

## **Disclaimer**

The Kazakhstan Institute of Management, Economics, and Strategic Research (KIMEP) wishes to emphasize that the materials in this catalogue 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 Catalogue are applicable to the academic year 2005–2006 only. Any changes for the academic year 2006–2007 shall be considered as addendum and integral part of this Catalog.

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## FOREWORD

The purpose of the 2005–2007 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 *2005–2007 Catalog*, furthermore renders detailed descriptions of academic policies and procedures, rules and regulations, academic departments, programs, curricula and organizational structures of the Institution. Every student must read the *Catalog* carefully and must abide by the rules and policies 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.

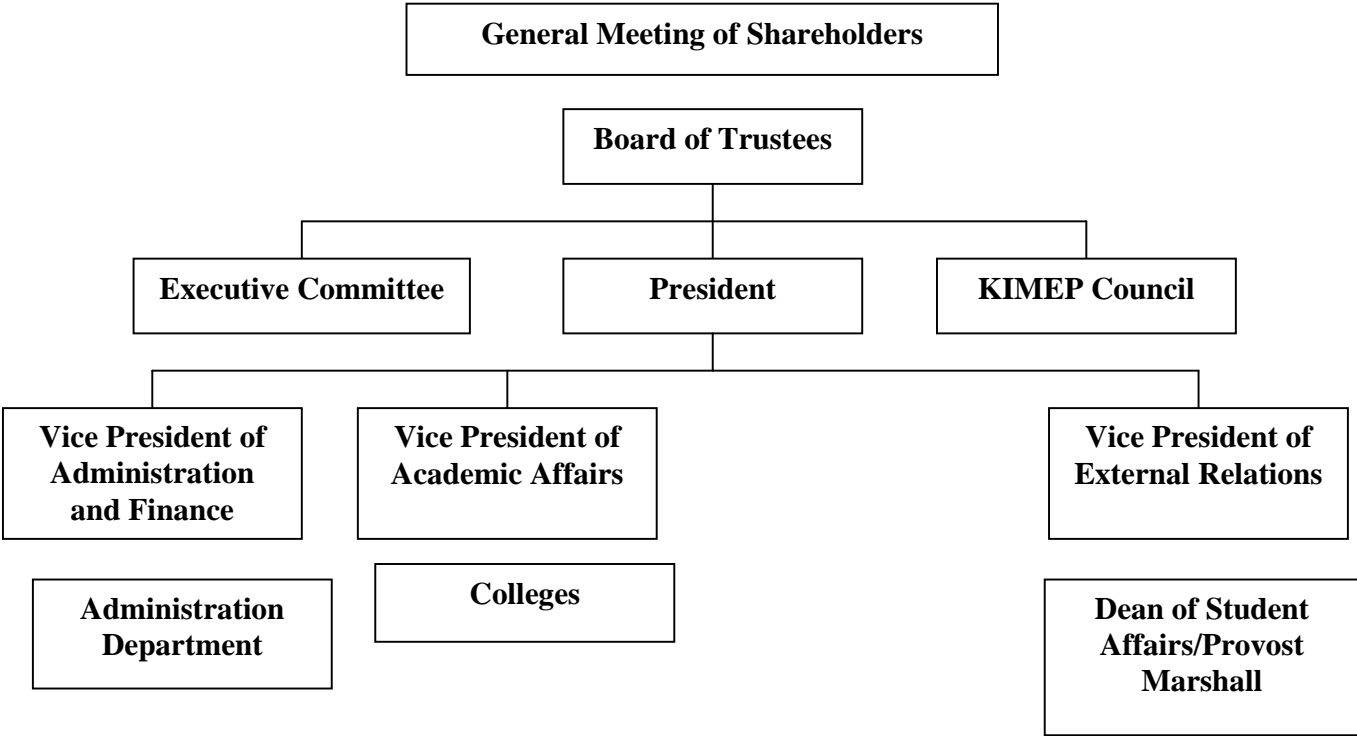
## MISSION STATEMENT

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 and mass communication to outstanding students, who will become equals to graduates of universities anywhere in the world. We seek to select students from among those who demonstrate leadership, talent and language capabilities, irrespective of their financial means, gender or ethnic origin, or any other subjective criteria.

# Organizational Structure

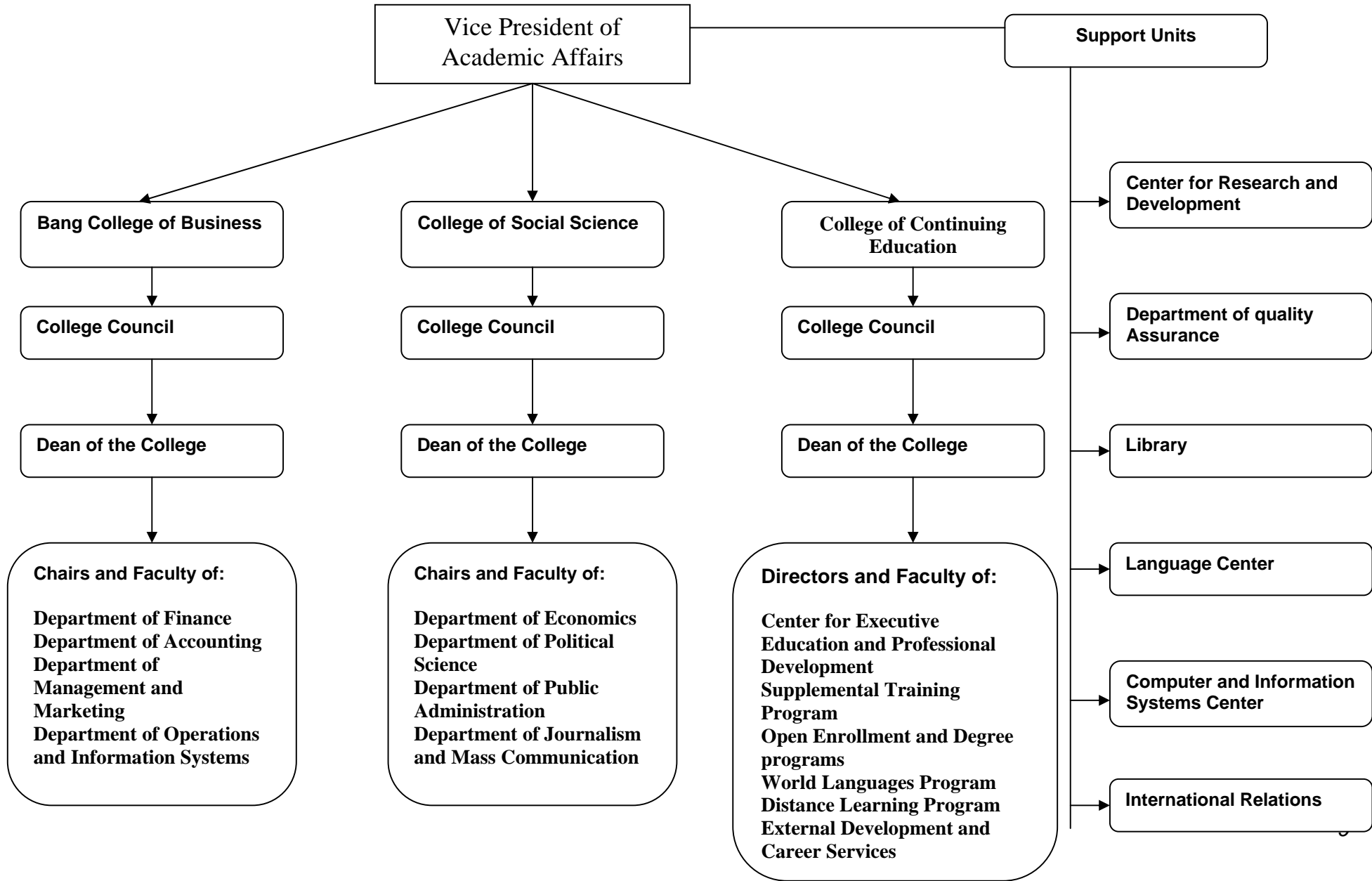
## ADMINISTRATION



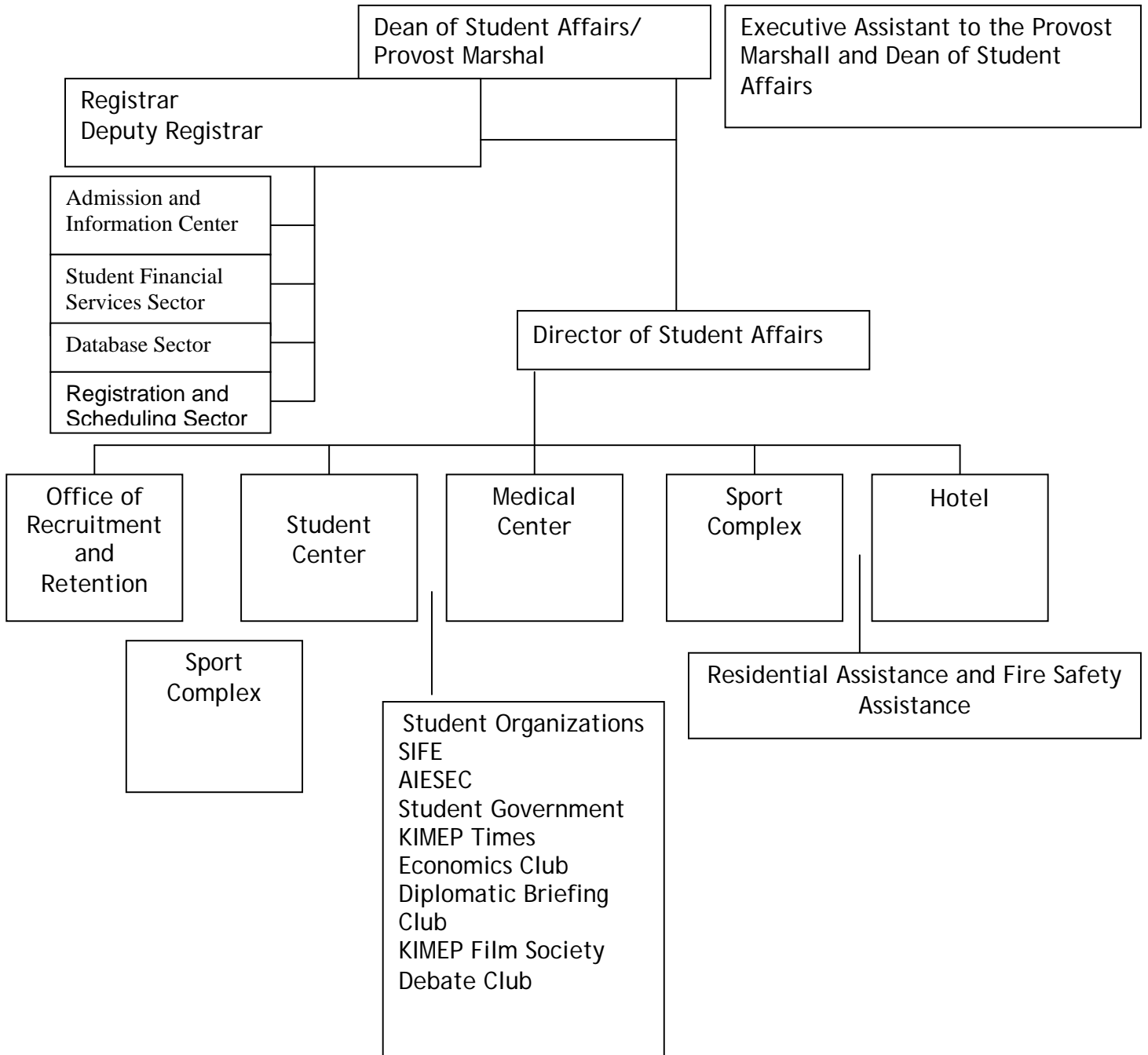




# ACADEMIC AFFAIRS



# STUDENT AFFAIRS



# PART I. GENERAL INFORMATION

## **KIMEP address**

Abai Ave. 4,  
Almaty, 050010  
Republic of Kazakhstan  
Tel.: +7 (3272) 704213  
[www.kimep.kz](http://www.kimep.kz)  
[admis@kimep.kz](mailto:admis@kimep.kz)

ACADEMIC CALENDAR

HISTORY AND ACHIEVEMENTS OF KIMEP

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## ACADEMIC CALENDAR

The KIMEP Academic Calendar outlines important dates and deadlines related to the regular academic process. For dates and deadlines related to the academic process at the College of Continuing Education as well as to admission, financial aid, and other non-academic events and procedures refer to the appropriate information materials.

*KIMEP reserves the right to adjust specific dates on the academic calendar without prior notice.*

### Academic calendar 2005-2006

Dates are subject to change

Fall Semester: classes	August 22 – December 9 (sixteen weeks, including one week for the mid-term break)
Fall Semester: examination period	December 10 – December 21 (twelve days)
Winter recess	December 22 – January 6 (sixteen days)
Spring Semester: classes	January 9 – April 28 (sixteen weeks, including one week for the mid-term break)
Spring Semester: examination period	April 29 – May 10 (twelve days)
Break between semesters	May 11 – May 21 (eleven days)
Summer 1	May 22 – June 30 (six weeks)
Summer 2 (no break between SU1 and SU2)	July 3 – August 11 (six weeks)
Break before new academic year	August 14 – August 21 (one week)
Academic Year 2006-2007 begins	August 21*

### Fall Semester 2005

First payment period begins (at least 1/3 of total tuition) for Fall 2005	July 25
Registration begins	July 25
First payment deadline (at least 1/3 of total tuition is due)	August 8
Registration for non-degree students begins	August 15
Last day to transfer between undergraduate programs (first year students are not eligible for transfer)	August 19
Registration ends	August 21
Classes start	August 22
Drop/Add period begins	August 22
Last Day to Add a Course	August 26
Last Day to select Audit option	August 26
Last Day to Select Pass/Fail Option	August 26
Last Day to Drop a Course with 100% Tuition Refund	August 26
Late Registration Period begins	August 29
Constitution Day – KIMEP is closed	August 30

Late Registration Period ends	September 2
Last Day to Withdraw from a Course with 80% Tuition Refund	September 2
Last Day to Withdraw from a Course with 60% Tuition Refund	September 9
Last Day to Withdraw from a Course with 40% Tuition Refund	September 16
Last Day to Withdraw from a Course with 20% Tuition Refund (after this date there are no refunds for withdrawals from courses)	September 23
Second Payment Deadline (second 1/3 of total tuition is due)	October 14
Mid-term Break	October 17-21
Last Day to Withdraw from a Course with grade of "W"	October 20
Republic Day – KIMEP is closed	October 25
Third payment deadline (final 1/3 of total tuition is due) for Fall 2005	December 2
Classes End	December 9
Examination Period	December 10-21
Independence Day – KIMEP is closed	December 16, 17
Semester Ends	December 21
Final Grades due from Instructors	Within 72 hours after exam
I" grades from previous semester convert into F"s	December 26

### Spring Semester 2006

First Payment period begins for Spring 2006	December 5
Registration for graduating students Spring Semester 2006 begins	December 5
Registration for all students for Spring Semester 2006 Begins	December 19
New Year's Day - KIMEP is Closed	January 1,2
Registration for Non-Degree Students begins	January 3
Last Day to Transfer Between Undergraduate Programs (first year students are not eligible for transfer)	January 6
First Payment Deadline (at least 1/3 of total tuition is due)	January 6
Registration Ends	January 8
Classes Start	January 9
Drop/Add Period Begins	January 9
Last Day to Add a Course	January 13
Last Day to Select Audit option	January 13
Last Day to Select Pass/Fail Option	January 13
Last Day to Drop a Course with 100% Tuition Refund	January 13
Late Registration Period begins	January 16
Late Registration Period ends	January 20
Last Day to Withdraw from a course with 80% Tuition Refund	January 20
Last Day to Withdraw from a course with 60% Tuition Refund	January 27
Last Day to Withdraw from a course with 40% Tuition Refund	February 3
Last Day to Withdraw from a course with 20% Tuition Refund (after this date there are no refunds for withdrawals from courses)	February 10
Second Payment Deadline (second 1/3 of total tuition is due)	March 3
Mid-Term Break	March 6 -10
Women's Day - KIMEP Closed	March 8
Last Day to Withdraw from a Course with grade of "W"	March 9
Nauryz Day - KIMEP Closed	March 22
Third payment deadline (final 1/3 of total tuition is due for Spring 2006)	April 21
Classes End	April 28

Examination Period	April 29 – May 10
International Labor Day - KIMEP Closed	May 1
Victory Day – KIMEP Closed	May 9
Semester Ends	May 10
Final Grades due from Instructors	Within 72 hours after exam
I" grades from previous semester convert into F"s	May 15
Graduation	June 3

### **Summer - 1 semester, 2006 – Credit courses**

Payment period for Summer -1 begins (100% of total summer tuition fee should be paid before registration)	April 24
Registration period for Summer-1 begins	April 24
Registration for Summer-1 ends	May 21
Classes Start	May 22
Last Day to Drop/Add a course	May 24
Last Day to Select Pass-Fail Option	May 24
Last Day to Select Audit option	May 24
Last Day to drop a course with 100% tuition refund (after this period there is no refund)	May 24
Last Day to Withdraw from a Course with grade of "W"	June 9
Classes End	June 30
Final Examinations (Final Exams will be held on the day of the last class)	June 30
Final Grades are Due from Instructors	July 3

### **Summer - 2 semester, 2006 – Credit & Intensive courses**

Payment period for Summer-2 begins (100% of total summer tuition fee should be paid before registration)	June 5
Registration for Summer-2 begins	June 5
Registration ends	July 2
Classes Start	July 3
Last Day to Drop/Add a Course	July 5
Last Day to Select Pass-Fail Option	July 5
Last Day to Select Audit Option	July 5
Last Day to drop a course with a 100% tuition refund (after this period there is no refund)	July 5
Last Day to Withdraw from a Course with grade of "W"	July 14
Classes End	August 11
Final Examinations (Final Exams will be held on the day of the last class)	August 11
Final Grades due from Instructors	August 14

## Academic calendar 2006-2007

Dates are subject to change

Fall Semester: classes	August 21 – December 8 (sixteen weeks, including one week for the mid-term break)
Fall Semester: examination period	December 9 – December 20 (twelve days)
Winter recess	December 21 – January 6 (twenty five days)
Spring Semester: classes	January 15 – May 4 (sixteen weeks, including one week for the mid-term break)
Spring Semester: examination period	May 5 – May 15 (eleven days)
Break between semesters	May 16 – May 27 (ten days)
Summer 1	May 28 – July 6 (six weeks)
Summer 2 (no break between SU1 and SU2)	July 9 – August 17 (six weeks)
Break before new academic year	August 20 – August 26 (one week)
Academic Year 2007-2008 begins	August 27

### Academic calendar Fall Semester 2006

First payment period begins (at least 1/3 of total tuition) for Fall 2006	July 24
Registration begins	July 24
First payment deadline (at least 1/3 of total tuition)	August 7
Registration for non-degree students begins	August 14
Last day to transfer between undergraduate programs (first year students are not eligible for transfer)	August 18
Registration ends	August 20
Classes start	August 21
Drop/Add period begins	August 21
Last Day to Add a Course	August 25
Last Day to select Audit option	August 25
Last Day to Select Pass/Fail Option	August 25
Last Day to Drop a Course with 100% Tuition Refund	August 25
Late Registration Period begins	August 28
Constitution Day – KIMEP is closed	August 30
Late Registration Period ends	September 1
Last Day to Withdraw from a Course with 80% Tuition Refund	September 1
Last Day to Withdraw from a Course with 60% Tuition Refund	September 8
Last Day to Withdraw from a Course with 40% Tuition Refund	September 15
Last Day to Withdraw from a Course with 20% Tuition Refund (after this date there are no refunds for withdrawals from courses)	September 22
Second Payment Deadline (second 1/3 of total tuition is due)	October 13
Mid-term Break	October 16-20

Last Day to Withdraw from a Course with grade of "W"	October 19
Republic Day – KIMEP is closed	October 25
Third payment deadline (final 1/3 of total tuition is due) for Fall 2006	December 1
Classes End	December 8
Examination Period	December 9-20
Independence Day – KIMEP is closed	December 16, 17
Semester Ends	December 20
Final Grades due from Instructors	Within 72 hours after exam
I" grades from previous semester convert into F"s	December 25

### **Academic calendar Spring Semester 2007**

First Payment period begins for Spring Semester 2007	December 4
Registration for graduating students Spring Semester 2007 begins	December 4
Registration for all students for Spring Semester 2007 Begins	December 18
New Year's Day - KIMEP is Closed	January 1,2
Registration for Non-Degree Students begins	January 8
Last Day to Transfer Between Undergraduate Programs (first year students are not eligible)	January 12
First Payment Deadline (at least 1/3 of total tuition is due)	January 12
Registration Ends	January 14
Classes Start	January 15
Drop/Add Period Begins	January 15
Last Day to Add a Course	January 19
Last Day to Select Audit option	January 19
Last Day to Select Pass/Fail Option	January 19
Last Day to Drop a Course with 100% Tuition Refund	January 19
Late Registration Period begins	January 22
Late Registration Period ends	January 26
Last Day to Withdraw from a course with 80% Tuition Refund	January 26
Last Day to Withdraw from a course with 60% Tuition Refund	February 2
Last Day to Withdraw from a course with 40% Tuition Refund	February 9
Last Day to Withdraw from a course with 20% Tuition Refund (after this date there are no refunds for withdrawals from courses)	February 16
Women's Day - KIMEP Closed	March 8
Second Payment Deadline (second 1/3 of total tuition is due)	March 9
Mid-Term Break	March 11 -16
Last Day to Withdraw from a Course with grade of "W"	March 14
Nauryz Day - KIMEP Closed	March 22
Third payment deadline (final 1/3 of total tuition is due for Spring 2007)	April 27
International Labor Day - KIMEP Closed	May 1
Classes End	May 4
Examination Period	May 5 – May 15
Victory Day - KIMEP Closed	May 9
Semester Ends	May 15
Final Grades due from Instructors	Within 72 hours after exam
I" grades from previous semester convert into F"s	May 18
Graduation	June 9



### **Summer-1 semester, 2007 – Credit courses**

Payment period for Summer -1 begins (100% of total summer tuition fee should be paid before registration)	April 30
Registration period for Summer-1 begins	April 30
Registration for Summer-1 ends	May 27
Classes Start	May 28
Last Day to Drop/Add a course	May 30
Last Day to Select Pass-Fail Option	May 30
Last Day to Select Audit option	May 30
Last Day to drop a course with 100% tuition refund (after this period there is no refund)	May 30
Last Day to Withdraw from a Course with grade of "W"	June 15
Classes End	July 6
Final Examinations (Final Exams will be held on the day of the last class)	July 6
Final Grades due from Instructors	July 9

### **Summer-2 semester, 2007 – Credit & Intensive courses**

Payment period for Summer-2 begins (100% of total summer tuition fee should be paid before registration)	June 11
Registration for Summer-2 begins	June 11
Registration ends	July 8
Classes Start	July 9
Last Day to Drop/Add a Course	July 11
Last Day to Select Pass-Fail Option	July 11
Last Day to Select Audit Option	July 11
Last Day to drop a course with a 100% tuition refund (after this period there is no refund)	July 11
Last Day to Withdraw from a Course with grade of "W"	July 20
Classes End	August 17
Final Examinations (Final Exams will be held on the day of the last class)	August 17
Final Grades due from Instructors	August 20

# HISTORY AND ACHIEVEMENTS OF KIMEP

## History

The Kazakhstan Institute of Management, Economics, and Strategic Research was formally established on January 1, 1992, by resolution of the President of the Republic of Kazakhstan, Nursultan Nazarbaev. President Nazarbaev, acutely aware of the Republic's need for trained personnel to support a market economy, asked US scholar, Dr. Chan Young Bang, to create a new educational institution in Almaty. This new institution was to be staffed by a mix of foreign and national instructors and was to operate according to the high academic standards of North American and European academic institutions. Dr. Bang was appointed as the first Executive Director.

The purpose of the Institute is to confer upon the people of Kazakhstan the skills and knowledge to pursue prosperity for the nation through leadership in business and government. Since its establishment, KIMEP has contributed enormously to the growth and development of the Republic of Kazakhstan and its people, by challenging men and women to draw upon standards of excellence and to contribute to the society after graduation.

In August 1992, the first class of Masters of Business Administration (MBA) and Masters of Arts (MA) in Economics programs commenced with their studies. Despite the scope and complexity of administering the MBA and MA programs, KIMEP continued to take the initiative and expanded into other areas, which were also vitally important for the development of the Republic. In August 1993, KIMEP created the Master of Public Administration (MPA) program. The mission of the program was to provide Kazakhstan with civil servants equipped with the skills, knowledge and values necessary to render competent and ethical leadership. The program also aimed to address governmental problems during the economic and social transition.

In August 1994, the European Union nominated Dr. Hartmut Fischer of the University of San Francisco, USA, as the second Executive Director of KIMEP. The European Union, the United States Agency for International Development (USAID), the Soros Foundation, the Eurasia Foundation, the British Overseas Development Agency, and the British Know How Fund provided support critical to KIMEP's survival. In addition, local businesses began to contribute valuable assistance to the Institution. Because of this support, KIMEP was able to enhance its academic resources, and substantially improve its English language program. Moreover, KIMEP renovated the Library by expanding book holdings and upgraded the Computer and Information Services. These services are now among the best in all of Kazakhstan.

KIMEP has continued its policy of expansion. During the 1999-2000 academic year, KIMEP introduced four-year bachelor programs in the fields of Business Administration & Accounting, and in Social Sciences (International Relations, Public Administration and Political Science). The following year KIMEP opened a world-class bachelor program in Economics. Due to high standard and popularity of these new programs, the number of students enrolled in KIMEP has more than tripled since 1992. Currently over 2,5000 students are enrolled in KIMEP's bachelors and masters programs. An additional 250 professionals study in the institution's evening MBA program. Other vocational programs provide short-term and seminar training to executives in the areas of management, accounting, finance, banking, computer skills and English language. Hundreds of corporate executives continue to participate in these programs through an established and ever-

expanding corporate clientele, which cooperates with KIMEP to enhance business operations.

The 1999-2000 academic year witnessed major and rapid changes in the Institution's academic and administrative structures. The Government of Kazakhstan transferred the Institution to the trusted management of Dr. Chan Young Bang for a period of three years. Dr. Bang was appointed as the first President. Under his leadership, KIMEP introduced control and management structures which are practiced at higher educational institutions around the world. Under his leadership, the Institution grouped academic programs under distinct departments and devised a Faculty Code of Practice. These measures have ensured the full participation of faculty members and administrators in day-to-day affairs.

At the present time, KIMEP continues to grow and develop in order to meet the educational needs of the growing student population. In 2002-2003, KIMEP launched two new Masters Programs: Master of Arts in International Relations (MIR) and Master of Arts in International Journalism and Mass Communication (MIJMC). In 2003-2004, the undergraduate program in Journalism was launched.

Under the Entrusted Management of the President, KIMEP has developed a five-year plan (2001-2005), which has been completed in stages. The first phase (2001-2002) called for the rapid expansion of classroom facilities, computer laboratories, library facilities, on-line services, office space, and seminar and conference rooms. Due to heavy investment from the Entrusted Manager, the administration of KIMEP completed these projects in a timely manner. The former United Nations building located within the campus has been renovated. Construction and renovation began in the Fall of 2000 and was completed by the Fall of 2001. The second phase (2002-2003) was mostly devoted to faculty and staff development and the recruitment of high quality faculty from Kazakhstan and overseas. The third phase (2003-2004) has been devoted to the renovation of the academic and administrative buildings. The fourth phase (2004-2005) continued with the faculty and library buildup, and renovation of the student center, Center For Executive Education and sports complex. The State of the art Center For Executive Education has been completed at a cost of one million dollars. This Center will host such programs as Advanced Management Program, Executive Master of Business Administration, Master of International Business and American Management Association (AMA) certificate programs.

KIMEP has launched another "Strategic Plan" of development for the next five years 2005-2010. Under this plan, amongst other things, a modern library will be built at a cost of around \$ 3 million and facilities for a new department of law will be created. These facilities, once fully completed, will be instrumental in the creation of a state of the art campus for the twenty-first century.

On July 7 2004, KIMEP was transformed into a Joint-Stock Company (JSC) in accordance with the Decree of the President of the Republic of Kazakhstan and the Resolution of the Government of the Republic of Kazakhstan.

## **Major Achievements**

**August 1992:** KIMEP Charter enacted. Dr. Chan Young Bang appointed as the first Executive Director.

Masters of Business Administration (MBA) and Masters of Arts in Economics (MA) programs were launched. Licenses were granted by the Ministry of Education, Kazakhstan

**August 1993:** Masters of Public Administration (MPA) program was launched. License was granted by the Ministry of Education, Kazakhstan

**1993:** European Union through TACIS began to support KIMEP. It appointed Dr. Hartmut Fisher of the University of San Francisco as the second Executive Director of KIMEP. The United States Agency for International Development (AID), the EU, the Soros Foundation, the Euroasia Foundation, the British Overseas Development Agencies and local business community began to provide financial support critical to academic and institutional development of KIMEP.

**1998:** Dr Chan Young Bang is appointed as the Chairman of the Board of Trustees

**1998:** International Executive Center at KIMEP is created with help from McGill University, Montreal to provide executive education and training in management, marketing, accounting, finance, sales and strategic management etc.

**1999:** Alumni Association founded. Basic objectives were to develop a network where both graduates and the students keep in contact with each other.

**1999–2000:** Undergraduate programs in Business Administration & Accounting (B.Sc) and in Social Sciences (BSS) were launched. Ministry of Education granted the licenses.

**2000:** In the month of January 2002, the Ministry of Education and Science of the Republic of Kazakhstan granted KIMEP a permanent State License # 0000055(AA) to conduct educational activity in the field of higher and post graduate education

**2000:** In the month of February 2000, the institution was transmitted to Dr. Chang Young Bang as the entrusted manager for a period of three years. Dr. Bang began to invest heavily that would turn KIMEP into a leading modern academic institution in the entire region.

**2000–2001:** Undergraduate program in Economics (B.A) launched, license obtained.

**2000–2001:** During this period, KIMEP underwent a series of major academic and institutional reorganizations. Dr Chan Young Bang appointed as the first President of KIMEP. Vice Presidents, Deans and Chairs appointed.

KIMEP Charter revised Faculty Code of Practice established.

KIMEP Council, the highest collective decision making body created. Academic Council recomposed.

Collaboration with Maastricht School of Management, Netherlands, through TACIS funded project established. Professors and consultants from European Union and the United States began to arrive, and devise strategies for MBA program.

Renovation for classrooms, laboratories and offices started with the investment from the Entrusted Manager.

**2001–2002:** Renovation of the academic buildings completed that created a state of the art campus unrivalled in this region

Full-fledged North American Style Credit System adopted for all academic programs

Exchange and collaboration programs with leading American, European and Korean Universities established.

On-line registration system introduced. Distance Learning through the Department of Continuing Education launched

**2002–2003:** Academic programs are attested by the Ministry of Education and Science of the Republic of Kazakhstan

Masters programs in International Relations and in International Journalism and Mass Communication launched. Licenses obtained.

“KIMEP Grill “, the new western style dining facilities for students, faculty and staff opened

“Book Store” facility completed

**2003–2004:** The Bachelor Program in Journalism launched. License obtained.

Academic departments are grouped under three different Colleges (Facultet): Bang College of Business, College of Social Sciences and Continuing Education.

KIMEP reorganized into a “Joint-Stock Company”.

**2004-2005:**

KIMEP became the only institution of higher education in Kazakhstan to be awarded with the prestigious “Platinum Tarlan” which is the highest level of the independent national prize “Tarlan” in the category “Enlightenment” for the year 2004. The prize “Platinum Tarlan” was established by the Club of Philanthropists of Kazakhstan and is given for achievements embodying the cultural and intellectual revival in Kazakhstan.

Center For Urban Sustainable Features Established

Joint MA Program in Economics with University of San Francisco, USA. launched

Ph.D Program in Public Policy and Public Administration with George Mason University, USA. ( to be launched fall 2005)

Doctor of Business Administration (DBA) to be launched in fall 2005

American Management Association (AMA) Certificate Program launched

Executive MBA to be launched fall 2005

Advanced Management Program (AMP) to be launched summer 2005

Master of International Business (MIB) to be launched fall 2005

# KIMEP PROFILE

## Accreditation and Institutional Membership

KIMEP academic programs are fully attested by the Ministry of Education and Science of the Republic of Kazakhstan.

The Institution currently holds membership in the following organizations:

- Higher Education Support Program (HESP) of the Soros Foundation, Hungary, Budapest
- Kazakhstani Association of the IT market developers, Co-founder
- Resource network for Economics and Business Education (Under umbrella of USAID and CARANA corporation)
- American Chamber of Commerce
- London Chamber of Commerce and Industry
- Informational Consortium of Kazakhstani Libraries

## International Accreditation

KIMEP has applied for Accreditation with a prominent Accreditation Commission in the United States of America. Strategic Planning and Activities are in progress to meet the standards and criteria of that commission.

## Specialized Membership

Bang College of Business: Member of AACSB - The Association to Advance Collegiate Schools of Business

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

Department of political science: Member of APSA - American Political Science Association.

College of Continuing Education: Member of AMA - American Management Association

## International Connections

KIMEP is proud of maintaining academic links, collaboration, and exchange programs with a number of universities around the world. These programs have allowed the Institute to broaden and establish its academic programs to international norms and standards. Following is a brief list:

Dickinson State University, ND, USA

Jonkoping International Business School, Sweden

University of Applied Sciences, Schmalkalden, Germany

Southeast Missouri State University, USA

University of Northern Colorado, USA

Sookmyung Women's University, South Korea

Hankuk University of Foreign Studies, South Korea

Korea University, South Korea

Kyung Hee University, South Korea

University of Peshawar, Pakistan

Tennessee State University, Tennessee, USA

The California State University, Long Beach, USA

The International University of Business and Technology, Bangladesh

"KATEV", Kazakh-Turkish Educational Foundation

Kazakh National University of Agriculture, Kazakhstan

EURAZIR, Eurasian Institute of Market, Kazakhstan

International University of Catalonia, Spain

Vidzeme University College, Latvia

Universite' Laval (Quebec, Canada)

Negotiation is in progress to develop relationships with the following universities:

University of Texas at Austin, USA

The University of Missouri Kansas-City, USA

Oregon State University, USA

The University of Arizona, USA

University of Colorado at Boulder, USA

University of Pittsburgh, USA

University of Wisconsin-Eau Claire, USA

George Mason University, The Institute of Conflict Resolution and Analysis, WDC USA

Marine Institute of the Memorial University, Canada

New Economic School, Russia

Moscow School of Social and Economic Sciences, Russia

University of South Australia , Australia

### **Donor and Corporate Connections**

KIMEP has a firm and a well-defined policy for maintaining partnership programs with national and international business organizations and donor agencies. The European Union's TACIS, the United States Agency for International Development (USAID) and the Soros Foundation, and many other corporations through their extensive and continuous support have laid the foundation for KIMEP to become the only institute of its kind in the whole of CIS. Other sponsors include:

- ExxonMobil Kazakhstan
- Procter & Gamble
- Samsung Corp.
- Eurasia Foundation
- KPO
- Karazhanbas Munai
- Kazakhstan Press-club
- MIR TV Channel
- Temir Bank
- Chevron Texaco
- Petro Kazakhstan
- Group 4 Securitas
- KazKommerts Polis
- KIO
- KPMG
- Phillip Morris Kazakhstan
- Asem-Ai
- Bank Turan Alem
- British Council Kazakhstan
- British Petroleum
- Buran Boiler
- CITIBank
- ABN Amro Bank
- BankCenterCredit
- USKO International
- FinEC
- LG
- Agip KCO
- PricewaterhouseCoopers
- Deloitte & Touche

### **Organization and Management**

Between 2000-2005, KIMEP underwent a series of changes to its academic and administrative structures. During this period, academic departments were created and grouped under three different colleges. The Bang College of Business consisting of four academic departments, College of Social Sciences consisting of four academic departments, College of Continuing Education consisting of five divisions, and service units such as Research Center, Language Center, Library, and Computer Information Systems Center form the basis of the education process at KIMEP, with authority and responsibility vested legally in the Board of Trustees and the President of the



Institute.

In order to control and manage academic and administrative affairs, KIMEP has created a number of administrative units, policy-making councils, Policies, Code of Practice, and has appointed Vice Presidents, Deans, Chairs and Directors. Students and faculty are guided by regulations at the KIMEP level, at the College level, and at the level of their academic departments. Academic matters and study policies etc are discussed, debated and approved at three different levels: department, college and at KIMEP level.

KIMEP is managed through participation of faculty members, students, support staff and administrators at various policy-making bodies such as the departmental councils, the College Councils, KIMEP Council, the Executive Committee and the Board of Trustees. The President is assisted by Three Vice Presidents, respectively of Academic Affairs, External Affairs, Administration and Finance, the Dean of Student Affairs & Provost Marshall, the Registrar, and by the Chief Financial Officer. The Vice-President of Academic Affairs is the chief academic officer of the Institute. He is assisted by Deans of Academic colleges and by the Dean of Research. In addition, the Language Center, Computer Center, the Library, International Relations and Quality Assurance are subordinated to the office of the Academic Affairs. The Registrar and the Student Services units are subordinated to the office of the Dean of Student Affairs and Provost Marshall.

Under the General administration there are seven units/departments: Human Resources Department, Communication and Technical Device Department, Security Department, Publishing Department, Plant Department, Medical Office, Faculty Housing Management Department.

The Vice-President of External Affairs deals with KIMEP's relations with Government, Non-Government and External Organizations. There are five different departments/ units: Joint Stock Company Affairs, Corporate Development, Marketing & Public Relations, Career & Employment Center, and the Alumni Association.

### **Academic Colleges, Departments and Programs at a glance**

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

#### **BANG COLLEGE OF BUSINESS**

Department of Accounting  
Department of Finance  
Department of Management and Marketing  
Department of Operations and Information Systems

#### **Programs offered:**

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

**Majors:**

Accounting  
Finance  
Marketing  
Management  
Operations Management  
Information Systems

*Dual Majors within or outside the department are also possible, and must be approved by the Chairs of the departments involved. Minors are also allowed at the approval of the department.*

**Master of Business Administration (MBA)**

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

Accounting  
Finance  
Marketing  
Management  
Operations Management  
Information Systems

**Doctor of Business Administration (DBA)**

Majors:

Accounting  
Finance  
Management  
Marketing  
Operation Management and Information Systems

**Executive Master of Business Administration (ExMBA)****Master of International Business (MIB)****COLLEGE OF SOCIAL SCIENCES**

Department of Political Science  
Department of Economics  
Department of Public Administration  
Department of Journalism and Mass Communication

**Programs offered:**

**DEPARTMENT OF POLITICAL SCIENCES**

**Bachelor of Social Science (BSS)**

Majors in:

- International Relations
- Political Science
- Central Asian Politics

Minors in:

- International Relations
- Political Science
- History
- Law

**Master in International Relations (MIR)**

**DEPARTMENT OF ECONOMICS**

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

Specializations in:

- Public Policy Economics
- Resource and Environmental Economics
- Business Economics

**Masters of Arts in Economics (MA)**

Specializations in:

- International Economics
- Public Policy Economics
- Financial Analysis

**DEPARTMENT OF PUBLIC ADMINISTRATION**

**Bachelor of Social Science (BSS)**

Majors in:

- Public Administration
- Public Management
- Natural Resource Management
- Financial Management

Minors in:

- Public Administration
- Public Management
- Natural Resource Management
- Financial Management

### **Masters in Public Administration (MPA)**

Concentrations in:

- Public Policy
- Research & Information Technology
- Public Management
- Public Finance
- Natural Resource Management

## **DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION**

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

Major in:

- International Journalism

Minors in:

- Media Management
- Public Relations

### **Master of Arts in International Journalism (MAIJ)**

Specializations in:

- Public Relations
- Media Management
- Print and Broadcast Journalism

## **COLLEGE OF CONTINUING EDUCATION**

### **Programs offered:**

- Open Enrollment Program
- Executive Education and Professional Development program
- Advanced Management Program

### **Certificate Programs of Specialization in:**

Finance/Accounting  
Marketing  
Management  
Insurance and Risk Management  
Subsoil and Resource Management  
Management of Technology  
Procurement and Supply  
Business Law  
Small Business and Franchising  
Banking  
Managerial Economics  
Human Resource Management.

