and fiscal policies in an open economy, budget deficits, stabilization policies and economic reforms.

The course will be structured around the tools (models) of macroeconomics, using graphs and occasionally equations. However, motivations for these tools, and examples of their use will always be taken from current and recent real-world macroeconomic events and conditions.

**PAD5121 Quantitative Methods and Statistics***Prerequisites: None***(3 Credits)**

The course focuses on the application, interpretation and critical evaluation of statistics as tools for data analysis, not on derivations and proofs. It pays particular attention to descriptive statistics and statistical inference; graphical techniques for both presenting and analyzing data; a discussion of the model that underlies the analysis of variance and regression; a study of the assumptions underlying statistical procedures; an exploration of the difference between correlation and causation; an understanding of time series and cross-sectional data. The course emphasizes the use of a problem solution approach and the application of the techniques and computer work.

**PAD5122 Administrative Ethics (3 Credits)***Prerequisites: PAD5114*

The course provides students with a basic understanding of ethics in government. Such topics that will be covered are 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.

**PAD5124 Managing People and Organizations (3 Credits)***Prerequisites: PAD5114*

This course consists of two distinct parts: the management of organizations and the management of people. The objectives of the course are to provide an overall perspective of how organizations work, to develop the student's ability to analyze organizational problems from a strategic point of view, and to develop skills and practices in the management of human resources for strategic organizational development. The course will draw on the experiences of both developed and developing countries, with particular reference to Kazakhstan.

**PAD5211 Public Management (3 Credits)***Prerequisites: PAD5114*

The course aims to expose participants to current trends and developments in public administration and management around the world. It explores new approaches and attempts to reform administration and management in government, drawing insights from developed, transitional and developing countries. The course should provide participants with a comprehensive understanding of public management and equip them with the tools and concepts required in a modernized public administration and management.

**PAD5212 Project Appraisal and Management (3 Credits)***Prerequisites: PAD5114*

The main aim of this course is to provide a thorough introduction to the student in elementary techniques of project financial and economic analysis and their application to public sector investment projects. During the course, agricultural, industrial and infrastructure projects will be considered, with the emphasis upon practical decision-making with limited information and in the context of public goals and objectives. At the end of the course the students will be able to analyze small-scale development projects, understand basic techniques in project appraisal, have an understanding of theoretical principles behind the use of appraisal instruments, demonstrate an understanding of the purposes of public investment projects, and be able to develop small-scale investment projects and understand larger investment proposals.

**PAD5213 Local Government (3 Credits)***Prerequisites: 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.

**PAD5214 Fiscal Governance (3 Credits)***Prerequisites: PAD5114, PAD5115, PAD5116*

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.

**PAD5215 Readings in Public Administration (3 Credits)***Prerequisites: PAD5114*

A program of directed readings under the supervision of a faculty member, focusing on progress, functions, theories, practices, and systems of public administration, or on special areas which benefit the academic program of the student, and which cannot be pursued in any other way. Faculty advisor approval required.

**PAD5217 Public Policy of Kazakhstan (3 Credits)***Prerequisites: PAD5114*

This course begins with a background discussion of what it means for a country to have public policies. Reference here is to the political, economic, and social origins of public policies; strategic executive direction; legislative oversight; responsiveness to societal wants or environmental challenges; and participation of professional and civic policy communities. The course then proceeds to a brief analytical inventory of Kazakhstan's public service institutions, tracing since national independence to the present their juridical frames of reference, size, specialization and qualitative characteristics, growth, capacity, and maintenance. Roughly the second half of the course is taken up with specific policy issues. Students have the opportunity to work in pairs or small groups on substantive case studies and to lead class discussions on mainstream public policy topics such as WTO accession; Dutch disease; development of light and heavy industry; agriculture; small business; science policy; education and vocational training; immigration, employment, and labor; nationalities and culture; information, broadcasting, and media; social welfare and health; ecology; transportation; housing; or other topics, depending on students' interests and agreement with the instructor.

**PAD5221 Thesis I: Research Methods (3 Credits)***Prerequisites: None*

This is an introductory course in social science research methodology and the first step in writing a Master's The-

sis. 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.

### **PAD5221.1 Thesis II: Thesis Proposal (3 Credits)**

*Prerequisites: PAD 5221, PAD 5121*

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.

### **PAD5221.2 Thesis III: Thesis Defense (3 Credits)**

*Prerequisites: PAD5221, PAD 5221.1, PAD 5121*

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.

### **PAD5230 Internship in Public Administration (3 Credits)**

*Prerequisites: PAD5114*

The 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.

### **PAD5531 Seminar in Public Finance (3 Credits)**

*Prerequisites: PAD5115 (or equivalent)*

This is a seminar type of course that focuses on extensive analysis of government programs using the concepts and theories of public finance. Students will study how efficiently government programs address market failures, what alternatives to government programs are available, and how successfully programs are designed and funded. Other topics include the study of the size and the scope of government, redistribution programs, and government taxation policies.

## **TEACHING ENGLISH TO SPEAKERS OF OTHER LANGUAGES**

### **TEL5101 Introduction to Linguistics (3 Credits)**

*Prerequisites: None*

This course presents some answers to basic questions about the nature of human language. Introduction to Linguistics surveys linguistic theory focusing on subtopics of particular relevance to language teachers: general phonetics, phonology, morphology, syntax, semantics, and historical-comparative linguistics. This course also considers a universal grammar that governs language and it also explores similarities and differences among languages. Other topics include language learning and psychology of language; linguistic universals; and aspects of language in society. Topics covered will be exemplified through a variety of languages.

### **TEL5102 Introduction to Sociolinguistics (3 Credits)**

*Prerequisites: TEL5101*

The sociolinguistics course focuses on the description of 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, and 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.

### **TEL5201 Language Analysis for Language Instructors: Formal and Functional Grammars (3 Credits)**

*Prerequisites: TEL5101*

This course is the first part of a two-course sequence. It introduces two contrasting approaches to the description of English grammar. The course provides an overview of formal and functional perspectives about the structure of the English language, focusing 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.



**TEL5202 Language Analysis for Language Instructors: Grammar in Social, Cultural Contexts**

*Prerequisites:* TEL5101, TEL5201 **(3 Credits)**

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 English semantics, pragmatics, and discourse structures. The course also considers implications of grammatical choices in situational contexts for foreign language instruction.

**TEL5301 Introduction to Second Language Acquisition (3 Credits)**

*Co-requisites:* 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.

**TEL5302 Second Language Acquisition Research (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 make students familiar with 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/pidginization theory, cognitive/connectionist theory, and linguistic universals. Course work shall consist of the planning and implementing of a research project and the exchange of the results of this research through discussion, reports, and/or papers.

**TEL5401 Methods in English as a Second Language (2 Credits)**

*Prerequisites:* None

This course is an introduction to current instructional methods and approaches for teaching English as 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 English as a second language. Course involves extensive readings, discussions, and observations of ESL 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.

**TEL5402 Practicum in English as a Second Language (3 Credits)**

*Prerequisites:* TEL5401 (or concurrent enrollment)

A practicum in which the student demonstrates the knowledge and skills developed in the masters program. The course is an observation of and practice in teaching English as a second language to adults at the college or university level. Students are apprenticed to experienced mentor teachers in ongoing ESL classes, and receive detailed feedback on their teaching including comments about the knowledge, principles, and skills required to teach second languages; performance with ESL curriculum and material 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.

**TEL5403 Curriculum and Materials Design in TESOL (2 Credits)**

*Prerequisites:* None

This course prepares and evaluates materials for teaching English as a foreign language to adults. The course focuses on learning-centered approaches to designing courses, from developing curriculum to material design. Curricula in both EFL and ESL environments will be addressed. During the course students will design a curriculum to respond to 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.

**TEL5404 Introduction to Second Language Learning Evaluation and Assessments**

*Prerequisites:* None **(2 Credits)**

This course introduces 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.

**TEL5501 English for Specific Purposes**

*Prerequisites:* None **(2 Credits)**

Critical review of literature on genres of English used in identified social contexts, such as the language used in academic journal articles during job interviews. Students carry out their own ESP research projects, describing the way English is used in a target context.

**TEL5502 Educational Technology in Language Classrooms (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.

**TEL5503 Teaching Writing and Reading (2 Credits)**

*Prerequisites: None*

This course examines EFL/ESL reading-writing theory and pedagogy in adult EFL/ESL classrooms. Readings and discussions address intellectual analytical procedures involved in writing and reading, social and political contexts within which second language writing/reading occurs, the interdependence of first and second language literacies, the interrelationships between theories of literacy and second language writing/reading theory and pedagogy, the manifestations of cultural variation in non-native writing, and a multicultural theory of second language writing/reading and pedagogy. Students explore ESL/ EFL 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.

**TEL5504 Teaching Listening and Speaking (2 Credits)**

*Prerequisites: None*

The course examines EFL/ESL 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.

**TEL5506 Cross-Cultural Aspects of Language Teaching (2 Credits)**

*Prerequisites: None*

This course is an overview of intercultural communication, including cultural differences in pedagogy and the role of culture in second language acquisition. In particular, the course surveys the nature, origin and evolution of language as well as approaches and studies illustrating variations in the relation of habitual thought and behavior to language. The course analyses the role language plays when individuals from different cultures interact in different social domains: including school, work, community, and family. It stresses teaching implications of cross-cultural variation.

**TEL5601 Research Methods and Academic Writing for TESOL (3 Credits)**

*Prerequisites: TEL5201*

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.

**TEL5690 Thesis I (3 Credits)**

*Prerequisites: TEL5601*

Students register for this course and TEL5691 while they are working on and defending their Masters thesis.

**TEL5691 Thesis II (3 Credits)**

*Prerequisites: TEL5690 (or concurrent enrollment)*

This the second course for working on and defending the Masters thesis.



# COLLEGE OF CONTINUING EDUCATION

**Professional Development and  
Certificate Program**

**Preparatory Program**

**World Languages Program**

**Distance Learning Program**

**College sponsored conferences,  
roundtables, forums, workshops and  
training partnerships**

## ADMINISTRATION

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## Statement of Purpose

The College of Continuing Education (CCE) has been a part of KIMEP since 2001. Encouraging lifelong learning and providing inspiring, innovative and effective personal and professional development opportunities has always been our main goal. We offer courses, trainings, seminars, workshops, forums and conferences catering to a wide range of interests. Through our commitment to collaboration with business, government and the non-profit sector we have been able to contribute to many facets of Kazakhstan's 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 school students preparing to enter university, to leaders of government and business exploring issues of national interest.

## Mission

The CCE 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. 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. KIMEP's College of Continuing Education helps individuals and organizations develop and sustain this competitive advantage.

The College of Continuing Education also equips those wishing to undertake university entrance exams with preparatory programs in English, mathematics and other core disciplines. Also for both individuals and companies, a wide range of language training is offered through the World Languages Program.

## Overview of College Offerings

The college's main activities include:

- Professional Development and Certificate Program
- Pre-Degree Programs
- World Languages Program
- Distance Learning Program
- College sponsored conferences, roundtables, forums, workshops and training partnerships

## Professional Development and Certificate Program

Tel: +7(727) 270-43-00, 270-43-01  
Fax: +7(727) 237-48-02, 237-48-03  
E-mail: pdp@kimep.kz

## Statement of Purpose

The Professional Development and Certificate Program provide learning and networking opportunities for working professionals. In operation since 1998 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, taxation, 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 the Kazakhstan 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

## Academic 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
- Courses, 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 six courses, five of which must be within the defined area of specialization.
- ‘Advanced Certificate of Specialization’: Students wishing to gain a mastery of one field of study may choose to complete nine courses (eight of which are within the designated specialization) and thus earn an ‘Advanced Certificate of Specialization’.

The duration, or number of contact hours/days and the methods of student evaluation vary according to the training’s objectives, the nature of the course content and the mode of delivery.

Please refer to course outlines for language of delivery: training is generally offered in Russian, English or Kazakh.

Teaching techniques utilized in the program 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 training process. Discussions and teamwork also promote knowledge sharing and networking.

The program utilizes its wide network of adjunct faculty drawn from both the corporate world and academia to deliver its training. Their skills and knowledge make training practical and applicable to every day business.

## To Enrol

You can obtain a registration form by contacting us (email / phone / fax) or by download from our website. Enrol by e-mail, fax, by telephone or by personally returning the application/invitation form to our office. When registering, please fill in the application form: note the course title, its date, and company bank payment information.

## Cancellation and Transfer Policy

Should circumstances make it necessary for you to cancel your enrolment, 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 toward the latter. 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

## List of Courses by Specialization

Finance/Accounting:

1. Accounting/Finance Principles (core)
2. Budgeting, Planning and Controlling (core)
3. Managerial/Cost Accounting
4. Corporate Finance
5. Financial Statements: How to Develop, Read and Interpret
6. International Financial Reporting System
7. Taxation and VAT
8. Financial Performance Analysis
9. Financial Statement Analysis Using EXCEL
10. Financial Accounting
11. Auditing

Marketing and Sales:

1. Fundamentals of Marketing (core)
2. Strategic Marketing (core)
3. Effective Business Communication Skills
4. Marketing Research
5. Sales from Start to Finish
6. E – Marketing
7. Services/Consumer Marketing
8. Making Successful Presentations
9. Effective Negotiation Skills
10. Brand Management

Management:

1. Essential Management Skills (core)
2. Accounting/Finance Principles (core\*)
3. Finance and Accounting for Non-Financials (core\*)
4. Total Quality Management
5. Effective Business Communication Skills
6. Conflict and Stress Management
7. Making Successful Presentations
8. Effective Negotiation Skills
9. Project Management
10. Team Building
11. Managing Innovations
12. Decision Making in Challenging Environments
13. Legal and Regulatory Issues on Tenders
14. Business Plan Development

15. Small Business and Entrepreneurship
16. Financial Performance Analysis

*\* Students may choose one or the other as a core course.*

#### Human Resource Management:

1. Fundamentals of HRM (core)
2. RK Labor Code and Regulations (core)
3. Effective Business Communication Skills
4. Conflict and Stress Management
5. Performance Appraisal and Motivation
6. Team Building
7. Compensation: Effective Reward Programs
8. HR Document Maintenance: Monitoring and Legal Support

#### Administrative and Secretarial Skills:

1. Skills for Success: Guide for Secretaries and Administrative Assistants (core)
2. Customer Service (core)
3. Effective Business Communication Skills
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

#### Additional Courses:

1. Database Maintenance (Microsoft Access)
2. Advanced EXCEL
3. Auto CAD for Businesses
4. Data Analysis Using SPSS
5. MS Project
6. Multimedia technologies to develop presentations
7. E-document Circulation and ERP System for Management

## 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, which underlie 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 wellbeing 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 Skills

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-Financials

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 maintainance 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.

## Preparatory Program

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E-mail: [ppk@kimep.kz](mailto:ppk@kimep.kz)

## Statement of Purpose

Since 1999, the Preparatory Program has been helping students to prepare for university entrance exams at both the Bachelor and Master's levels.

Not all students who wish to study at the university level are properly prepared and able to realize their academic potential. KIMEP recognizes this and offers a program that teaches students how to achieve their personal best in entrance exams and then to excel in their university life.

The program provides expert instruction in core disciplines tested on entrance exams including English, Critical Thinking, Mathematics, History of Kazakhstan and Kazakh/Russian Grammar. Students can focus their studies and increase their proficiency in all disciplines or just ones matching their needs.

## Mission

The program's mission is to assist students in accurately reflecting their potential on university admission examinations. To achieve this the program provides instruction

in many of the disciplines tested on national and international tests.

## Structure

All courses are intended for group study. Class size is typically kept low (12-14 students) to ensure that instructors can provide individual attention to each student. Classes are offered based on student demand.

Course length and meeting schedules are flexible so students can prepare for exams intensively or while still attending their regular daytime classes or job.

Duration of courses ranges in length from two-weeks to an entire semester (approximately 15 weeks). All courses are structured to ensure optimal preparation for exam dates.

## Program offering

The Preparatory Program offerings are described below. These are divided into two categories: 'Full Semester Intensive Studies' and 'Regularly Offered Courses'. New courses and programs may be developed in the future based on market demand.

### Full Semester Intensive Studies

Students who wish to commit a semester to studying English with the Preparatory Program may wish to enroll in the Preparatory 'Intensive' English course. The course spans the full semester and is normally offered during weekdays.

### Registration

The registration period typically begins one week prior to the start of classes and ends 7 to 10 days after the start date.

While late registrations are not generally permitted, students may appeal if they strongly believe that their case is an extraordinary one. If late registration is permitted, a late registration fee may be levied.

### Admission

Full semester intensive studies offered in the Fall and Spring semesters are open to any student so long as he/she has graduated from high school. Summer courses are open to everyone.

The program specifically targets students who:

1. Have written the KIMEP English Entrance Test (KEET) and did not qualify for admission
2. Are preparing to sit their first entrance exam or other proficiency exam and wish to maximize their chance of success

## Program Fees and Payment Procedure

The tuition fee is paid according to the current tuition policy of KIMEP.

The Procedure for Payment is as follows:

1. Participants are invoiced for payment
2. Full payment must be received within the time frame articulated in current KIMEP Policy and the program's academic calendar
3. Grades will be published only after written confirmation of payment has been brought to the Registrar's office

## Preparatory Intensive English: Course Description

The Preparatory Intensive English course is an intensive study of English encompassing approximately one semester or 15 weeks. Students study a total of approximately 240 hours. While the program's primary ambition is to assist students in being successful on university English Proficiency tests, the curriculum is also designed to instill the full range of proficiency skills that will enable students to be successful in learning in an English language environment. These skills include listening, speaking, reading and writing.

### Regularly Offered Courses

The Preparatory Program also offers courses throughout the academic year after regular school hours. These courses are open to school graduates and students (9-11 forms) and are scheduled so that they do not interfere with a student's regular daytime classes or job. Duration of courses may range from two weeks of intensive preparation (just prior to examination dates) to courses that are spread over an entire semester. Regardless of duration, each course has a prescribed and consistent number of contact hours. These are included in the course descriptions below.