### **On/Off- line courses (Distance Learning Option)**

### **World Languages Programs**

### **Supplemental Training Programs**

Preparatory Programs  
Provisional Programs  
Pre-Undergraduate Programs  
AMA@KIMEP

## **ACADEMIC SUPPORT UNITS**

### **Language Center**

#### **Programs offered:**

Undergraduate English Courses  
Graduate English Courses  
Kazakh Language Courses  
Korean Language Courses

### **Computer and Information System Center**

The KIMEP Computer and Information Systems Center provides students with the ability to obtain the most advanced knowledge of computers and information systems. Its information and computing facilities are unique not only in Kazakhstan but also in all Central Asia. The Center provides students with full online Internet access, which expands 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 save their projects, papers, and presentations.

### **Center for Executive Education and Professional Development (within CCE)**

Center is the outcome of the merger of former McGill University (Canada) – KIMEP executive training center and Kazakhstan International Institute of Banking. The Center offers professional development courses and certificate programs in accounting, finance, management, marketing and sales, logistics banking, taxation, bookkeeping, communication skills and human resources development. The courses are primarily aimed towards executives and professionals from the business and corporate world.

### **Center for Research and Development**

Research activities, both academic and industrial, are an integral part of KIMEP's academic maturation. Academic research and case studies undertaken by the teaching faculty are integrated into research activities of the KIMEP Center for Research and Development (KCRD).

Now in order to better stimulate and coordinate research activities at KIMEP, the Associate Dean of Research is also appointed to be the Director of KCRD. KCRD, which was formerly known as KIMEP Public Policy Research Center (KPPRC), regularly conducts research on various topics such as Civil Society, Public Affairs & Policy, Budgeting & Taxation, Accounting Reform, Laws, Environment issues, Capital Market Reform and Corporate Governance.

### **International Office**

With the overall aim to expand KIMEP's international activity, to enhance our image as the leading academic institution in the Central Asian region and CIS, and to create awareness of KIMEP in the international arena, the institution established the International Office under the supervision of the Vice President of Academic Affairs. KIMEP has successfully started international partnership programs with academic institutions abroad and is implementing a number of projects, which contribute to student and faculty mobility. This office is responsible for initiation, coordination and implementation of international exchange and joint programs with academic institutions worldwide in such areas as faculty and student exchange, joint academic and research programs. Currently, it provides services to more than 170 international students from CIS, USA, Korea and Europe. The office advises international students, provides student orientation and visa support, and sponsors a variety of academic and social events.

### **International Support and Exchange Programs**

Recognized for its uniqueness in Central Asia as a Western style academic institution, international agencies such as USAID, the SOROS Foundation, the European Union-TACIS, the British International Development Department, the Canadian International Development Agency, Eurasia Foundation and ExxonMobil provide significant long-term and short term support and sponsorship to all our academic programs. The Yale-based Civic Education Project (CEP), German Academic Exchange (DAAD), Fulbright and the Princeton-in-Asia Programs also extend support to various academic programs at KIMEP.

The institute has signed partnership and cooperation agreements with a number of universities and organizations across the globe mainly in the areas of student and faculty exchange, and joint research & academic programs.

## **International Students**

In view of KIMEP's world wide reputation, more and more international students are seeking admission into our academic programs. We regularly receive applications from Asian, CIS, European and American students. Today we have about 152 foreign students studying at KIMEP. The International Office deals with foreign student welfare at KIMEP.

## **Outstanding Faculty**

The greatest resource of KIMEP is its highly qualified faculty. As an English Language institution designed to offer a western style education, KIMEP puts heavy emphasis on quality instruction. To further this end, faculty members are selected from those who have extensive experience in teaching and research. KIMEP goes to great lengths to secure and retain the most qualified and promising professors from Kazakhstan and abroad. About 30% of the faculty come from such countries as United States, Canada, Europe, Korea and Australia. This not only exposes our students and Kazakhstani faculty to a multicultural environment but further provides them with a multicultural way of life. The international aspect of our faculty is our greatest resource and the origin of our strengths and pride.

## **Student Advising**

Because proper guidance is central to a fine education, KIMEP stresses, next to teaching, the academic advisement of students. All students are first advised by faculty members at the departmental level and then by Offices of the Registrar and Student Affairs at the management level. The Registrar's Office has one of the most sophisticated on-line advising systems in the entire CIS region. Students have full access to registration information, schedules, courses offered, graduation requirements, transcripts and so on that enable them to track their progress of studies any time.

## **Student Government**

The students of KIMEP have a government that deals with students interests and activities. The purpose of this organization is to furnish every student with the opportunity to interact with other students, to represent their concerns and interests to the management in a collective manner, and to cultivate a collegiate environment. The student government is represented on the departmental and academic councils, providing students with a voice in the affairs of KIMEP.

## **Financial Aid, Work Study and Scholarships**

Financial aid is designed to meet the needs of our students. There are six types of financial aid: scholarships, tuition waivers, work study discounts, orientation work study, teaching assistantships, and on-campus employment. To be eligible for any of the above type, a student must meet mainly two criteria: 1) to be in good academic standing and 2) demonstrate financial need. The amount and type of aid will vary considering need and academic performance, and may take different forms on a case-by-case basis. Financial aid is provided once each year and is subject to the decision of

the Admissions and Scholarship Committee, which accepts and reviews all financial aid and work study discount applications. However, during the academic year, the Admissions and Scholarship Committee may consider all emergent applications from KIMEP students. 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 sponsors.

### **Career and Employment Center**

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

### **Corporate Development**

The Corporate Development Department maintains firm connections with business, corporations and the academic community in Kazakhstan and abroad. The mission of the Department is to make contributions to the development of KIMEP by means of fund raising, attracting grants, and by developing partnership programs with the business and the corporate community. In addition, the Department fosters collaboration and academic exchange programs with national and international academic and non-academic organizations. In return for sponsorship and partnership, companies, organizations, and individuals receive from KIMEP a priority access to our educational and human resource services and positive public announcement.

### **Alumni Association**

KIMEP created the Alumni Association in 1996 with the aim to foster relationships between KIMEP and its former students. The primary objective is to develop a network where both graduates and students become involved to keep in contact with fellow alumni after finishing their studies. The Association preserves and promotes the Institute's traditions, purposes, growth and development, and keeps alive the spirit of affection and cooperation with KIMEP. The Association works in concert with KIMEP Career Center to consolidate activities that boost increased participation of alumni in KIMEP's affairs, and students' job employment opportunities.



## **KIMEP CAMPUS**

### **THE DORMITORY**

Student housing is conveniently located on the KIMEP campus in the heart of Almaty. The capacity of the Dormitory is 399 students. There are comfortable and clean rooms on four living floors served by a polite and friendly staff. Laundry services, study lounges, television rooms, hair salon, and kitchens are available for student use. On the first floor, dining services are available for fresh, hot, homemade dishes operating for breakfast, lunch and dinner. Utilities such as cable television, telephones, electricity and water are provided at no charge. Off-campus housing services are 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 are guarded by security on a 24-hour a day basis.

### **STUDENT CENTER**

The Student Center is the center of student life at KIMEP. It provides, cultural, social, leisure, and extra-curricular activities for the KIMEP community and guests, and is home for student activities, campus clubs and organizations. Recent renovations have allowed for an expansion of the activities within. Current activities hosted in the Student Center include, Karate Lessons, aerobics, Salsa and Tango dance lessons, Disco nights, Job and Student Organizational Fairs, and a host of other events. Renovation plans are proposed in the basement floor that would create a small coffee house and will serve as a student lounge with games, drinks and light snacks.

### **STUDENT ORGANIZATIONS**

Student Organizations play a vital role at any academic institution. Currently, there are over 13 registered Student Organizations that bring unlimited excitement and energy to the KIMEP campus. In addition, their work contributes greatly to the intellectual and personal development of our students. When possible, we always encourage our student leaders to participate in the development of KIMEP policy and procedures and often invite them to serve on KIMEP Standing Committees to represent the interest of students.

### **SPORTS COMPLEX**

The Sports Complex is conveniently located on campus and has almost everything to meet the requirements of the sports activities of students, faculty, and guests. Regularly weekly activities include volleyball, indoor football, basketball and aerobics. The Director of the Sports Complex regularly schedules competitions between the students and faculty. Already, the Sports Complex is equipped with a wide variety of facilities including training machines, a full-length basketball court, weight lifting room, and special aerobics and fitness room. A number of showers and lockers are available and entrance to the Sports Complex is free for KIMEP faculty, staff and students.

### **STUDENT DINING**

Currently, students have 3 full-time locations where they can choose to eat, ranging from cafeteria-style breakfasts and lunches in the KIMEP Grill, home-cooked local dishes in the Dormitory Canteen and quick western-style fast food in the Student Center. 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 in order eat, drink, or just simply talk between classes.

## **MEDICAL SERVICES**

The Medical office is located inside the Dormitory and provides basic medical and emergency services to students, faculty and staff. KIMEP has agreements with a number of hospitals in Almaty where patients are referred for specialized services. In addition, employees are covered by an agreement with NSK Insurance Company to provide basic first aid at a patient's home and work, emergency services, preventative medical examinations and various other medical in and outpatient services.

## **GREAT HALL**

The Great Hall is a recently renovated state-of-the-art amphitheatre. Currently, the Great Hall hosts many activities, including a bi-weekly screening of the latest hit movies on a full-scale movie screen by the student run KIMEP Film Society with a theatre-quality sound system. In addition, the KIMEP English Language Theatre (KELT), the only English-based theatre 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 the KIMEP Speaker's Forum. The theatre seats 500 comfortably.

## **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 textbooks, stationary, and gift shop.

# **PART II.**

## **POLICIES AND PROCEDURES ON ACADEMIC PROGRAMS AND STUDIES**

# OFFICE OF THE REGISTRAR

## **Mission**

The Mission of the Office of the Registrar is to centralize all information concerning admission, curricula, financial aid, registration of all students attending or having attended KIMEP. The Office of the Registrar is composed of the following sectors to facilitate its missions:

- The Database Sector
- The Admission and Information Sector
- The Registration and Scheduling Sector
- The Student Financial Services Sector

## **The Admission and Information Sector**

The mission of the sector is to inform all members of the Institution concerning KIMEP policies, rules and regulations. The Sector offers a wide range of advisory services for all interested visitors as well as it ensures all admission procedures and organizes special events such as Entrance Examinations and Open House Days. The Information Sector makes a considerable contribution to increasing community awareness.

## **Database Sector**

The mission of the Database sector is to create a unique database that unites all information about admission, registration, and financial support of students. This sector is responsible for input, processing, and updating all information concerning the Institution such as information about applicants, regular students, non-degree students, input of examination results and decisions of the academic and administrative councils as well as preparation of all needed reports and analyses.

## **Registration and Scheduling Sector**

The Registration and Scheduling Sector is responsible for collecting all academic and administrative data in order to plan, create and finalize the KIMEP schedule, as well as planning, preparation and realization of student registration process every semester through the unique on-line registration system. The principle tasks of this sector are to work with the academic departments on developing the schedule for each semester, as well as for summer intensive courses, developing final examination schedules, reserving class space, and creating registration booklets for each semester.

## **Student Financial Services Sector**

The mission of the Student Financial Services Sector is to provide students with the maximum amount of financial aid (scholarships and tuition discounts, and work study opportunities, and to compile the priority list for places in the KIMEP Dormitory. The sector is responsible for collecting data concerning students' financial and academic status as well as distributing financial aid, work study, and places in the KIMEP Dormitory at the beginning of the academic year. Moreover, the Sector advises students on potential financial aid, work study options, tuition payment policy and means to allocate funds for their study.

## **GRADUATE AND UNDERGRADUATE ADMISSION POLICY**

KIMEP seeks to enroll students who have demonstrated the potential to succeed and have shown evidence of their capability to contribute to the community. The criteria for admission to both undergraduate and graduate programs includes such qualities as academic standing, knowledge of English, work experience, and achievements combined with leadership, creativity and extracurricular activities. Criteria for admission to both graduate and undergraduate programs include academic background, knowledge of English, work experience, personal achievements, and demonstrated leadership and creativity.

### **KIMEP Statement of Admission Practice**

KIMEP is committed to a policy of equal opportunity for admission to all qualified individuals. KIMEP and the Admission Committee do not discriminate against any individual or group on the basis of race, ethnicity, nationality, religion, gender, social or sexual orientation, creed, marital status, physical disabilities, remote area location, age or any other subjective criteria.

Admission to all programs is considered by the Admission Committee upon recommendation of the colleges/departments.

The Institute has created clear and transparent procedures of applying for individuals with different academic history and needs: Kazakhstan and international applicants, transfer students and non-degree students. For specific requirements for admission as well as admission rules, regulations and guidelines and entrance examinations applicants should refer to brochures on “Admission Policies and Procedures” and “KIMEP Entrance Exams”. These brochures are updated annually.

KIMEP usually has two admission intakes before the academic year begins. Entrance examinations are held in Almaty and several other major cities of Kazakhstan. All admission decisions are finalized by summer so that newly admitted students could attend preparatory courses in computers, English, and other subjects in July – August. Classes usually begin in late August.

## **REGISTRATION**

KIMEP has Fall, Spring, and Summer semesters. Each semester, a student must register for all courses and retakes through the on-line registration system within the registration period indicated in the academic calendar. Upon being accepted to the Institution as a degree-seeking student, both graduate and undergraduate students have one calendar year to register for a class upon the date of admission. After the expiration of one-calendar year, if the student has failed to register he/she will be administratively withdrawn by the Office of the Registrar.

### **Late Registration**

Students may not register for any courses after the Add/Drop period. Students may appeal to the Dean of Student Affairs if they strongly believe that their case is an extraordinary one. If late registration is permitted, there is a KZT 3,300 late registration fee for each course.

### **Credit System**

1. As of the 2000-2001 Academic year, KIMEP has adopted an American credit system as its educational foundation: for each course a student successfully completes, a certain number of credits is designated. The usual number for a full semester course is 3 (three).
2. Once a student has achieved a total number of credits (as needed by their degree requirements) the student is eligible for graduation.
3. Courses that are assigned different values of credits are automatically weighed differently in regards to a student's GPA. Courses that are assigned as a higher credit value influence a student's GPA more than those with a lower value.
4. The credit system allows a unified application to all programs. A student who takes a course in the Bang College of Business, for example, may apply those credits to another program.
5. The credit system allows for flexible planning of the courses.

### **Maximum Number of Credits Per Semester**

The maximum number of credits graduate and undergraduate students may take per semester is 18 (eighteen), but not more than 6 courses in Fall and Spring semesters.

Any undergraduate student on academic probation may register for a maximum of 4 courses and any graduate student on academic probation may register for a maximum of 3 courses. This number includes retakes.

The maximum number of credits graduate and undergraduate students may take in every summer sessions is 6 credits, but not more than 2 courses.

### **Full Time and Part Time Students**

1. A full-time undergraduate student is considered to be any student who takes 12 or more credit hours per semester.
2. A part-time undergraduate student is considered to be any student who takes less than 12 credit hours per semester.
3. A full-time graduate student is considered to be any student who takes 9 or more credit hours per semester.
4. A part-time graduate student is considered to be any student who takes less than 9 credit hours per semester.

- The only distinction made between full-time and part-time students is that part-time students may not receive any scholarships, grants, or tuition waivers, and will take a longer time to graduate.

### **Credit System and Year of Study**

Under the credit system the number of credits a student has completed determines the student's year of study.

0-30 credits	=	First Year Student
31-60 credits	=	Second Year Student
61-90 credits	=	Third Year Student
91 credits or above	=	Fourth Year Student

### **Grading System**

KIMEP has adopted a letter grading system A, B, C, D, F, etc. For transcript purposes only, a Grade Point Average will be calculated and displayed on the transcript in accordance with the point system detailed below.

### **KIMEP Grading Policy**

While KIMEP strives to ensure the fairness and accuracy of all grades awarded to students, the individual instructor has the final determination of a student's grade unless the student audits the course or is withdrawn from the course.

### **Undergraduate Grading System**

	Quality Grade	Comments	Points
A+	Highest grade		4.33
A	Excellent		4.00
A-	Very good		3.67
B+	Good		3.33
B	Good		3.00
B-	Good		2.67
C +	Satisfactory		2.33
C	Satisfactory		2.00
C-	Satisfactory		1.67
D +	Passing grade		1.33
D	Passing grade		1.00
D-	Lowest Passing grade		0.67
F	Failing		0.00
I	Incomplete		NA
IR	Incomplete to Retake		NA
W	Withdrawn		NA
AW	Administrative Withdrawal		NA
AU	Audit		NA
P	Pass		NA

### **Graduate Grading System**

	Quality Grade	Comments	Points
A+	Highest grade		4.33
A	Excellent		4.00
A-	Very good		3.67
B+	Good		3.33

B	Satisfactory	3.00
B-	Passing	2.67
C +	Failing or Passing*	2.33
C	Failing or Passing*	2.00
C-	Failing or Passing*	1.67
D +	Failing	1.33
D	Failing	1.00
D-	Failing	0.67
F	Failing	0.00
I	Incomplete	NA
W	Withdrawn	NA
AU	Audit	NA
P	Pass	NA
IR	Incomplete to retake	NA
AW	Administrative Withdraw	NA

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\* Grade of "C" for graduate students can be considered as either passing or failing, depending on the specific program requirements as well as the number of grades of "C" a student has received.

A suggested equation between the A-F grading scale and a numerical scale for classroom purposes only is as follows.

#### Quality 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

#### Grade Point Average (GPA)

1. The Office of the Registrar calculates a student's GPA based on a credit-hour system.
2. The numerical designation of a grade is multiplied by the number of credits the course is assigned.
3. The total value is referred to as a "Credit-Hour Value" (CHV).
4. All Credit-Hour Values are added on a student's transcript.
5. The Credit-Hour Value is divided by the total number of credits a student has completed to determine an overall GPA.



*Please note the following example:*

History of Civilizations	A 4.00 X 3.00 (credits)	= 12.00
Kazakh Language	B 3.00 X 1.00 (credit)	= 3.00
Credit-Hour Value		= 15.00
Total number of credits		= 4.00
15.00 (Total CHV) / 4.00 (Total credits)		= 3.75

### **Grade of Audit**

1. Graduate or undergraduate students or non-degree students may audit any courses. Full-time and part-time students may audit any courses for which they meet the prerequisites.
2. The student will automatically receive a grade of "AU" for each course. This grade denotes that the student has audited the course.
3. All audited courses must be noted on a student's transcript.
4. Audited courses will be assigned 0 (zero) credits.
5. Audited courses do not count towards graduation requirements.
6. Any student who audits a course must register and pay for the course as they would any other.
7. Students who have audited courses will be placed on class lists with the designated grade of "AU". Instructors cannot assign any grade for those students.
8. Individuals who are not KIMEP students may audit courses on a contractual basis. The maximum number of credits a non-degree student may audit per semester is 6 (six).
9. Any academically disqualified student may audit courses on a contractual basis.
10. Non-degree or academically disqualified students are responsible for paying the fees of the incoming academic year.
11. Any contract student who audits a course must receive a student identification number.

### **Pass - Fail Option**

The following rules apply to the Pass-Fail option:

1. Full-time 3rd and 4th year undergraduate students who are not on academic probation and not academically disqualified may elect to take 1 (one) 3 (three) credit course per semester pass-fail during registration period.
2. Graduate students are not allowed to take this option.
3. If the student receives a grade of "C" or higher, the Office of the Registrar will assign the student a grade of "P" or pass.
4. If the student receives a C- or lower for the course, the Office of the Registrar will enter the grade of F.
5. The grade of P has no numerical value and is not calculated in the student's GPA.
6. The grade of P is assigned credit.
7. No undergraduate students may complete more than 12 (twelve) credits under the pass-fail option.
8. In order to be eligible for the pass-fail option the student must receive written permission from the Chair of the Department of the course taken.

### **Grade of Incomplete**

Any instructor may assign a grade of "I" (Incomplete) to any graduate or undergraduate student who has failed to fulfill all course requirements.

1. The grade "I" must be changed by the instructor to a letter grade (A, B, C, etc...) by the end of next full semester (i.e. the Summer Semester is not considered a full semester) after the "I" has been awarded.

2. If a student fails to complete all requirements as assigned by the instructor one full semester after the grade has been awarded, then the Office of the Registrar will automatically convert the grade to an F.
3. It is the responsibility of the student to contact the instructor and determine what work needs to be completed to convert the "I" into a standard grade. The instructor has the full prerogative to assign any work that the course requires. However, an instructor need not wait until the course is offered again to change the grade.
4. The student may retake the course awarded an I. However, if the student selects this option the student is responsible for paying tuition for the course.
5. If an instructor who has assigned a grade of I to a student has left the Institution before the one semester time limit then the Chair of the Department is responsible for assigning a faculty member to convert the grade of I to a letter grade.
6. If a student is graduating before the one semester time limit then I will stay in the graduation transcript without any further change.
7. The grade of I is assigned 0 credits.

### **Grade of Incomplete to Retake**

The lecturer decides that even if a student will complete some work, the student's performance was so poor that it will not be enough to pass the course, so the student is REQUIRED to retake the class when it is offered next.

1. An IR is not automatically converted to an F at the end of the following semester and remains on the student's transcript permanently.
2. The grade of IR is assigned 0 (zero) credits.
3. Any course that a student has received an IR for, will not count towards graduation requirements.
4. A student must retake any required courses he/she has received a grade of W and pay all fees for the course.
5. It is the student's responsibility to determine when to retake the course, but the academic advisor should work with the student to take it at the earliest opportunity.
6. The student is responsible to pay all tuition fees for the retake.

### **Grade of Withdrawal**

1. The grade of W denotes that the graduate or undergraduate student has withdrawn from the course and has not completed the course requirements.
2. The grade of W has no numerical designation and will not be calculated as part of GPA.
3. The grade of W has a credit value of 0 (zero).
4. Any course that a student has received a W for, will not count towards graduation requirements.
5. A student must retake any required courses he/she has received a grade of W and pay all fees for the course.
6. A student is not required to retake any non-required course he/she has received a grade of W.
7. A student may graduate with an unlimited number of W" as long as the student has completed all graduation requirements.

### **Grade of Administrative Withdrawal**

If a student fails to attend class or is in serious danger of failing before the end of the withdrawal period, the instructor has the right to immediately assign the grade of AW or administrative withdrawal. The grade is equivalent to the grade of W in all respects except that it is initiated on the part of the instructor.

### **Guidelines for Withdrawal from Courses for Graduate and Undergraduate Students**

1. Any student who withdraws from one or more courses no later than 60 (sixty) days after the end of the registration period of Fall and Spring semesters will receive a grade of W for the

- course(s). The time allowed to withdrawal from Summer Semesters varies but will be posted in the KIMEP Summer Registration Booklets.
2. The Office of the Registrar will automatically assign this grade and no instructor may change this grade.
  3. No student may withdraw from the courses after the 60 (sixty) day limit. After this limit has expired, the instructor must assign a grade for the course.
  4. After the registration period, there is a 20% reduction in the student's refund (the money that the student had paid to attend KIMEP for that semester) per week. Thus, in the first week after the end of the registration period, a student will receive an 80% of refund. In the second week, a student will receive a 60% refund, and so on. This does not mean the money paid to KIMEP by the student. Even if a student has not paid for the course the student is still responsible to make payment.
  5. These rules do not apply to summer semesters and programs under the College of Continuing Education. Due to a shortened period of study (7-8 weeks) summer programs as well as CCE programs have their own separate schedule for tuition payment.

### **Grade Appeal and Grade Changes**

It is the responsibility of each faculty member to submit student's grades at the completion of the course. Grades of a course must be submitted by the instructor to the chair of the department within 72 hours after the exam. Grade sheets/format provided by the Registrar's Office must be used for this purpose. The Chair and the Dean will sign the grade sheet and forward it to the Registrar within the next 24 hours. In the event of a difference of opinion the Chair will review the grade with the instructor. The Instructor's decision is final. No grades are to be changed without the formal approval of the instructor.

If a student is not satisfied with his/her grade and wishes to have the grade reviewed, she/he must apply to the instructor or the Chair of the relevant department within 48 hours after the results are officially published by the Office of the Registrar.

Faculty members are allowed to change grades only if they have erred in compiling the final grade and the original grade submitted was incorrect. Grade changes are acceptable only if the notification is made using the "Change of Grade Form" within 2 weeks of the date the original grade was submitted. Appropriate reasons must be given for the change. Instructors and the Chair must sign this form. The form will be then sent to the Dean for final approval.

### **Transfer between Programs**

#### **Transfer for undergraduate students**

No transfer will be allowed in the first year of study.

After successful completion of the first year, a student can transfer from one program to another provided that written permission is obtained from the dean of the college. At the option of the chair of the receiving department, the student may be required to meet all or any admission requirements including entrance examinations etc to that program. Once admitted, the receiving department may consider the students for transfer of credits or advanced placement where appropriate. Such credit transfers shall require the final approval of the dean of the receiving college.

Transfers can be made during any registration period. No transfer is allowed after the end of registration period.

## **Transfer for graduate students**

### **Inter-College transfer**

Transfer between inter-college Master Programs is possible provided that written permission is obtained from the Deans of concerned Colleges (e.g. parent and receiving colleges). If any of the deans refuses such permission, transfer shall not be granted. At the option of the Dean of the receiving college and chair of the constituent department to whom the student is transferring, the student may be required to meet all or any admission requirements including entrance examinations etc to that program. Once admitted, the receiving department may consider the students for transfer of credits or advanced placement where appropriate. Such credit transfers shall require the final approval of the dean of the receiving college.

### **Inter-departmental transfer**

Inter-departmental transfer within a college is possible provided that written permission is obtained from the dean of the college. At the option of the chair of the receiving department, the student may be required to meet all or any admission requirements including entrance examinations etc to that program. Once admitted, the receiving department may consider the students for transfer of credits or advanced placement where appropriate. Such credit transfers shall require the final approval of the dean of the receiving college.

### **Leave of Absence**

A student may apply to the department for a leave of absence. A student may, only with the prior agreement of the Chair, miss up to 15 working days of classes in any one semester. A leave of absence includes leave taken for illness, maternity, etc.

### **Withdrawal Policy**

If a student wishes to withdraw from, s/he must:

1. Fill in the relevant form obtainable from the Office of the Registrar
2. Clear up all debts and obligations.
3. A \$25 administrative fee is payable upon withdrawal.
4. If a student withdraws from KIMEP, it terminates the relationship between the student and the Institution. The student must reapply for admission to KIMEP if he/she desires to return.

### **Course Exemptions**

Any academic department, the Language Center and the Computer Center has the right to assign credit to any student based upon departmentally administered examinations. The following rules govern course exemptions for students:

1. If the student is deemed by the academic department to have sufficient knowledge of the subject in question, the department must send a written request to the Office of the Registrar to enter the course equivalent (Course Code and Course Title), and the number of credits assigned.
2. The request must be approved by the Dean of the particular College.
3. The Office of the Registrar will enter the grade of P for the course, as described previously and the amount of credit earned. The P will not count towards the 12 (twelve) credit limit under the Pass-Fail option.

### **Retake (Repeat) of a Course/Higher Grade**

The grades F, I, IR,W and AW can be converted into passing grades by the student by retaking the course for which such a grade has been given.

A retake must be taken when the relevant course is offered next. In general, students must attend the lecture program in full, attend all relevant tutorials, and complete all assignments in order to convert an F, I, IR, W and AW into a passing grade.

1. To retake a course, a student should register for the course during the registration period.
2. Retaking one course is permitted only twice.
3. A third retake is permitted only for classes required by the General Education Requirement or for compulsory courses, and with the approval of the Dean of the College.
4. All grades received for all retakes will be shown on the official transcript.
5. The most recent grade will be counted in the calculation of the GPA.

### **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 first two classes. 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. In the event of a dispute, the matter may be reported to the academic disciplinary committee of the particular college. The decision of the committee shall be final.

### **Student classroom behavior policy**

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. Maintenance of these rights requires classroom conditions that do not impede their exercise. Student classroom behavior that seriously interferes with either (1) the instructor's ability to conduct the class or (2) the ability of other students to profit from the instructional program will not be tolerated. 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 KIMEP's Academic Disciplinary Committee.

Disruptive, as applied to the academic setting, means verbal and other behavior in the classroom that a reasonable faculty member judges as contrary to normal academic functions. Examples include, but are not limited to, speaking persistently without being recognized, persistently interrupting other speakers, verbal and other behavior that distracts the class from the subject, intimidation, physical threats, harassing behavior, use of mobile telephones, personal insults, physical contact, and refusal to comply with faculty direction.

While the above is designed to cover nearly all disruptive situations, a few specific examples deserve mention.

1. Students are required to be on time for all classes. In the case of students arriving after the first 10 minutes of class, instructors have the right to refuse entry.
2. Students leaving the classroom before the end of class must get instructor's permission in order to leave.

3. Mobile phones and other electronic devices that could disrupt class must be turned off upon entering the classroom. Instructors have the right to confiscate mobile phones (that have not been turned off) for the remainder of the class period.
4. Unauthorized talking by students during class is not permitted. If such talking occurs, it is recommended that instructors give one verbal warning to the offending student or students. If a second instance occurs, instructors have the right to direct offending students to leave the classroom.

KIMEP respects and supports the notion of academic freedom for instructors in the classroom. As a class management aid, the above set of guidelines is designed as a suggestion for instructors in formulating their own classroom behavior policy. This policy should be included in the course syllabus and reviewed with students during the first class period.

## **Academic Advising Policy**

### **Summary**

An effective student advising system at the departmental level prepares students to cope with credit-based studies at KIMEP. The Registrar has one of the most advanced registration and study-tracking system anywhere, but it cannot compensate for effective faculty advising to students. Academic advising is an ongoing process which requires advisor-student interaction through out the student's education at KIMEP. Following are the essential steps that are followed to implement the system:

Each department (Chair) appoints a faculty member as an advisor to a group of students. All faculty members serve as academic advisors. An assigned faculty member remains with a group of students throughout the student's education until graduation.

Advising is a combination of specific sessions with the students and on-line advising.

There is a two-step process for registration: (1) selection of proposed courses by the student, (2) advisor's approval of the course selections, followed by paper based or electronic release of the student to registration.

New students are informed of advising in advance in the month of July through the "University Life" course, and then in the month of August through the orientation program.

### **General Guide to Faculty Advising**

Academic Advising by faculty advisors includes guidance and recommendations which involve the following:

A general discussion with the student about his/her career plan: career-path counseling.

Registration procedures.

Academic rules & regulations of KIMEP.

Semester by semester course requirements and academic progress,

Appropriate study-load depending on student's academic standing and other circumstances.

Graduation requirements.

Examination rules and regulations.

Academic and non-academic disciplinary measures of KIMEP.

Extracurricular activities.

Personal problems: counseling and guidance.

Any other matter related to the student's life at KIMEP.

## **Policy**

Registration occurs in a two step process: (1) student selection of courses, and (2) advisor approval of student course selections. The advisor's approval of student course selections occurs as an electronic release by the advisor, or as the advisor's signature on the student's registration form. During an advising session, be it electronic or personal, a student presents to the advisor two sets of information: (1) the student's course choices for the coming semester, and (2) a Degree Requirements Checklist for the degree program in which the student is enrolled. Details of the specific departmental systems for academic advising are defined by individual departments as necessary, and Chairs of departments hold the responsibility to implement the academic advising system for their department.

## **Advising**

In soliciting the advice of his advisor, a student presents to his advisor two sets of information: (1) the student's course choices for the coming semester as just described above, and (2) a Degree Requirements Checklist for the degree program in which the student is enrolled.

Upon approval of the course choices at the personal consultation session, the advisor can electronically release the choices to registration or sign the paper document for the student to bring to the registrar's office where the registrar will, upon viewing of the advisor's signature, lift the electronic block to registration and register the student.

## **Degree Requirements Checklist**

A Degree Requirements Checklist inventories all of the course requirements for graduation from a particular degree program. Degree requirements are tabulated by category as: general education requirements, major requirements, cognate, and free electives. A filled-out Degree Requirements Checklist form lists (a) those courses which the student has already successfully completed by category, along with (b) those courses which the student is proposing to register for and which category they will apply toward. A filled-out Degree Requirements Checklist form allows the faculty advisor to easily evaluate the student's progress towards meeting the degree program requirements, so that the faculty member may offer the proper advice concerning the student's current registration choices. The student must bring a filled-out Degree Requirements Checklist to the advising session for the advisor's review.

## **Informing Students of Advising Procedures**

When a student visits the KIMEP web-page to begin the registration process, the student is informed that he must obtain the advice of his advisor for his registration process to be completed. At this time, it is explained to the student that their advisor will council them on the student's course selections in light of degree requirements for the degree program that the student is registered in. It is further explained that only upon the completion of academic advising and the approval of the advisor, that the student's course selections are registered and the student's registration is fully completed.

The general policies of the KIMEP faculty-student advising system are published for students on the KIMEP web-site, in the KIMEP catalog, and in admissions application materials. In these

locations, students will find summaries of the necessary information and explanations of the KIMEP faculty-student advising system.

Particularly challenging is the passing to first year entering students of information on the KIMEP faculty-student advising procedures and requirements. Entering first year students are informed of KIMEP faculty-student advising procedures in the summer before they arrive (1) at the "University Life" course which is required of new students in July, and (2) at new-student orientation.

### **Guidelines for Chairs of Departments**

Responsibility for the implementation of individual departmental programs for Academic Advising is held by departmental Chairs.

Departments assign a list of students to their faculty advisors. Chairs promptly give this list of student-advisors to the registrar for inclusion into the registrar's database.

Chairs provide information to the registrar's office concerning graduation course requirements for all of the academic programs of the department. Such is necessary for the creation of Degree Requirements Checklists. Furthermore, as degree requirements for programs may change with modification in the degree curriculum each academic year, Chairs maintain an information flow to the registrar's office for program requirements of degree programs specific to the year of entry of the student.

Each instructor will be assigned a group of students by the departmental Chair. Assigned faculty remains with a student throughout the student's education until graduation.

To ensure sufficient manpower, all full-time faculty members serve as academic advisors. The number of students per faculty advisor varies depending on the department, and the ratio determined by individual departments.

The quality of advising is a key issue. Chairs are responsible to inform their faculty members of recent changes in academic policies made by the College Council. Chairs are also responsible to ensure those faculties are providing students with high quality advising.

### **Guidelines for Faculty Advisors**

All faculty members serve as academic advisors. Faculty advisors are themselves responsible to know graduation course requirements for the degree programs which they are advising. Similarly, faculty advisors are themselves responsible to know course descriptions, course prerequisite requirements, and similar such information such as frequency of course offerings.

A primary issue is the availability of faculty to students when necessary. Advisors are available in their offices during the *entire* open registration period. Therefore, faculty are on campus for the fall semester beginning August 15, and remain available to students in their offices until the end of registration. Faculty advisor have posted schedules, which clearly indicates their availability, and faculty advisor strictly adhere to the schedule which is posted on the advisor's office door.

Faculty members are encouraged to begin their advising activities from May. Before the end of the academic year, faculty members should take the initiative to advise their students concerning course choices for the future academic year; -to complete the advising and release the student for registration (electronically or by signing the paper registration form) before the faculty member leaves on summer holiday. Indeed, it should be noted that academic advising is an ongoing



process which requires advisor-student interaction throughout the student's education and not only for purposes of registration.

The main component of Academic Advising is guidance of the student through the study process to ensure that the student meets the degree requirements for graduation from his degree program. However, advisors give guidance on a variety of academic and non-academic affairs. Further, advisors offer advice concerning course choices to fulfill degree requirements which is distinct advice for the particular student, depending on the individual student's performance. For example, a student with recent poor academic performance might be recommended to register for a smaller course load, etc.

## **Transcripts**

Once all the grades have been received from the instructors, the Registrar's office may issue transcripts to those students who have paid their tuition in full.

### Unofficial Transcript

An unofficial transcript is a document containing KIMEP's logo, address and communication details, student's name, student ID, academic department, degree to be awarded, courses taken with course codes and grades received, number of credits, academic hours, GPA (Grade Point Average) cumulative and by semesters, the scale for it, and the date of issue. The unofficial transcript can be found and printed from the KIMEP web site by any student ([www.kimep.kz](http://www.kimep.kz)).

### Official Transcript

An official transcript containing KIMEP's logo, address and communication details, student's name, student ID, academic department, degree awarded, specialization, courses taken with course codes and grades received, number of credits, academic hours, GPA (Grade Point Average) cumulative and by semesters, the scale for it, and the date of issue. The Dean of a particular college and the Registrar sign official transcripts and certify with the KIMEP official seal. A student may request a copy of the transcript for any reason and receive such a copy only on the payment in full of an administration fee (\$10 for up to 3 copies issued at a time).

## **Undergraduate and Graduate Academic Disqualification**

### General Definitions

**Academic Probation:** A student's status designating poor academic performance.

**Academic Disqualification:** A termination of a student's relationship with KIMEP. A student may not register in any of KIMEP's regular courses and is denied all privileges of student status.

### Undergraduate Academic Disqualification/Academic Probation Rules

1. Any undergraduate student whose GPA falls below 1.67 after taking 30 credits (with any grade received) will be put on academic probation.
2. Any undergraduate student on academic probation whose GPA is more than 2.0 after the taking of 30 credits (with any grade received) will be placed on regular student status.
3. Any undergraduate student on academic probation whose GPA remains below 2.0 after taking of 30 (with any grade received) credits since he or she was placed on academic probation will be academically disqualified.
4. Any undergraduate student on academic probation (or on provisional status) may not receive any financial aid or work study assistance in the form of scholarships, tuition discounts or tuition waivers, and may not participate in any extracurricular or job related activities at KIMEP.

5. Any undergraduate who fails to complete all degree requirements in a 7 (seven) year period will be dismissed from the degree program.
6. Any undergraduate student who has been academically disqualified may register for a maximum of 6 (six) credit hours per semester on a contractual basis as a non-degree student. As the student's status has been terminated, the student is required to pay tuition and fees at the rate of the current year.
7. Any undergraduate student who is academically disqualified but has taken courses on a contractual basis and has obtained a cumulative GPA of 2.0 or higher and semester GPA of 2.5 may apply to be reinstated with the consideration and approval of the concerned academic department and the Dean of the particular college.
8. The Department to which an academically disqualified student applies to be reinstated will decide whether to accept or reject the application. The Department is not required to automatically reinstate the individual.
9. Any undergraduate student who has been academically disqualified and desires to be reinstated does not need to retake the admissions exams, unless they wish to apply to a different department than their original one.
10. If a previously academically disqualified student has been reinstated as a regular student, all courses successfully completed will count towards graduation.
11. Exceptions to these rules may be granted with the approval of the Dean of the particular college upon the recommendation of the Department to which the student belongs.