### Fees and Registration

Fees and registration procedures vary according to the course and dates of delivery. Please contact the Preparatory Program office for current tuition fees and registration procedures.

## Course Descriptions

### Mathematics

The mathematics course prepares students at the undergraduate level and consists of 40-80 contact hours. Instruction is provided in both Kazakh and Russian. Topics covered include: intensive and systematic review of mathematical theory, illustration of problem solving methods and practice testing in order to improve the student's testing ability. Students are constantly evaluated to gauge their progress.

### History of Kazakhstan

The History of Kazakhstan course provides students with an overview of the key facts relevant to the history of the country. Students should gain a mastery of significant historical events, dates, personalities and geographical names. Constant review and consolidation of material is gauged via tests. The course consists of 40-80 contact hours and is delivered in both Kazakh and Russian.

### Kazakh Language

All aspects of the Kazakh language that are tested on national examinations are included in the syllabus. The course consists of practice work and tests in order to improve knowledge and testing ability, and to provide a constant evaluation of students' knowledge. The course consists of 40-80 hours of instruction.

### Russian Language

All aspects of the Russian language that are tested on national examinations are included in the syllabus. The course consists of practice work and tests in order to improve knowledge and testing ability, and to provide constant evaluation of students' knowledge. The course consists of 40-80 hours of instruction.

### Kazakh Language for Russian schools

This course helps native Russian speaking students understand the basics of Kazakh grammar. Practice work and tests are utilized in order to improve knowledge and testing ability and to provide constant evaluation of students' knowledge. The course consists of 40-80 hours of instruction.

### Russian Language for Kazakh schools

This course helps native Kazakh speaking students understand the basics of Russian grammar. Practical work and tests are utilized in order to improve knowledge and

testing ability and to provide constant evaluation of students' knowledge. The course consists of 40-80 hours of instruction.

### GMAT

This course provides instruction in 3 aspects of the Graduate Management Admissions Test and similar tests: Sentence Correction, Reading Comprehension and Critical Reasoning. The course emphasizes practical applications of mathematics and involves extensive testing. The course consists of 40-80 contact hours and is offered only in English.

### GMAT (verbal component)

This course provides instruction in two aspects of the Graduate Management Admissions Test and similar tests: Sentence Correction and Reading Comprehension. The course checks academic knowledge of the language, reading skills, comprehension and ability to think critically. The course consists of 40-80 contact hours and is offered only in English.

### GRE

This course provides instruction in two aspects of the Graduate Record Examination and similar tests: Problem Solving and Quantitative Comparison. The course consists of practical work with tests and consists of 24 contact hours. Instruction is provided in English.

## The Faculty

Undergraduate level courses are taught by experienced teachers from secondary educational institutions, who are experts in their disciplines and in many cases, authors of national tests. These educational leaders are invited to teach in the Preparatory Program on the recommendation of the Teacher Vocational Training Institute. Graduate level faculty for this program includes experienced teachers and lecturers and some of KIMEP best graduates.

## THE WORLD LANGUAGES PROGRAM

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## STATEMENT OF PURPOSE

The WLP has been part of KIMEP since 1994. We offer language courses to both KIMEP students and the public at large. We are here to help the people of Kazakhstan im-

prove their language skills so that they can operate more effectively in the international sphere. Courses are offered in many of the major languages of the world. English and Chinese are the two most in demand but courses in Italian, French, and Russian and Kazakh are also offered. In recent years we have been working more and more with the business community offering Business English and Kazakh to local companies.

## Mission

The WLP is committed to providing the highest quality language training at the most competitive prices possible. Our goal is to provide the people of Kazakhstan the opportunity to study and assimilate languages in the fastest and most effective ways possible. We constantly upgrade our materials and methods so that our students only receive the highest quality language training available.

## General English - English for All

The largest and busiest section of the World Languages Program (WLP) offers high quality English courses for both KIMEP and non-KIMEP learners and the local business community.

English language skills are prerequisites for most international companies in Kazakhstan today. Since the WLP's inception in 1997 and in order to meet the market demand, it has been expanding rapidly by offering the highest quality language training.

Intermediate levels participants have the opportunity to communicate with native speakers from the United Kingdom, the United States of America, Australia, New Zealand and Canada.

Together with different English courses for the general public and preparatory courses for entrance to KIMEP, the WLP has launched some specific courses: English for KIMEP staff, a conversational class, an English grammar class and preparatory courses for TOEFL and IELTS. Also provided is on-site small group tutoring for local companies.

### I. General English - English for All

The program offers studies of English delivered in nine levels ranging from elementary to advance. To place the applicants at the appropriate level of English, the WLP conducts an Entrance Test prior to the beginning of each session. For those who have never studied English before, an Absolute beginner level is offered. Applicants with a low entry test score have to start with the Elementary (low) level. A performance assessment is made at the end

of each level and those students with a passing grade can proceed up to the next level. After completion of the first eight levels, participants are awarded KIMEP Certificates of Completion. If students study for a further 12 weeks at the Advanced level they receive a second Advanced certificate.

The duration of a level is 7 weeks (2 evening sessions a week). The exception is Advanced, the duration of which is 12 weeks.

English language levels include the following:

- Absolute Beginner Level 1
- Elementary (low) Level 2
- Elementary (high) Level 3
- Pre-Intermediate (low) Level 4
- Pre-Intermediate (high) Level 5
- Intermediate (low) Level 6
- Intermediate (low) Level 6
- Intermediate (high) Level 7
- Upper-Intermediate (low) Level 8
- Upper-Intermediate (high)
- Advanced

## II. English Preparatory Courses for Entrance to KIMEP

The WLP also offers a range of English language preparatory courses for both undergraduate and graduate applicants who want to raise their level of English before entering KIMEP. Students in the 10th and 11th high school grades are also offered English preparatory courses for entering KIMEP. These courses are especially designed to help students pass the KIMEP English Entrance Test (KEET).

## III. Other Preparatory Course

### Options

The WLP provides special preparatory TOEFL and IELTS courses for those applicants who want to pursue their education abroad or want to ascertain their English level with an internationally recognized certificate. .

TOEFL - one level

IELTS - one level

## IV. In Company English

Individual or group English courses are tailored to the specific language requirements of companies. If required the WLP teachers visit the company at their location during the schedule that best suits the staff or classes can be held at KIMEP.

## V. Other Foreign Language Courses

Besides offering various English courses, the WLP provides language courses in French, Spanish, Russian, Italian, and Chinese.

### French

Everyday and Business French A five-level program is offered to develop and improve students' French skills and knowledge:

Level 1 (Elementary) Intensive introductory course, reading techniques and communication

Level 2 (Pre-Intermediate) Development of communication skills (Everyday and Business)

Level 3 (Intermediate) Written business correspondence

### Spanish

Everyday and Business Spanish. A four-level program is offered to improve skills and knowledge with native-speakers from different Spanish-speaking countries.

### Russian

Russian for Foreigners

A five-level intensive course is offered either individually or in a group. Also offered is on-site instruction in Russian for foreigners working in international companies.

### Italian

Everyday Italian

A four-level program is offered to provide Italian language skills with a highly qualified and experienced teacher who has lived in Italy.

### Chinese

Everyday Chinese

Chinese is delivered by a qualified local teacher who grew up in China and graduated from Beijing Language University. Chinese is offered at the following three levels:

Level 1. Elementary level. Students will learn to read and write the traditional Chinese characters and acquire everyday conversational Mandarin Chinese through the Pin Yin System of learning Chinese.

Level 2. Intermediate level. Students will further develop their conversational and writing skills using more complex grammar constructions that will enable them to converse with Chinese native speakers.

Level 3. Advanced level. Students will advance their Chinese language skills in oral and written discourse to build confidence while communicating in Chinese or when visiting China.

## Distance Learning Program

### Statement of Purpose

Since its founding, KIMEP's goal has been to provide high quality degree programs to outstanding students from the region. This objective is extended by the College of Continuing Education to include providing the entire community with customized programs of a similar quality.

However, the college recognizes that geographic, physical, professional or personal obstacles prohibit many people from attending trainings and classes on campus. The Distance Learning Program was designed with these people in mind. Courses are offered via the Internet so that students can study anywhere there is a 'connected' computer and can fit their learning into whatever time of day suits their schedule. Distance Learning enables our academic programs to reach students who might otherwise be unable to study with us.

### Mission

KIMEP's mission is to provide the people of Kazakhstan with the skills and knowledge necessary to pursue prosperity and national stability. The Distance Learning Program supports the efforts of the institution in this endeavor by facilitating the delivery of its academic programs online.

As a part of KIMEP's instructional framework, the Distance Learning program provides resources for learning regardless of time and place. Our program affords students who may be unable to participate in the traditional educational environment the opportunity to achieve their educational goals while continuing with their personal or professional obligations. The program maintains the same academic standards, quality and integrity as on-campus courses.

## Structure of KIMEP's Distance Learning

KIMEP has created a 'virtual' campus for its students. In this password protected environment students enjoy a range of benefits and activities including, but not limited to: access to course materials, communication with peers and their instructor, online tests, and group work. While the layout and navigation remain the same and familiar to students, each instructor can customize his/her course to suit its learning materials and educational objectives.

Examination and grading policies follow KIMEP academic requirements. More detail for specific courses can be found in the individual course's syllabus. There you will find course work and examination requirements. Distance Learning students should be aware that they may be required to pass exams in the traditional way (by writing an exam paper) or online (via the Internet).

## Requirements for Taking an Online Course

As with all distance-learning classes, good time management skills, motivation and self-discipline are required for online learning. It is also essential for you to take the initiative to communicate with your instructor or the Distance Learning office when you have questions. You must be familiar with navigating the Internet and using tools such as email.

In addition, you must have regular access to a computer with a reliable Internet connection.

## Course Offering

The Distance Learning program supports KIMEP's colleges in offering their courses online. It does not offer its own courses.

Courses that are offered online by KIMEP's College of Social Sciences and Bang College of Business maintain the same calendar, academic standards and credit value as on campus. You should contact the college or program you are enrolled in to find out which courses are being offered online.

## Admission and Payment

The admission procedure and payment requirements are those articulated by the college/program offering the course.

## Conferences, Roundtables, Forums, Workshops and Training Partnerships

The College of Continuing Education also 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. We invite you to visit our website regularly to learn what new opportunities we can provide you and your organization.

# COMPUTER AND INFORMATION SYSTEMS CENTER



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## ADMINISTRATION

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**Statement of Purpose**

**Facilities and Services**

**Rules of Use of Computer Laboratories**



## 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. When fully staffed, CISC employs 52 staff. 18 are full time system administrators/ engineers/ programmers - the remaining are 32 full time and part time lab supervisors, and 2 administration staff.

## Facilities and Services

Currently, there are 1300 computers at KIMEP, all of which are connected to LAN, and 1251 are connected to the Internet. Hardware facilities also include 452 printers, 12 scanners, 4 cameras, 90 LCD-projectors, 2 interactive boards, and 20 servers. All facilities are upgraded or replaced on a regular basis, in order to keep up with changing technology, and institutional needs.

There are 18 computer laboratories on campus, which include 429 computers. 63 additional computers are available for students' use in the language lab and the reading halls and multimedia lab in the Library. The current student to computer ratio is 10. 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, some are open 7 days per week.

KIMEP's classrooms are equipped with LCD-projectors, interactive boards and computers, which allows multimedia presentations, access to file servers, electronic materials, and the Internet during lectures. 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 CCE 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 various numbers.

Access to the Internet is provided through 3 dedicated lines. A 4Mbps line connects all office computers, another 4Mbps line connects all computer labs, and a 2Mbps line connects the CCE facilities and videoconferencing. The computers are connected through a certified Category 5 local area network, and a Wi-Fi connection is available in some of the public areas.

Faculty members have the opportunity to publish their lecture and teaching materials in electronic format for the students on the file-server known as L-Drive. The L-Drive is accessible for the students from any computer in the world 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 and classrooms.

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 DL server operates at the CCE using the Moodle 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 system, students can exercise the following features from any location in the world 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; and check their individual academic requirements.

The faculty members can exercise the following features directly from their offices online: check the actual number of students registered for the course during the registration period; obtain the list of students registered for the

course; carry out advisory services; enter final grades. The Office of the Registrar can obtain the following current and exact information on any student directly from the office online: number of credits obtained; GPA; list of courses completed; individual schedule; and financial obligations. Finally, the administration can obtain the following information directly from their offices 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.

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 Admissions, Dormitory Database, Online Directory, Automated Library System, etc. KIMEP is strictly following the 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.

## Rules of Use of Computer Laboratories

The purpose of the following rules is to insure 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 removable disks in use to the computer laboratory supervisor for virus checking.
6. When working with the local area network, comply to 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 'kimep\_fs' (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 at H-Drive is limited to 50(100) Mb.
10. Log-off when finishing working on a computer.
11. In case of any nonstandard 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.

Bring food or drinks to the computer laboratories, as well as enter the computer laboratory in overcoats

In the case the of violation of the above rules, the student loses his/her privilege to use KIMEP computer laboratories according to the following scheme:

Accessing Internet websites not related to the academic process (Chat, Games, Forums, star fan websites, anecdotes, entertainment, 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.

Breach the printing policy in the computer labs – 1 week.

Break computer laboratories` operating schedule – 1 week.

Use 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 (Abstract from KIMEP E-mail Policy).

Every KIMEP student is provided with an e-mail address on the server [umail.kimep.kz](mailto:umail.kimep.kz), which is considered to be his/her official student e-mail address. This e-mail system is an official mean 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.

# INTERNATIONAL RELATIONS OFFICE



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## ADMINISTRATION

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Elmira Suleimanova, Diploma, International Officer

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## GOALS AND OBJECTIVES

### PROSPECTIVE INTERNATIONAL STUDENTS

### PROSPECTIVE INTERNATIONAL FACULTY AND STAFF

### STUDY ABROAD OPPORTUNITIES FOR KIMEP STUDENTS

### INTERNATIONAL PARTNERS

### KIMEP INTERNATIONAL STUDENTS ASSOCIATION

## Statement of Purpose

The International Relations Office strives to expand KIMEP's international activities and to enhance the awareness and reputation of KIMEP as a competitive institution in the global academic community.

## Goals and Objectives

- To create an international environment at KIMEP by recruiting international students (degree, non degree, regular, exchange and Summer students), by giving information to prospective international students and motivating them to study at KIMEP
- To create an international environment at KIMEP and to contribute to quality of education by assisting KIMEP's academic departments in the recruitment of international faculty (regular, exchange, visiting), by giving information to prospective international faculty and motivating them to work at KIMEP
- To create conditions for international students, faculty and staff for their successful study/work at KIMEP and their stay and life in Almaty in collaboration with other KIMEP departments and to advice them on academic, cultural and social issues. This includes organizing orientation programs and social and cultural events
- To enhance the awareness and reputation of KIMEP in the global academic community by creating and developing partnerships with esteemed international Universities and by organizing concrete joint activities such as student and faculty exchange programs, international Summer programs, joint degree programs, joint research programs, international conferences, seminars and events
- To create opportunities for KIMEP students and faculty to study/work abroad as part of their academic program/work at KIMEP (exchange programs, overseas Summer programs, international scholarship programs), to provide KIMEP students and faculty with information on these programs and to assist them before and after their stay abroad
- To collaborate with international organizations, foreign embassies and relevant Kazakh organizations on all these international activities.

## Prospective international students

KIMEP has the ambition to increase the number of international students at KIMEP (degree, non degree and exchange students). KIMEP participates in leading study abroad fairs in several countries, actively advertises and collaborates with leading international student recruitment agencies. International degree and non degree students are invited to send their Application for Admission for Foreign Students and all other required materials to the Office of Admissions. International exchange students

are invited to apply at their own University. More information on the admission procedure and requirements can be found on the KIMEP web-site.

## Prospective international Faculty and Staff

KIMEP prides itself to have the biggest (in the CIS) contingent of international professors with western terminal degrees from such countries such as USA, Canada and EU-member states. KIMEP has the ambition to further increase the number of international faculty and staff (visiting and exchange faculty). More information on vacancies and other opportunities, application procedures and KIMEP's proposition can be found on the KIMEP web-site.

## Study abroad opportunities for KIMEP students

KIMEP aims to offer KIMEP students "a window to the rest of the World". KIMEP organizes a growing number of student exchange and overseas programs, some with scholarships. Also KIMEP organizes joint international Summer programs with leading Universities in the World. The list of international partner Universities that offers student exchange places to KIMEP students can be found below. The application procedure and criteria can be found on the KIMEP web-site.