#### Graduate Academic Disqualification/Academic Probation/Graduate Provisional Status/ Rules

1. Provisional Student: Provisional Students are those admitted with examination scores that are lower than usually required. For purposes of clarify, the provisional student status is to be considered the same as academic probation.  
Any graduate student whose GPA falls below 2.67 after taking of 15 credits (with any grade received) will be put on academic probation.
2. Any graduate student on academic probation whose GPA is more than 2.67 whose GPA is more than 3.0 after the completion of 15 credits (with any grade received) will be placed on regular student status.
3. Any graduate student on academic probation whose GPA remains below 2.67 after taking 15 credits (with any grade received) since they were placed on academic probation will be academically disqualified.
4. Any graduate student on academic probation (or on provisional status) may not receive any financial aid or work study assistance in the form of scholarships, tuition discounts or tuition waivers, and may not participate in any extracurricular or job related activities in KIMEP.
5. Any master graduate student who fails to complete all degree requirements in a 4 (four) year period will be dismissed from the degree program.
6. Any graduate student who has been academically disqualified may register for a maximum of 6 (six) credit hours per semester on a contractual basis. As the student's status has been terminated, the student is required to pay tuition and fees at the rate of current year.
7. Any graduate student who is academically disqualified but has taken courses on a contractual basis and obtained a cumulative GPA of 3.00 or higher may apply to be reinstated with consideration and approval of the concerned academic department and the Dean of the particular college.
8. The Department to which an academically disqualified student applies to be reinstated will decide whether to accept or reject application. The Department is not required to automatically reinstate the individual.
9. If a previously academically disqualified student has been reinstated as a regular student, all previously completed courses will be counted towards graduation.
10. Exceptions to these rules may be granted with the approval of the Dean of the particular college upon the recommendation of the department to which the student belongs.

### Administrative Withdrawal from the Institution due to Debt and Reinstatement

1. Any student who has been administratively withdrawn because of debt may apply to be reinstated to the Institution once their debt has been settled.
2. The department to which the student is applying for reinstatement, the Dean of Student Affairs, and the Registrar consider and approve the application of the individual.
3. Any student who has been academically disqualified and later reinstated, as a regular student must pay the tuition and fees at the rate of current year.
4. If any student who has been administratively withdrawn due to debt has been re-instated after settling their debt issue, all previously completed courses will count towards his/her degree requirements.

### **General Graduation Requirements**

In order to receive his/her degree (undergraduate and graduate) a student, in general, must fulfill

- All General Education Requirements
- All Departmental requirements
- All KIMEP requirements
- All Faculty and Institutional regulations
- All financial obligations to the Institution.

### **Undergraduate Degree Requirements**

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

1. Earn the amount of credits required by the department during the limited number of years allowed for graduation (126 – 128 credit hours)
2. Have a cumulative grade point average (GPA) of at least 2.00.
3. Have at least 50 credit hours in courses designated as General Education Requirements (GER). This program is described in Part-III.
4. Meet all requirements for the degree in the student's major field of study
5. Grades A, B, C and D are passing grades for undergraduate students; below D- is a failing grade. In cases where students do not have all the necessary grades, they will not graduate until they have repeated the course and received the required grade.
6. Grades for required intensive courses are not counted towards the GPA but students must pass them in order to graduate.

### **Policies on student research management and thesis**

KIMEP's research training program is based on four main foundation:

- Research work leading to a thesis/dissertation aligned with a concentration/specialization
- Controlled growth in research student numbers
- Student-centered research programs, management and support systems
- Quality assurance mechanism to maintain a high quality research training environment

### **Alignment with Research Concentration**

KIMEP aims to ensure that research students are encouraged (but not restricted) to enroll in research groups. These provide research-rich environment in which student benefit from:

- Vibrant research atmosphere
- A number of peers to provide discussion and mutual support
- Regular seminar series by students (as well as by faculty)
- A collection of expertise on closely related research topics and research methodologies

### **Thesis/Dissertation**

Master Programs at KIMEP have two options:

Option-1: A master degree by course work only

In this case, students are required to complete a spectrum of courses and complete a credit bearing course on short research project or an extended essay under the instruction of a faculty member.

Option-11: A master degree by a combination of course and research work (thesis)

In this case a student is required to complete a certain number of course work before undertaking a credit bearing formal research project leading to a written thesis/dissertation supervised by a faculty member.

Doctoral programs are offered through a combination of course work and mandatory original research work leading to a dissertation.

### **Thesis/Dissertation supervision and management guidelines**

A research proposal is forwarded by a student to the department. The department ensure that an appropriate principal supervisor is available and is willing to supervise. The supervisor must have a Ph.D. with extensive teaching and research experience. The department further ensures that the proposed research program is appropriate for the academic program the student is enrolled for and that appropriate physical resources are available to support the research.

#### **(a) Supervision**

The supervisor plays an important role in overseeing, mentoring and guiding student research work. The supervisors meets with the student on regular basis, reviews the work in progress, and assists in keeping the student on track towards timely completion of the thesis.

An associate supervisor can be appointed from other organizations such as experts from industry and businesses in the area of thesis if and when such needs arises. An industry/business expert may not need to have a terminal degree but must have at least five years or more of industrial research experience. An associate supervisor renders supervisory services under the overall guidance and supervision of the Principal supervisor.

#### **(b) Thesis/ Dissertation Committees**

There shall be two such committees: one at departmental level and one at college level.

The departmental committee shall be chaired by the Principal supervisor and shall consist of additional two senior members: one from candidate's department and one external member derived from an allied department. All members must have doctoral qualification. The Principal supervisor shall forward copies of the thesis to each member of the committee at least four weeks before the formal defense by a student. The date of the defense shall be determined by the Principal supervisor in the consultation with the student. The thesis shall be graded by a letter of grade (representing average of the score granted by each member) and such grade shall be counted towards the overall GPA. If not satisfied with the quality of work, this committee might recommend revision and/or additional work before making final recommendation to the college committee.

The departmental committee forwards the thesis to the college dissertational committee. This committee shall be appointed by the College Council and reports to this Council. This committee shall include the Principal supervisor and three additional senior faculty recommended by the College Council. At least one member of these three should be from student department who is not a member of the original departmental committee, and two members must be external to the department. This committee ensures that standards, quality, integrity and transparency required by the college have been maintained. This committee makes final recommendation for the acceptance of the thesis in partial fulfillment of the degree. Of not satisfied with the quality of work, this committee might recommend revision and/or additional work before making final recommendation to the College Council.

Both committees ensure that key elements of the work are the work of the student.

(c) Writing guidelines

There should be a modular approach to writing a thesis. This includes a need for a 3 to 6 page thesis proposal that is given to the prospective supervisor and meet with the approval of the supervisor.

Student presents his/her proposal in a departmental seminar talk.

Proper referencing and citation should be given within the thesis including references to internal or external projects if such work forms part of the thesis. References must also be given at the end of the thesis in a section clearly marked "References". All references, both within and at the end of the thesis must be cited in numerical sequence e.g. (1), (2) etc.

Thesis should be A-4 format and lines should be typed with 1.5 spacing.

There must be a title page (cover page) clearly indicating the name of the student (author), title of the research project, date, and a clear statement "A thesis submitted to the department of \_\_\_\_\_ at the College of \_\_\_\_\_ in partial fulfillment of the requirements of \_\_\_\_\_ (name the degree e.g. Master of Arts in Economics.)"

### **2 C's in Electives Policy**

According to Academic Council minutes dated February 7, 2003, KIMEP master students require a minimum "B-" in each individual course to graduate with the following exception: Grades in the C range for two elective courses will not prevent a student from graduating as long as they maintain a grade point average of 2.67 each semester.

### **Transfer or waiver of credits from Bachelor to Master Degree Programs**

According to Academic Council decision March 7, 2003, KIMEP Bachelor students may be allowed to transfer or have waived up to thirty credits from their undergraduate courses taken at KIMEP, but not more than 50 percent of their degree program credits, to KIMEP masters programs. It is up to the Department to which the student is applying to determine the exact number of credits and courses, if any, that can be transferred or waived towards KIMEP masters programs. Decision of the department shall be final.

### **Time Allowed for Graduation**

Undergraduate students are allowed a 4 (four) year limit for graduation. Any period of withdrawal from the Institution is included in these time limits.

### **Academic Awards and Honors**

1. All undergraduate students with a GPA of 3.50 or higher per semester will be placed on the "Dean's List."
2. All undergraduate students with a GPA of 4.00 or higher per semester will be placed on the "President's List."
3. The determining factor for these awards will be the student's semester GPA and not the student's overall GPA. Thus, these awards theoretically may be granted to a student every semester.
4. Only undergraduate students who are enrolled in 12 or more hours during a semester may be considered for the "Dean's List" or the "President's List."
5. Undergraduate students whose overall GPA is above 3.50 after the completion of all degree requirements will graduate with the distinction of Cum laude (With Honors).
6. Undergraduate students whose overall GPA is above 3.75 after the completion of all degree requirements will graduate with the distinction of Magna cum laude (With High Honors).
7. Undergraduate students whose overall GPA is above 4.00 after the completion of all degree requirements will graduate with the distinction of Summa cum laude (With Highest Honors).

8. All of the above mentioned awards would be noted on the student's transcript by the Office of the Registrar.
9. Graduation awards will be noted on the student's diploma by the Office of the Registrar.
10. Awards for graduate students will be determined by the Department conferring the degree.

### **Graduation Ceremony Eligibility**

1. All students who have completed their graduation requirements and have been approved for graduation by the College Council are able to attend the graduation ceremony.
2. All students who are short between 1 and 6 credits are able to attend the graduation ceremony. However, they will not be given any diploma, nor will the Office of the Registrar print their diplomas until they have completed all academic requirements for graduation and have been approved for graduation by the College Council.
3. Any students who have debt are not eligible to attend the graduation ceremony or receive their diplomas.
4. All students must pay a fee for the diploma cover.
5. All students who wish to attend the graduation ceremony must attend all rehearsals. Failure to attend all rehearsals will result in the immediate cancellation of their eligibility to participate in the graduation ceremony.
6. All students who wish to attend the graduation ceremony must inform the Office of the Registrar.

### **Academic Discipline**

KIMEP requires its students to observe the rules governing academic honesty and conduct in all lectures, examinations, class tests and assignments. Violations of academic honesty and conduct will be referred to the Academic Disciplinary Committee in KIMEP.

Appropriate action will be taken in accordance with the rules and procedures. No refund will be made for students, who are suspended by the Disciplinary Committee.

Any student disrupting a lecture, seminar or tutorial session will be referred to the Academic Disciplinary Committee for adjudication. The following are examples of disruptive behavior:

1. Shouting or talking loudly during a teaching session without the permission of the lecturer in charge.
2. Continuing to talk to classmates after having been told to stop by the lecturer.
3. Making disruptive noises in a class session after having been told to stop by the lecturer. This may include slamming books closed or on some other surface, stamping or closing doors or windows loudly.
4. Talking by phone or any other device during the class.
5. Disrespectful behaviors or attitudes to a member of the teaching staff. This may include any verbal, written, posturing or attitudinal action.
6. Any act or behavior, which occasions disruption during a class session. Disruption is here defined as any behavior that prevents other students and/or staff members from concentrating on, or inhibits the achievement of concentrating on the subject matter of the class session.

## **Plagiarism**

Plagiarism is defined as the passing off of anyone else's work as one's own. The Academic Council of KIMEP has enacted that plagiarism has occurred when a student:

1. Directly copies one sentence of another's written work without acknowledgment.
2. Closely paraphrases the equivalent of a short paragraph or more without acknowledgment.
3. Borrows, without acknowledgment, any ideas in a clear and recognizable form in such a way as to present them as the student's own thought, where such ideas, if they were the student's own, would contribute to the merit of his or her own work.

## **Examination Rules**

1. Candidates are not allowed into the examination room before the senior proctor has given his/her permission to enter.
2. Candidates **MUST** produce ID cards before being admitted to the examination room.
3. All coats, bags, brief cases and other materials must be placed in the designated area, usually adjacent to the senior proctor's table.
4. All reference books, materials, papers, magazines and journals must be deposited at the senior proctor's table. Unless otherwise stated in the examination paper, they must not be within the sight or reach of candidates.
5. Candidates may not borrow anything from other candidates. Contact a proctor if in doubt.
6. You may use any material if the proctor grants permission. However, any notes written in the dictionary, will be taken as proof of cheating regardless of their nature. If anything is written in the dictionary, deposit it on the proctor's desk and take it back after the exam.
7. Candidates may not leave the room once the examination has started for any reason, inclusive of going to the toilet during the exam. Candidates leaving the examination room will not be allowed to come back into the examination room. You are advised to go to the toilet immediately before the examination.
8. Talking to anyone other than the proctor in the examination room is regarded as cheating. If you need assistance, please raise your hand to get attention of the proctor. Do not call out or make another sound to attract attention.
9. The examination will be conducted in strict silence. Mobile phones, pagers, Walkman, clock/watch alarms or any other electronic devices must be turned off.
10. Any candidate continuing to work after the proctor announces that time is up or after the "pens down" announcement will be considered to have breached the rules and committed an act of cheating.

## **Procedures**

Proctors or instructors must report any breach of the academic code of discipline to the Chair of the Academic Disciplinary Committee of the Academic Council immediately after the examination session in which the breach occurred if they wish to receive official justice. Instructors have the right to deal with breaches of discipline without consulting the Academic Disciplinary Committee. Students also have the right to appeal to the Academic Disciplinary Committee if they feel that an instructor has unfairly accused them of academic dishonesty or misconduct.

Once a complaint is received, the chair of the Academic Disciplinary Committee (ADC) will convene a meeting to carry out an investigation and to give adjudication.

The ADC's findings will be reported to the instructor, the student and the Registrar within 3 days of the decision. Candidates have the right to appeal in writing within 5 working days after they have

been informed of the final decision. The appeal must be addressed to the Provost Marshal/Dean of Student Affairs.

### **Penalties for Breaches of Academic Discipline Rules**

1. Each case will be dealt with individually and records maintained by the Registrar. The Academic Disciplinary Committee of the Academic Council, upon the approval of the KIMEP Executive Committee has full right to impose any sanction that will serve justice. However, points 2 through 5 serve as a guide for students and the Disciplinary Committee of the Academic Council. The Academic Disciplinary Committee of the Academic Council has the full right to modify, alter or ignore these suggestions as they see fit.
2. For the first breach of the Academic Discipline rules an undergraduate student will be awarded a "0" for the specific piece of work, examination, term paper, or any relevant evaluation method if the breach is proved. The student will be placed under academic probation for one (1) academic year. In the case of final year undergraduates a first breach will result in the retaking of the paper, or examination at the next sitting of the course session (i.e. the following year).
3. For the first breach of the Academic Discipline rules a graduate student will be awarded an "F" for the specific course if the breach is proved. The student will be placed under academic probation for one (1) academic year.
4. In the case of a breach of Academic Discipline by a student already on academic probation, the student will, if the breach is proved, be awarded academic suspension for one (1) academic year. Tuition fees will not be reimbursed in this case and any fees still due will have to be paid before the resumption of classes.
5. In the case of a breach by a student with a record of suspension, the student will be expelled from KIMEP and may not register for ANY courses in the Institute in future.
6. No student may reclaim paid tuition fees if expelled or suspended from KIMEP.



## STUDENT FINANCIAL SERVICES

The high quality of KIMEP's academic programs has gained acknowledgement and recognition in the Republic of Kazakhstan and abroad. Unfortunately, these programs are expensive to produce. Thus, the cost of attending KIMEP is too high for many excellent and otherwise qualified students. The principle reason why our programs are costly is because our instructors, faculty, and administrations receive salaries on par with those in the west. This means that our Institution is open and transparent. However, it also means supporting this system of education is expensive.

We firmly believe that our mission is to serve the people of the Republic of Kazakhstan. Therefore, we have implemented a system of financial aid and support for our students. Moreover, we are dedicated to the principle that any qualified student that desires to study with us should be allowed the opportunity to seek out those resources required to do so. The Student Financial Services Sector is committed to the goal of providing the economically disadvantaged who have highest test scores/GPAs with the maximum amount of funding as possible.

The means of the distribution of aid is through the Admission and Scholarship Committee, which is appointed by the KIMEP Council. The Committee is responsible for the accurate and fair distribution of all money that is received by KIMEP, as well as other non-traditional forms of scholarships that are detailed below. While every effort is made by the Committee to disburse all money in a fair and equitable manner, it is the responsibility of the students to ensure that the Student Financial Services Sector has all necessary documents to correctly process their applications. The decision of the Admission and Scholarship Committee, as approved by the KIMEP Council, is final. All decisions of the Committee are non-negotiable. KIMEP reserves the right to distribute non-designated scholarship money, the work study tuition discounts, and tuition waivers in any way it sees fit. KIMEP makes no connection between the distribution of scholarships, grants, tuition waivers, work study tuition discounts and any other forms of financial aid with payment deadlines.

While the Institution always attempts to distribute money, waivers and discounts before tuition deadlines, this is not always technically possible. Thus, students and prospective students need to be prepared to pay all tuition and fees according to established KIMEP regulations and tuition deadlines, even if they apply or intend to apply for financial aid or work study tuition discounts. Students are responsible for paying any tuition or fees at the established payment deadlines.

KIMEP makes no promise of financial aid, work study tuition discounts, or dormitory space to any student or individual.

KIMEP reserves the right to modify, amend or take away any amount of scholarship money, grants, tuition waivers, and work study discounts from any student. Students who fail to achieve high grades, students who are placed on academic or non-academic probation, for example, are at risk of losing any or all of their scholarships, tuition waivers or discounts. Moreover, all tuition waivers are subject to the university financial situation. Even if a student qualifies for tuition waiver, it does not mean it is automatic if the Institution believes it is contrary to its financial interest. No scholarship, work study tuition discount, tuition waiver or award is automatic and may be changed due to financial considerations without notice by the administration, even after it has been awarded by the Scholarship and Admissions Committee. This point does not include designated scholarships provided by companies, organizations or individuals.

## **Types of Financial Aid**

### **Scholarships**

Scholarships are a traditional form of financial aid. Donors, corporations, individuals, and other sponsors give money to KIMEP that is specifically designated to be distributed to either graduate or undergraduate students in the form of tuition subsidies. Unfortunately, because the amount of funds that our sponsors provide varies from year to year, the Student Financial Services Sector is unable to offer interested students an exact figure marked for distribution. Awards of scholarships are based upon verifiable financial need of an applicant as well as academic standing. The criteria for the establishment of financial need may be found further in this document under the heading of "Qualifications for Financial Aid".

### **Tuition Waivers and Tuition Discounts**

Other forms of aid include tuition waiver and work-study tuition discounts.

Non-Work Study tuition waivers:

- The Nursultan Nazarbaev Scholarship
- The KIMEP Presidential Tuition Waiver
- The KIMEP Dean's Tuition Waiver
- "Altyn Belgi" Golden Medal
- Scholarship for Citizens of Central Asian Countries
- The KIMEP Employee Tuition Waiver
- Discount for Children of KIMEP Employees

Work Study tuition discounts:

- Discounts for Children of Pensioners
- Discounts for Children with Single Parent
- Discounts for Orphans
- The Ethnic Minority Tuition Discount
- The KIMEP Family Tuition Discounts

The distribution of these discounts and waivers are not automatic and varies from year to year. The Scholarship and Admissions Committee reserves the right not to grant these discounts and waivers due to financial constraints of the Institution.

### **Nursultan Nazarbaev Scholarship**

In honor of the President of the Republic of Kazakhstan, KIMEP has adopted the Nursultan Nazarbaev Scholarship. The Scholarship provides four newly admitted undergraduate students with a 100 (one-hundred) percent tuition discount for four year of undergraduate study. There is no work study commitment. Criteria for selection are:

1. KIMEP Entrance Exam scores
2. An inability to pay tuition costs

The following rules govern the distribution of the Scholarship:

1. The Nursultan Nazarbaev Scholarship will be distributed as a tuition waiver.
2. Only newly admitted undergraduate students will be considered.
3. Only full-time students who apply for Financial Aid with a complete set of documents would be considered.
4. The waiver provides 100 (one-hundred) percent free tuition for a maximum of 15 credits per semester, with the total of 130 (one-hundred and thirty) credits over a 4 (four)-year period.
5. Any student whose GPA falls below 4.0 will have this scholarship automatically revoked.
6. If a student takes more than 130 (one hundred and thirty) credits he/she is responsible for payment of those extra credits.
7. After the expiration of the 4 (four) year time limit, the student is responsible for full tuition payments regardless of how many credits taken.
8. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
9. All credits taken, regardless of the grade are counted towards the 130 credit limit.
10. The Scholarship is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
11. The Scholarship is not transferable.
12. The Scholarship has no cash value.
13. The Nursultan Nazarbaev Scholarship does not cover fees.
14. Any student who receives the Scholarship is not eligible for any other forms of scholarships, tuition waivers or discounts.
15. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the Scholarship.
16. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

### **Presidential Tuition Waiver**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Presidential Tuition Waiver that provides the most economically disadvantaged students who have the highest GPAs with a 100% tuition discount for 1 (one) academic year. There is no work study commitment. Criteria for selection are:

1. GPA / Demonstrated Academic Achievement
2. Complete inability to pay tuition costs

The following rules govern the distribution of the waiver:

1. Only admitted undergraduate students of second-, third- and fourth-year will be considered for the Presidential Tuition Waiver.
2. Only full-time students who apply for Financial Aid with complete set of documents will be considered.
3. The waiver provides 100 (one-hundred) percent free tuition for a maximum of 15 credits per semester, with the total of 30 (thirty) credits over 1 (one) academic year (fall semester through both summer semesters).
4. If a student takes more than 30 (thirty) credits during the academic year, which the waiver was awarded, s/he is responsible for payment of those extra credits.
5. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
6. All credits taken, regardless of the grade are counted towards the 30 credit limit.
7. The Presidential Tuition Waiver does not cover fees.
8. If a student's GPA falls below 4.0 the Scholarship Committee will automatically remove the waiver.

9. The tuition waiver is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
10. The waiver is not transferable.
11. The waiver has no cash value.
12. Any student who receives the waiver is not eligible for any other forms of scholarships, other tuition waivers or discounts during the year that the waiver is received.
13. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the waiver.
14. The Scholarship and Admissions Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

### **Dean's Tuition Waiver**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Dean's Tuition Waiver. The Waiver provides the most economically disadvantaged students who have the highest GPAs with a 50% tuition discount for 1 (one) academic year. There is no work study commitment. Criteria for selection are:

1. GPA / Demonstrated Academic Achievement
2. Poor financial situation

The following rules govern the distribution of the waivers:

1. Only admitted undergraduate students of second-, third- and fourth-year will be considered for the KIMEP Dean's Tuition Waiver.
2. Only full-time students who apply for Financial Aid with complete set of documents will be considered.
3. The waiver provides 50% tuition discount for a maximum of 15 (fifteen) credits per semester, with the maximum of 30 (thirty) credits over Fall and Spring semesters.
4. If a student takes more than 15 (fifteen) credits per academic semester he/she is responsible for payment of those extra credits.
5. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
6. Any course failed by the student is considered to count towards the credit limit.
7. If a student's GPA falls below 4.0 the Scholarship Committee will automatically remove the waiver.
8. The Dean's Tuition Waiver does not cover fees.
9. The tuition waiver is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
10. The waiver is not transferable.
11. The waiver has no cash value.
12. Any student who receives the waiver is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
13. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the waiver.
14. The waiver is offered in Fall and Spring semesters only.
15. The Scholarship and Admissions Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

## **Altyn Belgi scholarship**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as whole, the Institution has created the Scholarship that provides eight newly admitted undergraduate students – winners of Altyn Belgi with a 100% tuition discount for four year of undergraduate study. There is no work-study commitment. Criteria for selection are:

Criteria for selection:

1. "Altyn Belgi" Certificate
2. KIMEP Entrance Exam scores
3. Complete inability to pay tuition costs

The following rule govern the distribution of the Scholarship:

1. The Altyn Belgi Scholarship will be distributed as KIMEP tuition waiver.
2. Only newly admitted undergraduate students are considered.
3. Only full-time students who apply for Financial Aid with complete set of documents are considered.
4. The waiver provides 100% free tuition for a maximum of 15 credits per semester, with a total of 130 credits over a four years period.
5. Any students whose GPA falls below 4.0 in any semester will have this scholarship automatically revoked.
6. If a student takes more than 130 credits he/she is responsible for payment of those extra credits.
7. After the expiration of the four year time limit, the student is responsible for full tuition payment regardless of how many credits taken,
8. In the event that a student takes a course that is not assigned credits, the student is responsible for tuition costs.
9. The scholarship does not cover retake courses.
10. All credits taken, regardless of the grade are counted towards the 130 credit limits.
11. The Scholarship is not automatic; a student must display proof that he/she is unable to apply the full tuition costs.
12. The Scholarship is not transferable.
13. The Scholarship has no cash value.
14. The Altyn Belgi Scholarship does not cover other fees.
15. Any student who receive the Scholarship is not eligible for any other forms of scholarship, tuition waivers or discounts.
16. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the Scholarship.
17. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance or financial constraints or the Institution.
18. The scholarship goes into effect as of the Fall Semester 2005, and is not retroactive.

## **Central Asian Scholarship**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Central Asian Scholarship that provides four newly admitted undergraduate students and four newly admitted graduate students with a 100% tuition discount and room for the duration of their studies at KIMEP (four years for undergraduate and two years for graduate students). There is no work-study commitment. The criteria for selection are:

1. KIMEP Entrance Exams Scores
2. Citizenship in a Central Asian Country (CAC): Kyrgyzstan, Tajikistan, Turkmenistan or Uzbekistan

The following rules govern the distribution of the Scholarship:

1. The CAC Scholarship will be distributed as KIMEP tuition waiver.
2. Only newly admitted students would be considered.
3. Only students who passes KIME Entrance Exams would be considered.
4. A minimum entrance score would be established by KIMEP for students applying for CAC scholarship. Above this score the highest entrance exam score would awarded.
5. Only full-time students ho apply for CAC Scholarship would be considered.
6. Each of the 4 CA Republics (Uzbekistan, Turkmenistan, Kyrgyzstan, and Tajikistan) could place 2 students each: 1 Master and 1 Bachelor for a total of 8 awards per year.
7. The CAC Scholarship covers all tuition (including intensive courses), fees and room for the period the student is eligible for the grant or until the end of the program (over a four year period for bachelors and two years for masters).
8. The scholarship covers 100% tuition (including intensive course) for a maximum of 15 credits per semester, with the total number of credits equal to number of credits for degree completion.
9. The Scholarship is not automatic. Awardees would be reviewed on an annual basis. In order to have CAC scholarship renewed Bachelor Awardees must maintain a 3.0 GPA in the first-year of study and a 3.5 for subsequent years, Masters Awardees must maintain a 3.25 in the first-year of study and a 3.5 for subsequent years.
10. The scholarship does not cover retake courses.
11. If a student takes more credits than required for program he/she is responsible for payment those extra credits.
12. After the expiration of the four-year time limit for Bachelor and to year for Masters, the student is responsible for full tuition payments regardless of how many credits taken.
13. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs, except for intensive courses.
14. All credits taken, regardless of the grade are counted towards the program's credit limit.
15. The Scholarship id not transferable.
16. The scholarship has no cash value.
17. Any student who receives the Scholarship is not eligible for any other forms of scholarships, tuition waivers, or discounts.
18. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the Scholarship.
19. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
20. The scholarship goes into effect as of the Fall Semester 2005, and is not retroactive. ]

### **Employee Tuition Waiver**

In recognition of the fact that it is vitally important for KIMEP's employees to increase continually their academic skills and technical abilities, KIMEP has created the Employee Tuition Waiver. This waiver is applicable after the employee's probation period has been passed. There is no work study commitment. The following rules govern the waiver.

1. Only English classes will be offered to employees at a 100% discount. Employees must first successfully complete their probation period to be eligible.
2. All other courses will be offered to employees only at a 50% discount. Employees must first successfully complete one full year of service to be eligible.

### **Rules for Employee Tuition Waivers**

1. Any full-time employee of KIMEP may take 1 to 6 credits or 90 academic hours per academic semester. In the case of a mini semester of approximately seven weeks, only one course, or six academic hours a week will be allowed. Students may only take courses that are offered in the evening.
2. Any full-time employee of KIMEP may take 1 to 18 credits per academic year, evening courses only.
3. The waiver applies only to full-time employees.
4. The waiver is not transferable.
5. The waiver has no cash value.
6. KIMEP employees who receive the Employee tuition waiver are not eligible for any other scholarships, grants, tuition waivers or discounts.
7. Any employee who is not in good academic standing due to grades or disciplinary problems is not eligible for a waiver.
8. Employees must obtain permission from their direct supervisors before they will be allowed to commence with their studies.
9. The Scholarship and Admissions Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
10. Employees must sign a contract with the personnel department.

### **Responsibilities of KIMEP Employees**

Any full-time employee of KIMEP, who accepts a tuition waiver, after the completion of the courses, must renew their contract with KIMEP for one additional year beyond the normal contract period.

Only when an employee completes one full year of service, will the employee's portion of the tuition cost be waived.

If the employee fails to complete one year of additional service after the completion of the courses, tuition for all courses must be paid in full. Certificates, diplomas, and final clearance will be delayed until these conditions are met.

For purposes of clarity, an employee shall not be permitted to take courses during normal working hours.

These rules and regulations are effective Spring Semester 2003, and are not retroactive. They may be waved or modified with the approval of the Executive Committee.

### **Tuition Waiver for Children of KIMEP Employees**

Understanding the need to build a community, KIMEP offers the children of all full-time employees a limited number of tuition discounts. There is no work study commitment. Criteria for selection are:

1. Only unmarried children of full-time employees up to the age of 26, who are dependent on the employee, shall be entitled for the discount.

2. The discount is not automatic and must be approved on an individual basis by the Admission and Scholarship Committee.
3. To be eligible for the discount the student must apply for financial aid.
4. For every 1 (one) year a full-time employee has worked, his/her child/children will receive 10 (ten) credits of courses for free. This applies to any program the student desires, day or evening, part-time or full-time.
5. An employee may earn a total of 100 (one hundred) free credits towards each child. After this, the employee/student is responsible for all tuition payments.
6. If an employee and their spouse work at KIMEP, they may add their cumulative years of service together to determine the total number of credits of courses for free, but this number should not exceed 100 free credits towards each child.
7. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
8. All credits taken, regardless of the grade are counted towards the credit limit.
9. Students under this program are responsible for all fees outside of tuition payments.
10. The amount of time an employee has work will be retroactive to 1992. Thus employees who have already worked for more than 10 (ten) years are eligible to receive the 100 (one hundred) free credits only.
11. Any student of any full-time employee who is taking courses, or who has taken courses is not entitled to a reimbursement of tuition previously paid.
12. In the event that an employee's contract is terminated, either by KIMEP, the employee, or by mutual consensus, all earned credits that have not been used are automatically lost from the date of employee's service discontinuation.
13. In the event that an employee's contract is terminated, either by KIMEP, the employee, or by mutual consensus, the employee is not responsible for reimbursing free credits used by the child of the employee.
14. In the event that a full-time employee retires from KIMEP all earned credits may be used after the retiree's termination of full-time employment.
15. The discount is not transferable.
16. The discount has no cash value.
17. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
18. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the year the waiver is received.
19. The Admissions and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.



## **WORK STUDY TUITION DISCOUNTS**

Students who do not win a scholarship or outside grant but have financial hardship due to pensioner status of parents; single parent, orphan status, and a sibling studying at KIMEP may apply for the work study program. This program provides the student with a discount in tuition in return for part time work at KIMEP. The number of hours required to work depends on the amount of the discount. However, no student is required to work more than 150 hours per semester and in most cases this requirement is much less.

Not only does the work study program provide the student with a tuition discount, it also provides the student with valuable work experience in an academic environment. This advantage of work experience will assist the student when he/she enters the work force. The following sections are the socio-economic categories that work study are given.

### **Work Study Tuition Discount for Children of Pensioners**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, and in recognition that pensioners have contributed much to the development of society, KIMEP offers the children of Pensioners limited discounts during their study at KIMEP. The following rules govern the distribution of the discounts:

1. The discounts are available to both admitted graduate and undergraduate students.
2. Only full-time students who apply for Financial Aid with a complete set of documents will be considered.
3. The student is responsible for paying all fees.
4. The discount is not automatic; a student must display proof that because his/her parent(s) are pensioners (retirement pensioners or pensioners because of disablement) he/she is unable to pay the full tuition costs.
5. If 1 (one) parent of a student is a pensioner the student will receive a 10% discount on a maximum of 15 credit hours of tuition costs.
6. If 2 (two) parents of a student are pensioners the student will receive a 25 (twenty five) percent discount on a maximum of 15 credit hours of tuition costs.
7. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
8. The discount is not transferable.
9. The discount has no cash value.
10. The discount goes into effect as of the Spring Semester 2002, and is not retroactive.
11. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
12. The waiver is offered in Fall and Spring semesters only.
13. The discount is valid during 1 (one) academic year. To renew the discount after the completion of 1 (one) academic year the student must reapply for financial aid.
14. The Admissions and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
15. The student is required to perform work for the university for a set number of hours.

### **Work Study Tuition Discount for Children with a Single Parent**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented discounts for children of single parents. The following rules govern the distribution of the discount:

1. The discount is available to both admitted graduate and undergraduate students.

2. Only full-time students who apply for Financial Aid with a complete set of documents will be considered.
3. A child with only 1 (one) parent will receive a 25% percent discount on a maximum of 15 credits hours of tuition costs.
4. All credits taken, regardless of the grade are counted towards the credit limit.
5. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
6. The discount is not automatic; a student must display proof that because he/she only has one parent he/she is unable to pay the full tuition costs.
7. The waiver is offered in Fall and Spring semesters only.
8. The discount is valid during 1 (one) academic year. To renew the discount after the completion of 1 (one) academic year the student must reapply for financial aid.
9. The student is responsible for paying all fees.
10. The discount is not transferable.
11. The discount has no cash value.
12. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
13. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
14. The discount goes into effect as of the Spring Semester 2002, and is not retroactive.
15. The Admission and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
16. The student is required to perform work for the university for a set number of hours.

### **Work Study Tuition Discount for Orphans**

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented discounts for orphaned children. The following rules govern the discount for Orphans:

1. The discount is available to both admitted graduate and undergraduate students.
2. Only full-time students who apply for Financial Aid with complete set of documents will be considered.
3. Any student above the age of 25 (twenty five) or older upon entrance is not eligible for the discount.
4. Any student who enters KIMEP as a full-time student before the age of 25 (twenty five) is eligible for the discount even if they surpass the 25 (twenty-five) year limit during their time of study.
5. Any full-time admitted student regardless of program who is an orphan is entitled to a 100% discount on a maximum of 15 credits hours of tuition costs per semester.
6. For undergraduate students, the discount covers a maximum of 130 (one-hundred and thirty) credits free of charge over a 4 (four) year period. After the time limit has expired or the maximum number of credits has been reached, the student is responsible for all subsequent tuition costs.
7. For graduate students, the discount covers a maximum of 60 (sixty) credits free of charge over a 2 (two) year period. After the time limit has expired or the maximum number of credits has been reached, the student is responsible for all subsequent tuition costs.
8. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
9. All credits taken, regardless of the grade are counted towards the credit limit.
10. Any orphan who receives a degree from KIMEP under the discount is not eligible to pursue another degree at KIMEP under the discount. The student is eligible only for other forms of scholarships, tuition waivers and discounts.

11. The discount is not automatic; a student must display proof that because he/she is an orphan he/she is unable to pay the full tuition costs.
12. Any student whose GPA falls below 3.0 will have the discount automatically removed by the Admission and Scholarship Committee.
13. The student is responsible for paying all fees.
14. The discount is not transferable.
15. The discount has no cash value.
16. The discount is valid for 1 (one) year. To renew the discount after the completion of 1 (one) year the student must reapply for financial aid.
17. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
18. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
19. The discount goes into effect as of the Spring Semester 2002, and is not retroactive.
20. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
21. The student is required to perform work for the university for a set number of hours.

### **Work Study Tuition Discount for Family**

Understanding the need to build a community, KIMEP offers families with more than 1 (one) child attending KIMEP tuition discounts for both students.

The following govern the distribution of the discounts:

1. The discounts are only given to families with more than 1 (one) child attending KIMEP.
2. All children from one family must be admitted to KIMEP.
3. Each child of a family must submit an application form to Student Financial Services Sector, but with one complete set of documents for the same family.
4. To be eligible for the discount both children must be full-time students.
5. The tuition waiver is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
6. Both children must have one parent in common to be eligible for the discount.
7. If 2 (two) children from the same family are attending KIMEP, both students will receive a 25% discount.
8. If 3 (three) children from the same family are attending KIMEP, each child will receive a 25% discount.
9. If 4 (four) children from the same family are attending KIMEP, then each child will receive a 25% discount and so on for five, six, or more children.
10. The Family Tuition Discount is provided based on a maximum of 15 credits tuition costs per semester.
11. All credits taken, regardless of the grade are counted towards the credit limit.
12. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
13. All students are responsible for paying fees.
14. The discount is not transferable.
15. The discount has no cash value.
16. The waiver is offered in Fall and Spring semesters only.
17. The discount is valid during 1 (one) academic year. To renew the discount after the completion of 1 (one) academic year the student must reapply for financial aid.
18. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.

19. Any family that receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the academic year the waiver is received.
20. The Admission and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
21. The student is required to perform work for the university for a set number of hours.

### **Orientation Work Study Program**

The Office of the Registrar solicits the help and support of students every year to give tours of the Institution, talk to parents and prospective students, and to run the yearly orientation program. Students who are selected by the Office of the Registrar (approximately 20 every academic year) are provided with a tuition waiver during the year. Please note the following rules concerning the Orientation Work Study Program:

1. Students who are interested in this program must apply to the Dean of Student Affairs before the start of the academic year in the fall semester.
2. The Dean of Student Affairs will determine which students are eligible to participate in the program.
3. After students have been selected they will immediately have the tuition waiver credited to their accounts. This is a one-semester waiver.
4. The student is responsible to perform all reasonable duties and services prescribed by the Information Sector during the course of the entire academic year (from the beginning of the fall semester through and including the summer semesters).
5. The Office of the Registrar reserves the right to recommend removing any student considered unfit to serve in the Orientation Work Study Program. If a student is removed, then the student will be responsible for refunding the tuition waiver.

### **Assistantships**

A faculty member often employs Master's students to perform research or tutorial assistant tasks, as well as to help the faculty or the department. These tasks help to develop their academic skills and interest in teaching and research. Generally, students are selected on the basis of high academic standing and spoken English language ability. Individual academic departments determine the number of assistants needed as well as the eligibility criteria.

### **Other Work Study Opportunities**

In addition to tuition discount work study opportunities based on socio-economic categories, students are eligible to work on-campus, performing different duties in the 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 or not. Compensation for student assistants is in the form of a waiver on tuition. There is no cash payment of any kind. You may contact the Office of the Dean of Student Affairs for further information.

### **Qualification for Financial Aid, Work Study Program and Dormitory**

To run a system of need-based aid, work study program and places in the dormitory, need (that portion of the cost of education that the student or his/her family is unable to pay) must be determined. To assess these needs, KIMEP requires from all first year students seeking financial aid, work study tuition discounts, or placement in the dormitory detailed and accurate information about the student's and family's incomes, assets, liabilities, retirement income and other pertinent facts, such as the number of children that the family needs to educate. This provision also applies to students who wish to apply for financial aid and work study tuition discounts for the first time and

have never declared their financial situation to KIMEP before. These documents are retained for the duration of the student's academic career at KIMEP and used to make financial aid and work study decisions for all years of study. However, when a student's and family's financial situation changes or by request from Student Financial Services Sector, KIMEP may require an update of documentation on a student's financial situation.

The Admissions and Scholarship Committee makes the final decision of scholarship distribution.

### **Primary Criteria for Financial Aid And Work Study:**

1. Demonstrated and verifiable financial need of a student. Within this criterion there are several sub-criteria applied:
  - Level of family income (correlated to cost of living/expenses)
  - Total of all other assets (Car/vehicle/apartment/home)
  - Number of family members
  - Number of disabled family members
  - Student home region
  - Current employment status of family members
2. Excellent academic performance of a student/excellent GPA.
3. Criteria established by KIMEP donors

### **Other Guidelines for Financial Aid, Work Study Program and Dormitory**

1. Scholarships, work study tuition discounts, and dormitory spaces are distributed each academic year in accordance with a student's overall GPA and financial situation, but are subject to the availability of funds and the financial constraints of the institution. No award is automatic and may be revoked by the Admission and Scholarship Committee and the administration at any time.
2. A student's overall GPA is considered for scholarship and work study tuition waivers each semester. For entering students scholarship distribution for the fall semester during the first year is based on their entrance tests scores.
3. The scholarships, work study tuition discounts and dormitory space of students who transfer from daytime program to the continuing education program will be withdrawn.
4. If a student who was awarded a grant, scholarship, or work study withdraws from the institution the grant or scholarship will be withdrawn.
5. If the student does not occupy his/her dormitory space on the first day of the semester, then they may lose their dormitory space.

### **Eligibility Criteria:**

Submit a completed application form before the deadline

Demonstrate verifiable financial need

Meet the profile and/or criteria specified by donors/KIMEP

Achieve the minimum GPA required for each individual form of financial aid.

Be in good academic standing (3.0 GPA for graduate students and 2.33 GPA for undergraduate students).

Be a full-time student (9 credits per semester for graduate students and 12 credits per semester for undergraduate students).

## **Disqualification from Financial Aid and Work Study Tuition Discounts**

The following conditions will automatically disqualify any student for any form of financial aid or support:

- Provisional Status
- Academic Probation
- Non-Academic Probation
- Academic Disqualification
- Non-Academic Disqualification
- Falsification of Official Documents

## **How to Obtain Financial Aid, Work Study Tuition Discounts and Dormitory Space**

Only KIMEP students are eligible to apply for any type of financial aid, work study tuition discounts or dormitory space, however, non-KIMEP students may apply for financial aid, work study tuition discounts, and dormitory space, but will only be considered if they have become full-time KIMEP students before the Admission and Scholarship Committee distributes funds and dormitory spaces. Students need to fill out the Application form for Financial Support before the deadline, which is available on the web-site and in the Student Financial Services Sector and also attach all necessary documents, confirming financial need.

## **Documents Required**

1. Completed Application form for Financial Aid with 1 passport-size photo.
2. Copy of a state ID or birth certificate or passport for all family members.
3. Document identifying the list of family members (Form # 3 from Passport Bureau) or its equivalent (it is mandatory to have the same document for both student and his/her parents/guardians if a student lives separately).
4. CV or resume.
5. Document from Real Estate Agency certifying availability/absence of any real estate for all adult family members/guardians.
6. Document with indication of current market value of all real estate owned by any family member/guardians, if applicable.
7. Document from Traffic Authorities certifying the availability/absence of the transportation device owned by any adult family members/guardians.
8. Document with indication of current market value of transportation device owned by any family member/guardians, if applicable.
9. Document from accounting office of the parents' or spouse's or guardians' workplace certifying the amount of a monthly salary/ income for the period of one year.
10. If parent(s)/guardian/spouse have own business the following documents should be submitted: document certifying their registration in Tax Committee; Income Declaration; statement from Personal Pension Account certifying pension deductions for the period of one year.

11. If parents are pensioners, a document certifying their social status and a document certifying the amount of pension must be submitted.
12. If parents/guardians are unemployed, a document from Labor and Social Care Office certifying their social status must be submitted.
13. In case of divorce, single parenthood or death of one/both parents, a documents certifying such facts must be submitted.
14. If there is a physically disabled family member, the medical document certifying this fact should be submitted.
15. When applying for Family Tuition Discount birth certificates for all siblings who study at KIMEP must be submitted.

It is not necessary to present documents for siblings above the age of 21 (twenty one). Any student who submits false information to the Student Financial Services Sector may be subsequently expelled from KIMEP. All documents must be original or certified by a Notary Office. If submitting a copy of a document, the original document must be presented to the Financial Aid Officer for verification.

## **Tuition Payment Policy**

All KIMEP students are required to pay their tuition fees on time. If students are unable to pay the entire tuition fee for the whole year at one time, then the certain institutional schedule will be followed:

6 installments in one academic year, by 3 installments per semester (dates are announced in advance through the academic calendar).

If there are defaulters, the following rules and policies will be applicable.

1. Any student with a debt after the payment deadline will be barred from attending classes.
2. Any student with debt at the end of the semester will not receive their final grades or any other grades, nor will be allowed to registrar for the next semester.
3. Administrative and legal actions may be taken towards any student with any amount debt, including administrative withdraw from KIMEP. This action terminates the relationship between KIMEP and the student is still legally responsible for paying all debt. A student who has been administratively withdrawn from KIMEP may reapply to the Institution once their debt has been settled. The Department to which the student is applying decides whether to accept or reject the student.
4. Any student who has been administratively withdrawn from KIMEP due to debt and has be re-accepted to KIMEP after settling their debt issue will have all previously taken coursers counted towards graduation.
5. The time during which a student is administratively withdrawn from KIMEP still counts towards graduation time-limits.
6. KIMEP makes no connection between the distribution of scholarships, grants or tuition waivers and payment deadlines. Thus, students cannot count on receiving scholarships, grants or tuition waivers. All students must be prepared to pay 100% of their tuition and 100% of their fees as per payment dates.
7. While KIMEP strives to ensure that all economically disadvantaged students will receive aid, due to changes in sponsorship and corporate donations this is not always possible.

## TUITION AND OTHER FEES FOR STUDENTS:

### 2005–2006 ACADEMIC YEAR

#### **Undergraduate Programs**

As of the 2005-2006 academic year, the KIMEP Council approved raising tuition fees for all students. This includes students who have been attending KIMEP in previous academic years. The below chart corresponds to all students regardless of their year of entry.

#### **For Citizens of Kazakhstan and CIS countries**

##### ***Tuition fees for BAE and BSS programs:***

Per credit	KZT 12,870
Per 3 credit course	KZT 38,610
5 courses/15 credits per semester	KZT 193,050
10 courses/30credits per year	KZT 386,100

##### ***Tuition fees for BSc program:***

Per credit	KZT 13,910
Per 3 credit course	KZT 41,730
5 courses/15 credits per semester	KZT 208,650
10 courses/30 credits per year	KZT 417,300

##### ***Tuition fees for BAIJ program:***

Per credit	KZT 10,200
Per 3 credit course	KZT 30,600
5 courses/15 credits per semester	KZT 153,000
10 courses/30 credits per year	KZT 306,000

#### **For Citizens of Other Countries**

##### ***Tuition fees for BAE,BSS programs:***

Per credit	KZT 19,500
1 course/3 credits	KZT 58,500
5 courses/15 credits per semester	KZT 292,500
10 courses/30 credits per year	KZT 585,000

##### ***Tuition fees for BAIJ program:***

Per credit	KZT 15,300
1 course/3 credits	KZT 45,900
5 courses/15 credits per semester	KZT 229,500
10 courses/30 credits per year	KZT 459,000

##### ***Tuition fees for BSc program:***

Per credit	KZT 21,000
1 course/3 credits	KZT 63,000
5 courses/15 credits per semester	KZT 315,000
10 credits per year	KZT 630,000



### **Kazakh and Korean Language Courses for all programs (graduate and undergraduate)**

1 credit KZT 6,500

### **Intensive Preparatory Courses Fees**

For 1st Year students only

Intensive English Preparatory Course:  
(Cost of course books is not included) KZT 52,000

### **Graduate Programs**

As of the 2005-2006 academic year, the KIMEP Council approved raising tuition fees for all students. This includes students who have been attending KIMEP in previous academic years. The below chart corresponds to all students regardless of their year of entry.

### **For Citizens of Kazakhstan and CIS Countries**

#### ***Tuition fees for MBA program:***

Per credit	KZT 20,150
1 course/3 credits	KZT 60,450
5 courses/15 credits per semester	KZT 302,250
10 courses/30credits per year	KZT 604,500

#### ***Tuition fees for MA program:***

Per credit	KZT 19,240
1 course/3 credits	KZT 57,720
5 courses/15 credits per semester	KZT 288,600
10 courses/30credits per year	KZT 577,200

#### ***Tuition fees for MPA, MIR programs:***

Per credit	KZT 14,950
1 course/3 credits	KZT 44,850
5 courses/15 credits per semester	KZT 224,250
10 courses/30credits per year	KZT 448,500

#### ***Tuition fees for IJMC program:***

Per credit	KZT 14,130
1 course/3 credits	KZT 42,390
5 courses/15 credits per semester	KZT 211,950
10 courses/30 credits per year	KZT 423,900

### **For Citizens of Other Countries**

#### ***Tuition fees for MBA program:***

Per credit	KZT 30,300
1 course/3 credits	KZT 90,900

5 courses/15 credits per semester	KZT 454,500
10 courses/30credits per year	KZT 909,000

***Tuition fees for MA program:***

Per credit	KZT 28,800
1 course/3 credits	KZT 86,400
5 courses/15 credits per semester	KZT 432,000
10 courses/30credits per year	KZT 864,000

***Tuition fees for MPA, MIR programs:***

Per credit	KZT 22,500
1 course/3 credits	KZT 67,500
5 courses/15 credits per semester	KZT 337,500
10 courses/30credits per year	KZT 675,000

***Tuition fees for MIJMC program:***

Per credit	KZT 21,300
1 course/3 credits	KZT 63,900
5 courses/15 credits per semester	KZT 319,500
10 courses/30credits per year	KZT 639,000

**English Courses Tuition Fees for Graduate Programs**

For citizens of all countries	KZT 8,670
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**Intensive Preparatory Courses fees**

For 1st year students only from all countries

Intensive English Preparatory Courses for MBA, MPA, MA, MIR, IJMC programs: (Cost of course books is not included)	KZT 52,000
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"Introduction to Computers" for MBA, MA, MIR and IJMC programs:

Test	KZT 1,300
Course	KZT 13,000
Pre-MA and Pre-MBA courses:	KZT 26,000 each

German, French or Spanish language courses fees

All KIMEP students	KZT 7,800 per course
non-KIMEP students	KZT 10,400 per course

**Service Fees**

Application for admission	KZT 2,000
Entrance test fee (each)	KZT 1,300
Re-application fee for admission	KZT 650
Appeal of entrance exams (each test)	KZT 500
Student activities fee (per year)	KZT 6,500
Late registration fee (per course)	KZT 3,300
Official transcript (3 copies)	KZT 1,300
Withdrawal administrative fee	KZT 3,300
Student Card	KZT 80

Replacement of Student Card	KZT 1,300
Library Card replacement	KZT 1,500
Textbook security deposit	KZT 15,000
Textbook rental fee ( collected from security deposit) 25% of replacement cost of item	
Student Club entrance to DISCO (approximate)	KZT 200
Graduation ceremony fee (approximate)	KZT 2,500

### **Living Costs**

Double room (with telephone)	KZT 7,150 per month
Double room (without telephone)	KZT 6,500 per month

(Prices are expected to increase for the 2006-2007 academic year)

\*Fees for preparatory and intensive courses are not included in the tuition for the regular academic year.

\*\*Refunds will normally be made if the amount of payment exceeds the payment for a full study. Normally refunds may be received only during the following periods: September 1 – 30 and January 15 – February 15. For current students, after these dates the remaining money will be considered as an advance payment for the next semester.

## **CAMPUS LIFE**

The support of students towards achieving their educational goals is the central service provided by the Office of Student Affairs. The office provides an environment that fosters the intellectual and personal development of students consistent with the KIMEP mission and purpose. Our dedicated staff is well organized and well equipped to handle all student needs that may arise. The Office of Student Affairs reinforces and extends KIMEP's influence beyond the classroom. Our services include student support services such as the Office of the Registrar, Student Financial Services, Admissions and Information, Recreational and Sports, Recruitment, Student Housing, Student Health, Student Life, Student Dining and International Student Services.

### **STUDENT ACTIVITIES FEE**

In the Spring 2005 semester, under the guidance of the Office of Student Affairs and Student Government, KIMEP introduced an annual Student Activities Fee in order to provide a reliable financial mechanism for enhancing student life. The fee is collected from all students regardless of program during the registration period and is used to support student initiatives, events, and activities.

### **STUDENT CENTER**

As in most universities, a Student Center is the center of on campus student life. It provides, cultural, social, leisure, and extra-curricular activities for the university community and guests, and is home for student activities, campus clubs and student organizations. Students spend countless hours here relaxing, talking, and eating between classes.

### **SPORTS COMPLEX**

The Sports Complex is conveniently located on campus, is free of charge for KIMEP members and is open Monday – Friday 9am-9pm, and Saturday and Sunday from 12pm-6pm. Plans are underway to renovate the Sports Complex to update with Sports Facilities present in western universities. Health and cultural classes are offered weekly that include aerobics, belly-dancing classes and more. A schedule of activities is updated regularly.

### **STUDENT ORGANIZATIONS**

Student Organizations play a vital role at any academic institution. At KIMEP there are no exceptions. For our students, what personal development that occurs outside the classroom is as important as what is learned inside the classroom. Currently, there are over 13 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 always encourage our student leaders to participate in the development of KIMEP policy and procedures and often invite them to serve on Standing Committees to represent the interest of students. Some of the more active organizations include:

#### **STUDENT GOVERNMENT**

SIFE—(Students In Free Enterprise).

KIMEP FILM SOCIETY

DIPLOMATIC BRIEFING CLUB

KIMEP TIMES

ECONOMIC CLUB

AIESec.

MUSIC CLUB

DEBATE CLUB  
CHEERLEADER CLUB  
KIMEP KELT Theatre (Kazakhstan English Language Theatre)

## **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 Executive Committee decided that in order to accommodate those students with the greatest need that accommodation will be allocated on a priority basis. Beginning in the Fall 2004 Academic Year, the following policy took effect. KIMEP no longer guarantees accommodation. KIMEP reserves the right change this policy at anytime.

### **Priority Policy for accommodation in the Dormitory**

Priority in the Dormitory is given to newly entering 1<sup>st</sup> year Bachelor students who are non-residents of Almaty City. These students are placed in the Dormitory in the order of their demonstrated financial need.

The first-year bachelor status of a student is based on the year of study. The 1<sup>st</sup> year status will end once the first two consecutive long semesters (fall/spring) the student first registers for classes concludes. The 2<sup>nd</sup> year status of a bachelor student will end once the 2<sup>nd</sup> two consecutive long semesters in the 2<sup>nd</sup> academic year the student registers for classes is completed and so on. Once the 1<sup>st</sup> year bachelor students have been placed in a room and space is still available in the Dormitory, 2<sup>nd</sup> Year Students, who are non-Almaty residents, are placed in the Dormitory in the order of their demonstrated financial need. This criteria and process is repeated for 3<sup>rd</sup> then 4<sup>th</sup> Year bachelor students, followed by Masters 1<sup>st</sup> Year, then 2<sup>nd</sup> Year.

International Students and those students under contractual agreements with KIMEP are allowed to stay in the Dormitory. The Residential Assistant Program that places highly motivated upper-class students will remain.

### **Procedures for Applying for Accommodation 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 Sector on or before the application deadline. On 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 Sector 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 Sector will send the ranked list to the Admissions and Scholarship Committee who will certify the list and/or make modifications based on the Student Financial Services recommendations.

The certified Admissions and Scholarship Committee list is the final decision on placement in 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 until their status changes and as long as they remain in good standing.

Upon arrival to KIMEP, students may claim their room only after 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 who do not claim their room by the end of the registration period risk losing their priority placement.

### **Off-Campus Housing Program**

Those students who were not accommodated in the Dormitory automatically become eligible for the Off-Campus Housing Program. Priority will continue according to the certified ranked list. In other words, the first student on the dormitory waiting list, who was not placed in the Dormitory, will be the first student eligible for the off-campus Housing Program.

The off-campus Housing Program consists of off-campus Dormitory and off-campus apartment space. Spaces in any off-campus Dormitory space will be filled according to the priority list first, followed by places in any off-campus apartments regardless of the preference chosen on the financial aid application.

### **RESIDENTIAL 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.

The Residential Assistants (RA) are selected from a group of highly motivated students living in KIMEP dormitory based upon their academic merit and leadership abilities. The structure of the program is one Senior Residential Assistant (SRA) and 7 subordinates RA's and two Fire Safety Assistants (FSA) selected from 2<sup>nd</sup> year students. The role of the RA is to assist the management and offer advice to younger students and play an important role in developing a spirit of cooperation and a sense of community in dormitory.

Any 3<sup>rd</sup> or 4<sup>th</sup> year student, or Masters level student can be appointed to the position of Residential Assistant if he/she complies with the requirements to this position. 2<sup>nd</sup> year students are considered for Fire Safety Assistants. RAs and FSAs report directly to the Director of the Dormitory and the Office of Student Affairs.

Policy for the RA program is subject to change at the discretion of the Dean of Student Affairs and the Director of the Dormitory.

Each RA is assigned an area of responsibility within the Hotel and has a certain number of duties contained in RA's job description.

The compensation for RAs includes the following:

- Free room in the dormitory for the length of their term of service;
- Tuition waiver of \$25.00 per month for the length of their term of service (FSAs do not receive the tuition waiver).

## **I. Job Description and Responsibilities**

1. Leadership
2. Supporting the Academic Mission
3. Building Community
4. Promoting Intellectual Life
5. Personal Counseling and Advising
6. Administrative Responsibilities
7. Personal Conduct
8. Team Skills

RAs are expected to create residential environments that enhance student academic progress and success; to promote the intellectual life of the residence; to create opportunities for students to explore and clarify their interests, values and attitudes; to build inclusive and reflective environments in which differences of background and belief are explored; to provide personal and academic counseling and referral; to participate in house activities; to know and explain KIMEP policies; to be available to students, and to encourage student responsibility and accountability.

The following describes the job responsibilities and conditions of employment for RA positions.

Specific job objectives will be described by the Director of the KIMEP Dormitory in conjunction with the Office of Student Affairs at the weekly information meetings and will be further explained through the interview process.

### **Qualifications for RA position**

KIMEP students, undergraduate and graduate students, are welcome to apply for residence staff positions.

1. RAs must be a 3<sup>rd</sup> or 4<sup>th</sup> year student, or a graduate student. FSAs are to be 2<sup>nd</sup> year students. 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 and FSAs 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 ground for termination.
3. RAs and FSAs must be a full-time student and maintain a GPA of 3.0 or better on an ongoing basis.
4. RAs and FSAs are required to live in the residence to which they are assigned.
5. RAs and FSAs, in order to be accessible and provide a consistent level of response to residents, must have in their name a local phone number and must post and adhere to, a schedule of availability for students.
6. RAs and FSAs 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 and FSAs are expected to abide by all Institution policies and may not break the law. Violating Institutional policies or breaking the law is grounds for termination.

## **Code of Behavior**

### **I. 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**

### **1. 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:

- a) Physical assault (fighting) or the threat of physical assault
- b) Verbal or mental abuse
- c) Theft of property
- d) Vandalism or deliberate damage to KIMEP property or the property of individuals.
- e) Offensive behavior (spitting, shouting, discourteous conduct toward colleagues, ethnic, religious or racial slurs, etc.)
- f) Misusing KIMEP facilities



## **2. Faculty Conduct Policy**

In addition to the above, faculty must observe the following:

- a) It is forbidden for faculty to ask for or receive money or other benefits (including sexual favors), from students in return for grades or special treatment. In general, students should not give any money for any reason to faculty.
- b) Faculty will report for office hours and classes in a timely manner. Faculty must report an intended absence or delay to the administration or his/her department in advance, and make arrangements for EITHER a substitute teacher OR rescheduling the lost class hours at a later date. Exceptions will be made in case of illness or personal crises, but notification must be given to their department at the earliest possible moment.
- c) Faculty must conform to all university rules and decisions regarding grading policy. Students must receive a grade for a semester-long course.
- d) Faculty and other KIMEP officers are responsible for the maintenance of order in examinations and to monitor other offenses of an academic nature. If they knowingly permit cheating or other offenses in Section 3 (Academic Dishonesty Policy) to take place, they will also be subject to disciplinary action.

## **3. Academic Dishonesty Policy**

Academic dishonesty is considered a serious offense and is forbidden. This policy includes all course assessment, related assignments and all standardized tests (e.g. midterm and final exams, entrance and language exams, term papers, projects and degree theses or dissertations).

These rules apply to the faculty in the conduct of their research and preparation of class materials, as well as to students in the preparation of all materials submitted to gain academic credit.

The Committee on Academic Discipline has published "Examinations Rules" which govern behavior during formal examinations and are considered binding upon students in the present code. Such dishonesty additionally includes:

- a) Cheating, which is defined as the giving or taking of any information or material with the intent of wrongfully aiding oneself or another in academic work considered in the determination of a course grade or the outcome of a standardized assessment.
- b) Falsifying attendance records by signing in on attendance lists for a student who is in fact absent from the class, or by any other means.
- c) Falsifying or altering any university document. This particularly applies to documents relating to the student's performance or achievement at KIMEP such as transcripts or diplomas.
- d) Plagiarism, which is defined as the act of stealing or passing off as one's own work the words, ideas, or conclusions of another as if the work submitted were the product of one's own thinking rather than an idea or product derived from another source.
- e) Any other form of inappropriate behavior which may include but is not limited to falsifying records or data, lying, unauthorized copying, tampering, abusing or otherwise unethically using computer or other stored information, and any other act or misconduct which may reasonably be deemed as constituting this.

## **4. Policy on Sexual, Religious and Ethnic Harassment**

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:

- a) Pressure students, instructors or employees for sexual favors.
- b) Insult, harass, threaten or assault any person for reason of their religion, ethnicity, gender or sexual orientation.

## **5. Drugs and Alcohol Policy**

The consumption or possession of narcotic drugs, psychotropic or other controlled substances, (e.g. marijuana, cannabis, coca derivatives, opiates, etc.) is strictly forbidden on the campus. Cases where evidence of possession or use of these substances is discovered will automatically be handed to the legal authorities.

The consumption of alcoholic substances on the campus is forbidden during working hours. There is only one exception to this rule and that is that official entertainment, celebrations, parties, lunches dances, and dinners hosted or held or sponsored by, or approved of, by KIMEP. The President's Office or the Provost's Office decides approval.

## **6. Gambling Policy**

Gambling is prohibited on KIMEP premises. Violators will be subject to sanctions.

## **7. Smoking and Chewing Gum Policy**

- a) Tobacco smoking is prohibited on all KIMEP property except for specially designated smoking areas. Smoking is prohibited in toilet facilities. However, faculty and students are allowed to smoke in areas outside of the entrances to buildings, provided that they dispose of cigarette butts/ends, ash, and other rubbish neatly in the containers provided.
- 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.

## **8. Library Policy**

All Libraries are Quiet Zones. This is in order to preserve an environment where students can concentrate on their studies without noise or other distractions. Therefore it is forbidden to shout or conduct conversations in even a normal level of voice in the libraries. Communication should be as quiet as possible, brief, and in whispers. The Librarians and staff are exempt from this policy. In addition:

- a) It is forbidden to deface or damage any library materials.
- b) Books are difficult to replace, for this reason, students must take extra care in handling and preserving library materials. Books returned in visibly shabbier condition than when they were checked out will result in possible fines.
- c) Late return or non-return, or the handling of books in a fashion that is deemed detrimental to their condition, will be punishable by fines ranging from a per diem fine, up to the cost of the entire value of the book (plus the cost of shipping, if the book is not available locally). Withholding of degrees may also result from non-payment of fines or non-return of books.

## **9. Computer Lab Policy**

KIMEP relies on its computer laboratories and office computers for essential teaching and communications purposes. Computer equipment is expensive and difficult to replace. "Permission of the Computer Center" means verbal or written consent from the Director of the Computer Center. Permission is also implied where this is done as part of course work for a computer class where a teacher or lab attendant is present and has specifically asked the student to do this.

1. It is forbidden to knowingly introduce any computer virus into university computers.
2. It is forbidden to attempt to undermine or interfere with any computer network, including Internet and e-mail by unauthorized access ("hacking") or to conspire with other people to do this by providing sensitive information such as access codes and passwords.
3. It is forbidden to log on to other people's e-mail accounts.
4. It is forbidden to send threatening or insulting e-mails to people, even anonymously.
5. It is forbidden to cause other people's e-mail accounts to crash or fail to function by sending them large amounts of junk data (also known as an "e-mail bomb").
6. It is forbidden to reconfigure, add or remove any software to or from computers hard drives or other storage media without permission of the Computer Dept.
7. It is forbidden to write any software program on computers without permission from the Computer Department.
8. It is forbidden to install and run any software program on computers without permission of the Computer Department.
9. It is forbidden to interfere in any way with hardware without permission of the Computer Department.
10. Computers and printers in academic department offices, Library and Administrative Offices are also included in the terms of this computer and communications policy.
11. If there is a queue for computers, students must leave a computer after using it for two hours. It is a serious offense to refuse to yield a computer place to a student who has signed up for it in advance.

The Computer Department has the discretion to ban a student from the Lab for violations of the above guidelines for a period of up to one month without bringing the charges to the CPC. BUT the student may ask for a hearing or an interview with the CPC Chair for appeal.

## **10. 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, food wrappers must be neatly disposed of in trash cans. The customer must return glasses, plates and other utensils to the cafeteria in a timely manner.

## **11. 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.

## **12. 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 are to 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 administration, namely the Director of Administration and the 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 this Code of Conduct Form. These forms will identify the person or persons in charge of the event and who will be legally responsible should any thing wrong 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 quest(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:

KIMEP does not prohibit the consumption of alcohol at KIMEP events or in designated KIMEP facilities. Alcoholic consumption is prohibited on the campus during working hours unless otherwise approved by the President's Office or the Provost Marshal. KIMEP encourages responsible alcoholic consumption. However, the consumption, purchase or possession of hard liquor (vodka, cognac, etc.) during any KIMEP event is strictly prohibited. Drunkenness, erratic and otherwise haggardly behavior as a result of excessive alcoholic consumption will not be tolerated. KIMEP security has the right to refuse entrance to any person deemed to be under the excessive influence of alcohol or any other drug. This rule will be strictly enforced. Any person caught with prohibited items will have the item confiscated and the person will be asked to leave. Any person caught with an otherwise illegal item or substance will have the prohibited item or substance confiscated, the person will be asked to leave and will be reported to the proper law enforcement authorities.

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 Dean of Student Affairs/Provost Marshal (in the absence of a Dean, the Director of Student Affairs) shall be contacted immediately. The Head of Security and Dean of Student Affairs/Provost Marshal 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 Dean of Student Affairs/Provost Marshal 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 Dean of Student Affairs/Provost Marshal have the right to contact the appropriate law enforcement authorities.

In the event of such gross violations, the Dean of Student Affairs/Provost Marshal shall convene a meeting as soon as possible during normal business hours to brief the administration and the Dean of Student Affairs/Provost Marshal shall make a formal report and inform all relevant administration officials of the details of the event. Following this meeting the Dean of Student Affairs/Provost Marshal will make recommendations to the President of KIMEP for appropriate action.

### **III. Procedures Followed By The Committee On Personal Conduct (CPC)**

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.

1. The highest body of investigation at KIMEP is the CPC. The CPC is permanently chaired by the Provost Marshal/ Dean of Student Affairs. The Chair selects the members of the Committee.
2. The Committee has the jurisdiction to investigate any violations of rules and regulations of the institution. Moreover, the CPC serves as the appeals body for cases that have been resolved by Academic Disciplinary Committee of the Academic Council.
3. Violations of published laws, policies or rules and regulations may subject violators to appropriate disciplinary action by KIMEP authorities. In a non-academic cases, the Chairperson of the CPC (The Dean of Student Affairs/Provost Marshal) will hear a complaint, and decide if the complaint merits a hearing before a meeting of the Committee. The Committee on Academic Discipline will hear cases of academic dishonesty. The Chairperson of the CPC may also decide that the charges are without merit, or that the issue can be equitably resolved otherwise.
4. The student(s) or faculty member(s) named in the complaint will be told to attend a meeting of the CPC at least three days in advance.
5. 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.
6. The student(s) or faculty member(s) have the right to face those who have brought the complaint concerning them.
7. The CPC 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 CPC makes a decision.
8. A simple majority constitutes a decision. The Chairperson has the casting vote in the event of an even split.
9. The person(s) about whom the complaint was lodged is then asked to re-enter the room and hear the Committee decision.
10. 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.
11. All appeals must be submitted to the Office of the Dean of Student Affairs/ Provost Marshal within one week of the decision of the CPC. The Dean of Student Affairs/Provost Marshal will bring the appeal to the Executive Committee. The decision of the Executive Committee is final.
12. 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.

### **Part IV. Actions of the Committee**

The CPC may recommend one of, or a combination of, the following category I resolutions, but only one of category II:

#### **Category I**

##### **1. 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.

## **2. 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 express consent from the Administration.

## **3. 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.

## **4. 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.

## **5. Course Of Consultation With a Psychologist Or Psychiatrist**

There are circumstances where the Committee may feel that the student should have consultation(s) with a mental-healthcare professional before the student can be reintegrated into the KIMEP academic community. Records of such consultations are entirely confidential.

## **6. 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.

## **7. Bans from Computer Facilities and Laboratories**

Violations of the Computer and Communications Code ('Computer Lab Rules') may result in the student being banned temporarily or permanently from computer facilities and laboratories. The Director of Computing has discretion in cases of suspension of up to one month. Longer suspensions require action by the CPC.

## **Category II**

### **1. Dismissal**

The student is told to leave KIMEP permanently. Any degree candidacy or academic standing is automatically nullified. This may not be imposed in combination with other penalties.

# **PART III.**

## **COLLEGES, ACADEMIC PROGRAMS AND SUPPORT UNITS**



**General Education Program**

**Bang College of Business**

**College of Social Sciences**

**College of Continuing Education**

**Language Center**

**Computer and Information Systems Center (CISC)**

**Center for Research and Development**

**Quality Assurance**

**Library**

## **ADMINISTRATION**

M.H. Rahman, Ph.D., Vice President of Academic Affairs

Robert Robertson, Ph.D., Dean of Bang College of Business

Ben Ostrov, Ph.D., Dean of College of Social Sciences

J. Jack Hinton, DrPH, Dean of College of Continuing Education

John Leonard, Ph.D., Associate Dean of Research

Kristopher White, Ph.D., Director of Quality Assurance

Dana Stevens, Ph.D., Director of International Relations

Anthony Samuel, M.A. in TESL, Director of Language Center

Sergei Katsovich, MBA, Director of Computer and Information Systems Center

Leslie Champeny, MLIS, Director of Library

## General Education Program (Undergraduate)

The mission of the General Education Program is to develop and foster broad intellectual, social and cultural interests, skills and knowledge. Education at KIMEP extends beyond the acquisition of specialized skills and knowledge within areas of concentration. Hence, the main objective of this program is to familiarize students in a meaningful way with some of the major approaches to intellectual and cultural life through a series of required and elective courses. It is intended to develop a student's ability to think critically and independently and to learn to deal with the kinds of multiplicity that characterize our complex world. The interdisciplinary and multicultural nature of the courses provides grounding in the wealth of human experience, diversity in life, lifelong learning and personal growth. They provide an understanding of and perspective on our history, current events and future challenges. This foundation increases the ability of students to apply the knowledge acquired in major, minor and other parts of their education program more effectively.

The courses in this program are divided into two categories: required (28 credit hours) and electives (22 credit hours). Overall 50 credit hours are required to complete this program — which is mandatory for all KIMEP undergraduate students. All students must take required courses except for some exceptions as stated below. Electives can be chosen with the advice from “Advisors or departments”. Electives from “Composition” area and “Foreign Language” area such as “Functional English” should be preferably taken in the Fall Semester. Advisors should advise students to complete the entire GEP inside 3 to 4 semesters.

### Required Courses (Total: 28 Credits)

All students are required to take the following courses:

<b>MATH 1102</b> *Calculus	3 Credits
<b>MATH 1101</b> Mathematical methods for Business and Social Sciences	3 Credits
<b>CIT 1712</b> Introduction to Computer Science & Information Systems	3 Credits
<b>STAT 2101</b> Introduction to Statistical Analysis	3 Credits
<b>ECON 1101</b> Introduction to Economics	3 Credits
<b>ORT 1300</b> University life	0 Credit
<b>PHIL 1501</b> Introduction to Ethics and Philosophy	3 Credits
<b>PA1502</b> Research, Reading and Writing	3 Credits
<b>HIST 1501</b> History in Kazakhstan	3 Credits
<b>KAZ 130X</b> **Kazakh Language- I	2 Credits
<b>KAZ 130X</b> **Kazakh Language –II	2 Credits

\* For Journalism and Political Science students, calculus can be replaced by a macroeconomics course in social science category

\*\* Kazakh Language courses (4 credits) are not compulsory for foreign/international students. These can be replaced by courses like: Great traditions and culture of Kazakhs; Russia and Eurasia civilizations etc.

**Electives (22 Credits)**

Choose courses with the assistance of advisors and/or departments

**Composition (3 credits required)**

(These courses to be developed and offered by Language Center)

**ENG 1302** Academic Composition 3 Credits

**ENG 1303** Critical Thinking and Writing 3 Credits

**ENG 1304** Business English 3 Credits

**ENG 1305** Business Communications 3 Credits

**Fine Arts (2 credits required)**

(These courses to be developed and offered by Language Center)

**ART 1301** Introduction to Films 2 Credits

**ART 1302** Introduction to Music 2 Credits

**ART 1303** Arts History 2 Credits

**ART 1304** Theater 2 Credits

**ART 1305** Performing Arts 2 Credits

**Social Sciences (6 credits required)**

(These courses to be developed and offered by CSS. Leadership course to be developed and offered by CCE)

**ECON 1102** Introduction to Macroeconomics 3 Credits

**ECON 1103** Introduction to Microeconomics 3 Credits

**PS 2502** Introduction to Political economy 3 Credits

**PA 2503** Foundations of Social Sciences 3 Credits

**PA 1514** Introduction to Sociology 3 Credits

**JMC 1505** Psychology and Human Communications 3 Credits

**PS 2506** Foreign Policy of Kazakhstan 3 Credits

**IR 2507** Introduction to International Relations 3 Credits

**GEOG 1501** Introduction to Geography 3 Credits

**PS 1501** Fundamentals of Politics 3 Credits

**PS 2503** Politics in Central Asia and CIS 3 Credits

**MG 2401** Leadership and Management 3 Credits

**Sciences and Interdisciplinary (3 credits required)**

**SC 1504** Introduction to Environmental Studies 3 Credits

**SC 1505** Energy and Environment 3 Credits

**CIT 2725** Data base and Data base Systems 3 Credits

**SC 1506** Health and Life Styles 3 Credits

**CIT 2733** Spreadsheet Data Analysis 3 Credits

**Physical Activity (0 Credits)**

(these courses to be developed and conducted by Student Affairs)

<b>PE 1802</b> Self Defense	0 Credits
<b>PE 1803</b> Soccer	0 Credits
<b>PE 1804</b> Basketball	0 Credits
<b>PE 1805</b> Volleyball	0 Credits

**Cultures and Civilizations (6 credits required)**

(these courses are to be developed and offered by CSS. Course marked with \* shall be developed and conducted by LC. Course marked with \*\* shall be developed by Center For Korea Studies)

<b>HIST 2501</b> History of Civilization	3 Credits
<b>LAW 1503</b> Law of Kazakhstan	3 Credits
<b>ANTH 1501</b> Russia and Eurasia civilizations	3 Credits
<b>ANTH 1503</b> Introduction to Cultural Anthropology	3 Credits
<b>ANTH 1505</b> Western Civilization	3 Credits
<b>ANTH 1506</b> *Great traditions and culture of Kazakhs	3 Credits
<b>ANTH 1512</b> **Great Traditions of China, Korea and Japan	3 Credits

**Foreign Languages (2 credits required)**

(these courses to be developed and conducted by Language Center)

<b>ENG 1301</b> Functional English	2 Credits
<b>CHN 1301/02</b> Elementary Chinese	2 Credits
<b>FRN 1301/02</b> Elementary French	2 Credits
<b>KOR 1301</b> Elementary Korean-I	2 Credits
<b>KOR 1302</b> Elementary Korean-II	2 Credits
<b>RUS 1301</b> Elementary Russian	2 Credits
<b>SPN 1301</b> Elementary Spanish	2 Credits
<b>GER 1301</b> Elementary German	2 Credits
<b>TUR 1301</b> Elementary Turkish	2 Credits

**Required Courses**

**MATH 1101 Mathematical methods for Business and Social Sciences**

This course extends the one variable differential calculus to multivariable differential calculus. As part of the course, the students are familiarized with the methods of linear algebra to the extent needed for the multivariable calculus. Gradient, Jacobian and Hessian matrices. The course is motivated with economic and decision making problems.

**MATH 1102 \*Calculus**

The course offers the basics of one variable differential and integral calculus. Tangent lines, limits and continuity are used to build up to the notion of differentiation with emphasis on understanding the concept and ability to apply it. Rates of change, applications in maximization, second derivatives, linear approximations and differences, L'Hospital's rule. Integral calculus is motivated through economic and geometric applications. Methods of numerical integration are emphasized with application in finance and economics.

**COMP 1712 Introduction to Computer Science & Information Systems**

This course aims to provide the students with an understanding in the use of computers and the impact of technology on society. The students, through extensive hands-on experience with personal computer, will acquire the skill of using popular business software to manipulate data efficiently and accurately, to produce useful information. Eventually, the students are expected to develop the practical skills of using computer and handle business-related problems. The course includes discussion on the computer evaluation, operating system, spreadsheet programs, text editors, database management systems, and business graphics presentation packages. (The purpose of the course is to introduce the background of computer and information technology principles to be ginners 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.

### **STAT 2101 Introduction to Statistical Analysis**

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 hypothesis as applied to one- and two-sample problems, regression with one or more predictors, correlation, analysis of variance and non-parametric statistics. Applications of quantitative data analysis in economics, social sciences and business, and statistical thinking instead of mathematical manipulation are considered. Computer implementation is emphasized in this course.

### **ECON 1101 Introduction to Economics**

The course provides the elements of economic theory and some elements of applied analysis. The content of the course are roughly split in half between the issues of microeconomics and macroeconomics. In the first part of the course, the students are familiarized with the methodology of microeconomics and learn the basics of consumer and producer theory, which are used subsequently to explain the notion of economic equilibrium. The welfare properties and informational decentralization of competitive equilibrium are emphasized. The second part of the course introduces the basic concepts and definitions of macroeconomics, including national income accounting, employment, economic fluctuations, and the role of government.

### **ORT 1300 University Life**

This 15-hours course is designed to prepare students for the challenges of coping with independent living in a University atmosphere. A wide range of social issues will be explored, including the following: time management, budgeting, study habits, and relationships. This course should be taken in the summer preparatory session or in the first semester.

### **PHIL 1501 Introduction to Ethics and Philosophy**

This is an introductory course to ethics and philosophy. Special attention will be devoted to the historical development of philosophy as well as the current state of the discipline.

### **PA 1502 Research, Reading and Writing**

This course is intended for student researchers. The course provides students with an understanding of how to work at different stages of a project and how to manage the complexity of the process. Course content will include the foundations of research. Students will be taught a variety of research designs. Students will also learn how to write and critically evaluate research reports.

### **HIST 1501 History in Kazakhstan**

This course is a survey of the history of Kazakhstan from antiquity to the present. Students will also be instructed in the basic historical and historiographical issues surrounding the study of Kazakhstan's history after the fall of the Soviet Union.

KAZ 1301 \*\*Kazakh Language- I

**KAZ 1301 Beginning Kazakh 1**

*Prerequisite: None*

This course aims at developing basic skills in four main parts of language acquisition, such as reading, writing, speaking and listening.

**KAZ 1303 Intermediate Kazakh 1**

*Prerequisite: None*

This course aims at giving a deeper insight into grammar and vocabulary, as well as preparing students to be able to express themselves freely.

**KAZ 1305 Business Kazakh 1**

*Prerequisite: None*

This course is mainly intended for students who possess a high enough level to deal with a wide range of business aspects, authentic mass-media sources and original literature.