## International partners

KIMEP is actively collaborating with a growing number of international universities, currently including:

### North America:

- University of the Fraser Valley, Canada
- California State University at Long Beach, USA
- East Tennessee State University, USA
- University of Massachusetts at Amherst, USA
- University of Nevada, USA
- University of Northern Colorado, USA
- University of San Francisco, USA
- University of Wyoming, USA
- Tennessee State University, USA

### Europe:

- University of Applied Sciences Steyr, Austria
- University of Applied Sciences Krems, Austria
- Aarhus School of Business, Denmark
- Freie University Berlin, Germany
- Humboldt University Berlin, Germany
- University of Applied Sciences Schmalkalden, Germany
- Corvinus University of Budapest, Hungary

- Stockholm School of Economics, Riga, Latvia
- Arnhem Business School, The Netherlands
- Technical University Eindhoven, The Netherlands
- University of Amsterdam, The Netherlands
- University of Tilburg, The Netherlands
- BI Norwegian School of Management, Oslo, Norway
- University of Bergen, Norway
- Collegiums Civitas, Poland
- University of Algarve, Portugal
- University of Ljubljana, Slovenia
- University of Deusto, Spain
- Jonkoping International Business School, Sweden
- Eötvös Loránd University, Hungary
- University of Bath, UK
- Lund University, Sweden
- Fatih University, Turkey
- Middle East Technical University, Turkey
- Huron University London, UK
- University of Applied Sciences, Wiesbaden, Germany
- London School of Business and Finance, UK

**Asia:**

- HongKong Baptist University, China
- American University Central Asia, Kirgistan
- Singapore Management University, Singapore
- Ehwa Women's University, South Korea
- Korea Information Strategy Development Institute, South Korea
- Korea University Business School, South Korea
- Pusan University of Foreign Studies, South Korea
- Kyung Hee University, South Korea
- Hankuk University of Foreign Studies, South Korea

- Nida University, South Korea
- Hanyang University, South Korea
- Kyungsung University, South Korea
- Hallym University, South Korea
- Pusan National University, South Korea
- Pai Chai University, South Korea
- Seoul National University, South Korea
- Seoul Women's University, South Korea
- Sogang University, South Korea
- Solbridge Intenational Business School (Woosong University), South Korea
- Sookmyung Women's University, South Korea
- Sungkyunkwan University, South Korea
- Yonsei University, South Korea
- Institute of Management Technology, Ghaziabad, India

## KIMEP International Students Association

KIMEP International Students Association (KISA) is a student organization created to help international students better adjust to the KIMEP's environment, Almaty, and Kazakh culture. KISA appoints a buddy for every international student to assist him or her with different issues that the student may have throughout the entire period of study at KIMEP. KISA holds various cultural activities for both international and local students as well as contributes greatly into the planning and implementing of international student orientations and Welcome Parties for international students, faculty, and staff that the International Relations Office organizes in Fall, Spring, and Summer semesters.



# LIBRARY

## PURPOSE

## PROFILE

## LIBRARY RULES AND REGULATIONS

## ADMINISTRATION

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Olga Zaitseva, Diploma, Library Management, MA,  
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## Statement of Purpose

The mission of the KIMEP Library is to serve the academic information needs of the KIMEP community. To fulfill this mission, the library is building a permanent research collection and providing access to electronic resources that support KIMEP academic requirements, as well as exchanging information resources with other organizations locally and internationally. The library is committed to helping all patrons use and evaluate the available information resources.

## Profile

The KIMEP Library offers open access to local and global information resources for its patrons seven days a week. In the academic year 2005-2006 KIMEP renovated a campus building to house expanded library services. The new building is designed to serve up to 400 students at a time. There are public reading areas for the library's circulating collection and for reference, periodicals, and reserves materials. Electronic resources are accessible in two independent study laboratories with computer and multimedia workstations within the library. Additional workstations are provided in other study areas for using the online catalog and reference and periodicals resources, and librarians are available to assist students with finding and evaluating the information in these resources. Other public use areas include a conference room, a copy center for the preparation of reserves materials, and a lounge in the lobby with vending machines. Across campus in the Valykhonov building adjacent to KIMEP's Textbook Rental Center, the library operates an additional reading room for reserves materials, with 80 seats and 15 computers.

## Collections

Currently the library has more than 91,000 volumes: approximately 57,000 in English with the remainder in Kazakh and Russian. Students may search this collection using KIMEP's online, Web-accessible catalog, and borrow items from the collection through an automated circulation process. The main collection contains works on all of the academic disciplines taught at KIMEP: business, social sciences, law and a variety of general education subjects. The reserves collection contains required readings for KIMEP courses as determined by course teachers.

## Reference and Periodicals

The reference collection is constantly being updated. Reference material is selected with the goal to augment and supplement the book and periodicals collections. KIMEP librarians have created and continually update CARD (Central Asia Research Database) a database of reference

material on Kazakhstan and other Central Asian countries that focuses on topics of particular interest to KIMEP students. For those interested in continuing their education abroad, the reference librarians gather information about universities in Europe, the United States and Canada and help students to contact those universities. 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 KIMEP Library is making use of technology to bring to students information sources not readily available in Kazakhstan. Students have access to several databases with bibliographic citations and in some cases full text articles from hundreds of refereed academic journals. These databases include EBSCOHost (a collection of databases that include scholarly journals, popular magazines and newspapers, reference works, and business, health, and education information), ProQuest ABI/Inform Global (a business news database), Social Science Research Network (a repository of scholarly research on finance, economics, law, accounting, management and marketing), JSTOR (a worldwide archive of scholarly journals maintained by academic and research institutions), Paragraf (Kazakhstan legal database—formerly Jurist), and Ebrary (over 30,000 e-books in all academic subject areas), and Springer-Verlag's INTAS LINK (strong on hard sciences such as math, engineering, chemistry and biology).

Students may also use the library's collection of audio and videocassettes, CDs and DVDs in the Electronic Resources Laboratory.

## Campus-wide Information Resources

The library works closely with several other KIMEP units to meet KIMEP's information needs, including the Computer and Information Systems Center, the Language Center, Distance Learning, Corporate Development Department, and others. These units maintain collections relevant to their missions, and the library contributes to those collections.

## Course Textbooks

At KIMEP, as at other Western-style institutions of higher education, students purchase the course textbooks and other materials they require for study throughout the semester. The library does not loan textbooks or other course materials to individual students for the entire semester (but see below). Reserve copies of required course readings are available for use in the library reading rooms, which are open every day.



## Textbook Rental

KIMEP operates a Textbook Rental Center to assist students who cannot purchase their required course materials. Students place a textbook security deposit at the Center at the beginning of each semester. Students then receive the required materials for their courses at the Textbook Rental Center. The Center charges a rental fee for all materials provided; the rental fee is collected from the textbook security deposit. This rental fee deposit must be brought back up to 15000 tenge before the beginning of the next semester in order for a student to rent the next semester's textbooks. At the end of a student's KIMEP career, the balance of the deposit is returned to him.

The security deposit and rental fee amounts are adjusted periodically to reflect changes in the quantity and cost of textbooks and other course materials.

## LIBRARY RULES AND REGULATIONS

The KIMEP Library Administration determines the library's rules and regulations according to the mandates of the KIMEP Executive Committee, and following policy set by the KIMEP Library Committee, which is composed of representatives from all of KIMEP's academic units. The rules and regulations, particularly the fee and fine schedules, are adjusted periodically according to changes in the quantity and cost of library resources; fees and fines listed in Part IV of this Catalog are for the academic year 2009-2010. PLEASE NOTE that rules and regulations are subject to change without notice. Inquire at the Library's Administrative office for the most current ones.

### 1. KIMEP Identification Card

A plastic Library Identification Card (ID) is issued to all individuals affiliated with KIMEP. This 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. A second failure to provide identification information may result in the arrest for trespassing of the student.

This card also serves as the library ID card and gives access to the library. It may have to be presented upon entering the library as well as when borrowing materials. (Students enrolled in KIMEP's various short-term, certificate, or evening programs may also be asked for a security deposit in tenge or an additional official identification document when borrowing library materials.) The ID card is issued free of charge; the replacement fee is 3000 tenge. Please report loss of card to the library's main administration office.

The library 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 library ID card is the property of KIMEP. The card must be surrendered to KIMEP upon termination of the status of the bearer or upon violation of library rules and regulations.

## 2. Library Loan

### Circulation

Library materials circulate according to item status (main collection, reserve item, reference item, etc.) and type of borrower. For students, main collection library materials circulate according to these guidelines:

- Undergraduate students: 2 weeks, 1 renewal, 5 item limit
- Graduate students: 4 weeks, 1 renewal, 10 item limit

For textbooks in the Reserve collection, circulation is irrespective type of student. Textbooks from the Reserve collection are allowed to be checked out over night and should be returned by 10:15 the following morning. Textbooks that are held in the Reserve collection but that are still available through the Textbook Rental Center for rental are available for overnight check out from the Reserves Collection only with a fee of 300 KZT.

Fiction collection items are allowed to be checked out for 4 weeks with one renewal; 3 item limit.

Overdue fines are levied when items are overdue, mutilated 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 return a recalled item on time will incur overdue fines of 300 tenge per day until the item is returned, and the current replacement cost of the item if 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 should deposit their ID with the circulation librarian before receiving the item. There is a time limit on using the item, determined by the circulation librarian, after which it should be returned to the circulation desk for another person's use.

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 2 hours maximum. The student must deposit ID with the circulation librarian during this time. An overdue fine may be incurred if 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 19:30. The student must deposit ID with the library overnight. Items are due the next morning by 10:15 a.m. Fines may 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.

## 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.

## 4. External Users

The KIMEP Library maintains collections to support the University's educational activities in the fields of business and social sciences. Individuals and organizations in the wider community are welcome to use the library's collections for the purpose of academic or professional research in these fields. Registration and payment fees may be done only during business hours.

Registered external users of the library are allowed to:

- use the KIMEP collection, in KIMEP library facilities, during regular working hours, according to policies and procedures established for all patrons

External user requirements are:

- 1) fill out the appropriate registration form (available at the administration office or library service desk)
- 2) to pay a non-refundable fee for the use of facilities (at the Cashier's office during working hours)
- 3) to register at the library service desk when entering the facilities
- 4) to leave a refundable security deposit for the borrowing of collection items
- 5) to pay for the repair or replacement of borrowed items that are damaged or lost.