KAZ 1302 \*\*Kazakh Language –II

**KAZ 1302 Beginning Kazakh 2**

*Prerequisite: KAZ 1301*

This course is designed for future development of the communication skills gained in the first course, but on a more complicated level. It also gives glimpses on Kazakh culture and traditions.

**KAZ 1304 Intermediate Kazakh 2**

*Prerequisite: 1303*

This course trains students to understand and use more complex language in different settings. Those areas include decision-making and communication in different social and official situation.

**KAZ 1306 Business Kazakh 2**

*Prerequisite: 1305*

This is a proficiency level course and is designed for students of native-speaking fluency. This course has a broad range of activities, designed to focus on the specifics of business communication and correspondence skills.

**KAZ 1307 Kazakh Language & Culture**

*Prerequisite: None*

This is proficiency level course and is designed for students of native-speaking fluency. This course has broad range of activities, designed to focus on the Kazakh language and Culture.

**ELECTIVES**

**Composition**

**ENG 1302 Academic Composition**

This course is designed to introduce students to the reading, writing and critical thinking expected of them at the university level. Essays written by experienced writers from a variety of academic

disciplines rendering in a variety of rhetorical situations are analyzed; however, these are supplemented by the students' essays. Students are expected to write both thesis-driven and narrative-based prose. The classroom serves as a workshop where students write multiple drafts of their essays and respond to each other's work-in-progress and where they meet to analyze various published works in order to discover how meaning is created in written texts and how the authors' use of language shapes the essays. Students are evaluated on their participation in class and on a final portfolio which contains of all their drafts, notes, and final versions of their essays.

### **ENG 1303 Critical Thinking and Writing**

The course is intended to introduce students to philosophical argumentation and reflection, 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 learn to 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.

### **ENG 1304 Business English**

Given the students' orientation towards business studies, Business English course is designed to improve students' skills in reading, writing, listening and speaking within skill-based and communicative scenario utilizing various business contexts. The level of fundamental knowledge of English grammar, vocabulary, phonetics obtained in the previous English language courses is crucial in the study of Business English language.

### **ENG 1305 Business Communications**

The course emphasizes the importance of communication in business and develops skills in writing effective business correspondence and in oral communication. Accordingly, the course is designed to acquaint the student with the accepted methods and technologies necessary for effective performance in different organizational contexts in modern business environments.

## **Fine Arts**

### **ART 1301 Introduction to Films**

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 Deconstructionists', Marxist, Feminists, Psychoanalytical. Students are evaluated through in-class short essay writing, a longer essay, and several oral presentations. Through in class discussions, students come to understand the medium of film not only as a mode of entertainment, but as an art form, industrial product, and ideological tool.

### **ART 1302 Introduction to Music**

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 skill at recognizing and explaining musical experiences as well as exploring the relation of music to society as a whole.

### **ART 1303 Arts History**

This course is a survey of drawing, painting, sculpture and architecture, from Prehistoric era to modern times. It traces the history of art from its earliest recorded beginnings until the present. The course teaches to evaluate the function of art in human society, synthesize and relate how philosophy and culture, religious principles and practices, political and social events, geography and climate affect production and value of art. Students will become acquainted with the artist's vocabulary and various artistic media and techniques. Students will also learn to observe, discuss, and evaluate art pieces and present trends in the art world.

### **ART 1304 Theater**

The course explores uses of drama as a learning medium. The course will examine the principle areas of theater including a thorough review of significant plays and comment from the 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.

### **ART 1305 Performing Arts**

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.

## **Social Sciences**

### **ECON 1102 Introduction to Macroeconomics**

This course provides basic understanding of a typical market-based economy from a societal point of view. It includes national income analysis; the traditional theory of income and employment; economic fluctuations; economic role of the government; government expenditures and taxation; money and banking; economic growth and international economics.

### **ECON 1103 Introduction to Microeconomics**

The purpose of this course is to provide the students with a basic understanding of how markets work. At the end of the course, it is expected that students should be able to: (i) understand and explain the basic problems as far as the micro economics is concerned; (ii) demonstrate knowledge of basic microeconomic terms, concepts and models; (iii) correctly apply microeconomic terms and concepts when discussing economic issues; (iv) apply microeconomic theory to solve basic economic problems and analyze current economic issues; (v) appreciate the contributions, as well as the limitations of microeconomics in solving current economic problems.

### **PS 2502 Introduction to Political Economy**

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.

### **PA 2503 Foundations of Social Sciences**



The course will consider and examine philosophical arguments dealing with the knowledge of the forces that rule society, of the causes that produce its upheavals, as well as society's resources for promoting healthy progress. It will also focus on the transformation of our scientific interests. Topics for discussion and analysis will include: epistemological issues concerning knowledge and belief, metaphysical issues dealing with concepts of causality and freedom, materialist perspectives on the nature of reality, the fundamentals of ethics, etc

#### **PA 1514 Introduction to Sociology**

The course covers the issues of social institutions and explores the relationship between the individual and society. Special emphasis is given to building sociological perspectives and the understanding of sociology as an academic discipline and human endeavor.

#### **JMC 1505 Psychology and Human Communications**

The course introduces students to the major theories and their applications in both psychology and communication. Students will learn how and why changes at an individual level facilitate changes in human relationships. The course examines friendship, marriage, divorce, workplace contacts and family relationships at different ages. It also offers insights into gender differences in communication style, the issue of sexual harassment at work and Internet relationships.

#### **PS 2506 Foreign Policy of Kazakhstan**

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

#### **IR 2507 Introduction to International Relations**

This is an introductory course designed to acquaint students with various theories and concepts used in the field. The course will examine the nature of the modern world system and the roles and functions of states, non-state actors and institutions.

#### **GEOG 1501 Introduction to Geography**

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 relations. Topics include patterns and processes of landforms, climate, population, economic activity, culture, urbanization, and natural resources.

#### **PS 1501 Fundamentals of Politics**

This is a basic survey course of the major concepts and theory in Political Science designed to provide students with a basic foundation in this field of study. The course will focus on theoretical as well as practical applications of Political Science.

#### **PS 2503 Politics in Central Asia and CIS**

This course covers new developments in nation-building in Central Asia since 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 world.

#### **MG 2401 Leadership and Management**

The ability to lead is the most important characteristic of the successful manager. Being an effective manager/leader in today's complex business environment is a great challenge. This course incorporates the latest in management and leadership thinking and practice to develop five key skill sets: 1. Providing direction; 2. Leading by example; 3. Enabling others; 4. Sharing Power; 5.

Seeking Continuous Improvement. Utilizing the concepts and skills taught in the course will help future managers lead organizations in overcoming business challenges.

## **Science and Interdisciplinary**

### **SC 1504 Introduction to Environment Studies**

This course provides an introductory study of the system, processes, and elements of the Earth's natural environment. Multi-disciplinary in nature, this course will survey our planet's atmosphere, hydrosphere, landforms, and flora and fauna. Global ecosystems, climatic conditions, human impact on the natural environment, and environmental disasters will also be covered.

### **SC 1505 Energy and Environment**

This course provides an introductory study of the various energy resources that exist on the planet Earth. The concept of energy will be explored, as will the locations and distributions of renewable and non-renewable energy resources on the Earth's surface. Consequences of human exploration of energy resources will be discussed, including a treatment of fossil fuels and alternative energy resources.

### **CIT 2725 Database and Database Systems**

Detailed study of data models, query languages, relational calculus, data normalization and schemes, file organization techniques, data security and integrity, study of specific commercial database management system.

### **SC 1506 Health and Life Styles**

Health and Lifestyle is a beginning level, three credit course designed to help you gain a better understanding of the principles of health and wellness and the impact that lifestyle choices have on your health, quality of life, and risk for disease. This class will give you the opportunity to explore many facets of your personal health and wellness. It is designed to give you a chance to reflect on your current health habits in a variety of areas (nutrition, fitness, relationships, stress management, sexual health, HIV/AIDS, immunity and infectious disease, cancer & cardiovascular health, psychoactive drugs, tobacco and alcohol, unintentional and violent injuries, mental health, communication, contraception, environmental, aging/death and dying, and conventional and complimentary medicine), learn about the gold standard of health in each area and to think/explore and question how this information impacts your health. This course will provide learning opportunities through lecture and class discussion, textbook reading, in-class and out-of-class assignments.

### **CIT 2732 Spreadsheet Data Analysis**

This course will teach students the MS Excel tools of spreadsheet analysis that can be used in getting insight into real problems and making business decisions. This course continues the study of IT principles as hoe they apply to spreadsheet analysis through the use of MS Excel worksheets, graphs, and step-by-step examples. This course will teach you how to use spreadsheet search engines, perform spreadsheet analysis, conduct research. Major topics include: Goal Seek, Solver, Pivot Tables, Managing Data in List, Forms, Filters, Subtotals, Data Consolidation, Macros, Modules, Financial functions, Auditing.

## **Physical Activity**

### **PE 1802 Self Defense**

This course is designed to teach basic self defense techniques to students that may include Karate and other martial arts. This course meets for one hour per week.

**PE 1803 Soccer**

This is a beginning course in Football, teaching the basic techniques and rules of the game. These techniques include passing the ball, scoring a goal, defense and offense. This course meets for one hour per week.

**PE 1804 Basketball**

This is a beginning course in Basketball, teaching the basic techniques and rules of the game. These techniques include dribbling, free throws, field goals, defense and offense. This course meets for one hour per week.

**PE 1805 Volleyball**

This is a beginning course in Volleyball, teaching the basic techniques and rules of the game. These techniques include spiking, set-ups, defense and offense. This course meets for one hour per week.

**Cultures and Civilizations****HIST 2501 History of Civilization**

This is a survey course on the development and growth of major world civilizations from the origins of the human race until 1500 and from 1500 to the present. Special emphasis will be placed upon the formation of empires and the origins of the nation-state and other focus will be devoted to the development of European hegemony from the 16th century to the early 20th century.

**LAW 1503 Law of Kazakhstan**

This is a survey course designed to provide students with an overall understanding of law, as well the formation of law and the judiciary in the Republic of Kazakhstan.

**ANTH 1501 Russia and Eurasia Civilizations**

This is a course on the history of Russia from tsarist times to the late-20th Century. It concentrates on the political, social and economic history of Russia from the period of absolutism to the Revolutions of 1917, through Stalinism, the Second World War and Cold War, and the collapse of the Soviet Union in 1991.

**ANTH 1503 Introduction to Cultural Anthropology**

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.

**ANTH 1505 Western Civilization**

This course is a general history of Europe and the America from the Renaissance and Reformation to the end of the 20th Century. Topics covered include religious wars, colonialism and overseas expansion, nationalism, industrialization, fascism, communism, and the world wars and Cold War of the 20th Century.

**ANTH 1506 \* Great Traditions and Culture of Kazakhs**

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 have continued to exist in all the spheres of current life.

**ANTH 1512 \*\* Great Traditions of China, Korea and Japan**

Throughout the course we will consider material, natural-cosmic, moral, esthetics and traditional economic culture, the family and daily life. In essence, we consider the human relationships with each other, with outsiders, with nature and the supernature. We will examine a variety of the traditions and culture in order to give the students a solid base of knowledge in corporate culture and encourage them to effectively compare and contrast the experience of the past and present and cope with culture clashes while doing business.

**Foreign Languages****ENG 1301 Functional English**

This course is designed to provide new Bachelor with the further development in their Functional English skills. It therefore provides development in traditional areas such as grammar and vocabulary, but all within a skills and topic-based syllabus, which promotes the student's ability to use the language effectively.

**CHN 1301 / 02 Elementary Chinese**

This is a first and most basic course in the Elementary Chinese Program. It is intended for students who have had some exposure to Chinese but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening.

**FRN 1301 / 02 Elementary French**

This is a first and most basic course in the Elementary French program. It is intended for students who have had some exposure to French but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening.

**KOR 1301 Elementary Korean – I**

This is a first and most basic course in the Elementary Korean program. It is intended for students who have had some exposure to Korean but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening. This course is designed to raise the student's level of Elementary Korean – I to Elementary Korean – II.

**KOR 1302 Elementary Korean – II**

This is the second course in the Elementary Korean. It is intended for students who have basic vocabulary and some knowledge of grammar. Lessons focus on reading, writing, speaking, and listening.

**RUS 1301 Elementary Russian**

Russian is also available for those international students who do not speak it as a native language. This is the first and most basic course in the Elementary Russian program. It is intended for students who have had some exposure to Russian but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening.

**SPN 1301 Elementary Spanish**

This is a first and most basic course in the Elementary Spanish program. It is intended for students who have had some exposure to Spanish but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening.

**GER 1301 Elementary German**

This is a first and most basic course in the Elementary German program. It is intended for students who have had some exposure to German but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening.

**TUR 1301 Elementary Turkish**

This is a first and most basic course in the Elementary Turkish program. It is intended for students who have had some exposure to Turkish but not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening.

# BANG COLLEGE OF BUSINESS

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College Office 218

## **Administration**

Robert Robertson, Ph. D., Dean  
Ewan Simpson, Ph.D., Associate Dean  
Director of DBA Program (to be filled)  
Netra Pal Singh, Ph.D., Director of MBA Program  
Director of MIB/ExMBA Programs (to be filled)  
Jungwan Lee, Ph.D., Director B.Sc. Program  
Patrick Low Kim Cheng, Ph.D., Director of Internship and Career Services  
Oxana Nazarenko, MBA, Executive Assistant to the Dean

## **Department of Finance**

Simon Tai, Ph.D., Chair  
Mujibul Haque, Ph.D., Associate Chair

## **Department of Accounting**

Serzhan Nurgozhin, MA, Acting Chair

## **Department of Management and Marketing**

Patric Low, Ph.D., Acting Chair  
Ina Freeman, Ph.D., Associate Chair

## **Department of Operations and Information Systems**

Vassily Voinov, Ph.D., Chair  
Netra Pal Singh, Ph.D., Associate Chair

## **Mission Statement**

The Bang College of Business will provide quality programs preparing students to contribute to and take leading positions in business and society. Teaching, scholarship, and service will link theory and practice to benefit the University and the community.

## **THE BANG COLLEGE OF BUSINESS WILL**

### **BE A LEARNING COMMUNITY...**

To enable faculty, staff, and students to participate in an intellectually challenging, caring, and stimulating environment;

To respond to the changing needs of our stakeholders;

To promote leadership in business and society;

To prepare students for their role in business and the community.

## **VALUES**

### **WE VALUE...**

Shared decision – making environment, teamwork, and collaboration among faculty, staff, and students;

The contributions of each individual and our relationships with each other;

Life-long learning;

The creation of knowledge and its dissemination to students, business and the community.

## **College Council**

The College Council is the collective academic policy-making body of the affiliated departments. All academic matters including program of studies, academic rules & regulations, admissions, scholarships, disciplinary measures, graduation requirements, faculty requirements, academic resources requirements are discussed and approved in this Council. Development of courses, curriculum, syllabi and introduction of new academic programs are first the responsibility of the individual department. The department will then forward the matter to the Council, which will study individual proposals through working committees. Reports of the committees will be submitted to the Council for final approval. The Dean will decide which matters should be sent to the Vice President, Academic Affairs for further course of action.

**Composition:**

Robert Robertson, Ph. D., Dean and Chair of the Council  
Ewan Simpson, Ph. D., Associate Dean  
Netra Pal Singh, Ph.D., Director of MBA Program  
Jungwan Lee, Ph.D., Director B.Sc. Program

**Department of Finance**

Simon Tai, Ph.D., Chair  
Mujibul Haque, Ph.D, Representative of Finance Department

**Department of Accounting**

Serzhan Nurgozhin, A.M., Acting Chair  
Zhazira Kadibayeva, MBA, Representative of Accounting Department

**Department of Management and Marketing**

Patrick Low, Ph.D., Chair  
Dilbar Gimranova, MBA, M. Phil., Representative of Management and Marketing Department

**Department of Operations and Information Systems**

Vassily Voinov, Ph.D., Chair  
Netra Pal Singh, Ph.D., Representative of the Department of Operations and Information Systems  
Oxana Nazarenko, MBA, Secretary

**Student Representatives**

Dana Aitmukhambetova, Representative of Students Government  
Ansagan Aubakirova, Representative of MBA students  
Altyнай Akhanova, Representative of B.Sc. students

**ACADEMIC PROGRAMS****Bachelor of Science in Business Administration and Accounting (BSc.)****Mission and Objectives**

The B.Sc. program in Accounting and Business Administration provides participants with a highly focused education, with knowledge and skills in the traditional areas of Accounting, Finance, Management, Operations Management, Marketing or Information Systems, as well as in those sectoral areas that are critical for Kazakhstan's continued growth and development, such as Natural Resource Management, Banking, Media Management, Healthcare Management and Management of Non-Profit Organizations. Our objective is that our students should be well prepared to succeed in a world of unprecedented changes. We are building and improving the abilities of our B.Sc. students to make significant contributions in the business community, as well as in other areas of the public and private sectors. Therefore, our goal is to prepare our students for challenging professions in all walks and areas of life. We provide our students with concentrations that reflect the diverse needs of their potential employers in Kazakhstan as well as the interests of students. In addition, the program enables our students to sit for professional examinations in the areas of accounting, finance, marketing, management, and information systems.



## B.Sc. Curriculum

The Bachelor of Science program offers six functional majors and minors: Accounting, Finance, Management, Marketing, Operations Management, and Information Systems, as well as a major in Natural Resource Management.

**128 credits are required for graduation as outlined below:**

Year Entry	Specification	Credits	Total Credits
2005...	Required, General Education	50	128
2005...	Required	45	128
2005...	Major/ Minor	30	128
2005...	Internship or Research Project*	3	128

\* This is effective for B.Sc. students who enrolled in Fall 2005.

### General Education: 50 Credits.

These are divided into following two categories:

- 1) Required courses (28 credits)
- 2) Elective Courses (22 credits)

All students must take required courses except for some exceptions as stated below. Electives can be chosen with the advice from "Advisors or departments". Electives from "Composition" area and "Foreign Language" area such as "Functional English" should be preferably taken in the Fall Semester. Advisors should advise students to complete the entire GEP inside 3 to 4 semesters. (For details refer to "General Education Program, 1)

### REQUIRED CORE COURSES FOR ALL B.Sc. MAJORS

New Name	Offered	Prerequisite
Accounting I AC1201	Fall	None
Accounting II AC1202	Spring	Accounting I
Management Accounting AC2201	Fall	Accounting II
Financial Institutions and Markets FN2201	Spring/ Fall	Business Quantitative Methods Accounting II Macroeconomics
Principles of Corporate Finance FN2202	Fall	Intro to Finance Microeconomics Statistics

Principles of Marketing MK1201	Spring	<b>None</b>
Advanced Marketing MK2201	Fall	Principles of Marketing
Introduction to Business MG1201	Spring	<b>None</b>
Introduction to Management MG2201	Fall	Introduction to Business
Strategy and Business Policy MG2203	Spring	Finance, Management, Advanced Marketing and Management Accounting
Business Law MG2202	Fall	Introduction to Management
Business Quantitative Methods OP1201	Spring	Methods of Mathematics or Calculus
Introduction to Operations Management OP2202	Spring	Business Statistical Analysis
Computer Applications in Business IS2201	Spring	Introduction to Computer & Information Technology
Management Information Systems IS203	Spring	Computer Applications in Business

The semester in which a course is offered may change to accommodate student and scheduling needs.

### Sample B.Sc. Curriculum

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 met for all majors in the Department of Business Administration. A more convenient schedule may be chosen for each individual student.

<p>Semester 1 16 credits</p> <ol style="list-style-type: none"><li>1. English</li><li>2. AC1201 Accounting I</li><li>3. IS1201 Introduction to Personal Computing</li><li>4. ECON1103 Methods of Mathematics or Calculus</li><li>5. PS1502 Research, Reading, and Writing</li><li>6. ENG1300 University Life</li></ol>	<p>Semester 5 15 credits</p> <ol style="list-style-type: none"><li>1. MK2201 Advanced Marketing</li><li>7. FN2202 Principles of Corporate Finance</li><li>2. OP2202 Introduction to Operations Management</li><li>3. PS1501 History of Kazakhstan</li><li>4. One course from GE list for PS or PA</li></ol>
<p>Semester 2 15 credits</p> <ol style="list-style-type: none"><li>1. English</li><li>2. AC1202 Accounting II</li><li>3. OP1201 Business Quantitative Methods</li><li>4. MG1201 Introduction to Business</li><li>5. IS2201 Computer Applications in Business</li></ol>	<p>Semester 6 15 credits</p> <ol style="list-style-type: none"><li>1. HIST2501 or 2502 History of Civilization I or II</li><li>2. PS1503 Law of Kazakhstan</li><li>3. One course from GE list for the Language Center</li><li>4. Specialization Course</li><li>5. Specialization Course</li></ol>
<p>Semester 3 15 credits</p> <ol style="list-style-type: none"><li>1. English</li><li>2. AC2201 Management Accounting</li><li>3. MG2201 Introduction to Management</li><li>4. OP2201 Business Statistical Analysis</li><li>5. ECON1102 Macroeconomics</li></ol>	<p>Semester 7 17 credits</p> <ol style="list-style-type: none"><li>1. KZ Language</li><li>2. MG2202 Business Law</li><li>3. Specialization Course as required by major or elective</li><li>4. Specialization Course as required by major or elective</li><li>5. Specialization Course as required by major or elective</li><li>6. Specialization Course as required by major or elective</li></ol>

Semester 4	15 credits	Semester 8	17credits
1. English		1. KZ Language	
2. MK1201 Principles of Marketing		2. MG2203 Strategy and Business Policy	
3. ECON1101 Microeconomics		3. Specialization Course as required by major or elective	
4. IS2202 Management Information Systems		4. Specialization Course as required by major or elective	
5. FN2201 Financial Institutions and Markets		5. Specialization Course as required by major or elective	
		Specialization Course as required by major or elective	

\*May be waived (not for B.Sc. students)

### **REQUIREMENTS FOR MAJORS AND MINORS**

Courses listed are in addition to the required core courses.

The requirements for all majors and minors are at the discretion of the department. Moreover, the department reserves the right to establish a set of criteria for admission to a particular specialization.

Students are eligible to major or minor in any area of specialization offered by the department. Students must declare their intention in "Application for a Major/Minor Form" which should be submitted to the respective departments. Applications must be approved by the Chair.

## B.Sc.: Major in Finance

All courses in this section require Financial Institutions and Markets (FN2201) and Principles of Corporate Finance (FN2202) as prerequisites. See course description for individual prerequisites. Three courses are required for the Major, with an additional seven Finance Elective courses totaling 21 credits from the following list. All courses are 3 credits.

Required for Major:	Required for Minor:
FN3210 Corporate Finance* FN3230 Financial Institutions Management* FN3220 Investments Electives FN3201 Money and Banking FN3202 Small Business Finance FN3222 Personal Finance FN4211 Financial Modeling FN4212 Mergers and Acquisitions FN4213 Venture Capital Investing FN4214 Financial Statement Analysis FN4215 Securities Analysis FN4221 Investment Banking FN4220 Real Estate Finance FN4224 Portfolio Management FN4225 Fixed-Income Securities FN4231 Commercial Banking FN4232 Risk Management FN4234 Introduction to Financial Derivatives FN4235 International Financial Management FN4238 Intermediate Financial Derivatives FN4241 Cases Studies in Finance FN4242 Selected Topics in Finance FN4244 Research/Simulation in Finance OP3215 Business Time Series Forecasting AC3210 Taxation in Kazakhstan	Minor in Finance requires both core Finance courses* and 4 other Finance courses (18 credits). The entry and exit criteria for those students applying for a minor in Finance will be the same as to those for the Finance major.

Entry Criterion: To be admitted to the Finance major, a student will have to meet a minimum overall GPA requirement (to be set each semester), and will also be required to have a minimum of a B-minus in the two core Finance courses: FN2201: Financial Institutions and Markets and FN2202: Principles of Corporate Finance.

Exit Criterion: At the time of graduation, the student will have to have a minimum overall GPA of 1.67 and a minimum GPA in major courses (GPA of Finance courses including core courses, courses required for major, and elective courses) of 2.67.

### Major Requirements

1. Completion of General Education and Core Competence courses as specified in KIMEP Catalog.
2. A preliminary approved "Application for Finance Major Form."

## **Description of the Core Finance courses**

### **FN2201 Financial Institutions and Markets, 3 credits**

*Prerequisites: ECON1102, ECON1103 or OP1201*

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 process.

### **FN2202 Principles of Finance, 3 credits**

*Prerequisites: OP1201, AC1202*

This is an introductory course to the field of finance with a broad scope and emphasis on general principles. Students will learn basics of financial system; time value of money; resource allocation; basics of capital budgeting; risk management and portfolio theory; asset pricing; bond pricing; and introduction to corporate finance.

## **Description of Required Finance Courses**

### **FN3210 Corporate Finance, 3 Credits**

*Prerequisite: FN2202*

This is an intermediate business financial management course, combining theory and applications. Detailed look at Net Present Value calculations, Internal Rate of Return, capital budgeting under uncertainty, risk and return, project analysis, economic value added, dividend policy, sources of funds and capital structure, and interactions of investment and financing decisions.

### **FN3220 Investments, 3 Credits**

*Prerequisite: FN 2202*

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 the 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.

### **FN3230 Financial Institutions Management, 3 Credits**

*Prerequisite: FN2202*

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. Additional topics may include impact of ethical, technological and diversity issues affecting managerial decision making in financial intermediation.

## **Description of Elective Finance Courses**

### **FN3201 Money and Banking, 3 Credits**

*Prerequisite: FN2202*

The course examines the functioning of monetary systems and the meaning of monetary policy from the point of view of banks and other financial institutions. Various monetary theories will be analyzed in terms of the impact of changes in the volume of money on capital formation, national income, employment, prices and interest rates.

### **FN3202 Small Business Finance, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course provides comprehensive learning of principles and practices of financial management for small enterprises; analytical techniques and financial strategies for financing and managing the resources of small business efficiently and profitably. Intermediate knowledge of financial and cost accounting required.

### **FN3222 Personal Finance, 3 Credits**

*Prerequisites: FN2201, FN2202*

This course focuses on the analysis of the problems involved in efficient handling of personal finance. Topics include time value calculations, budgeting, career planning, banking, insurance, home buying, consumer credits and money management, investment planning, retirement planning, and estate planning.

### **FN4211 Financial Modeling, 3 Credits**

*Prerequisites: FN2201, FN2202*

This course applies spreadsheets and other tools 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.

### **FN4212 Mergers and Acquisitions, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course provides advises and guidance on: the key financial sources and instruments used for "Merger and acquisitions" 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 affect economic systems and their impacts on M&A financing and refinancing; debt/equity hybrids and other financing methods including mezzanine financing and seller take-back financing.

### **FN4213 Venture Capital Investing, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course introduces principles of entrepreneurial spirit, and skills associated with venture capital investing. Financial analysis of business, risk and return characteristics, and discussion of the various financing sources and the required returns to venture capital investors will be studied. Students acquire real-world exposure through the development of strategic and business plans and the presentation of venture capital proposals to business professionals.

### **FN4214 Financial Statement Analysis, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course objective is to teach financial analysts to accurately read and analyze financial

statements of various companies in a great 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. Real-world case studies and classroom discussion are used to enhance relevance and to promote participation in the learning process.

#### **FN4215 Securities Analysis, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course deals with fundamental analysis and valuation techniques used to value company's securities. The topics include: the processes and principles of financial valuation, valuation model and its components; building pro-formas statements; capital structure and cost of capital; multiple valuation; and valuation of debt and convertible securities.

#### **FN4221 Investment Banking, 3 Credits**

*Prerequisites: FN2201, FN2202*

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.

#### **FN4220 Real Estate Finance, 3 Credits**

*Prerequisites: FN2201, FN2202*

This course provides a broad introduction to real estate with a focus on financing issues. 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.

#### **FN4224 Portfolio Management, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course provides thorough analysis of systematic portfolio management, including such topics as: portfolio construction and analysis; security valuation and risk analysis; asset class management; derivatives valuation and portfolio applications; and portfolio evaluation.

#### **FN4225 Fixed-Income Securities, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course provides in-depth coverage, analysis, and guidance on topics such as: 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.

#### **FN4231 Commercial Banking, 3 Credits**

*Prerequisites: FN2201, FN2202*

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: choosing a channel for future growth and expansion.

### **FN4232 Risk Management, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course provides comprehensive analyses and insights in risk management including: risk management overview - 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, and design a system to cover your organization's many risk exposures; risk management implementation - how to use the myriad systems to derive value at risk (VaR), stress-testing, and derivatives for measuring and hedging risk in today's marketplace.

### **FN4234 Introduction to Financial Derivatives, 3 Credits**

*Prerequisites: FN2201, FN2202*

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 and implementation of derivatives trading strategies.

### **FN4235 International Financial Management, 3 Credits**

*Prerequisites: FN2201, FN2202*

This course covers applications and principles of managerial finance to international and multinational business; analysis of risks and problems unique to businesses involved in multinational operations; international sources and uses of funds; foreign exchange risk management; and managing international assets, liabilities, and securities.

### **FN4238 Intermediate Financial Derivatives, 3 Credits**

*Prerequisite: FN4234*

This course will provide the student with a thorough understanding of the derivatives markets. Students will study the practical and theoretical aspects of these markets including use of derivatives in hedging and speculation. The course further examines the perspective of corporate securities as derivatives, the functions of derivatives in securities markets and recent innovations in derivative markets.

### **FN4241 Case Studies in Finance, 3 Credits**

*Prerequisites: FN2201, FN2202*

The course offers various advanced case studies of problems in planning, procuring, and maintaining optimum distribution of financial resources of business entities. Applications of principles used in finance industrials, utilities, trading enterprises, and selected financial institutions. Topics of case studies will vary depending on the interests of business environment, the students, and the course instructor.

### **FN4242 Selected Topics in Finance, 3 Credits**

*Prerequisite: FN3210*

The course examines particular issues and contemporary subject areas in Finance at an intermediate level. Selection of topics depends on students and instructors preferences.

**FN4244 Research/Simulation in Finance, 3 Credits**

*Prerequisites: Permission of department chairperson, a minimum GPA of 3.5 in Finance courses and 3.5 overall, and 24 credits in Finance courses.*

The following Code and Course title changes have occurred:

**B.Sc.: Major in Accounting**

All courses in this section require Introduction to Accounting II (AC1202) as a prerequisite. See course description for individual prerequisites. All courses are 3 credits.

Required for Major	Required for Minor
<p>ALL core Accounting courses +</p> <p><i>AC3201 Intermediate Accounting I</i>  <i>AC3202 Intermediate Accounting II</i>  <i>AC3203 Advanced Management Accounting</i>  <i>AC3204 International Financial Reporting Standards</i>  <i>AC3210 Taxation in Kazakhstan** or</i>  <i>AC3205 Principles of Taxation**</i>  <i>AC4201 Advanced Accounting I</i>  <i>AC4202 Advanced Accounting II</i>  <i>AC4203 Auditing</i>            Plus 2 elective from the list below</p>	<p>ALL core Accounting courses +</p> <p><i>AC3201 Intermediate Accounting I*</i>  <i>AC3202 Intermediate Accounting II*</i>  <i>AC3203 Advanced Management Accounting *</i>  <i>AC3204 International Financial Reporting Standards*</i></p> <p>Minor in Accounting requires above courses marked * and all core Accounting courses (21 credits). The entry and exit criteria for those students applying for a minor in Accounting will be similar to those for the Accounting major.</p>
<p><i>Electives</i></p> <p>AC3210 Taxation in Kazakhstan** or            AC3205 Principles of Taxation**            AC3299 Selected Topics in Accounting            AC4204 Advanced Auditing            AC4205 Internal Auditing            AC4206 Accounting Theory            AC5205 Oil and Gas Accounting            AC 4207 Financial Reporting And Analysis            IS3211 Accounting Information Systems            OP3215 Business Time Series Forecasting</p>	

\*\*There are two courses in taxation. Students are required to pass one course of their choice in Taxation. The second one is counted as elective for major in Accounting.

Entry Criterion: To be admitted to the Accounting major, a student has to meet a minimum overall GPA requirement (to be set each semester), and will also be required to have a minimum of a B-minus average in all three core Accounting courses.

Exit Criterion: At the time of graduation, the student will have to have a minimum overall GPA of 1.67 and a minimum overall GPA in major courses (GPA of Accounting courses including core courses, courses required for major, and elective courses) of 2.67.

### **Major Requirements**

1. Completion of General Education and Core Competence courses as specified in KIMEP Catalog.
2. A preliminary approved "Application for Accounting Major Form."

### **DESCRIPTION OF CORE ACCOUNTING COURSES**

#### **AC1201 Accounting I, 3 Credits**

*Prerequisites: None*

This course will introduce students to the first part of introductory accounting and deal with the following topics: accounting, an introduction to its concepts; recording transactions; adjusting the accounts and preparing the statements; worksheets and closing accounts of proprietorships, partnerships, and corporations; accounting for merchandising concerns; accounting systems; accounting for cash; temporary investments and receivables; inventories and cost of goods sold; plant and equipment, natural resources, and intangible assets; current and long-term liabilities; payroll accounting; and partnership accounting.

#### **AC1202 Accounting II, 3 Credits**

*Prerequisite: AC1201*

This course will introduce students to the second part of introductory accounting and deal with the following topics: organization and operations of corporations; additional corporation transactions; reporting income and retained earnings; earnings per share; bonds as liabilities and investments; the statement of changes in financial position; introduction to equity investments, consolidations, and international operations.

#### **AC2201 Management Accounting, 3 Credits**

*Prerequisite: AC1202*

This course introduces basic concepts in cost and management accounting: cost concepts and classifications; cost accounting cycle; cost-volume-profit analysis; activity-based-costing; accounting for materials; inventory models; accounting for labor; productivity, incentive schemes and learning curves; accounting for manufacturing overheads; allocation of overhead costs; job costing; process costing; joint and by-product costing; Hybrid costing.

### **DESCRIPTION OF ELECTIVE ACCOUNTING COURSES**

#### **AC3201 Intermediate Accounting I, 3 Credits**

*Prerequisites: AC1202*

This course examines in depth analyses of accounting issues introduced in introductory accounting. The following topics will be developed: 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 methods of estimating inventory cost.

#### **AC3202 Intermediate Accounting II, 3 Credits**

*Prerequisites: AC1202*

This course encompasses further analyses of specific accounting issues. Capital assets:

acquisition, subsequent to acquisition; other 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 and retained earnings and dividends; the statement of cash flows; calculating and reporting earnings per share.

### **AC3203/IS5205 Advanced Management Accounting, 3 Credits**

*Prerequisite: AC2201*

This course studies in more depth cost accounting concepts and focuses on their use in management; absorption and variable costing; costs for decision making; budgetary principles and concepts; flexible budgets and standard costing variance analysis including material, labor, overhead, and sales; variance investigation; organizational structure and performance measures; transfer pricing; management accounting and new environment (just-in-time, quality costs); information businesses use to achieve competitiveness and profitability in global economy with an emphasis on activity-based information for customer-focused production systems in manufacturing and service enterprises.

### **AC3204/AC5207 International Financial Reporting Standards, 3 Credits (International Accounting Standards)**

*Prerequisite: AC3202*

Reporting practices vary significantly throughout the world. Kazakhstan now requires that International Accounting Standards be used in 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.

### **AC3205 Principles of Taxation, 3 Credits**

*Prerequisites: AC1202*

This is a survey of the tax structure including concepts and policies, which shape the tax law; emphasis will be on general concepts applicable to all taxpayers and on the taxation of individuals.

### **AC4203 Auditing, 3 Credits**

*Prerequisite: AC3202*

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.

### **AC4205 Internal Auditing, 3 Credits**

*Prerequisite: AC4203*

This course covers the establishment of an internal audit organization; staff selection and development; planning and controlling the audit; development of facts and supporting evidence; sampling plans and procedures; computer audits.

### **AC3210 Taxation in Kazakhstan, 3 Credits**

*Prerequisites: AC3202*

This course is a continuation of the study on the tax structure and the concepts and policies that shape the law. Emphasis will be on the taxation of property transaction, accounting periods and methods, corporate formulation and income taxation, and the taxation of partnerships and corporations. It also covers statutes, regulations, administrative rulings, and court decisions related to income taxes of partnerships and corporations; procedural problems, tax management and planning; and tax shelters.

**AC3299 Selected Topics in Accounting, 3 Credits**

*Prerequisite: AC3202*

The course examines particular issues in accounting. Topics vary according to the interests of the students and instructors.

**AC4201 Advanced Accounting I, 3 Credits**

*Prerequisite: AC3202*

Advanced Accounting courses are intended for students who wish to pursue accounting careers. The ultimate objective is to help students confronted with conflicting demands and multiple alternatives to develop professional judgment. Advanced Accounting I develops further inter-corporate investments and deals with the area of international accounting. The following topics will be studied: pooling of interests, consolidated financial statements, intercorporate investments, factors affecting ownership interests, segmented and interim reporting, accounting for international activities, foreign currency transactions, translating foreign operations, and reporting foreign operations.

**AC4202 Advanced Accounting II, 3 Credits**

*Prerequisite: AC4201*

Pursuing the objective of helping students to develop professional judgment; Advanced Accounting II focuses on the broad issues of financial reporting and introduces the issues of inter-corporate investments. The following topics will be studied: Financial reporting by business enterprises; impact of industry characteristics on financial reporting; Financial reporting for non-business organizations; public sector financial reporting; fund accounting; Introduction to inter-corporate investments; business combinations; and consolidation of subsidiaries at date of acquisition and later years.

**AC4206 Accounting Theory, 3 Credits**

*Prerequisite: AC3202*

This course covers financial reporting; studies of the accounting valuation process; accounting income measurement, and financial disclosure. Contemporary issues are examined in the context of factors that shape accounting standards and current trends in financial reporting.

**AC4204 Advanced Auditing, 3 Credits**

*Prerequisite: AC4203*

This course covers audit objectives and procedures for collection of evidence and assessment of control risk; preparation of audit programs; effects of attribute and variables sampling on the audit process; auditing, compilation and review reports; effects of the computer and computer-control procedures on the audit process; techniques for the assessment of control risk and the collection of audit evidence in a computerized processing environment; and case studies requiring microcomputer and mainframe auditing.

**AC4207 Financial Reporting and Analysis, 3 credits**

*Prerequisite: AC3202*

The course introduces students to accounting issues in the context of different countries and enables them to understand the key factors that influence accounting standards and practices in different countries, and how those factors impact the harmonization of standards worldwide.

**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
AC3206 Auditing	AC4203 Auditing
AC3207 Internal Auditing	AC4505 Internal Auditing
AC3229 Selected Topics in Accounting	AC3299 Selected Topics in Accounting

**B.Sc.: Major in Management and Human Resource Management**

All the courses in this section require Introduction to Business (MG1201) as a prerequisite. See course description for individual prerequisites. All courses are 3 credits.

<i>Required for Major in Management:</i>	<i>Required for Major in Human Resource Management:</i>
MG3204 Human Resources Management* MG3205 Decision Making* MG3206 Leadership and Motivation*	MG3206 Leadership and Motivation MG4202 Compensation Management MG4203 Performance Management
Plus 5 electives from the list below And 2 electives from any department	
<b>Electives</b> MG3201 Business Communications MG3202 Principles of Business Ethics MG3207 Negotiations in Business MG3208 Contemporary Management Thought MG3209 International Management MG3210 International Business MG3211 Small Business Management MG3212 Organizational Behavior MG3213 Managing Change MG3299 Selected Topics in Management MG4202 Compensation Management MG4203 Performance Management OP3215 Business Time Series Forecasting	

Minor in Management requires the above courses marked "\*" and all core Management courses (21 credits).

**B.Sc.: Major in Marketing**

All the courses in this section require Principles of Marketing (MK1201) as a prerequisite. See course description for individual prerequisites. All courses are 3 credits.

<i>Required for Major in Marketing:</i>
MK3201 Consumer Behavior MK3202 Marketing Communications MK3203 Marketing Research
Plus 5 electives from the list below And 2 electives from any department
Electives: MK3204 Advertising Management

MK3205 Retailing
MK3206 Retail Merchandising and Sales Promotion
MK3207 Internet Marketing
MK3208 International Marketing
MK3209 Business Marketing
MK3210 Services Marketing
MK3212 Fundamentals of Selling
MK3213 Public Relations
MK3214 Brand Management
MK3215 Non Profit Marketing
MK3216 New Product Marketing
MK3217 Intercultural Marketing
MK3218 Marketing Channels
MK3219 Event Marketing
MK3299 Selected Topics in Marketing
OP3202 Logistics and Supply Chain Management
OP3215 Business Time Series Forecasting
IS3201 E-Commerce

*Minor in Marketing requires two core Marketing courses and 4 other Marketing courses (18 credits).*

### **Description of Core Management and Marketing Courses**

In line with the proposed requirements of the BCB Academic Planning and Curriculum Development Committee the following courses are planned to be offered in Fall 2005 by the Management and Marketing Department.

#### **MK1201 Principles of Marketing, 3 Credits**

*Prerequisite: None*

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.

#### **MK2201 Advanced Marketing, 3 Credits**

*Prerequisite: MK1201*

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.

#### **MG1201 Introduction to Business, 3 Credits**

*Prerequisite: none*

This course is designed to provide an overview of the world of business. The basic principles and practices of contemporary business are reviewed as a foundation for further business education. Key business functions including management, marketing, accounting, finance, quality control systems, human resource practices, and management information systems are studied. In addition, the course covers such topics as small business, entrepreneurship, global business, and ethics.

**MG2201 Introduction to Management, 3 Credits**

*Prerequisite: MG1201*

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.

**MG2202 Business Law, 3 Credits**

*Prerequisite: MG2201*

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.

**MG2203 Strategy and Business Policy, 3 Credits**

*Prerequisites: MG2201, MK2201, FN1201, AC2201*

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.

**DESCRIPTION OF ELECTIVE MANAGEMENT AND MARKETING COURSES****MG3201 Business Communications, 3 Credits**

*Prerequisite: none*

This class introduces the principles of communication in organizations. The most common organizational communication variables are reviewed; e.g. communication distortion, conflict, power, managerial leadership style, roles, interviewing, and information overload and under-load. The emphasis is placed on the application of the principles reviewed to the organizational setting. Simulations, exercises, and case studies are used to give the course material strong practical relevance.

**MG3202 Principles of Business Ethics, 3 Credits**

*Prerequisite: none*

An understanding of Business Ethics is critical for modern managers. The course reviews the prevalent theories of ethics that set and guide society's expectations of doing business in today's private and public sector within the social, economic, and political order in the context of local traditions. Responsibility to all the stakeholders of a business will be studied from an ethical standpoint. International ethical frameworks for gauging business decisions are reviewed. Throughout the course, there is intensive use of case studies to illustrate and solve business ethics problems. The objective of the course is to introduce the student to the ethical concepts that are relevant to resolving moral issues in business; impart the reasoning and analytical skills needed to apply ethical concepts to business decisions; identify the moral issues involved in the management of specific problem areas in business; and to provide an understanding of the social, technological, and natural environments within which moral issues in business arise.



**MG3204 Human Resources Management, 3 Credits**

*Prerequisite: MG2201*

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.

**MG3205 Decision Making, 3 Credits**

*Prerequisite: MG1201*

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.

**MG3206 Leadership and Motivation, 3 Credits**

*Prerequisite: MG1201*

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.

**MG3207 Negotiations in Business, 3 Credits**

*Prerequisite: MG1201*

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.

**MG3208 Contemporary Management Thought, 3 Credits**

*Prerequisite: MG2201*

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.

**MG3209 International Management, 3 Credits**

*Prerequisite: MG2201*

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.

**MG3210 International Business, 3 Credits**

*Prerequisite: MG1201*

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.

**MG3211 Small Business Management, 3 Credits**

*Prerequisite: MG1201*

Lectures and case study methods are applied to investigate and analyze problems related to small business start-ups and functions. Included are: selecting a location, business planning,

organizational control, finances, and other areas of interest to the small business owner. The course includes formulating a business plan.

### **MG3212 Organizational Behavior, 3 credits**

*Prerequisite: MG2201*

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.

### **MG3213 Managing Change, 3 Credits**

*Prerequisite: MG2201*

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.

### **MG3299 Selected Topics in Management, 3 Credits**

*Prerequisite: MG2201*

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.

### **MG4202 Compensation Management, 3 Credits**

*Prerequisite: MG3204*

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.

### **MG4203 Performance Management, 3 Credits**

*Prerequisite: MG2201*

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.

### **MK3201 Consumer Behavior, 3 Credits**

*Prerequisite: MK1201*

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 how: 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.

### **MK3202 Marketing Communications, 3 Credits**

*Prerequisite: MK1201*

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.

### **MK3203 Marketing Research, 3 Credits**

Prerequisite: MK1201

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.

### **MK3204 Advertising Management, 3 Credits**

Prerequisite: MK1201

This course analyses the principles and practices of advertising from a managerial viewpoint. The purpose of the course is to familiarize the student with the process of developing and managing advertising. The course considers the reasons to advertise products and market analyses in the planning phase of the advertising program. This stage also includes media selection, creation, and production of advertisements, copy testing, and development of advertising budgets.

### **MK3205 Retailing, 3 Credits**

Prerequisite: MK1201

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.

### **MK3206 Retail Merchandising and Sales Promotion, 3 Credits**

Prerequisite: MK1201

This course analyzes the merchandising and sales promotion functions of retailers. The course covers market segmentation, merchandising policies, budgeting, buying, inventory management, and pricing. Emphasis is placed on retail promotional planning, implementation and evaluation.

### **MK3207 Internet Marketing, 3 Credits**

Prerequisite: MK1201

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.

### **MK3208 International Marketing, 3 Credits**

Prerequisite: MK1201

This course covers international marketing operations by looking at issues such as product policies, pricing, advertising, 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.

### **MK3209 Business Marketing, 3 Credits**

Prerequisite: MK1201

The course will provide students with the grounding they need to become successful business marketers. Comprehensive and flexible, it focuses on general business marketing issues such as characteristics of business marketing, organizational buying behavior, business marketing

programming, integrated marketing communications, internet marketing, and business ethics. The theory of business marketing will be studied using practical exercises to ensure the students understanding of the topics covered

### **MK3210 Services Marketing, 3 Credits**

*Prerequisite: MK1201*

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.

### **MK3212 Fundamentals of Selling, 3 Credits**

*Prerequisite: MK1201*

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.

### **MK3213 Public Relations, 3 Credits**

*Prerequisite: MK1201*

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 provide insights into the practicalities of public relations.

### **MK3214 Brand Management, 3 Credits**

*Prerequisite: MK1201*

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).

### **MK3215 Non Profit Marketing, 3 Credits**

*Prerequisite: MK1201*

This course examines the role and applications of marketing in public and nonprofit settings. It focuses on a conceptual understanding of the marketing discipline and marketing processes and shows how basic concepts and principles of marketing are applicable to public and nonprofit organizations. Upon successful completion of this course, students should have a firm grasp of important issues in public and nonprofit marketing.

### **MK3216 New Product Marketing, 3 Credits**

*Prerequisite: MK1201*

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.

**MK3217 Intercultural Marketing, 3 Credits**

*Prerequisite: MK1201*

This course provides the basic framework for understanding Internet technology, e-commerce strategy, public policy and regulations on the Internet, and competitiveness in business at the level of the industry and firm. After they have completed this course, students should be able to understand the unique challenges involved in e-commerce and the importance of e-commerce in a global economy.

**MK3218 Marketing Channels, 3 Credits**

*Prerequisite: MK1201*

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.

**MK3219 Event Marketing, 3 Credits**

*Prerequisite: MK1201*

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.

**MK3299 Selected Topics in Marketing, 3 Credits**

*Prerequisite: MK1201*

Specialist courses in selected topics related to marketing. Topics covered vary according to the interests and expertise of instructors and demand from students.

**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
MG3208 Contemporary Management	MG3208 Contemporary Management Thought

**B.Sc.: Major in Operations Management**

Required for Major	Required for Minor
Econ 1103 Methods of Mathematics OP 2201 Business Statistical Analysis OP1201 Business Quantitative Methods OP2202 Introduction to Operations Management	

<p><b>OP Core Required Electives courses</b>  OP 3201 Total Quality Management *  OP 3202 Logistics &amp; SCM *  OP 3204 Project Management *  OP3214 Spreadsheet Based Decision Modeling *</p> <p><b>Choose any 3 elective courses from the list below:</b>  OP 3205 Service Operations Management  OP 3210 Business Process Management  OP 3215 Business Time Series Forecasting  OP 3220 E-Commerce Operations  OP 4201 Purchasing &amp; Materials Management  OP 4215 Technology Management  OP 4202 Transportation and Distribution Management  OP 4210 Operations and Supply Chain Strategies  OP 4220 Selected topics in Operations Management</p> <p><b>Choose any 3 elective courses from any department</b></p>	<p><b>Choose any 3 elective courses from the list below:</b>  OP 3201 Total Quality Management  OP 3202 Logistics &amp; SCM  OP 3204 Project Management  OP 3214 Spreadsheet Based Decision Modeling</p>
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**B.Sc.: Major in Information Systems**

Required for Major	Required for Minor
IS1201 Introduction to Computer & Information Technology IS2201 Computer Application in Business IS2203 Management Information Systems	



### **OP2202 Introduction to Operations Management, 3 Credits**

*Prerequisite: OP2201, MG2201*

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.

*References:*

- Operations Management, Jay Heizer and Barry Render, Prentice Hall
- Operations Management , Krajewski,L.J. and Ritzman, L.P., Prentice Hall
- Production and Operations Management , Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs, McGraw-Hill

### **IS1201 Personal Computing Technologies**

*Prerequisite: None*

The purpose of this course is to acquaints the students to skills of operation behind the personal computer, learning by them of modern software products, such as Microsoft Windows (an operating system), Word, Excel (Spread sheet basics), Power Point (presentation software), Internet and E-mail, and basic concept of programming, which use will be necessary in learning process in KIMEP.

### **IS2201 Computer Applications in Business, 3 Credits**

*Prerequisite: IS1201*

This course aims to provide the students with an understanding on the use of computers and impact of technology on business. The students, through extensive hands-on experience with personal computers, will acquire the skill of using popular business software such as web languages, excel, visual basic etc. to manipulate data efficiently and accurately, to produce useful information for business applications. Eventually, the students are expected to develop the practical skills of using computers to handle business-related problems. The course includes discussion on basics of computer organization, system and application software's, Web languages, spreadsheet programs, text editors, database management systems, and business graphics presentation packages.

### **IS2203 Management Information Systems, 3 Credits**

*Prerequisite: IS2201*

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.



## DESCRIPTION OF THE ELECTIVE OPERATIONS AND INFORMATION SYSTEMS COURSES

### **OP3201 Total Quality Management, 3 Credits**

*Prerequisite: OP2202*

This course emphasizes applications of principles and techniques of TQM to manufacturing and service organizations. It will introduce many aspects of quality management and discusses: quality philosophies and principles, Total Quality Management and continuous improvement, process control and improvement (Statistical Process Control, Process Capability and Six Sigma Quality), quality design and improvement, acceptance sampling, ISO 9000:2000 and the implementation of quality improvements.

References:

- Quality Management by Gitlow, H., Oppenheim, A. and Oppenheim, R., McGraw Hill
- Introduction to Total Quality Management for Production, Processing and Services by Goetsch, David L. and Stanley Davis, New Jersey. Prentice Hall
- Quality Control, Besterfield, D.H., 7<sup>th</sup> edition, Prentice Hall

### **OP3202 Logistics and Supply Chain Management, 3 Credits**

*Prerequisite: OP2202 and MK1201*

This course covers business application of the integrated functions of logistics and supply chain management issues and discusses how a business can gain a competitive advantage by implementing programs of total supply chain management. It looks at supply chain strategy, supply chain route analyses, supply chain outsourcing and partnering, JIT management philosophy, inventory management and material requirement planning, warehouse location allocation, logistics system design, reverse logistics, information systems for logistics, and enterprise resource planning rationale. 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.

References:

- Supply Chain Logistics Management by Donald B., David C., and Cooper, M. B., McGraw Hill
- Supply Chain Management by Chopra, S. and Mendl, P., Prentice Hall

### **OP3204 Project Management, 3 Credits**

*Prerequisite: OP2202*

The objective of this course is to discuss in detail about a project, particularly the project life cycle and different project phases from planning to handover. Under the course students are expected to learn project selection, project planning, project work breakdown structure; identify project constraints and solve the bottlenecks; estimate project duration and cost; schedule and level project resources; control project time, resources and costs; project quality and risk management issues and produce evaluation reports. Other important issues like role of the project manager and team management are also covered. Students will learn how to develop project proposals and project reports.

References:

- Project management-A Managerial Approach, 5<sup>th</sup> edition, Meredith, J.R., and Samuel J. Mantel, Jr., John Wiley & Sons, New York, 2003
- A guide to the project management body of knowledge (PMBOK), 2000 Edition, Project Management Institute (PMI), Newton Square, PA, USA
- Project Management- the management process, Gray, C. and Larson, E., McGraw Hill, 2003

### **OP3214 Spreadsheet Based Decision Modeling, 3 Credits**

*Prerequisite: IS2203; OP2201*

This course focuses on the basic principles and techniques of applied mathematical modeling for managerial decision making. This course covers the use of data tables, etc.; graphical vs. non-

graphical approaches to programming; linear and non-linear optimization using solver; integer and non-integer programming; sensitivity analysis; decision trees; random or probabilistic vs. deterministic approaches; simulation using dice and excel functions and introduction to use of crystal Ball or @-Risk for simulation etc.

References:

- Managerial Decision Modeling with Spreadsheets, Barry Render, Ralph M. Stair Jr., Nagraj Balakrishnan, Prentice Hall, 2003
- Spreadsheet Modeling and Decision Analysis: a Practical Introduction to Management Science, Cliff T. Ragsdale, South-Western Thomson Learning, 2001
- Management Decision Making: Spreadsheet Modeling, Analysis and Application, George Monahan, 2000

### **OP3205 Service Operations Management, 3 Credits**

*Prerequisites: OP2202*

This course covers managing long-term capabilities and controlling of day-to-day performances of service delivery systems. The course focuses on service sector productivity, role of services within the economy, service design and service delivery issues, service quality and quality standards and scheduling of service operations. A variety of service operations will be analyzed through a number of case studies, related to such industries as catering, consumer banking, healthcare, retail, etc.

Reference:

Service Operations Management, Strategy, design and delivery by Hope, C. and Mühlemann, A., Prentice Hall

### **OP3210 Business Process Management, 3 Credits**

*Prerequisites: OP2202*

This course emerged mainly because of the evaluation of the modern corporation, the total quality management, the information technology revolution, and the social-psychological revolution of concepts and practices in the workplace. This course is to figure out how to perform operational activities more efficiently and/or effectively by exploring the application of Business Process Reengineering approaches, tools and techniques to find the system bottleneck, the appraising, streamlining, aligning and synchronizing of existing business processes, continuous improvement, benchmarking, process automation, the pruning or reworking of some of these business processes and the introduction of new ones as required.

Reference:

Process Redesign- the Implementation Guide for Managers, Tenner and DeToro, Prentice Hall, 2000

### **OP3215 Business Time Series Forecasting, 3 Credits**

*Prerequisites: OP2201*

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.

References:

- Forecasting with Univariate Box-jenkins Models, Concepts and Case, Alan Pankratz, John Wiley 1983
- Forecasting Methods and Applications, Makridakis, S, Wheelwright, S C, & Hyndman, R J, John Wiley & Sons, 3rd edition.
- Short term forecasting, T.M.O'Donovan, John Wiley & Sons, Inc, 1983
- Business Statistics in Practice, Bruce L Bowerman, Richard T O Connell, McGraw Hill

### **OP3220 E-Commerce Operations, 3 Credits**

*Prerequisite: IS2203, OP2201*

This course will provide students with opportunities to develop an understanding and acquiring skills necessary for managing operations in e-businesses. Students will learn about the traditional and electronic commerce, technologies use to place orders and to process payments and logistics, legal issues and security protections. The course examines in detail the current achievements and practices of the e-commerce as it relates to the management topics of product and process design, internet outsourcing, purchasing, forecasting, scheduling, inventory, product and service quality, human resources, reengineering, and consulting. Emphasis will be placed on both conceptual material and some methodological procedures.

References:

- E-Commerce Logistics and Fulfillment: Delivering the Goods, Deborah L. Bayles, Prentice Hall, NJ, 2001
- CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time, Paul Greenberg, Osborne/McGraw-Hill, New York, NY, 2001
- E-Commerce Operations Management, M. J. Schniederjans and Q. Cao, World Scientific, 2002

### **OP4201 Purchasing and Materials Management, 3 Credits**

*Prerequisites: OP3202*

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.

References:

- Purchasing and Materials Management, Leenders M., R. and Feeron H. E., Irwin McGraw-Hill
- Purchasing and Supply Management, Dobler D.W. and Burt D.N. McGraw Hill International Editions
- Integrated Materials Management, R. J. Carter, P. M. Price, The M&E Handbook Series, 1993

### **OP4202 Transportation and Distribution Management, 3 Credits**

*Prerequisites: OP3202*

Transportation alternatives and technologies are changing very rapidly. It is necessary to study the fundamental differences among the various transportation modes in terms of their basic cost structures, mode of transportation, market competition and service characteristics to minimize the transportation cost as well as total logistics expenses and reduce the shipment time. The course gives an overview of present developments in the global and local transportation business. From local and international point of view this course addresses the role of commercial transportation in logistics & business, existing transportation infrastructure, intermediaries involved in movement of goods to and from a country (Kazakhstan), all critical routing and scheduling; shipment planning & containerization; mode, carrier, and third-party selection; transportation regulations and documentation; transportation management systems; and transportation organization design. (Note: this course is typically offered jointly with MBA course in OP5209: Transportation and Distribution Management).

### **OP4210 Operations and Supply Chain Strategies, 3 Credits**

*Prerequisites: OP2202*

The course focuses on understanding the broader concepts of production and service operations from the perspective of a junior management position in industry. This course addresses the development and implementation of operations strategy and its integration with corporate or business strategies and with those of other functional business areas. Topics covered will include: manufacturing strategy, operations strategy in service industry, capacity planning, organizational design for operations and productivity improvement, performance measurement, business process re-engineering, supply chain management and e-commerce strategies and examines the application of theory of constraints to develop strategic competitive advantage.

References:

- Operations Strategy, Slack, N. and Lewis, M., Prentice Hall
- Operations Strategy: Text and Case, Garvin, David A., Prentice-Hall Inc.

### **OP4215 Technology Management, 3 Credits**

*Prerequisite: OP2202 and IS2203*

The course addresses issues pertaining to the discovery, development, and diffusion of technological advances and the technology-strategy connection in light of technological change. Topics include integrating technology with the business strategy, intellectual property rights, management and implementation of new technologies, R&D project management, core competence assessment, new product and process development, technology development and life cycle, economic and financial analysis of technology, technology forecasting, the innovation process and its impact on organization, and technology transfer mechanisms.

Reference:

Technology Management: Text and International Cases, Harrison, N, and Samson, D., McGraw-Hill/Irwin McGraw-Hill/Irwin

### **OP4220 Selected Topics in Operations Management, 3 Credits**

*Prerequisite: OP2202*

This is further research of various areas in operations management, especially in the border areas between marketing and operations, finance and operations, etc. Students are required to study some selected topics of operations and supply chain management. Topics under this course will vary according to the market demand and students interests.

### **IS3201 E-Commerce, 3 Credits**

*Prerequisite: IS2203*

Students will learn basics of electronic commerce, its building blocks, and the technologies used to place orders and process payments, legal issues and security protections offered for web-based institutions. The course will focus on the steps involved with web site creation, e-commerce implementation strategies, total cost of operations, and solutions available in building electronic sites and integration of data into existing business infrastructure. The course will also cover role of different players in the value chain, business-to-business, business-to-consumer and business to government models, and policies of major vendor for creating infrastructure to enable e-commerce.

### **IS3202 Database Management Systems in Business, 3 Credits**

*Prerequisite: IS2203*

This course covers the functions of data base management systems and their roles in a business organization; database models, entity relationship analysis, the relational database model, database languages, functional dependencies and normalization, various constraints, including logical and physical system constraints; security considerations, role of system user; and database

design examples, data modeling techniques. The course will also 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.

### **IS3203/IS5207 Enterprise Resource Planning, 3 Credits**

*Prerequisite: IS2203*

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.

### **IS3204/IS5205 Management of E-Business Systems, 3 Credits**

*Prerequisite: IS2203*

The course will cover Electronic Business Frameworks, Internet and the WWW, advertisement and promotions on the web, infrastructure for electronic business, economics of electronic business, telecommunications infrastructure for e-business, client-server architecture of e-business systems, e-business services. The course will also cover various protocols and tools for developing e-business systems, management and creation of dynamic web content, Digital economy, Security of e-business systems: Cryptography and security of Internet information flows, host security, intranets and extranets, Electronic payment systems Trust and assurance in e-business, continuous online auditing, online financial reporting, E-business intelligence: Data mining, Web measurements and analysis, Electronic markets, Intelligent agents in electronic commerce transactions, and Extensible Markup Language, Virtual organizations and supply chain management.

### **IS3205 System Analysis & Design, 3 Credits**

*Prerequisite: IS2203*

In this course, students will explore and become familiar with various concepts, principles, and stages of computer-based information systems analysis and design. Students will be exposed to and learn about the groups of people involved in systems development and the different methods, tools, and techniques used in systems analysis and design. Feasibility study, requirements definition and design, implementation process, development documentation will be covered. The system development life cycle, prototyping, data modeling techniques, cost benefit analysis and user involvement will also be covered.

### **IS3206 Information Technology Enabled Services, 3 Credits**

*Prerequisite: IS2203*

The course will cover processes marketing, operations, and finance of IT enabled service sectors. It will cover how to gain an expertise in dealing with technology selection & implementation issues, management of services and their marketing and application of IT in various service sectors, integrating effectively both at front-end and back-end. It also enables them to draw BPO strategies for various service offerings. Customer Interaction Services such as Call Centers Finance and Accounting Services such as back office data processing for airlines, etc. Engineering and Design Services such as outsourced design activities Human Resources Services such as outsourced payroll preparations, etc will also be discussed during the course.

### **IS3207 Business Process Reengineering, 3 Credits**

*Prerequisite: IS2203*

Information systems and technology will be used as a framework for analyzing challenges and opportunities faced by individuals and organizations as they adapt themselves and their companies to better face the implications of competitive position in the midst of an information management

explosion. Information systems are presented as an enabling technology supporting and reengineering effort of business processes within any organization. The course is reasonably self-contained and positioned for managers and professionals who must make IS related decisions, as opposed to technical users and application developers.

### **IS3208 Data Communication & Networking, 3 Credits**

*Prerequisite: IS2203*

The course presents basic knowledge of communication systems as one of the great computer science fields. It covers systematic methods for classification of the present and future development of computer communication; changes in the infrastructure of information and communication systems, distributed systems, open systems, architectures as blueprint for open systems; communication networks for local area environments (within organizations) and for wide area environments (between organizations); and communication services in local and wide area networks. In addition course will introduce networking models, intranet and extranet and their use in E-business and E-commerce.

### **IS3209 Programming Languages, 3 Credits**

*Prerequisite: IS2201*

This course is an introduction to the concepts, principles, and skills of programming, including compilers, algorithms, and problem solving using a high level programming language such as C++ or Visual Basic. It is intended for students with little or no programming experience. It emphasizes problem solving, algorithm development, and structured programming techniques with a series of projects to be developed through the course.

### **IS3210 Information system Security, 3 Credits**

*Prerequisite: IS2203*

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.

### **IS3211/5211 Accounting Information Systems, 3 Credits**

*Prerequisite: IS2201*

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.

### **IS4201 Business Modeling & Simulation, 3 Credits**

*Prerequisites: IS3202, IS2203*

The course will cover usage of modern, powerful computers by decision makers in turning to simulation to make decisions about investment strategies, marketing strategies, and managerial policies concerning inventory, production, space analysis, etc. This course will be oriented towards demonstrating how simulation can be applied to aid these decisions. It will also provide the foundations of good simulation practice of various business models. The simulations will be performed using MS Excel or @Risk, or Risk Master software's.

**IS4202 Decision Support Systems, 3 Credits**

*Prerequisites: IS2203, IS3202*

This course examines a set of information systems which specifically support managerial decision makers: Decision Support Systems, Group Decision Support Systems, Executive Information Systems, Data Warehouses, Expert Systems, and Neural Networks. The course explores and discusses the development, implementation, and application of these systems, how these systems can be applied to current business problems, as well as how organization issues impact the implementation and usage of these systems. This will involve developing conceptual knowledge of these systems as well as gaining practical experience with several software packages for decision support.

**IS4203 Design and Analysis of Algorithms for Business, 3 Credits**

*Prerequisite: IS2203*

This course is designed to teach students the different methods by which data may be represented by a computer as well as the algorithms that operate on such representations. In addition, it aims to teach students to analyze the time complexities and bounds of various types of algorithms and memory requirements of programs, explain the different sorting and searching techniques, and implement design techniques in a variety of business problems.

**IS4204 Software Engineering, 3 Credits**

*Prerequisite: IS3207*

This course covers an introduction to software products, software processes – various models of software development life cycle, process visibility and deliverables; introduction to systems engineering and systems architecture; introduction to project management, requirements engineering – analysis, definition, and specification, prototyping; software design process, architectural and user interface design; verification and validation; software cost estimation; configuration management and version control, software maintenance; project teams and work breakdown structure; project planning and tracking; quality management and process improvement.

**IS4205 Accounting Database Systems, 3 Credits**

*Prerequisite: IS2203*

The course will cover study of systems analysis, design, and implementation within the context of an accounting database system. Additional topics include a treatment of the business computing environment, analysis of accounting databases with specific emphasis on the structure and use of accounting databases security and control of information, the accounting information system as a component of the management information system, and decision support and expert systems.

**IS4206 Knowledge Management, 3 Credits**

*Prerequisite: IS2203*

The course will cover basics of Knowledge Management (KM), Knowledge and Knowing, Knowledge Creation and knowledge sharing, Knowledge and its Relationship to Organizational Learning, Knowledge Management and Organizational Culture, Knowledge Gathering and Tacit Knowledge in Organizations, Technology Tools & Projects and Practices, Roles for Information and Communication Professionals in creation of knowledge and its dissemination in the organization, Ethical Issues, Pragmatics and Problems, Pragmatics of Knowledge Management, and Applications of information technologies to knowledge management.

**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
IS2203/2001 Computer Applications in Business	IS2202 Computer Applications in Business
IS/OP2201 Management Information Systems	IS2203 Management Information Systems
IS3211 Introduction to Operations Management/Spreadsheet based Optimization OP2202 Accounting Information Systems	IS3211 Accounting Information Systems
OP1201 Spreadsheet based Simulation	OP1201 Business Quantitative Methods
OP3214 Project Management/ Spreadsheet based Simulation	OP3214 Spreadsheet Based Decision Modeling
OP3202 Project Management	OP3202 Logistics and Supply Chain Management

## **Master of Business Administration (MBA)**

### **Mission and objectives**

The mission of the MBA program is to develop well rounded decision makers (managers, entrepreneurs, corporate leaders and professional) who have the knowledge, analytical skills and leadership ability respond effectively to an increasingly changing national and international business environment in the areas of accounting, finance, management, marketing, information systems and operations management. Our objectives are to ensure the BCB MBA students are capable of

1. using state-of-the-art tools, techniques and technologies to address and solve real world problems, as well as creatively manage all resources, including human, infrastructure, financial and technological resources.
2. thinking strategically and managing as well as leading effectively in the fast changing global market place.
3. coping effectively with changing organizational realities and a technological and business environment that is in a constant state of flux.
4. adopting to the changing business, political and social environments
5. evaluating and responding to emerging threats and opportunities.
6. synthesize and apply course-functional approaches to organizational issues

This will be done by providing a strong foundation in the concepts, principles and techniques of modern business administration and management, encouraging case studies and research in the areas of the interest in the field of business management, and by providing conducive venue for executives to interact and exchange views, ideas and knowledge with academicians, professionals, practitioners and management personnel of corporate organizations in the country.

The MBA Program begins with pre-MBA courses such as:

Mathematics Refresher

Graduates of B.Sc. program at KIMEP are exempt from Pre-MBA Math

Intensive English

All new MBA-students are required to attend two Summer Intensive English courses. These courses are waived if:



- The score on the English entrance test was 80 or higher.  
(Two English courses are waived)
- The score on the English entrance test was 70 or higher.  
(One English course is waived)
- Graduates of an undergraduate KIMEP program with GPA 3.0 and above are exempt from all Summer Intensive English courses.

Before classes begin, students will also be tested on their computer skills. Students who lack sufficient basic skills will be asked to attend a foundation course to prepare them for skills needed for the MBA program.

After this preliminary stage, and starting from the first semester, a student will receive guidance from her/his Academic advisor. Each student should contact his appointed advisor from the BCB in the beginning of the first semester to establish an appropriate academic plan for the duration of the MBA program.

#### Course codes

AC = Accounting  
 FN = Finance  
 MG = Management  
 MK = Marketing  
 OP = Operations Management  
 IS = Information Systems  
 The course code has four digits.

First digit indicates the course level in the curriculum: 5 = MBA level course

The second digit is always 2 for the Bang College of Business.

The last two digits indicate the number in the sequence of courses offered within the pathway.

#### Graduation Requirements

Program	Year Entry	Specification	Credits	Total Credits
MBA	2005...	Required Courses	30	63
		Elective Courses	30	
		Internship or Research Project	3	
		4 English Courses*	0	

\*These are zero credits towards degree, but student must pass the examination

Note: A change to the previous MBA Program Curriculum has been made to reflect the transition away from the “mini-course/1/2 Semester” course formats piloted last year. The MBA Program Curriculum for the 2004 – 2005 Fall Semester is provided for all students, especially first-time MBA Program students. Last year’s curriculum is provided as background information to assist with the transition of students enrolled during the 2003 – 2004 MBA Program academic year.

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

Accounting  
 Finance  
 Marketing  
 Management  
 Operations Management  
 Information Systems

Within the concentration there are some specialization fields:

Concentrations	Specializations
Accounting:	Financial Reporting and Analysis* Auditing* Taxation* Cost Controllership and Decision-Making*
Finance:	Natural Resource Management Financial Planning Banking* Corporate Finance*
Marketing:	Marketing Communications Hospitality Retail
Management:	HRM Entrepreneurship* Small Business and Franchising* Media Management* Healthcare Management* Management of Non-Profit Organizations*
Operations Management:	Logistics and Supply Chain Management Project Management Operations Research
Information Systems:	Management of E-business Systems Information Systems Development Accounting Information Systems

\*under development

### 2004 – 2005 MBA Program Elective Courses

General MBA	Students may also receive an MBA without specialization. This allows them to take an even wider variety of courses in other areas and allows them the flexibility needed to pursue a variety of careers at many levels in the business world. Graduation Requirements are 63 required credits students must take: 10 Core Required Courses to receive 30 Credits, 10 Program Elective Courses to receive 30 credits. a mandatory Internship or Thesis/Research Project to receive 3 credits*.
Concentrations	Each concentration consists of 5 courses for a total of 15 credits. Double** concentrations may be taken upon approval by the departmental chairs.
Specializations	One specialization and one concentration may be taken upon approval. Each specialization is a designed by the respective department's set of electives consisting of minimum 3 courses for a total of 9 credits. The remaining 2 elective courses may be taken from any department.
Compulsory	Internship or Research Project can be chosen at will.

\* This is effective for MBA students who enrolled in Fall 2005.

#### Notes:

The requirements for all Concentrations and Specializations are at the discretion of the department, and are therefore subject to change during the student's matriculation period. Moreover, the department reserves the right to establish a set of criteria for admission to a particular specialization.

\*\*Upon pre-approval by the student's advisor and Department Chair, a Double Concentration is allowed.

Students are allowed to graduate with two "C" grades: "C-; C; C+", but with a minimum average GPA of 2.67.

### REQUIRED CORE COURSES FOR MBA Degrees

2005 - 2007	Offered	Department
AC5201 Financial Accounting AC5202 Managerial Accounting	Fall Spring	Accounting
FN5201 Managerial Finance	Spring	Finance
FN5260.9 Managerial Economics	Fall/Spring	BCB Finance or CSS Economics
MG5201 Organizational Behavior MG5202 Strategic Management	Spring Fall	Management
MK5201 Marketing	Spring	Marketing

Management		
OP5201 Quantitative Methods for Decision Making OP5202 Operations Management	Fall Spring	Operations
IS5201 Management Information Systems	Fall	Information Systems

### **Recommended MBA Curriculum**

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. Each student may choose a more convenient schedule if there is justification and the course selection is approved by the departmental chairs. Students selecting this schedule will be automatically “locked-in” for registration. Any variation will require Advisor Approval.

Semester 1            15 credits English AC5201    Financial Accounting FN5260.9   Managerial Economics MK5201    Marketing Management OP5201    Quantitative Methods for Decision Making IS5201    Management Information Systems	Semester 3            15 credits English MG5202    Strategic Management Elective    Specialization Elective    Specialization Elective    Concentration Elective    Concentration
Semester 2            15 credits English AC5202    Managerial Accounting FN5201    Managerial Finance OP5202    Operations Management MG5201    Organizational Behavior Elective    Concentration Internship or Research Project    3 credits	Semester 4            15 credits English Elective    Concentration Elective    Concentration Elective    Specialization Elective    Specialization Elective    Specialization

### **Fast Track MBA\***

#### **General Eligibility Requirements for Fast Track Students of KIMEP B.Sc., B.S.S or B.A.E.:**

KIMEP BSc., B.S.S or B.A.E. Graduates with an overall undergraduate GPA of 3.0 or via successful passing of entrance examinations

Average of B+ or greater for each grouping of courses being used to waive MBA Core Required Course

Any 5000-level undergraduate course automatically transfers with B+ or above.

No more than 30 credits can be transferred onto MBA Program

**Required Credits and Credit Calculations:**

63 Academic Credits and 12 English Credits are Required for MBA

Fast Track Enrollments are eligible for a maximum of 27 transferable Credits (9 Courses)

Fast Track Enrollments must take minimally 3 additional credits in one Core Courses (Strategic Management – MG5202) and 33 additional credits in Elective Courses (11 Elective Courses) as other MBA's.

The English Course requirements (up to all four courses) can be waived subject to use of undergraduate English courses of B+ or greater. If English requirement is not waived the student will take the English examination to determine English course placement.

<b>Course Requirements</b>	<b>Number of Credits</b>
Maximum Core Courses Potentially Transferred from B.Sc./B.S.S/B.A.E.	30
Minimum Additional Electives Required	33
Total Academic Credits to Graduate with MBA	63
Maximum English Courses Potentially Transferred	12
Total Credits to Graduate with MBA	75

Course Credit Waivers will be considered using the eligibility criteria stated herein (B+ or greater in course being used to justify waiver)

English Course Credit Waivers will be considered using the eligibility criteria stated herein (B+ or greater in course being used to justify waiver)

Transferred Course Grades will be used on transcript to compute overall MBA GPA

\*Advisors are aware of the details and student should discuss the details with their Advisors.

**MBA: Finance Concentration**

The discipline of finance in business education has undergone major changes over the last two-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:

- (1) Money and Capital Markets which deals with securities markets and financial institutions;
- (2) Investments which focuses on the decisions of both individual and institutional investors as they choose securities for their investment portfolios; and
- (3) Financial Management or “business finance” which involves the actual management of firms.

Students with a finance concentration 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.

**Required Core Finance Courses for all MBA Students**

FN5201 Managerial Finance  
FN5251 Managerial Economics

**Required Courses for Finance Concentration**

FN5202 Advanced Corporate Finance  
FN5204 Financial Institutions Management  
FN5206 Investment Management  
FN5209 International Finance  
FN5210 Financial Derivatives

**Elective Courses for Finance Concentration**

FN5205 Financial Engineering  
FN5208 Securities Analysis  
FN5211 Bank Management  
FN5212 Real Estate Finance  
FN5214 Risk Management and Insurance  
FN5216 Financial Control and Planning  
FN5218 Entrepreneurial Finance  
FN5260 Selected Topics in Finance  
FN5260.1 Selected Topic in Finance: Oil and Gas Project Evaluation  
FN/AC5260.11 Oil and Gas Contracts and Law  
FN/MG5260.11 Technical Aspects of Petroleum Exploration, Production, Refining and Petrochemicals  
OP5211 Business time series forecasting

**Natural Resource Management Specialization**

Kazakhstan is rich in mineral resources, attracting major foreign and local investments, in the areas of oil and gas, and mining. These resources are of strategic importance to the success and viability of the Republic. The Natural Resource Management Specialization allows MBA students to develop management skills particular to the oil, gas and mining industries.

**Courses for Natural Resource Management Specialization (A minimum of 3 courses)**

FN5260.1 Selected Topic in Finance: Oil and Gas Project Evaluation  
FN/AC5260.11 Oil and Gas Contracts and Law  
MG 5228 Power, Politics and Petroleum  
AC5205 Oil and Gas Accounting  
FN/MG5260.11 Technical Aspects of Petroleum Exploration, Production, Refining and Petrochemicals

**Courses for Financial Planning Specialization (A minimum of 3 courses)**

FN5208 Security Analysis  
FN5212 Real Estate Finance  
FN5214 Risk Management and Insurance  
FN5216 Financial Control and Planning  
FN5218 Entrepreneurial Finance

## **DESCRIPTION OF REQUIRED CORE FINANCE COURSES**

### **FN5201 Managerial Finance, 3 credits**

*Prerequisites: AC5201*

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.

### **FN5202 Advanced Corporate Finance, 3 Credits**

*Prerequisites: FN5201*

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.

### **FN5204 Financial Institutions Management, 3 Credits**

*Prerequisites: FN5202*

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.

### **FN5206 Investment Management, 3 Credits**

*Prerequisites: FN5202*

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.

### **FN5209 International Finance, 3 Credits**

*Prerequisites: FN5202*

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.

**FN5210 Financial Derivatives, 3 Credits**

*Prerequisites: FN5202*

This course offers an in-depth of 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.

**FN5251 Managerial Economics, 3 credits**

*Prerequisite: Econ 1181, FN5202*

This course applies microeconomic theory to decision making in the business world. Case studies are used extensively. Topics include optimization techniques, estimating demand functions, business forecasting, linear programming, oligopoly and strategic behavior, pricing techniques, risk analysis, capital budgeting, anti-monopoly laws etc.

**DESCRIPTION OF ELECTIVE FINANCE COURSES****FN5200 Foundations of Finance, 3 credits**

*Prerequisites: None*

This is a basic finance survey course for non-business majors. Topics include financial markets, securities markets, interest rates, time value of money, financial statements and analysis, concepts and techniques of investments and security valuation. This course may not be used to satisfy finance concentration requirements.

**FN5205 Financial Engineering, 3 Credits**

*Prerequisites: FN5202*

Financial engineering is the innovation process that seeks to adapt existing financial instruments and processes and to develop new ones so as to enable financial market participants to cope more effectively with the changing environment. In this course, students learn the basic financial issues and develop the skills to improve the financial decision-making, using engineering and operations research techniques. Much weight placed on using computational and statistical methods to solve financial problems. It is required to have Excel skills for this course and would be beneficial to have some experience with programming languages.

**FN5208 Securities Analysis, 3 Credits**

*Prerequisites: FN5202*

The course deals with analysis of various financial securities such as common stocks, preferred stocks and fixed-income securities. The course discusses valuation tools – processes and principles, and valuation models. Students get an opportunity to apply their theoretical knowledge in a practical setting by valuing various types of securities that are currently traded. Empirical evidence on the effectiveness of trading strategies based on various fundamental and technical analyses is also discussed.