Library privileges may either not be extended or may be terminated for external users who do not meet these requirements.

### Registration:

On the first visit to the library, external users must register the following information at the service desk:

- Name
- Almaty address
- Permanent [billing] address (if different from Almaty address)
- Almaty telephone number
- Other telephone number (if available)
- Fax number (if available)
- E-mail address (if available)

The information must be verified with an official photo ID (e.g. passport). Users must leave this ID at the circulation desk whenever they are using the library facilities and collections and may be required to leave them at the library if borrowing books.

### Use Fees:

Fee amounts are set periodically by the library. New users should enquire at the service desk for a current fee schedule.

### **Borrowed Item Security Deposit:**

The security deposit for a borrowed item is typically equal to the current replacement cost of that item (current retail price plus taxes plus shipping plus import duties). The deposit is refunded upon return of the borrowed item in good condition.

### **Organizations:**

Organizations that have a working relationship with KIMEP should contact the Library Director or Deputy Director to arrange library privileges for their members.

## **5. Fees and Fines**

The textbook rental fee deposit is 15000 tenge.

Replacement ID cards are 3000 tenge.

A fee of 300 tenge is charged any student for overnight check out of any material in the Reserve collection if that item is still available for rental at the Textbook Rental Center (if not available for rental, checkout is free).

The overdue fine for any item checked out overnight is 300 tenge per hour or additional part of an hour. The overdue fine for any item checked out for a period of more than one day is 300 tenge.

Failure to return a recalled item on time will incur overdue fines of 300 tenge per day until the item is returned, and the current replacement cost of the item if not returned within three days of the recall notice due date.

A student is responsible for the any books borrowed under his name (through his card). The student 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 student 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 Deputy Director or Director of the Library:

- Mutilated item – current replacement cost of the book (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
- Minor wear and tear – cost of repair
- 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 Deputy Director or 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.

# ADVISING, INTERNSHIP, CAREER AND EMPLOYMENT



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## ADMINISTRATION

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Assistant to Director

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## PURPOSE

### ADVISING SYSTEM AT KIMEP

### INTERNSHIP

### CAREER AND EMPLOYMENT

## PURPOSE

The mission of the Advising, Internship, Career and Employment is to provide a learning opportunity and range of support services that enhance academic success for undergraduate and graduate students at KIMEP. The Center is designed to address the needs of students and provide a wide range services to prepare, to help and produce graduates who will flourish in the new global age of the 21st Century.

The Center will put meanings into purpose of quality education and continue to support the institutional mission and strategic goals for a promising future to happen through our collaborative teamwork.

This mission is executed through a comprehensive services and credit course which link to specific academic units as well as advising, internship and career and employment units.

## ADVISING SYSTEM AT KIMEP

To assist students with their studies in a credit-based system, KIMEP has implemented a

system of “Academic Advising”. Academic advising process is designed to help students as

they make important decisions related to their academic progress at the institute.

Academic advisers coordinate course selection, discuss educational and career goals and encourage students to consider questions of personal growth. Advisers also aid in planning academic programs and in referring students to other campus services. Below are some major guidelines to follow through to make the advising process a successful part of the institute experience.

All students at KIMEP are entitled to academic advising regardless of their status.

- Student Advising Services for Freshmen Office provides academic advising to freshman students in their first year of study (until they complete 30 credit hours) including pre-KIMEP summer intensive period.
- Starting from the second year of study each student at KIMEP is assigned to KIMEP Advising and Internship Center, where students can receive help and assistance from professional advisors.
- Faculty advisers may consult for both educational and career guidance.

- Non-degree students are not assigned to a faculty member as an advisor but these students will benefit from resources and services provided by KIMEP Advising and Internship Center.

## INTERNSHIP

Introduce students with the professional world and to promote a three-way partnership between University, Student and an Organization. This service is design to create internship opportunities:

- To provide students with preliminary work experience that can prepare them for their future careers;
- To strengthening the theoretical knowledge, obtained in the process of education at KIMEP at a real workplace.
- To study and master the methods of administrative activity, the advance experience, which in the future will assist in achieving the desired career growth;
- To allow students to get acquainted with business and organizational practices, social relations, different spheres of economy, sphere of administration;
- To assist in gaining employment of the students after graduation.

Any Undergraduate or Graduate student can take the credit Internship course based on his/her program requirements.

## CAREER AND EMPLOYEMENT

Mission 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 has concentrated its efforts on assisting the respectable companies in the world to source the most successful and dynamic talent, we have attracted 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 provides KIMEP students, graduates and non-KIMEP job seekers with the career skills and employment services.

### **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' sessions, training

Organizing sessions to improve student's skills that will help them in future to find a job (such as resume writing, passing the employer interview, etc..)

### **For Companies 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 Program

## PART VI

# DEPARTMENT OF QUALITY ASSURANCE AND INSTITUTIONAL RESEARCH

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**STATEMENT OF PURPOSE**

**GOALS AND OBJECTIVES**

**DEPARTMENT PROFILE**

**QUALITY ASSURANCE POLICY**

**INSTITUTIONAL RESEARCH ACTIVITY  
BRIEF**

### ADMINISTRATION AND STAFF

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qualityassurance](http://www.kimep.kz/administration/president/qualityassurance)

## Statement of Purpose

The Department of Quality Assurance and Institutional Research, formerly known as the Center for Research and Development, was established in September 2006 with a mission to provide quality assurance systems that promote integrity and effectiveness in all KIMEP's activities.

The Department aims to ensure that KIMEP:

- meets and exceeds international standards for its academic and support activities
- continues to develop in a vibrant and innovative manner whilst safeguarding the delivery of high quality services to students, faculty and staff
- has the fullest possible confidence in the awards that it issues, allowing it to provide students with internationally recognized and respected qualifications.

## Goals and Objectives

The Department works in partnership with the academic colleges, schools and centers to ensure that KIMEP offers the highest possible quality of teaching, learning and assessment to its students.

It aims to develop systems of evaluation and review that highlight areas in need of attention and provide a clear direction for the improvement and development of KIMEP courses, programs and awards.

The Department supports the academic units by providing a secure quality framework within which KIMEP can develop new and innovative courses of study and methods of learning.

The Department also works closely with the support and corporate units of the university to provide systems that ensure integrity and quality in the wide range of services it provides for the academic community.

Through its Institutional Research activity the Department monitors, analyzes and evaluates institutional performance, provides secure information on KIMEP's activities for external agencies, and supports planning and decision-making processes within the university.

The Department also liaises with external partners, such as other higher education institutions, to share best practice and develop wider-ranging strategies for the benefit of the community as a whole.

## Department Profile

The Department of Quality Assurance and Institutional Research is a corporate unit that operates under the direct leadership of the President of KIMEP. The Department is staffed by an experienced and highly qualified team of researchers, who are responsible for ensuring that the analytical and investigative work is carried out in compliance with the most stringent professional standards.

The Department carries out numerous surveys and reviews of KIMEP's activities. It provides summaries and detailed analyses for senior management, individual departments and other interested parties.

It also manages institutional conferences and symposia, attracting high-level contributors from the national and international community, offering advice, support and information both to KIMEP and to the local community.

The Department contributes regularly to KIMEP's reporting to various external agencies, such as the Ministry of Education and Science of the Republic of Kazakhstan and national and international attestation bodies.

## Quality Assurance Policy

KIMEP is justifiably proud of its status in the higher education community, both locally and internationally. KIMEP aims to ensure that it continues to provide education that conforms to all international standards.

The 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 Department.

The role of the Department of Quality Assurance and Institutional Research is as follows:

1. To develop and implement quality assurance systems and procedures across the full range of KIMEP's activities.
2. To monitor the implementation of quality assurance procedures and processes institution-wide.
3. To undertake such reviews and audits as are 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 Institution on the quality implications of proposals, policies and strategic plans.



## Institutional Research Activity Brief

Institutional Research (IR) at KIMEP has been active since January 2005, when the Center for Research and Development was recognized as a planning and processing unit for Institutional Research and Assessment, aimed at continuously improving the programs and services provided by the Institute and ensuring client satisfaction.

The official new status as the Department of Quality Assurance and Institutional Research was given in September 2006. In this capacity, the Department is called upon to provide data, information, and expertise in support of KIMEP's mission, vision, and strategic priorities.

The Department's IR activities include the following surveys (for survey results accomplished during 2005-2009 AYs, please access QAIR page of the KIMEP website):

### a. Faculty Teaching Evaluation Survey (FTES)

The FTES serves as a reliable tool for monitoring the quality of teaching at the Institute. Conducted each semester, the survey has become an important feedback channel for students to comment on instructional effectiveness, quality of teaching and learning experience for every course they enroll in.

The survey instrument covers important aspects of teaching quality in three main areas – faculty member's performance, organization of class sessions and course content. It also provides space for student comments.

The results of the survey provide the overall picture of the quality of instruction at KIMEP and are taken into account during the faculty performance appraisal process. FTES results show that students are continuously satisfied with the quality of teaching at KIMEP.

### b. Student Satisfaction Survey (SSS)

The successful achievement of the goals set in KIMEP mission statement requires the existence of a mechanism to monitor the quality of the services provided at KIMEP and the level of students' satisfaction. In 2005, the first KIMEP Student Satisfaction Survey was conducted. Since then the SSS has been conducted annually in Spring semester, in order to allow for a greater level of objectivity on the part of students.

The SSS gathers feedback from undergraduate and graduate students on their level of satisfaction with various aspects of the academic and extra-curricular experience at KIMEP, including recruitment, admissions, registration,

financial aid, advising and orientation, study and support facilities, student government, and other services.

The survey results allow to continuously monitor the effectiveness of KIMEP operations and highlight areas for further betterment of Institute's services.

### c. KIMEP Alumni Survey (KAS)

The status and success of a university's alumni are the reflection of the quality of services it provides. For many graduates, their Alma Mater serves as a secure springboard to a bright future. KIMEP is proud of its alumni, their achievements and social standing.

Since Summer 2005, the KAS has been held annually with the purpose of determining the employment status of KIMEP alumni and their level of satisfaction with the education they received. The survey also allows graduates to reflect on their overall experience with KIMEP and to provide valuable suggestions on the further improvement of Institute's services.

The four KAS surveys carried out so far reveal that, in general, KIMEP alumni are satisfied with their education and career opportunities.

### d. Faculty Satisfaction Survey (FSS)

Faculty members play a pivotal role in the day-to-day functioning of any institution of higher education. International research shows that faculty members' productivity and retention levels depend on their level of satisfaction with their current position. In Spring 2006, KIMEP launched the first Faculty Satisfaction Survey (FSS) in its history to gauge how KIMEP faculty members are satisfied with working conditions. Since then, the FSS has been conducted in the middle of Spring Semester in all academic units at KIMEP.

The survey instrument focuses on satisfaction with day-to-day activities, tenure and promotion, policies and procedures, collegial relationships and overall satisfaction with the Institute.

The analysis of the data received is intended to focus management action to make KIMEP a better place of work.

### e. Student Quality Monitoring Survey (SQM)

The SQM survey was the first IR survey conducted at KIMEP in Spring 2005. Its' main goal was to analyze three-academic-year data in order to understand the situation and trends in KIMEP relating to six chosen criteria: admission, enrollment, academic probation, student

attrition, student withdrawal and grade point average. Although the SQM did not grow into a regular survey, it paved the way for the other surveys conducted by the Department.

#### **f. Staff Satisfaction Survey (Staff SS)**

The first Staff SS at KIMEP was carried out in Fall 2007. It aims at establishing a mutually beneficial dialogue between the institution and its staff. The survey collects feedback from all non-academic staff members on their experience at work and presents the overall picture of their level of satisfaction with KIMEP as place of work.

The survey instrument was developed on the basis of examples from international practice and looks broadly at the work place in four important sections: KIMEP in general, workplace values and leadership, professional development and KIMEP image.

By monitoring the opinion of KIMEP employees, the Staff SS facilitates the strategic planning and decision-making process and aids the further development and improvement of the Institute's working environment.

#### **g. KIMEP Survey on Library Service Satisfaction (SLSS)**

The SLSS is a one-off survey conducted as a follow-up to the FSS survey in Fall 2007 with the purpose to identify the valuable opinion of the faculty on their perceptions of the overall quality of KIMEP library support in teaching and research and of the quality of library facilities as well.

The survey instrument looks broadly at the library's support in providing faculty with appropriate technology, information and research materials, training on effective use of library resources.

The results of the SLSS demonstrate that the majority of KIMEP faculty members are satisfied with the library services and facilities.

#### **h. Survey on Student Satisfaction with Advising (SSSA)**

The SSSA is a one-off survey conducted in Fall 2007 as a follow-up to the SSS survey, that revealed insufficient level of satisfaction with advising system at KIMEP. To address this concern, KIMEP has re-arranged the system significantly, aiming to make it more student-friendly. Once the new system was introduced, it became necessary to identify students' level of satisfaction with the changes made.

The SSSA measures the effectiveness of KIMEP's advising system from the students' perspective, clarifying the actual demand for and the use of Institute's advising services; determining students' opinions on the availability of advisors, their attitude, knowledge and the appropriateness of information provided.

The results of the survey demonstrate improved level of satisfaction with KIMEP's advising system.

#### **i. KIMEP Employer Satisfaction Survey (KESS)**

The first KESS was conducted in Fall 2007. The survey collects feedback from employers of KIMEP graduates to help the Institute better understand and meet employer expectations, thus, further increasing the demand for KIMEP graduates in Kazakhstan's labor market. While the Alumni survey provides insight into the career standing of KIMEP graduates from their point of view, KESS allows gaining insight into employers' satisfaction with the professional preparedness and performance of the Institute's graduates.

Overall employers' satisfaction with professional preparedness of KIMEP alumni is assessed with high grades. The majority of respondents indicate that professional preparedness and interpersonal skills are among the strengths shown by KIMEP graduates.

#### **j. Freshman Satisfaction Survey (FrSS)**

In Spring 2008, the FrSS was carried out the first time. The survey aims at understanding freshmen's expectations and forecasting the future demands of students' body in terms of programs and academic interests. It also serves as a source of information about the factors that attracted students to KIMEP, the quality of orientation courses and other services provided to the freshmen.

The survey results show that high value and quality of KIMEP education are the main factors attracting young people to KIMEP. Majority of freshmen positively evaluate their first year experience at the Institute and are willing to recommend KIMEP to family members, friends and acquaintances.

#### **k. Survey on Students Admitted but Failed to Register (SSAFR)**

The SSAFR was conducted for the first time in Fall 2008 with the purpose to identify the factors affecting students' decision not to register for courses after being admitted to the Institute.

The survey questionnaire covers four main areas: personal information, evaluation of academic services, the reasons for leaving and the suggestions for improvement.

The survey results allow the Institute to design appropriate measures to strengthen students' retention and to adjust its planning for the further improvement of the study environment.

### **I. KIMEP Grill Survey (KGS)**

In Spring 2009, the first KGS was conducted with the purpose to get the valuable opinion of KIMEP community - students, faculty and staff - on KIMEP Grill services.

The questionnaire looks broadly at the quality of dining services in the following areas: quality of food, Grill employees, quality of serving, environment, pricing and overall satisfaction.

The survey identified certain areas for improvement of Grill services that are conveyed to the Grill contractor and are taken into consideration in the perspective planning of the Institute.

### **m. Freshman 2008 Profile Survey (FPS)**

In Fall 2008, FPS was first conducted on request of the Office of Student Advising Services for Freshmen. It aims at receiving a detailed profile of entering freshmen that could be useful in a variety of program and policy areas.

The survey covers a wide range of student characteristics: parental income, demographic items, financial aid, secondary school achievement and activities; educational and career future plans, values and attitudes, benefits, and self-concept.

The results of the survey provide an overall portrait of entering students.

### **n. CSS Master's Program Survey (CSSMPS)**

In Fall 2008, a CSS Masters Program Survey was conducted at KIMEP for the first time. It aims to identify the important aspects of programs influencing enrollment. The pool of respondents is presented by four types of stakeholders: current students of last year of study, alumni, job supervisors of CSS graduates and CSS students' parents.

The results of the survey allow better understanding of enrollment dynamics at CSS master's program and suggest the ways for further development.

## **KIMEP Fact Book**

Since Fall 2005 the Department annually prepares KIMEP Fact Book that provides reliable comprehensive information on the Institute and its activities for potential students and collaborators. The design and content were elaborated based on review of more than 50 US leading universities. QAIR annually updates the information and has already prepared three issues of Fact Book covering the data for 2005-6, 2006-7 and 2007-8 academic years, as well as two issues of Fact Sheets, which present the key information on KIMEP in a format of concise leaflet.

# DEPARTMENT OF CORPORATE DEVELOPMENT AND ALUMNI ASSOCIATION

## PART VII

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### ADMINISTRATION

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Raushan Kanayeva, MA, Deputy Director

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## PURPOSE

The Corporate Development Department was established at KIMEP in 1998 in order to create and maintain long-term beneficial relationship with business community. The mission of the department is to develop and support an image of KIMEP as the leading institution and to make a contribution to its sustainable development by generating external resources, promoting mutually beneficial partnership relations between KIMEP and the corporate community, non-government organizations and government agencies in Kazakhstan, Central Asian region, NIS and worldwide.

## Goal and objectives

The goal of the department is to promote KIMEP among businesses, foundations, organizations in Kazakhstan and all around the world, and invite them to cooperate with KIMEP as well as to offer them an opportunity to contribute to KIMEP development. The department seeks financial sponsorship and support from national and international donor organizations, companies. All connections established by the Corporate Development Department with business community, donor organizations strictly adhere to the principle of mutual benefit.