**FN5211 Bank Management, 3 Credits**

*Prerequisites: FN5202*

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.



**FN5212 Real Estate Finance, 3 credits**

*Prerequisites: FN5202*

Focuses on theories and practices of financing real estates and social, legal and economic implications of real estate finance. Topics include real estate instruments and procedures, financing considerations and methods, real estate credit and mortgage markets, and government regulations and legal aspects of real estate finance.

**FN5214 Risk Management and Insurance, 3 credits**

*Prerequisites: FN5202*

The goal of risk management and insurance is to minimize the adverse consequences of variability. Students will study topics such as the general principles of risk management and insurance, factors affecting risk, operations of insurance organizations, marketing systems, underwriting, rating, and personal decision processes in selecting risk management options.

**FN5216 Financial Control and Planning, 3 credits**

*Prerequisites: FN5202*

This course covers financial planning processes as well as regulatory issues affecting financial planning. This course emphasizes a practical approach to personal financial issues including budgeting, borrowing, savings, investments, insurance, home buying and estate planning. Students will learn how to make informed decisions to invest wisely, save money on taxes, use credit wisely, plan for future expenses, and gain control of your own finances. Students will be guided in the preparation of a personal financial plan.

**FN5218 Entrepreneurial Finance, 3 credits**

*Prerequisites: FN5202*

This course is designed to acquaint students with the basic concepts of obtaining funds for the start-up and financing the continued growth of the firm. The course covers start-up financing, growth capital, daily financial management, valuation, and strategic financial planning.

**FN5260 Selected Topics in Finance, 3 Credits**

*Prerequisite: FN5202*

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, Fiscal and Monetary Policy, or from other areas of Finance.

**FN5260.1 Selected Topic in Finance: Oil and Gas Project Evaluation, 3 credits**

*Prerequisites: FN5202*

This course covers the fiscal context of upstream oil and gas projects as well as techniques used in the economical and financial analysis of these projects. This course will employ various texts, cases, and computer spreadsheet exercises to study concepts of economics, risk, risk allocation, and decision-making processes in evaluating oil and gas projects.

**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
FN5251 Managerial Finance	FN5201 Managerial Finance

**MBA: Accounting Concentration**

Accounting is a broad academic discipline encompassing many specialty areas. Managers are involved in the proper accounting, reporting, and use of assets and liabilities, but even within this area there are specialists who concentrate on accounting, financial reporting, auditing, tax accounting and tax planning, internal controlling, cost estimation and forecasting, capital budgeting, and other related areas.

This specialization prepares students for careers in accounting, auditing, controllership, treasury functions, budgeting. Many are the career opportunities with either small firms or large businesses, either domestic or international, such as accounting firms, banks, thrifts, insurance, and investment companies as well as businesses in manufacturing, merchandising, technology, and services.

The program of study in Accounting will also help prepare students to seat at professional exams and obtain related degrees such as CPA, CMA, ACCA, etc.

The following is the course structure for students with concentration in Accounting.

**Required Core Accounting Courses for all MBA Students**

AC5201 Financial Accounting  
AC5202 Managerial Accounting

**Required Courses for Accounting Concentration**

Concentration in Accounting requires both core Accounting Courses and any five courses from the list below

**Elective Courses for Accounting Concentration**

AC5203 Strategic Control Systems  
AC5204 Strategic Management Accounting  
AC5205 Oil and Gas Accounting  
AC5206 Auditing  
AC5207 International Financial Reporting Standards  
AC5208 Financial Reporting and Analysis  
AC5209 Advanced Accounting  
AC5210 Taxation in Kazakhstan  
IS5211/3211 Accounting Information Systems  
AC5260 Selected Topics in Accounting  
OP5211 Business time series forecasting

**DESCRIPTION OF CORE ACCOUNTING COURSES**

**AC 5201 Financial Accounting for Managers, 3 Credits**

*Prerequisites: None*

Recognizing that accounting is the primary channel for communicating information about the economics of a business, this sequence of two courses provides a broad view of how accounting contributes to an organization. Students will gain:

- An understanding of the concepts and language of accounting so it can be used as an effective tool for communication, monitoring, and resource allocation
- Mastery of the vocabulary and meaning of financial statements and accounting reports

The course also emphasizes on the basic theoretical framework for generally accepted accounting principles. Different accounting techniques and their effect on financial statements are considered. Basic financial statement analysis methods are introduced.

### **AC5202 Managerial Accounting, 3 Credits**

*Prerequisites: AC5201*

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.

## **DESCRIPTION OF ELECTIVE ACCOUNTING COURSES**

### **AC5203 Strategic Control Systems, 3 credits**

*Prerequisite: AC 5202*

Relying solely on historical accounting information to run a business is like driving down the highway with the windshield covered. Through the “rear view mirror” of accounting information you can see clearly where you have been, but you have no way navigating the twisting, turning road of the future.

Business strategy guides companies into the future impacting the results that are ultimately reported in historical financial statements. This course shows how strategic control systems can give managers the timely quantitative and qualitative information they need to “drive into the future” with confidence and success.

Managers use performance measurement and control systems to maintain or alter patterns in organizational activities. Desirable patterns may include efficiency and error-free processing, such as yield rates in manufacturing environments. In other instances, they may relate to patterns of ongoing creativity and innovation in products or internal processes, such as percentage of sales from new products or year-over-year improvement in processing speed. Rather than simply identifying good business measurements, this course emphasizes the identification and utilization of measurements that drive results consistent with corporate strategies.

### **AC5204 Strategic Management Accounting, 3 Credits**

*Prerequisites: AC5202*

This course will focus on the ways managers can use financial analysis and financial controls in the formulation and implementation of the strategies of the firms.

### **AC5205 Oil & Gas Accounting, 3 Credits**

*Prerequisites: AC5202*

This course provides an overview of the Petroleum industry, and an introduction to the various aspects of accounting for the oil and gas industry including acquisition and non-drilling exploratory costs, drilling and development costs, accounting for production costs, depreciation, depletion and amortization costs (DD&A), use of full costs vs. successful efforts method, revenue recognition, basic tax accounting, and overview of Standard No. 20 in Kazakhstan.

**AC5206 Auditing, 3 Credits***Prerequisite: AC5201*

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.

**AC5207 International Financial Reporting Standards, 3 Credits***Prerequisite: AC5201*

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.

**AC5208 Financial Reporting and Analysis, 3 credits***Prerequisites: AC5201*

The course introduces students to accounting issues in the context of different countries and enables them to understand the key factors that influence accounting standards and practices in different countries, and how those factors impact the harmonization of standards worldwide.

**AC5209 Advanced Accounting, 3 Credits***Prerequisites: AC5202*

Advanced Accounting courses are intended for students who wish to pursue accounting careers. The course emphasizes on further inter-corporate investments and deals with the area of international accounting. The following topics will be studied: pooling of interests, and consolidation of subsidiaries at date of acquisition and later years, intercorporate investments, factors affecting ownership interests, segmented and interim reporting, accounting for international activities, foreign currency transactions, translating foreign operations, and reporting foreign operations, financial reporting by business enterprises; impact of industry characteristics on financial reporting; business combinations.

**AC5210 Taxation in Kazakhstan, 3 Credits***Prerequisites: AC5201*

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.

**AC5260 Selected Topics in Accounting, 3 Credits***Prerequisite: AC5202*

The course examines particular issues in accounting at an advanced level. Topics vary according to the interests of the students and instructors.

**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
AC5203.01 International Financial Reporting Standards	AC5207 International Financial Reporting Standards
AC5203.02 Financial Reporting	AC5208 Financial Reporting and Analysis
AC5203.03 Auditing	AC5206 Auditing
AC5202 Management Accounting for Managers	AC5202 Managerial Accounting

## **MBA: MANAGEMENT AND MARKETING CONCENTRATIONS**

### **Required Core Management and Marketing Courses for all MBA Students**

MG5201 Organizational Behavior  
MG5202 Strategic Management  
MK5201 Marketing Management

### **Management Concentration**

The Management specialization prepares students for a career as a manager. As Kazakhstan develops, the need for good managers who are trained for international management will continue to grow. Managers who understand the globalization of business:

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;  
are able to organize tasks, delegate responsibilities, communicate priorities, and to lead and motivate others to work together to accomplish shared goals; and  
are capable of identifying and analyzing problems, taking corrective actions, and rewarding performance.

In other words, there is a need for managers who are able to work effectively with ideas and with people through strategic decisions, negotiations, projects, and human resources management.

### **Required Courses for Management Concentration**

MG5203 Strategic Planning  
MG5212 Decision Making  
MG5206 Leadership and Motivation  
MG5207 Human Resources Management  
MG5213 Business Communications

### **Courses for Human Resource Management Specialization (a minimum of 3 courses)**

MG5214 International Human Resource Management  
MG5215 Career Management  
MG5216 Performance Management  
MG5217 Industrial Relations  
MG5218 Compensation and Benefits  
MG5219 Human Resources Management Consulting

### **Courses for Entrepreneurship Specialization (a minimum of 3 courses)**

MG5220 Entrepreneurial Strategic Management  
MG5221 Small Business Management  
MG5222 Entrepreneurship and Leadership

### **Marketing Concentration**

Marketing is a complex and multi-faceted function that demands the practitioner be competent across a wide range of knowledge and skills. As a marketing executive, the young entrant may be asked to carry out many different functions. Marketing management is responsible to employers, shareholders, stakeholders, and fellow employees.

A marketing manager requires an ability to absorb information quickly and to be able to use analytical, interpretative, and decision-making skills. In the Marketing specialization courses,

students learn practical skills by analyzing Kazakhstani and international company's activities through market research projects and promotional campaigns.

The Marketing specialization prepares students for careers in a challenging, fast-paced, dynamic, and constantly changing organizational environment.

#### **Required Courses for Marketing Concentration**

MK5202 Advanced Marketing Management

MK5203 Consumer Behavior and Marketing Strategy

MK5204 Integrated Marketing Communications and Interactive Marketing\*

MK5206 Marketing Research

MK5214 Strategic Brand Management

\*(required for marketing communications specialization entry) (this should also be listed under marketing communications – it may be missed if placed here only)

#### **Courses for Marketing Communications Specialization (a minimum of 3 courses)**

MK5207 Selling and Sales Management

MK5209 Advertising Management

MK5216 Direct Marketing

MK5218 Sales Promotion

MK5219 Public Relations

MK5220 Media Planning

#### **Courses for Hospitality Specialization (a minimum of 3 courses)**

MG5225 Hospitality Management

MK5212 Sponsorship

MK5213 Event Marketing

MK5221 Tourism Marketing

MK5222 Sport Marketing

#### **Courses for Retail Specialization (a minimum of 3 courses)**

MG5223 Logistics in Retail Management

MG5224 E-Commerce in Retailing

MK5215 Retailing

MK5224 Promotion in Retailing

MK5225 Retail Management and Marketing Tools

#### **Elective Courses in Management and Marketing**

MG5203 Strategic Planning

MG5206 Leadership and Motivation

MG5207 Human Resource Management

MG5212 Decision Making

MG5213 Business Communication

MG5214 International Human Resources

MG5215 Career Management

MG5216 Performance Management

MG5217 Industrial Relations

MG5218 Compensation and Benefits

MG5219 Human Resource Management

MG5220 Entrepreneurial Strategic

MG5221 Small Business Management

MG5222 Entrepreneurship and Management

MG5222 Entrepreneurship and Leadership

MG5223 Logistics in Retail Management  
MG5224 E-commerce in Retailing  
MG5225 Hospitality Management  
MG5226 Bank Branch Management  
MG5227 Managing Change  
MG5228 Petroleum Power and Politics  
MG5229 Clusters, Business Strategy and Competitive Advantage  
MG5230 Innovation Management  
MG5231 Applied Business Ethics  
MG5232 Leadership and Corporate Governance  
MG5235 Service Operations Management  
MG5260 Selected Topics in Management  
MG5203 Consumer Behavior  
MK5204 Integrated Marketing Communications and Interactive Marketing  
MK5205 Services Marketing  
MK5206 Marketing Research  
MK5307 Selling and Sales Management  
MK5208 E-Commerce  
MK5209 Advertising Management  
MK5210 International Marketing  
MK5211 Business-to-Business Marketing  
MK5212 Sponsorship  
MK5213 Event Marketing  
MK5214 Strategic Brand Management  
MK5215 Retailing  
MK5216 Direct Marketing  
MK5218 Sales Promotion  
MK5219 Public Relations  
MK5220 Media Planning

### **Required Core Management and Marketing Courses for all MBA Students**

#### **MG5201 Organizational Behavior, 3 Credits**

*Prerequisite: None*

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 basic themes associated with managing people. In many cases, these themes make use of basic concepts of human psychology and the behavior of work groups. The basic course includes issues associated with motivation 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.

#### **MG5202 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. This is followed by exploring ways to use those distinctive competencies to establish sustainable competitive advantage(s) in the marketplace are studied. Throughout, different techniques, tools, and approaches necessary for identifying a company's key factors for success are considered. 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.

### **MK5201 Marketing Management, 3 Credits**

*Prerequisite: None*

This course introduces students to analytical and organizational 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.

### **Elective Management and Marketing Courses**

#### **MG5203 Strategic Planning, 3 credits**

*Prerequisite: MG 5201*

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 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 are examined.

#### **MG5206 Leadership and Motivation, 3 credits**

*Prerequisite: None*

This course covers 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, 3 credits**

*Prerequisite: MG 5201*

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, evaluation, compensation, labor relations, working conditions, among other related issues.

#### **MG5212 Decision Making, 3 credits**

*Prerequisite: MG 5201*

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.

#### **MG5213 Business Communications, 3 credits**

*Prerequisite: None*

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.



**MG5214 International Human Resource Management, 3 credits**

*Prerequisite: MG5207*

This course covers human resource management in the global environment. It examines the human resource management of corporations conducting business internationally. The key topics included in this course are: staff expatriation; repatriation; performance management; and cross-cultural management of overseas staff. Upon completion of this course, the students will understand the many facets of these specialized tasks as well as issues faced by the Human Resource Manager, an expatriate or a repatriate, working in a multi-national corporation.

**MG5215 Career Management, 3 credits**

*Prerequisite: MG5207*

In this course, students will be able to apply several self-assessment instruments to better understand your interests, skills, values, and personality preferences or traits. The key objective of the course is to enable students to explore their career options, strengths, and key success factors as well as knowing the ways to improve their professional performance in their present position or the career they wish to enter. To facilitate this, the basics of interviewing skills and various successful career strategies that enable climbing the corporate ladder and advising or counseling others on career matters is included.

**MG5216 Performance Management, 3 credits**

*Prerequisite: MG5207*

This course teaches students the knowledge and skills to use specific targets to track staff performance over a period of time. This includes using performance management to examine issues pertaining to strategic control and improvement opportunities. The purpose of performance management is to improve efficiency and effectiveness in critical areas by creating accountability to corporate goals and objectives. Employee performance, development, training, cross-training, the provision of challenging assignments, and regular performance feedback are all included in an effective performance management system. Students also study topics such as performance planning, coaching, mentoring, and performance model(s).

**MG5217 Industrial Relations, 3 credits**

*Prerequisite: MG5207*

This course introduces students to the field of labor relations. The lectures will outline key components of the study of the industrial relations: the actors (employee and employer organizations, the state, and the legal system); the interaction between and among these actors (e.g. bargaining, consultation, strikes, and industrial conflicts); and, the results of these interactions (e.g. joint agreements, statutory provisions, and legal decisions). This course provides the understanding of the main aspects of Kazakhstani patterns of the industrial relations and comparative review of industrial relations including examples from Japan, Western Europe, USA, Russia, and other countries.

**MG5218 Compensation and Benefits, 3 credits**

*Prerequisite: MG5207*

This course examines compensation and rewards systems management in contemporary organizations by examining and reviewing the elements of these systems, including theoretical aspects, wage decisions, incentives and benefits design techniques, and administrative considerations. Strategic compensation systems development in a dynamic business environment is reviewed. Relevant topics include job evaluation, wage and salary structures, profit sharing, and other pay-for-performance systems.

**MG5219 Human Resources Management Consulting, 3 credits**

*Prerequisite: MG 5207*

Provided with general guidelines, students are involved in case studies and projects in the area of human resources management consulting. Students have an opportunity to implement the knowledge from this and previous courses. The course is highly practical; the students will be exposed to solving business problems in the area of human resources management such as recruiting, motivating, compensation, performance appraisal, among others.

**MG5220 Entrepreneurial Strategic Management, 3 credits**

*Prerequisites: MG 5201, MK 5201*

This course examines how entrepreneurial businesses, coming in all shapes and sizes face varied problems and challenges. Once the business becomes established, a whole new set of challenges will face the entrepreneur to turn the start-up into something sustainable with the capacity for growth. The key objective of the course is to explore the worldwide possibilities of strategic thinking and management applications for development of the enterprise.

**MG5221 Small Business Management, 3 credits**

*Prerequisite: None*

This course covers the elements, principles and fundamentals applicable to small businesses and small business management. Topics included in this course are selecting a location, store design, organizational control, finances and other areas of interest to the small business entrepreneur. The course will include formulating a business plan.

**MG5222 Entrepreneurship and Leadership, 3 credits**

*Prerequisite: None*

This course focuses on behavioral aspects of the entrepreneurial process. The course begins with a discussion of common entrepreneurial stereotypes. The personality characteristics of entrepreneurs are investigated with a particular focus on the factors that stimulate the move from intentions and aspirations to concrete actions. This then leads into an examination of the leadership challenges posed and responses necessary to achieve entrepreneurial success both in the small business environment and within larger organizations.

**MG5223 Logistics in Retail Management, 3 credits**

*Prerequisites: All core courses*

This course involves the logistics networks necessary within the retail industry. It includes customer service management, warehouse management, material management, packing design, distribution channel management, import systems, local delivery, location models, inventory management, and retail supply chain strategies.

**MG5224 E-Commerce in Retailing, 3 credits**

*Prerequisite: MK5201*

E-commerce, the use of the Internet for sales, is a growing phenomenon within retail. This course examines e-commerce from both the perspective of the retailer and the customer. The course is designed to give students an understanding of the Internet as an information source as well as a place of commerce. Upon the completion of this course, students are able to analyze the on-line marketing strategy of the company, the utility of website design, and the power of the Internet as a marketing tool.

**MG5225 Hospitality Management, 3 credits**

*Prerequisite: MG5201*

This course examines the theories and research concerning human resources management within the hospitality industry. This includes issues from international human resource management,

strategic control and performance management, industrial relations, compensation and benefits, and internal client service issues.

### **MG5226 Bank Branch Management, 3 credits**

*Prerequisites: MG5201, MK5201*

This seminar course is designed for students to learn more about hiring, leading, and managing staff in a bank branch setting. Topics include discussions of people and performance management as well as effective motivational strategies in the banking world.

### **MG5227 Managing Change, 3 Credits**

*Prerequisite: MG5201*

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 know how effective change management helps an organization gain competitive advantage and understand the skills needed to manage change effectively.

### **MG5228 Petroleum, Politics and Power, 3 Credits**

*Prerequisite: MG5201*

As part of Bang College of Business' Natural Resource Management Specialization, this course covers the historical development of the global oil and gas industry from its origins to the present day. The geopolitical importance of the oil and gas industry in key global events is highlighted. Special attention is paid to the development and corporate structure of the global oil and gas industry and the impact of discovery and development of large oil reserves in developed and developing countries. The development, structure, and future prospects for Kazakhstan's oil and gas industry are then covered. The course provides critical knowledge of the dynamics of this key sector for Kazakhstan.

### **MG5229 Clusters, Business Strategy and Competitive Advantage, 3 Credits**

*Prerequisite: MG5201*

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.

### **MG5230 Innovation Management, 3 Credits**

*Prerequisite: MG5201*

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.

### **MG5231 Applied Business Ethics, 3 Credits**

*Prerequisite: MG3202*

Ethical issues arise not only for managers but also for all people, including employees, consumers, and members of the public. This course provides an analysis and understanding of the ethical trends that exist in business today, both the public and private sector, within the context of local traditions and social, economic, and political order. The course explores the traditional business setting against the transition of society's shifting expectations of ethical business conduct.

Particular emphasis is placed on the use of ethics-based reasoning and decisions in Advertising, Marketing, Product Safety, Environmental Management, and Worker Health and Safety Management. Ethical issues associated with transitioning expectations of Privacy, Discrimination, Harassment, Unjust Dismissal, Family Issues, and Whistle-Blowing will be explored. There will be a review of local and international ethical frameworks for gauging business decisions and intensive use of case studies to illustrate and solve business ethics problems.

### **MG5232 Leadership and Corporate Governance, 3 Credits**

*Prerequisite: MG3202*

The course is based on the premise that ethical behavior is the best long-range business strategy, as over the long run and for the most part, ethical behavior can give a company significant competitive advantage over companies that are not ethical. The course is specifically designed to help the next generation of managers and employees to avoid mistakes by understanding their role as leaders in applying ethics-based decision-making. Ethical issues in business extend beyond the physical boundaries of the business: they are closely tied to and sometimes drive important matters of public policy, and even governmental legislative and judicial processes. They represent a complex set of issues that today's business managers and leaders are expected to effectively navigate. Responsibility to all the stakeholders of a business will be studied from an ethical standpoint. The ethical issues that will be examined are those that managers, in the ordinary course of their work today must consider. Analysis of present business-based ethical dilemmas taken directly from the press to reflect current issues that are being debated and acted upon by businesses, government bodies, and the courts will be used to support the underlying ethical basis for: Corporate Governance, Social Responsibility, Fiduciary Responsibility, Good Faith, Conflicts of Interest, Trade Secrets, Ethics in Finance, and International Business Ethics.

### **MG5235 Service Operations Management, 3 Credits**

*Prerequisites: MG5201*

The course aims to provide the student with a practical understanding of the role of managers in the service sector of the economy. This course covers managing long-term capabilities and controlling of day-to-day performances of service delivery systems. This course focuses on service sector productivity, role of services within the economy, service design and service delivery issues, service quality and quality standards and scheduling of service operations. A variety of service operations will be analyzed through a number of case studies, related to such industries as catering, consumer banking, healthcare, retail, etc.

Reference:

Service Operations Management, Strategy, design and delivery by Hope, C. and Mühlemann, A., Prentice Hall

### **MG5260 Selected Topics in Management, 3 credits**

*Prerequisite: MG5201*

This course examines particular issues in management at an advanced level. Topics vary according to the interests of the students and the instructor.

### **MK5202 Advanced Marketing Management, 3 credits**

*Prerequisite: MK5201*

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.

**MK5203 Consumer Behavior and Marketing Strategy, 3 credits**

*Prerequisite: MK5201*

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.

**MK5204 Integrated Marketing Communications and Interactive Marketing, 3 credits**

*Prerequisite: MK5201*

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.

**MK5205 Services Marketing, 3 credits**

*Prerequisite: MK5201*

Services' marketing introduces students to state-of-the-art research and practice in services marketing. This course emphasizes discussion of the field's most current services marketing concepts, principles, and theories. Application of services marketing concepts to actual business situations is through case analysis and outside projects.

**MK5206 Marketing Research, 3 credits**

*Prerequisite: MK5201*

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.

**MK5207 Selling and Sales Management, 3 credits**

*Prerequisite: MK5201*

This course examines the relationship between sales and other functional areas in business. The ultimate aim of this course is to provide the student with an awareness of the various activities and roles of the salesperson and an appreciation of the skills necessary to be an effective salesperson as well as an understanding of the many facets of the specialized task of the sales manager.

**MK5208 E-commerce, 3 credits**

*Prerequisite: MK5201*

This course examines the unique features of marketing through the Internet as well as use of the Internet as support for off-line marketing activities. The course is designed to give students an understanding of Internet marketing concepts and how they are implemented into practice. Upon the completion of this course, students will be able to analyze the on-line marketing strategy of the company, customer orientation of a web site, and develop promotional campaigns for on-line marketing programs.

**MK5209 Advertising Management, 3 credits**

*Prerequisite: MK5201*

This course focuses on one of 4 P's: Promotion. The course familiarizes the student with the process of developing and managing advertising and related sales promotion activities. Lectures and discussions are used to present various methods of setting objectives, identifying target audience, and understanding the consumer's decision making process so that advertising and promotion programs can be designed to influence consumer behavior. Outside speakers, cases,

and campaign analysis are used to illustrate how the subjects covered in the course relate to real world situations.

### **MK5210 International Marketing, 3 credits**

*Prerequisite: MK5201*

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.

### **MK5211 Business-to-Business Marketing, 3 credits**

*Prerequisite: MK 5201*

This course provides students with the information they need to become successful business marketers. Comprehensive and flexible, it focuses on general business marketing issues, organizational buying behavior, business marketing programming, integrated marketing communications, internet marketing, and business ethics. The classes incorporate both the theory of business marketing and practical exercises to enhance the students' knowledge.

### **MK5212 Sponsorship, 3 credits**

*Prerequisite: MK5201*

Sponsorship is a business relationship between a provider of funds, resources, or services and a not-for-profit cause, event, or organization. The relationship is reciprocal in that the association with the cause gives the provider a commercial advantage. Sponsorship promotes a company in association with a purpose.

### **MK5213 Event Marketing, 3 credits**

*Prerequisite: MK5201*

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. Features include:

- overviews of event promotion, advertising, public relations, and electronic marketing strategies, as well as budgeting;

- in-depth analyses of marketing for specific events, such as association meetings, conferences, corporate meetings, festivals, and others;

- an examination of future trends and innovative strategies for increasing attendance; and

- comprehensive appendices that include sample forms for media releases, request for coverage announcements, audio and video new release scripts, public service announcement scripts, speakers' "talking points," and listings of media distribution and tracking services.

### **MK5214 Strategic Brand Management, 3 credits**

*Prerequisite: MK5201*

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.

### **MK5215 Retailing, 3 credits**

*Prerequisite: MK 5201 Marketing Management*

This course addresses important retailing decisions faced in stores, from the boutique owners to hypermarket managers. The emphasis is placed on analysis of product assortment, store layouts, store exterior and interior design, and image among others. The course uses the specific issues of running a supermarket as the primary example throughout the course. The course covers market segmentation, merchandising policies, and pricing. Projects give an opportunity to practice promotional planning, store presentation, and organization of the new store.

### **MK5216 Direct Marketing, 3 credits**

*Prerequisite: MK5201*

The objective of this course is to introduce students to the concepts and methods of database marketing. The course has a hands-on, methodological orientation. The goal is to put students in contact with real world applications and databases. Methods studied include lifetime value of the customer (LVC cluster analysis, decision trees, and neural nets), and experimentation. Applications include list selection, prospecting, cross-selling, direct marketing, market segmentation, product customization, and managing acquisition versus retention. Industries to be examined include catalogs, software, retailing, financial services, electrical equipment, consumer electronics, telecommunications, and retail banking. Upon completing this course, students have a working knowledge of database marketing its application potential, and limitations.

### **MK5218 Sales Promotion, 3 credits**

*Prerequisite: MK5201*

The objective of the Sales Promotion course is to develop an in-depth understanding of the theories, functions, and workings of sales promotion. Topics to be covered include: (1) economic and behavioral theories of sales promotion; (2) how sales promotion affects sales; (3) what we know and don't know about consumer promotions, retailer promotions, and trade promotions; (4) quantitative evaluation of sales promotion; and, (5) strategic issues in sales promotion. Sales promotion is a growing field. This course emphasizes an in-depth examination of a selection of important issues rather than "touching the bases" on all aspects of sales promotion. An additional objective of the course is to develop the student's ability to access frontier research in the field of sales promotion, think critically about it, and synthesize the key results, that is, what the research indicates about the effective management of sales promotion.

### **MK5219 Public Relations, 3 credits**

*Prerequisite: MK5201*

This course explores beyond the fundamentals of public relations. Public relations can be defined simply as the art and science of positioning an organization in its environment. This course will examine the various ways that communication facilitates this process. Participants learn both the theoretical functions of public relations as well as the actual practice of public relations. Today, the field of public relations has become an objectives-oriented management function accomplished through information gathering and strategic planning. In its role as a management function, public relations practice involves much more than simple publicity and creativity. In this course students will learn about the importance of generating publicity and other communication tactics based on research.

### **MK5220 Media Planning, 3 credits**

*Prerequisite: MK5201*

This course deals with the planning and selection of advertising media. You will be involved in the development of advertising media objectives, strategies, budgets, and buying plans. A major goal

of the course is the provision of a basic understanding of the problems involved in making media decisions and how such decisions relate to the overall advertising and marketing process. In a broad sense, this course is designed to enrich your knowledge of mass media in Kazakhstan and the forces that shape them. In a specific sense, this course examines how organizations – profit and nonprofit – plan, evaluate, and use these media.

### **MK5221 Tourism Marketing, 3 credits**

*Prerequisite: MK5201*

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.

### **MK5222 Sport Marketing, 3 credits**

*Prerequisite: MK 5201*

This course is designed to develop an understanding and appreciation of the unique aspects of marketing as related to sports. The course is designed to establish knowledge and understanding of basic management concepts including planning, organizing, leadership, and evaluation specifically as it relates to all levels of sports.

### **MK5223 Marketing of Banking Services, 3 credits**

*Prerequisite: MK5201*

This course provides students with an opportunity to explore the basics and tools of marketing within the banking context and environment. Students will acquaint themselves with key banking products and services, their packaging and applications, as well as developing and implementing effective bank marketing strategies

### **MK5224 Promotion in Retailing, 3 credits**

*Prerequisite: MK 5201*

Sales promotion is a growing field. This objective is to develop an in-depth understanding of the theories, functions, and workings of sales promotion. Topics to be covered include: (1) economic and behavioral theories of sales promotion; (2) how sales promotion affects sales; (3) what we know and don't know about consumer promotions, retainer promotions, and trade promotions; (4) quantitative evaluation of sales promotion; and, (5) strategic issues in sales promotion. An additional objective of the course developing the ability to access research in the field of sales promotion, think critically about it, and synthesize the key results. That is, the course will address what the research indicates about the effective management of sales promotion in the retail industry.

### **MK5225 Retail Management and Marketing Tools, 3 credits**

*Prerequisite: MK 5201*

This course is designed for students who are interested in retail marketing and customer management issues. It addresses distinct needs and problems in retail management and marketing. This course is built on customer service concepts and the employee/employer relationships within this field.

### **MK5260 New Product Development, 3 credits**

*Prerequisite: MK 5201*

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 thinking without the limitation of existing methods of presenting information, especially design.



**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
MK5253 Advanced Marketing Management	MK5202 Advanced Marketing Management
MK5202 Advanced Marketing Management	MK5202 Advanced Marketing Management
MK5251 Marketing Management	MK5201 Marketing Management
MK5255 Services Marketing	MK5205 Services Marketing
MG5253 Strategic Planning	MG5203 Strategic Planning
MG5260.3 Petroleum, Politics, and Power	MG5228 Petroleum, Politics, and Power

**MBA: OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS CONCENTRATIONS**

**Operations Management Concentration**

**Required Courses for all MBA Students**

OP5201 Quantitative Methods for Decision Making  
OP5202 Operations Management

**Any five courses from the following list:**

OP5203 Operations Research  
OP5204 Project Management  
OP5205 Supply Chain Logistics Management  
OP5206 Spreadsheet Based Decision Modeling  
OP5207 Total Quality Management  
OP5208 Purchasing and Materials Management  
OP5209 Transportation and Distribution Management  
OP5210 Business Process Management  
OP5211 Business Time Series Forecasting  
OP 5212 Game Theory Approaches to Bargaining, Conflict, and Negotiation  
OP 5213 Queuing Models and Markov Chain Models  
OP5215 Technology Management  
OP5235 Service Operations Management  
OP5255 Strategic Operations and Supply Chain Management  
OP5260 Selected topics in Operations Management

**Required Courses for Logistics and Supply Chain Management Specialization (minimum 3 courses)**

OP5205 Supply Chain Logistics Management  
OP5208 Purchasing and Materials Management  
OP5209 Transportation and Distribution Management  
OP5255 Strategic Operations and Supply Chain Management

**Required Courses for Project Management Specialization (minimum 3 courses)**

OP5204 Project Management  
IS5210 Software Project Management  
OP5215 Technology Management  
OP5260 Selected topics in Operations Management  
OP5208 Purchasing and Materials Management

**Required Courses for Operations Research Specialization (minimum 3 courses)**

OP5206 Spreadsheet Based Decision Modeling  
OP5211 Business Time Series Forecasting  
OP5012 Game Theory Approaches to Bargaining, Conflict and Negotiation  
OP5013 Queuing Models and Markov Chain Models

**Information Systems Concentration**

**Required Courses for all MBA students**

IS5201 Management Information Systems

**Any five courses from the following list:**

Concentration in Information Systems requires both core courses and any five courses from the list below:

IS5202 Business Intelligence- Data warehouse & data mining  
IS5203 Telecom Management  
IS5204 Decision Analysis & Decision Support Systems  
IS5205 Management of E- Business Systems  
IS5206 Business Modeling and Simulation  
IS5207 Enterprise Resource Planning (ERP)  
IS5208 E-Commerce  
IS5209 Electronic Business Network for Financial Management  
IS5210 Software Project Management  
IS5211/3211 Accounting Information Systems  
IS5212 Management of IT Enabled Services.  
IS5213 E- Customer Relation Management  
IS5214 Information Systems Development- Managing Global Environment.  
IS5215 Knowledge Management

**Required Courses for E-Business Systems Specialization (minimum 3 courses)**

IS5202 Business Intelligence- Data warehouse & data mining  
IS5205 Management of E- Business Systems  
IS5208 E-Commerce  
IS5213 E- Customer Relation Management

**Required Courses for Information Systems Development Specialization (minimum 3 courses)**

IS5204 Decision Analysis & Decision Support Systems  
IS5207 Enterprise Resource Planning (ERP)  
IS5214 Information Systems Development- Managing Global Environment.  
IS5210 Software Project Management

**Required Courses for Accounting Information Systems Specialization (minimum 3 courses)**

IS5211/3211 Accounting Information Systems  
IS5209 Electronic Business Network for Financial Management  
IS5207 Enterprise Resource Planning (ERP)  
IS5214 Information Systems Development-Managing Global Environment.

## **DESCRIPTION OF THE CORE OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS COURSES**

### **OP5201 Quantitative Methods for Decision Making, 3 Credits**

*Prerequisite: None*

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.

### **OP5202 Operations Management, 3 Credits**

*Prerequisites: OP5201*

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.

References:

- Operations Management by Nigel Slack, Stuart Chambers and Robert Johnston, Prentice Hall
- Operations Management by Krajewski, L.J. and Ritzman, L.P., Prentice Hall
- Production and Operations Management by Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs, McGraw-Hill
- Operations Management by Jay Heizer and Barry Render, Prentice Hall

### **IS5201 Management Information System, 3 Credits**

*Prerequisite: None*

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.

## **DESCRIPTION OF THE CONCENTRATION OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS COURSES**

### **OP5203 Operations Research**

This course offers practical, hands-on experience in practical problem solving and decision support using mathematical programming. Students will learn to analyze an industrial or physical system and abstract the decision problem(s) into an appropriate mathematical programming model(s). Practical computational techniques for building and solving mathematical programming to be introduced include linear programming models, integer programming models, nonlinear programming models, Network Flow Programming Models, An Introduction to Meta-heuristic Methods, Models for Stochastic Processes, Discrete Time Markov Chains, Queuing Models and

multi-criteria optimization. These mathematical programming techniques will be applied to problems in many practical arenas: Finance, Logistics/Supply Chain, Telecommunication, and Petrochemical, among others.

### **OP5204 Project Management, 3 Credits**

*Prerequisites: OP5201, OP5202*

Project Management has evolved in order to plan, coordinate, and control the complex and diverse activities of modern industrial and commercial projects so that the project is completed as successfully as possible in spite of all risks. Under the course students are expected to learn project life cycle, project selection, project planning, project team management and organization structure, project work breakdown structure; identify project constraints and solve the bottlenecks; estimate project duration and cost; schedule and level project resources; control project time, resources and costs; project quality and risk management issues and produce evaluation reports. 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.

References:

- Project management-A Managerial Approach, 5<sup>th</sup> edition, Meredith, J.R., and Samuel J. Mantel, Jr., John Wiley & Sons, New York, 2003
- A guide to the project management body of knowledge (PMBOK), 2000 Edition, Project Management Institute (PMI), Newton Square, PA, USA
- Project Management, Harvey Maylor, third edition, Prentice Hall, 2002
- Project Management- the management process, Gray, C. and Larson, E., McGraw Hill, 2003

### **OP5205 Supply Chain Logistics Management, 3 Credits**

*Prerequisites: OP5202*

Supply Chain Logistics Management deals with pre-manufacturing, manufacturing and post-manufacturing supply chain-wide as well as logistical operations. It is crucial for firms that seek to consistently get the right product to the right place at the right time at a competitive price and hence provide them with a sustainable advantage over their rivals. It looks at supply chain strategy, supply chain route analyses, supply chain outsourcing and partnering, JIT management philosophy, inventory management and material requirement planning, warehouse location allocation, logistics system design, reverse logistics, information systems for logistics and enterprise resource planning rationale. 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.

References:

- Supply Chain Logistics Management by Donald B., David C., and Cooper, M. B., McGraw Hill
- Supply Chain Management by Chopra, S. and Mendl, P., Prentice Hall

### **OP5206 Spreadsheet based Decision Modeling, 3 Credits**

*Prerequisites: OP 5201*

This course focuses on the basic principles and techniques of applied mathematical modeling for managerial decision making. This course covers the use of data tables, etc.; graphical vs. non-graphical approaches to programming; linear and non-linear optimization using solver; integer and non-integer programming; sensitivity analysis; decision trees; random or probabilistic vs. deterministic approaches; simulation using dice and excel functions and introduction to use of crystal Ball or @-Risk for simulation etc. Students design optimization models for realistic cases, implement those

using spreadsheets, and write the results in the form of a nontechnical recommendation to management.

References:

- Managerial Decision Modeling with Spreadsheets, Barry Render, Ralph M. Stair Jr., Nagraj Balakrishnan, Prentice Hall, 2003
- Spreadsheet Modeling and Decision Analysis: a Practical Introduction to Management Science, Cliff T. Ragsdale, South-Western Thomson Learning, 2001
- Management Decision Making: Spreadsheet Modeling, Analysis and Application, George Monahan, 2000

**OP5207 Total Quality Management, 3 Credits**

*Prerequisites: OP 5201, OP5202*

This course concerns the application and analysis of current trends and problems in the establishment and control of quality, as set forth in the Total Quality Management movement in business, industry, education, and government. Overall, this course is designed to be a discussion, analysis of management commitment towards quality, employee empowerment to achieve TQM, application of different modern TQM approaches and techniques (Statistical Process Control, Process Capability and Six Sigma Quality), acceptance sampling, quality certification ISO 9000:2000, etc. The course contents will be beneficial to individuals aspiring to careers in quality assurance and/or quality management to change and improve quality performance.

References:

- Quality Management by Gitlow, H., Oppenheim, A. and Oppenheim, R., McGraw Hill
- Introduction to Total Quality Management for Production, Processing and Services by Goetsch, David L. and Stanley Davis, New Jersey. Prentice Hall
- Quality Control, Besterfield, D.H., 7<sup>th</sup> edition, Prentice Hall

**OP5208 Purchasing and Materials Management, 3 Credits**

*Prerequisites: OP 5201, OP5202*

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; supplier negotiation; 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 student will also relate the government rules and regulations of purchasing.