## Activities

The department works to raise funds for KIMEP academic and institutional development. Through various activities and projects the department engages corporate community in the campus life.

The activities of Corporate Development Department include:

- Establishing partnership relations with business community, foundations in Kazakhstan, CIS and abroad
- Seeking for 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 business community with opportunities to advertise their businesses and find prospective interns/employees in KIMEP
- Translating corporate needs into educational solutions
- Bringing companies to the campus

# ALUMNI ASSOCIATION

## PURPOSE

The Alumni Center was established to maintain a permanent and stable relationship between the Institute and its alumni, for purposes of mutual service and support. Alumni participation is frequently included in evaluations and plays a significant part in deciding how we are ranked worldwide. A strong Alumni makes a stronger university and increases the value of a KIMEP degree.

## Goal and objectives

The goal of the Alumni Center is to keep Alumni conversant with the programs and activities of the Institute and provide support to the Institute and its program. Alumni Center assists the Institute in the growth of its cultural and extracurricular activities and facilitates KIMEP's involvement in the community.

## Activities

Alumni Center activities include:

- Encouragement of the reorganization of the Alumni KIMEP Association, the development and creating an active network of alumni branches, as well as discipline-specific alumni groups;
- Encouragement of the broad relationships with KIMEP alumni in a way that is mutually beneficial both to its institution and its alumni;
- Encouragement of alumni to serve an important role in the institution as benefactors, as mentors for current students, as spokespersons and advocates for the Institute, as advisors to the Colleges, and as a positive voice championing the importance of a KIMEP degree;
- Creation of a new virtual network of proud alumni who are actively engaged in promoting KIMEP, recruiting students, fundraising and advancing the Institute;
- Promotion and celebration of the alumni achievements, with specific intention that they serve as role models for current KIMEP students;

# ADMINISTRATION, FACULTY AND SUPPORT STAFF

## PART VIII

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### ADMINISTRATION

Chan Young Bang, Ph.D., President of KIMEP /  
Chairman of the Executive committee

Habib Rahman, Ph.D., Executive Vice-President

Dana Stevens, Ph.D., Vice-President for Academic  
Affairs

Ewan Simpson, Ph.D., Executive Director of the  
President's Office

Sergei Katsovich, MBA, Assistant VP for IT and HR

Rassim Karibov, MBA, Director of the Executive Vice  
President's Office

Larissa Savitskaya, M.Ed., MPA, Dean of Enrollment  
Management

Sang Hoon Lee, Ph.D., Dean of the Bang College of  
Business

John Dixon, Ph.D., Dean of College of Social Sciences

Alma Raissova, Candidate of Science, Acting Dean of  
College of Continuing Education

Kenneth Saycell, Director of the Language Center

Sanithia Boyd, D.Ed, CPA, CMA, CFE, CrFA, Interim  
Dean of School of General Education

Ronald Voogdt, MSc., MA, Director of International  
Relations Office

Shiraz Paracha, MA, Interim Dean of Student Affairs

**BOARD OF DIRECTORS / BOARD OF  
TRUSTEES OF THE JSC "KIMEP"**

**ACADEMIC COUNCIL**

**PRESIDENT'S ADMINISTRATION**

**EXECUTIVE COMMITTEE OF KIMEP**

**THE EXECUTIVE VICE PRESIDENT**

**ACADEMIC AFFAIRS**

**ADMINISTRATION AND FINANCE**

**STUDENT AFFAIRS**

**CENTRAL ADMINISTRATIVE STAFF**

**COLLEGES, DEPARTMENTS AND  
FACULTY**

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CitiBank Kazakhstan, Chief Executive Officer

### **Members**

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KIMEP, President

#### **Daulet Khamitovich Sembayev**

Kazkommercebank, Deputy of the Chairman of the Board of Directors

#### **Nadezhda Pogorelova**

Consulting company “Economicheskii Center”, General Director

#### **Hartmut Fischer**

University of San-Francisco, USA, Professor

#### **Igor Tupikov**

Buran Boiler, President

#### **Hans Dewaele**

Procter and Gamble, General Manager

#### **Serik Akhmetzhanovich Akhanov**

Association of the financiers of Kazakhstan, Chairman

#### **Winfred L. Thompson**

American University of Sharjah, UAE, Chancellor

#### **Tlektes Isabayevich Espolov**

Kazakh National Agrarian University, Rector

#### **Stephen Nye**

KPMG, Partner

#### **Jeff Erlich**

Eurasia Foundation, President

#### **Yeduard Karlovich Utepov**

Committee of State Property and Privatization under the Ministry of Finance of the Republic of Kazakhstan, Chairman

#### **Kalymzhan Ualikhanovich Ibraimov**

Committee of State Property and Privatization under the Ministry of Finance of the Republic of Kazakhstan, Head of the Department

#### **Naiman Bubeyevich Kalabayev**

Ministry of Education and Science of the Republic of Kazakhstan, Chair of the committee on Supervision and Attestation

#### **Serik Maulenovich Omirbayev**

Ministry of Education and Science of the Republic of Kazakhstan, Director of the Department of High and Post-Graduate Education

## ACADEMIC COUNCIL

Dana Stevens, Ph.D., Vice President of Academic Affairs/  
Chair

Mujibul Haque, Ph.D., Associate Dean of Bang College of  
Business/Vice Chair

### **Elected:**

Dilbar Gimranova, Senior Lecturer, Department of Man-  
agement and Marketing, BCB

Janet Humphrey, Senior Lecturer, Department of Man-  
agement and Marketing, BCB

Zharmukhamed Zardykhan, Assistant Professor, Depart-  
ment of Political Science and International Relations,  
CSS

Aigul Adibayeva, Senior Lecturer, Department of Political  
Science and International Relations, CSS

Nancy Burkhalter, Assistant Professor, LC

Maganat Shegebayev, Senior Lecturer, LC

Aliya Nurtayeva, Associate Professor, GE School

### **Appointed:**

Alma Raissova, Acting Dean, CCE

Ronald Voogdt, Director, IRO

Uvasilya Tanekenova, Director, Registrar Office

Kamilla Lukpanova, BAIJ-4, ID 20062132

### **Ex-officio (non-voting):**

VPAA

AVPAA

Dean of BCB

Dean of CSS

Dean of CCE

Dean of GE

Dean of EM

Director of LC

## PRESIDENT'S ADMINISTRATION

Chan Young Bang, Ph.D., President

Ewan Simpson, Ph.D., Executive Director of the President's Office

Olga Uzhegova, MBA, Director of Development

Michael Quinn, BA, Communications Director of the President's Office

## EXECUTIVE COMMITTEE OF KIMEP

Chan Young Bang, Ph.D., President of KIMEP / Chairman of the Committee

Habib Rahman, Ph.D., Executive Vice-President

Dana Stevens, Ph.D., Vice-President for Academic Affairs

Vice-President of Administration and Finance (vacant)

Ewan Simpson, Ph.D., Executive Director of the President's Office

Sang Hoon Lee, Ph.D., Dean of the Bang College of Business

John Dixon, Ph.D., AcSS, Dean of College of Social Sciences

Shiraz Paracha, MA, Interim Dean of Student Affairs (To be confirmed by the board)

Kenneth Saycell, Director of the Language Center

Larissa Savitskaya, M.Ed., MPA, Dean of Enrollment Management

Sanithia Boyd, D.Ed, CPA, CMA, CFE, CrFA, Interim Dean of School of General Education (To be confirmed by the board)

Dean of the College of Continuing Education (Vacant)

## THE EXECUTIVE VICE PRESIDENT

M. H. Rahman, Ph.D., Executive Vice President

Dana Stevens, Ph.D., Vice President of Academic Affairs

Vice-President of Administration and Finance (vacant)

Larissa Savitskaya, M.Ed., MPA, Dean of Enrollment Management

Shiraz Paracha, MA, Interim Dean of Student Affairs

Rassim Karibov, MBA, Director of the Executive Vice President's Office

## ACADEMIC AFFAIRS

Dana Stevens, Ph.D., Vice President of Academic Affairs

Associate Vice President of Academic Affairs (Vacant)

Sang Hoon Lee, Ph.D., Dean of Bang College of Business

John Dixon, Ph.D., Dean of College of Social Sciences

Alma Raissova, Candidate of Science, Acting Dean of College of Continuing Education

Sanithia Boyd, D.Ed, CPA, CMA, CFE, CrFA, Interim Dean of School of General Education

Kenneth Saycell, MA in English, Director of Language Center

Director of Kookmin Bank Center for Korean Studies (Vacant)

Joseph Luke, MLIS, Director of the Library

Ronald Voogdt, MA, MBA, Director of International Relations Office

Saule Bulebayeva, LLB, Certificate, Interim Director



## ADMINISTRATION AND FINANCE

Vice-President of Administration and Finance (vacant)

Sergei Katsovich, MBA, Assistant Vice President for IT and HR

Daniyar Zhamenov, MBA, Chief Financial Officer

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Dinara Uzakova, BA, Work Permit Manager

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Zhetpistai Bulekbayev, Diploma, Director of Publishing Department

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