References:

- Purchasing and Materials Management by Leenders M., R. and Feeron H. E., Irwin McGraw-Hill
- Purchasing and Supply Management by Dobler D.W. and Burt D.N. McGraw Hill International Editions
- Integrated Materials Management, R. J. Carter, P. M. Price, The M&E Handbook Series, 1993

**OP5209 Transportation and Distribution Management, 3 Credits**

*Prerequisites: OP 5201, OP5202*

Transportation alternatives and technologies are changing very rapidly. It is necessary to study the fundamental differences among the various transportation modes in terms of their basic cost structures, mode of transportation, market competition and service characteristics to minimize the total logistics expenses and reduce the shipment time. From local and international point of view this course addresses the role of commercial transportation in logistics & business, existing transportation infrastructure and technologies, intermediaries involved in movement of goods to and from a country (Kazakhstan), all critical routing and scheduling; shipment planning & containerization; mode, carrier

and third-party selection; transportation regulations and documentation; transportation management systems; and transportation organization design. (Note: this course is typically offered jointly with an advanced undergraduate course in OP4202: transportation management).

### **OP5210 Business Process Management, 3 Credits**

*Prerequisites: OP 5201, OP5202*

This course emerged mainly because of the evaluation of the modern corporation, the total quality management, the information technology revolution, and the social-psychological revolution of concepts and practices in the workplace. This course is to figure out how to perform operational activities more efficiently and/or effectively by exploring the application of Business Process Reengineering approaches, tools and techniques to find the system bottleneck, the appraising, streamlining, aligning and synchronizing of existing business processes, continuous improvement, benchmarking, process automation, the pruning or reworking of some of these business processes and the introduction of new ones as required.

Reference:

Process Redesign- the Implementation Guide for Managers, Tenner and DeToro, Prentice Hall, 2000

### **OP5211 Business Time-Series Forecasting, 3 Credits**

*Prerequisite: OP5201*

This course provides linear (autoregressive Box-Jenkin's models) and non-linear (neural networks and GMDH) approaches for business time-series forecasting. Time series related to trading in financial markets, stock market forecasting, production, sales etc. are considered. The practical part of the course will include the use of computer software (SPSS, Neural Networks Package, Knowledgeminer) for solving numerous statistical problems of managers.

References:

- Forecasting with Univariate Box-jenkins Models, Concepts and Case, Alan Pankratz, John Wiley 1983
- Forecasting Methods and Applications, Makridakis, S, Wheelwright, S C, & Hyndman, R J, John Wiley & Sons, 3rd edition.
- Short term forecasting, T.M.O'Donovan, John Wiley & Sons, Inc, 1983
- Business Statistics in Practice, Bruce L Bowerman, Richard T O Connell, McGraw Hill

### **OP5212 Game Theory Approaches to Bargaining, Conflict, and Negotiation, 3 Credits**

*Prerequisites: OP5201, IS5201*

This course is a survey of the main ideas and techniques of game-theoretic analysis related to bargaining, conflict, and negotiation. As such, the course emphasizes the identification and analysis of archetypal strategic situations frequently occurring in bargaining situations. The goals of the course to provide students with a foundation to (i) Apply game-theoretic analysis, both formally and intuitively, to negotiation and bargaining situations, (ii) Recognize and assess archetypal strategic situations in complicated negotiation settings, (iii) Feel comfortable in the process of negotiation.

### **OP5213 Queuing Models and Markov Chain Models, 3 Credits**

*Prerequisites: OP5201, IS5201*

This course teaches the basic concepts in stochastic modeling of systems for analysis. Analytic modeling techniques include discrete and continuous time Markov chains, queuing theory, and queuing networks, as well as approximate methods based on these techniques. Operational analysis presents a non-stochastic; measurement based perspective to the analysis of computer systems. Discrete event simulation, a widely used technique in many areas of performance evaluation will be introduced. Further course will concentrate more on applications of queuing models and Markov chains in the area of finance & marketing for solving real world problems.

### **OP5215 Technology Management, 3 Credits**

*Prerequisite: IS 5201 and OP5202*

The course addresses issues pertaining to the discovery, development, and diffusion of technological advances and the technology-strategy connection in light of technological change. Topics include integrating technology with the business strategy, intellectual property rights, management and implementation of new technologies, R&D project management, core competence assessment, new product and process development, technology development and life cycle, economic and financial analysis of technology, technology forecasting, the innovation process and its impact on organization, and technology transfer mechanisms.

Reference:

Technology Management: Text and International Cases, Harrison, N, and Samson, D., McGraw-Hill/Irwin McGraw-Hill/Irwin

### **OP5255 Strategic Operations and Supply Chain Management, 3 Credits**

*Prerequisites: OP5202*

The course focuses on understanding the broader concepts of production and service operations from the perspective of a junior management position in industry. This course addresses the development and implementation of operations strategy and its integration with corporate or business strategies and with those of other functional business areas. Topics covered will include: manufacturing strategy, operations strategy in service industry, capacity planning, organizational design for operations and productivity improvement, performance measurement, business process re-engineering, supply chain management and e-commerce strategies and examines the application of theory of constraints to develop strategic competitive advantage.

References:

- Operations Strategy by Slack, N. and Lewis, M., Prentice Hall
- Operations Strategy: Text and Cases by Garvin, David A., Prentice-Hall Inc.

### **OP5260 Selected Topics in Operations Management, 3 Credits**

*Prerequisite: OP5202*

This is further research of various areas in operations management, especially in the border areas between marketing and operations, finance and operations, etc. Students are required to study some selected topics of operations and supply chain management. Topics under this course will vary according to the market demand and students interests.

### **IS5202 Business Intelligence – Data warehouse & Data Mining, 3 Credits**

*Prerequisite: IS5201*

The course will introduce students to the issues and techniques involved in handling large volumes of data and extracting information/knowledge /intelligence from that data. The course will cover Data warehouse, Data warehouse definition, Terminology, Properties & Components, Data warehouse development approach, A multidimensional data model, Data warehouse design examples. Data warehouse Architecture & Implementations, Three Tier data warehouse architecture, Designing data Warehouse for telecommunication Traffic Analysis, Types of OLAP Servers- ROLAP, MOLAP & HOLAP, Computation of data cubes, Indexing & Processing OLAP data & Queries, Examples of OLAP, Loading of Data, Data Mining, Applications such as Financial Data Analysis, Retail Industry, Telecommunication Industry, Analysis of Stock Market trends etc., Mining Association Rules, Data Mining cases, Market Basket Analysis. Classification & Prediction, Real Estate Appraisal using ANN, Time Series Analysis using ANN, Churn Management, Credit card Analysis, Process Control, etc

**IS5203 Telecom Management, 3 Credits**

*Prerequisite: IS5201*

This course presents a state-of-the-art treatment of telecommunication management and its driving forces, integration principles, network management applications and solutions, including network management frameworks, interfaces, system's components, and platform middle-ware. Further course will discuss various service providers, products & services of service providers of telecom sector, tariff models of different services & products, role of regulators, management & practices of managing customers, business models.

**IS5204 Decision Analysis and Decision Support Systems, 3 Credits**

*Prerequisite: IS5201*

The course will cover an overview of DSS, decision making processes, DSS Components, User Interface Components, Object-Oriented Programming and DSS, DSS Components (cont.), Data Components, Data Warehousing, Model Components, Intelligent Systems, Data Mining, International Issues in Decision Making, Implementation and Evaluation of DSS, Group Decision Support Systems, EIS. Overview of different types of decision making: strategic, tactical and operational. Consideration of organizational structures. Mapping of databases, MIS, EIS, KBS, expert systems, OR modeling systems and simulation, decision analytic systems onto activities within an organization. Decision analysis and strategic decision support. Group decision support systems and decision conferencing. Intelligent decision support systems: tools and applications. Cutting-edge decision support technologies. History, design, implementation: benefits and pitfalls.

**IS5205/IS3204 Managing E-Business Systems, 3 Credits**

*Prerequisite: IS5201*

The course will cover electronic business frameworks. Internet and the WWW. Advertisement and promotions on the web. Service industries online. Emerging payment methods and micro-payments. Public policy and legal issues. Infrastructure for electronic business. Economics of electronic business. Telecommunications infrastructure, and Internet technology, Client-server architecture of Internet applications, standard Internet services, HTTP, markup languages, dynamic Web content, Internet access and services: measuring and pricing the Internet, Digital economy, Security of e-commerce: Cryptography and security of Internet information flows, host security, intranets and extranets, Electronic payment systems Trust and assurance in e-commerce, continuous online auditing, online financial reporting, E-business intelligence: Data mining, Web measurements and analysis, Electronic markets, Intelligent agents in electronic commerce, e-commerce transactions, and Extensible Markup Language, Virtual organizations and supply chain management over the Internet

**IS5206 Business Modeling and Simulation, 3 Credits**

*Prerequisite: IS5201*

The course will introduce the basics of simulation and its application in developing business models, overview of Monte Carlo Simulation, the simulation process, Optimization in Simulation (Cash Management), Application of simulation models in inventory planning, marketing management, financial management, accounting, capacity planning, Discrete-event simulation and Dynamic System Simulation processes and their applications in management.

**IS5207/ IS3203 Enterprise Resource Planning (ERP), 3 Credits**

*Prerequisite: IS 5201*

This course will provide the students with basics of ERP, A Business Necessity, ERP Philosophy and Functions, Extended ERP, ERP-II, Component based ERP, ERP Vendor Management, Major Steps of ERP: Implementation, Designing a Business Blueprint, Application Configuration, Testing and End-User Acceptance, Training, Big-Bang Versus Gradual Implementation, ERP tools, ERP services, ERP challenges, outsourcing ERP, High implementation costs, calculating ROI and Business Process Reengineering (BPR). In addition course will highlight the integration between



business processes and computer applications across business functions such as sales, purchasing, production, and accounting. Businesses are discovering that packaged enterprise system provide integration. The students will also study how organizations are represented in an Enterprise (or enterprise resource planning or ERP) system. Assignments and in-class exercises will include exercises and demos using some ERP software's.

### **IS5208 E-Commerce, 3 Credits**

*Prerequisite: IS5201*

The course will provide overview of E-Commerce, B2C Individuals Online, B2C E-Commerce, Personalization & Customization, Online Communities, The New Economy - Economics of the Web, E-Commerce Business Models - how to make money on the Internet, B2B Customer Support, B2B Supply Chain Management, Organizing & Implementing Internet Marketing Plans, Traffic, Brand Building & IMC, Privacy, Security, pricing, legal and Taxation Issues.

### **IS5209 Electronic Business Network for Financial Management, 3 Credits**

*Prerequisite: IS5201*

The course will cover role of business electronic networks in management with specific reference to financial management. Infrastructure of electronic business networks. Components of business networks. Regulatory framework of electronic business networks. Economics of Financial Networks and Electronic Trading. Electronic Data Interchange (EDI), Global Information Network for Small and Medium Enterprises,

### **IS5210 Software Project Management, 3 Credits**

*Prerequisite: IS5201*

The course will cover basics of software project management, people, process, product, technology, software project development phases, organizational structures, project charter, project plans, work breakdown structures (WBS); Estimation and Budgeting - Estimation, Budgeting, Project selection, NPV, ROI, Payback models; Scheduling - Project network diagram fundamentals, PERT techniques, Gantt charts, Critical chain scheduling, Mid-term preview, Risk and Change Management- Risk management, Change control, Development Management: Team models, Requirements process, Configuration management, Software metrics, Programming languages & tools, Managing conflict and motivating, assigning Resources; Project Control- Status reporting, Project metrics, Earned value analysis, communications techniques; Process Improvement; System Test Process- Black box and white box testing, Unit and integration testing, Acceptance test specifications, Test tools; Other Issues- Project Recovery, Documentation, Cutover/Migration, Post Project Reviews, Closing; Project Success- Management support, Expectations, Success metrics. MS Project software for monitoring & control.

### **IS5211/3211 Accounting Information Systems, 3 Credits**

*Prerequisite: IS 5201 and IS 2203*

This course addresses issues of computer based accounting systems. The course will focus on teaching skills needed to use modern accounting software, will require 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.

### **IS5212 Management of IT Enabled Services, 3 Credits**

*Prerequisite: IS5201*

The course will cover processes IT enabled services and a brief overview of various service sectors. It will cover how to gain an expertise in dealing with technology selection & implementation issues, management of services and their marketing and application of IT in various service sectors, integrating effectively both at front-end and back-end. It also enables them to draw BPO

strategies for various service offerings. Customer Interaction Services such as Call Centers Finance and Accounting Services such as back office data processing for airlines, etc. Engineering and Design Services such as outsourced design activities Human Resources Services such as outsourced payroll preparations, etc. Animation for movies and TV serials, cartoon strips, etc. Translation, Transcription and Localization such as Medical Transcription Services. Network Consulting and Management covering outsourced network designing and maintenance. Data Search, Integration and Analysis covering areas such as preparation of legal data bases, research & preparation of reports based an data bases on past records, etc.

**IS5213 E-Customer Relation Management, 3 Credits**

*Prerequisite: IS5201*

The course will covers introduction of business processes in sales, marketing, and service that touch the customer, application of CRM software tools in an enterprise to build databases about its customers that describes relationships in sufficient detail so that management, salespeople, people providing service, and even the customer can access information, match customer needs with product plans and offerings, remind customers of service requirements, check payment histories, and so on. In addition course will cover how to use an integrated online CRM software solution designed to manage sales processes, order management, marketing campaigns, customer support and partner management.

**IS5214 Information Systems Development- Managing Global Environment, 3 Credits**

*Prerequisite: IS5201*

The course will cover the global software management environment, the process of globalization, characteristics of the global software companies, business global drivers. Formulating and implementing strategies for international and global operations, the organization structure and control systems in global companies. Strategic use of information resources and Global IT strategies. Linking the IT strategy to company strategy, Creating and managing global business teams, Organizational impacts of IS/IT use, the global IT organization and architecture, The Role of Chief Information Officer, Global Internet and e-commerce.

**IS5215 Knowledge Management, 3 Credits**

*Prerequisite: IS5201*

The course will cover theory and practice of KM; the mind set for knowledge management, the knowledge cycle- creation, retrieval, and use; varieties of knowledge work-mapping knowledge tasks and knowledge workers; KM opportunities in the enterprise, mechanics of knowledge management-tools & techniques; Information culture and strategy; corporate instinct; knowledge markets and pricing, Applying knowledge management-case studies fro corporate world, Information politics, behavior, culture, economic issues of knowledge management; knowledge management implementation strategies.

**The following Code and Course title changes have occurred:**

Old Code and title of Courses	New Code and title of Courses
OP5205 Project Management	OP5205 Supply Chain Logistics Management
OP5206 Spreadsheet based Decision Making	OP5206 Spreadsheet Based Decision Modeling
OP5211 Advanced Quantitative and Statistical Methods (Independence study)	OP5211 Business Time Series Forecasting
OP5204 Total Quality Management	OP5204 Project Management

# DOCTOR OF BUSINESS ADMINISTRATION (DBA) PROGRAM

## Mission and Goals of the Program

The main mission of the Program is to train scholars and academics in business administration in order to design and execute original research, and to develop a thorough understanding of the subject. The program will involve a combination of course and research works over a period of approximately four years. This degree will assist in building capacity in the areas of teaching and professional business research, and will ensure that graduates are placed in the leading position in academia and world business. As a means to this end, around 25 faculty members with western terminal degrees and research experience in business and economics have come together in solidarity to establish this state of the art program. Main to objective is to strategically affect all business and economics education in Central Asia, and foster international business techniques to assist in the development of the Kazakhstani 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 USA, we are well prepared to deliver a quality DBA program unrivalled in the entire region.

More specifically, the goals of this program are:

Provide a critical mass of terminally degreed professors who are qualified at U.S. standards  
Initiate a top level DBA program at KIMEP that is sustainable and available to all Central Asia.

To focus on the further training of faculty and other professionals to execute original research

Increase the training of currently terminally-degreed KIMEP professors to acculturate them to Western-type business practices and education.

Increase the diversity of professors in Central Asia through selective incentives to continue the education of traditionally under-represented populations.

Ensure KIMEP has enough terminally degreed professors so continuation of the program can be conducted through professor exchanges and existing faculty.

The program will update the skills of current terminally degreed professors to continue this program. At the same time, we anticipate graduating enough non-terminal degree holding KIMEP faculty members in the first three years who, in turn, can reduce dependence on foreign faculty and can serve as exchange professors to ensure a continual supply of qualified professors to teach the DBA program.

*The proposed program incorporates six basic activities:*

1. **A rigorous curriculum and a learning model:** A comprehensive review of current DBA programs in the United States and Canada has been conducted, along with reviewing requirements for AACSB accreditation of such programs. From this review a curricula and a learning model have been developed.
2. **Visiting Professors at KIMEP** will be encouraged. These professors will teach a DBA course and work closely with existing doctorally-qualified faculty to mentor them to teach DBA courses in the future.
3. **Summer Visiting Professors to KIMEP** will teach some of the terminal (DBA) degree program. Teaching the terminal degree courses in the summer will allow for the widest possible attendance by existing professors in the Central Asia region.
4. **Two-for-One Semester Exchanges between KIMEP other Institutions** will allow for acculturation of KIMEP faculty to western business education. The main goal of these

exchanges will be to provide KIMEP with qualified people to teach a terminal degree curriculum or who can be exchanged with US/ Canadian professors capable of teaching the program. KIMEP will exchange two current faculty members in the DBA program with one western professor. This will allow continuation of the KIMEP faculty members research work, both on their dissertation and learning to teach in a western-style environment – each will be assigned a mentor during their visit. In addition, the western faculty member could have the responsibility of mentoring, both in dissertation and in teaching, remaining DBA students and KIMEP. These exchanges are specifically set at the end of the three-year term so that the exchange faculty will be ABD and prepared for advanced training.

5. **Dissertation Oversight.** Western faculty will undertake supervision of doctoral dissertations of the students in the DBA program. This will be done jointly with the existing doctorally-qualified faculty at KIMEP. This will enable these KIMEP faculty members to see first hand how faculty supervises US-style dissertations, what the research quality expectations are, and how other components of the project are conducted. In addition to exchanges, regular Internet videoconferences can be held with the exchange KIMEP doctoral student, their western dissertation supervisor and KIMEP committee member(s). Other doctoral students who are not part of the exchange and remain at KIMEP can be jointly supervised by western faculty and KIMEP faculty members using this method of communication.
6. **Sustaining the KIMEP Doctoral Program.** By graduating the first DBA class within the first three years, this program assures a supply of well-qualified professors, not only for programs in Central Asia, but more specifically to the continuation of this program. In addition, foreign faculty will play a continuing role with the KIMEP doctoral program by serving on doctoral committees, as well as exchange professors to KIMEP.

## **Admission and Study Policies**

### **Admission Criteria**

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:

Adequate graduate work : At least a master's degree from a recognized university  
Official GMAT score above 600\*  
Official TOEFL test scores above 550\*  
Three Letters of Reference  
Personal statement  
Interviews (optional)

\* 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

## **Degree Requirements**

### **Credit Requirements:**

A total of 57 credits are required to obtain the degree. Breakdown is as follows:

1. Coursework (15 courses, each with 3 credit:  $3 \times 15 = 45$  Cr)
2. A work of original research reported in dissertation form ( 12 Cr)

### **Other Requirements:**

1. Comprehensive Exams in Major and 2 Minor fields (Qualifying Examination)
2. Two Curriculum Research Papers
3. Satisfaction of a doctoral residency requirement
4. Formal defense of the candidate's dissertation

### **Transfer Credit:**

A maximum of 9 credit hours of graduate work may be transferred in from an equivalent program. The DBA committee will consider transfer credit and advanced placement on a case-by-case basis.

### **Course Work**

A minimum of 15 courses (45 credits) beyond previous graduate level coursework\*. Plus 12 credit hours credit for dissertation. Thus the student will complete 57 credit hours to obtain the DBA degree. The breakdown of courses and dissertation credit is as follows:

Research Methods: 5 Courses (15 credit)

Major Courses: 5 Courses (15 credit)

Minor Area 1: 3 Courses (9 credit)

Minor Area 2 / Cross Disciplinary: 2 Courses (6 credit) or more in the courses/

Dissertation: 12 credit hours

Students without insufficient business education background required to undertake additional coursework

### **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 three qualifying exams; one in their major field of study and one in each of the two minor areas of study.

Successful completion of the exams will qualify the student to undertake the writing of their dissertation.

The chair of the department's doctoral committee will coordinate the development of questions for the major and minor fields and their administration.

A committee of doctorally qualified faculty in the student's major area will develop questions for the written portion of the exam. They will also grade the exam and make recommendations to the chair of the department's doctoral committee concerning the student's progress.

Two committees of doctorally qualified faculty in each of the minor areas will develop and later grade the exams in their areas. They will make recommendations to the chair of the department's doctoral committee concerning the student's progress. Following successful completion of the written portion of the qualifying exams, the candidate will submit to an oral exam organized by the chair of the department's doctoral committee. The examining committee will include members of the department's doctoral committee and the faculty members who wrote the questions for in the minor areas.

Should the student fail the writer and/or oral portion of the exam, the department's doctoral committee will decide if and when a retake of the exam may occur. If a retake is granted, only one retake will be permitted.

### **Curriculum Research Papers**

Before the final defense of dissertation, candidates must prepare two papers\* in the fields of majors (preferably) or minors suitable for:

Publication in journal or  
Presentation in international conference

\* Publications can be individual, or with other collaborators. In case of a multi-authored publication, higher credits will be given for first authorship.

### **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; usually, this will be a faculty member from one of the student's minor areas of study.

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.

### **Estimated Time to Complete the DBA degree**

#### **Full-Time students estimated completion time.**

To be considered a full-time student, a student must be enrolled for 12 credit hours per semester.

Full-time students must complete their coursework and dissertation within a five calendar year period. Under exceptional circumstances the departmental doctoral committee may extend this period. Full-time students are expected to complete all course work within three regular semesters (at 12 credit hours per term) plus a 12 credit hour summer-term. They will sit for their qualifying exams and start their dissertation in their fourth semester. It is expected that the dissertation will take no longer than 18 to 24 months to complete following the qualifying exams.

**Part-Time Students estimated completion time.**

Any student with less than 12 credit hours/semester enrolment shall be considered as a part time student

Part-time students must complete their coursework and dissertation within eight calendar year period. Under exceptional circumstances the departmental doctoral committee may extend this period.

Part-time students are expected to complete all course work within four regular semesters (at 6 credit hours per semester) plus one full-time summer-term (12 credit hours) and one summer session completing the final 3-credit hours of coursework. They will sit for their qualifying exams and start their dissertation in their fourth regular semester. It is expected that the dissertation will take no longer than 18 to 30 months to complete following the qualifying exams

**The Learning Model (Curriculum Structure)**

<b>DBA Program Course Structure</b>	<b>First DBA Cohort</b>	<b>(KIMEP FACULTY)</b>	
	<b>FULL-TIME DBA's</b>	<b>First Part-Time DBA Cohort</b>	
<b>Fall 2005</b>			
<b>Required Courses</b>	<b>Credits</b>	<b>Credits</b>	
Theory of Knowledge-Epistemology ~ 3 credits	3	3	
Research Methods in the Social Sciences ~ 3 credits	3	3	
<b>Major Courses</b> (Assumption: All disciplines have DBA students)	<b>6</b>		
Accounting ~ 6 credits	*		
Finance ~ 6 credits	*		
Management ~ 6 credits	*		
Marketing ~ 6 credit hours	*		
Operations Management and Information Systems ~ 6 credits	*		
<b>Fall 2005 TOTAL Credits</b>	<b>12</b>	<b>6</b>	
<b>SPRING 2006</b>			
<b>Required Course continued</b>			
Quantitative Analysis in the Social Sciences ~ 3 credits	3	3	
Econometrics ~ 3 credits	3	3	
<b>Major Courses</b> (Assumption: All disciplines have DBA students)	<b>3</b>		
Accounting ~ 6 credits	*		
Finance ~ 6 credits	*		
Management ~ 6 credits	*		
Marketing ~ 6 credit hours	*		

Operations Management and Information Systems ~ 6 credits	*		
<b>Minor Courses</b>			
Minor Area 1 (can be taken, at the approval of the DBA Committee, outside BCB or from allied departments within BCB)	3		
<b>Spring 2006 TOTAL Credits</b>	<b>12</b>	<b>6</b>	
<b>Cumulative Total Credits</b>	<b>24</b>	<b>12</b>	
<b>SUMMER 2006</b>		(Assumption All Part-time can take full summer load)	
<b>Required Course continued</b>			
Advanced Research Method ~ 3 credits	<b>3</b>		
<b>Major Courses</b> (Assumption: All disciplines have DBA students)	<b>3</b>	<b>6</b>	
Accounting ~ 6 credits	*	*	
Finance ~ 6 credits	*	*	
Management ~ 6 credits	*	*	
Marketing ~ 6 credits	*	*	
Operations Management and Information Systems ~ 6 credits	*	*	
<b>Minor Courses</b>			
Minor Area 1 (taught outside BCB)	3	3	
Minor Area 2 (taught outside BCB)	3	3	
	<b>1st Research Curriculum Paper Completed</b>		
<b>Summer 2006 TOTAL Credits</b>	<b>12</b>	<b>12</b>	
<b>Cumulative Total Credits</b>	<b>36</b>	<b>24</b>	
<b>FALL 2006</b>			<b>Second Cohort FULL-TIME DBA's</b>
<b>Major Courses</b> (Assumption: All disciplines have DBA students)	<b>3</b>	<b>6</b>	
Accounting ~ 3 credits	*	*	
Finance ~ 3 credits	*	*	
Management ~ 3 credits	*	*	
Marketing ~ 3 credits	*	*	
Operations Management and Information Systems ~ 3 credits	*	*	
<b>Minor Courses</b>			



Minor Area 1 (taught outside BCB)	3		
Minor Area 2 (taught outside BCB)	3		
	<b>2nd Research Curriculum Paper Completed</b>		
<b>Required Courses</b>			
Theory of Knowledge-Epistemology ~ 3 credits			3
Research Methods in the Social Sciences ~ 3 credits			3
Quantitative Analysis in the Social Sciences ~ 3 credits			3
Econometrics ~ 3 credits			3
		<b>1st Research Curriculum Paper Completed</b>	
<b>Fall 2006 TOTAL Credits</b>	<b>9</b>	<b>6</b>	<b>12</b>
<b>Cumulative Total Credits</b>	<b>45</b>	<b>30</b>	<b>12</b>
<b>SPRING 2007</b>			
<b>Required Course continued</b>	<b>Qualifying Exams: Major Field</b>		
Advanced Research Method ~ 3 credits	<b>Qualifying Exams: Minor Field</b>	3	3
	<b>Dissertation</b>		
<b>Major Courses</b> (Assumption: All disciplines have DBA students)		<b>3</b>	<b>6</b>
Accounting ~ 6 credits		*	*
Finance ~ 6 credits		*	*
Management ~ 6 credit hours		*	*
Marketing ~ 6 credits		*	*
Operations Management and Information Systems ~ 6 credits		*	*
<b>Minor Courses</b>			
Minor Area 1 (taught outside BCB)			3
<b>Spring 2007 TOTAL Credits</b>		<b>6</b>	<b>12</b>
<b>Cumulative Total Credits</b>		<b>36</b>	<b>24</b>
<b>SUMMER 2007</b>	<b>Dissertation</b>		
<b>Major Courses</b> (Assumption: All disciplines have DBA students)			<b>6</b>
Accounting ~ 6 credits			*
Finance ~ 6 credits			*
Management ~ 6 credits			*
Marketing ~ 6 credits			*
Operations Management and Information Systems ~ 6 credits			*

<b>Minor Courses</b>			
Minor Area 1 (taught outside BCB)		6	3
Minor Area 2 (taught outside BCB)		3	
		<b>2nd Research Curriculum Paper Completed</b>	
<b>Summer 2006 TOTAL Credits</b>		<b>9</b>	<b>12</b>
<b>Cumulative Total Credits</b>		<b>45</b>	<b>24</b>
<b>FALL 2007</b>			
	<b>Dissertation</b>	<b>Qualifying Exams: Major Field</b>	
	<b>Until Completed</b>	<b>Qualifying Exams: Minor Field</b>	
		<b>Dissertation</b>	
		<b>Until Completed</b>	

#### Tuition fees

	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year	Total cost for 4 years
<b>Cost per candidate/DBA</b>	<b>\$ 13650</b>	<b>\$ 13433.33</b>	<b>\$ 11725</b>	<b>\$ 10740</b>	<b>\$ 49548.333</b>

#### DBA COURSES IN ACCOUNTING

##### AC 6201 Accounting Theory

Accounting is social science and hence its study is directed to benefits that may bring to society, rather than individuals and enterprises. Theory building in accounting, like in other social sciences, has been primarily concerned with delineating practices (empirical) that formed as groups, such as the basic assumptions, definitions, principles and concepts, that underline accounting rule making by legislative body – and the reporting of accounting and financial information for those interested in such information. “The most important goal of accounting theory should be to provide a coherent set of logical principles that form the general frame of reference for the evaluation and development of sound accounting practices”. (Hendriksen, 1982)

##### AC 6202 Financial Reporting/Management Controls

This course has two parts. First part deals with financial reporting; studies of accounting valuation process, accounting income measurement, and financial disclosure. Contemporary issues are examined in the context of factors that share accounting standards and current trends in financial reporting, with special reference to enterprises in Kazakhstan and region.

The second part covers the concepts, tools and models managers can use in financial analysis and financial controls using accounting information in the formulation and implementation of the strategies of the firms.

### **AC 6203 International Accounting (Standards)**

Massive expansion of international trade and investment during the last half of the 20<sup>th</sup> Century created a need for harmonizing and standardization of accounting functions within enterprises in a country and between countries. Since accounting information is needed for optimizing resource allocation aimed at enhancing economic growth certain bodies such as International Accounting Standards Board (IASB) have been formed for that purpose. While harmonization is an important function, the main principles of IAS are transparency and the reflection of economic reality. "Such principles are meant to promote the knowledge investors need to make informed decisions at reduced risk". (Fujinama, T of International Federation of Accountants, 2000)

### **AC6204 Selected Topics in Finance**

(May be taken more than once for Credit)

*Prerequisite: DBA standing and consent of instructor intensive study and critical examination of recent empirical and theoretical literature in Accounting. Topics of studies will vary depending on the interests of the students and course instructor.*

### **AC 6205 Directed study in Accounting**

*Prerequisite: DBA standing and consent of instructor.*

Individual work related to the needs of DBA students may be arranged both during regular sessions and during the intersession periods.

### **FN6201 Theory of Finance, 3 credits**

*Prerequisites: FN5201 and FN5202 or consent of instructor*

Intensive study and critical examination of the modern finance theory, emphasizing the integration of firm investment and financing decisions under capital market equilibrium. Major topics may include but not limited to theory of capital structure, dividend policy, asset pricing and valuation, risk management, term structure, etc. Empirical studies that have bearing on modern finance theories will also be explored.

### **FN6202 Corporate Finance (DBA), 3 credits**

*Prerequisites: FN6201, DBA standing or consent of instructor*

Intensive study and critical examination of recent empirical and theoretical literature in corporate finance.

### **FN6203 Investments**

*Prerequisites: FN6202, DBA standing or consent of instructor*

Intensive study and critical examination of recent empirical and theoretical literature in investment.

### **FN 6204 Financial Markets and Institutions, 3 credits**

*Prerequisites: FN6203, DBA standing or consent of instructor*

Intensive study and critical examination of recent empirical and theoretical literature in Financial Markets and Institutions.

**FN6205 Special Topics in Finance, 3 credits**

*Prerequisites: FN6204, DBA standing or consent of instructor*

Intensive study and critical examination of special topics recent or emerging interest in finance. These special topics may include but not limited to international finance, financial derivatives, risk management, financial engineering, real estate finance, etc.

**FN6206 Directed Study in Finance**

*Prerequisite: DBA standing and consent of instructor*

Individual work related to the needs of DBA students may be arranged both during regular sessions and during the inter-session periods.

**Management****MG6102 - Management Theory**

The objectives of this seminar are to (1) investigate major 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.

**MG6202 - Management Strategy**

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 environment. 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.

**MG6203 - Organizational Behavior**

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 is 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 seminar 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.

**MG6204 Special Topics in Finance** *(May be taken more than once for Credit)*

*Prerequisite: DBA standing and consent of instructor*

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.

**MG6205 - Directed Studies in Management**

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**

**MK6201 - Marketing Theory**

The objective of this seminar course is to familiarize students with the history and evolution of marketing thought. The course will review the literature regarding the definition of marketing, marketing as a science, and major theoretical perspectives in marketing. Special emphasis will be placed on theoretical paradigms and perspectives in marketing such as system theory, the behavioral theory of the firm, resource dependent theory, and social exchange theory that have influenced marketing as a discipline. Philosophy of science including 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.

**MK6202 - Marketing Strategy**

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.

**MK6203 - Advanced Marketing Theory**

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.

**MKFN6204 Special Topics in Marketing** (May be taken more than once for Credit)

*Prerequisite: DBA standing and consent of instructor*

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.

**MK - 6205 Directed Studies in Marketing**

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**

**OP 6201 Business Process Fundamentals**

This core course focuses on understanding levers for structuring, managing, and improving a firm's recurring business processes to achieve competitive advantage in customer responsiveness, price, quality, and variety of products and services. These levers are as applicable to banks, hospitals, and brokerage firms, for example, as to traditional manufacturing. Processes within firms, as well as between firms, i.e. supply chains, are explored. The fundamental principles underlying state-of-the-art practices, such as Quick Response, Just-in-Time and Time-Based Competition, are explored so that students learn to critically evaluate these and other operational improvement programs.

Students learn the basics of how to manage the operations of a firm, and how operations issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also indispensable to those interested in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

Most weeks consist of in-depth case discussion, integrated with theory.

**OP 6202 Supply Chain Strategy and Practice.**

The supply chain of a firm is critical to its performance. Supply chains are networks of organizations that supply and transform materials, and distribute final products to consumers. If designed and managed properly, these networks are a crucial source of competitive advantage for both manufacturing and service enterprises.

Students will learn how to examine and improve the flow of materials and information through this network of suppliers, manufacturers, distributors, and retailers in order to help firms get the right product to the right customer in the right amount and at the right time. Key topics covered in this course include the role of coordination within and across firms, the impact of incentives, and the use of information technology. Special emphasis is given to understanding how the business context shapes managerial decisions regarding the strategic design and management of the supply chain.

This course is intended for students interested in general management or careers in consulting, operations, or marketing.

### **OP 6203 Operations Management and Strategy**

This is not the usual operations management course that stresses manufacturing. It examines how to manage all the operations and activities in the firm irrespective of department, and thus is particularly useful to students who want the larger view of running the entire enterprise. One aspect of Total Quality Management we cover, for instance, stresses decision making and how to make decisions that propel the processes of the firm forward. In particular, for operational success the firm needs: \* Procedures to promote better decisions and reduce errors. \* Processes that are highly efficient \* Flexibility and responsiveness to the customer \* Innovation that beats the competition \* Better trained and motivated employees \* Superior management \* Excellent information technology

This course will present key concepts necessary for achieving these objectives, but will do so on a general level related to senior management. Consequently, the course will not be technical.

### **OP 6204 Special Topics in Operations Management (May be taken more than once for credit)**

The Course will include:

New methods of decision making that are designed to provide better results because they reduce biases and examine the full picture.

Processes. Every business consists of myriad processes for accomplishing activities and tasks. Surprisingly, the processes at the top firms are twice as efficient as at the average firm, an accomplishment that gives them the strategic advantage. We will investigate the how and why.

New product and software development. Firms gain strategic advantage by developing new products better and faster. We will provide procedures for doing that quickly and effectively.

The use of game theory as a design principle for distributed algorithms and network protocols, and as a foundation for complex autonomous agents engaged in both cooperative activity and strategic competition. From the traditional economic and game theory side, motivations include the development of richer ways of modeling complex and modern problems of strategic interaction and confrontation. This course will survey the progress so far in this exciting and rapidly growing area.

The unity of strategy and operations. Strategy is often considered separately from operations, with the result being slow response and ultimate disaster. It is like turning the steering wheel of a car to the right, but the car continuing straight for another mile before responding. We will discuss how to connect strategy and operations.

Queuing theory and its application in business.

### **OP 6205 Directed Study in OM**

For students who are studying a specific advanced subject area in Operations Management. Students must submit a proposal outlining and detailing the study area, along with the faculty supervisor's consent, to the Operations Management doctoral program coordinator.

The specific content of this course varies from semester to semester, depending on student and faculty interests.

### **Quantitative Analysis in Business (6 credits)**

#### **Business Statistics**

This course introduces the statistical tools needed for modern business applications and most GSB courses.

Topics to be covered include (i) data collection and organization, descriptive statistics, and statistical plots; (ii) probability, random variables, and expectation; (iii) statistical models and

inference: confidence intervals, hypothesis testing, and p-values; (iv) introduction to linear regression (one variable); (v) multiple regression analysis.

### **Advanced quantitative Methods**

Topics to be covered include: multivariate discrete & continuous models, Parametrical and non-parametrical methods (estimation & hypothesis testing), Time-series analysis for forecasting and model building (ARIMA, ANN, GMDH approach).

## **Information Systems**

### **IS 6201 CIS Theory**

Introduction to mathematical programming for PhD students who would like to be intelligent and sophisticated consumers of mathematical programming theory but do not necessarily plan to specialize in this area. Integer and nonlinear programming are covered, including the fundamentals of each area together with a sense of the state-of-the-art and expected directions of future progress.

In-depth study of the theory and algorithms related to the solution of linear programming problems. Optimality conditions, duality and sensitivity analysis. Primal and dual simplex methods. Interior point methods. Large-scale optimization. Dantzig-Wolfe decomposition.

The course will introduce students to the issues and techniques involved in handling large volumes of data and extracting information/ knowledge / intelligence from that data. The course will cover Data warehouse, Data warehouse definition, Terminology, Properties & Components, Data warehouse development approach, A multidimensional data model, Data warehouse design examples.

### **IS 6202 Management Information Systems**

This course provides a broad overview of the key managerial issues relating to development and usage and components of information systems in an organization.

The course will cover electronic business frameworks. Internet and the WWW. Advertisement and promotions on the web. Service industries online. Emerging payment methods and micro-payments. Public policy and legal issues. Infrastructure for electronic business. Economics of electronic business. Telecommunications infrastructure, and Internet technology, Client-server architecture of Internet applications, standard Internet services, HTTP, markup languages, dynamic Web content, Internet access and services: measuring and pricing the Internet, Digital economy, Security of e-commerce: Cryptography and security of Internet information flows, host security, intranets and extranets, Electronic payment systems Trust and assurance in e-commerce, continuous online auditing, online financial reporting.

### **IS 6203 System Analysis and Design**

This is an advanced doctoral-level course in information strategy. Much of the content will be focused on current research areas in information strategy such as the information and organizational economics, information technology and firm performance, search cost and pricing, information and incentives, coordination costs and the boundary of the firm, and the economics of information goods (including pricing and intellectual property protection). In addition, promising empirical approaches such as the use of intelligent agents for data collection or clickstream data analysis will be discussed.

### **IS 6204 Special Topics in CIS (May be taken more than once for credit).**

The course will include:

**Advanced Integer Programming.** In-depth review of solution methods: Lagrangean relaxation and column generation, Benders partitioning, surrogate relaxation, cutting planes and valid inequalities, logical processing, probing, branch-and-bound, and branch-and-price.



Study of special problems and applications: matching, location, generalized assignment, traveling salesman, forest planning, production scheduling.

**Advanced Graph Theory.** Deals mainly with algorithmic and computational aspects of graph theory. Topics and problems include reachability and connectivity, set covering, graph coloring, location of centers, location of medians, trees, shortest path, circuits, traveling salesman problem, network flows, matching, transportation, and assignment problems.

**Advanced Nonlinear Programming.** Convex sets and functions. Optimality conditions and duality theory. Methods for unconstrained and constrained optimization. Interior and exterior penalty methods. Lagrangean and augmented Lagrangean methods.

**Information technology.** We will review some of the key areas including supply chain management, customer relationship management, ERP and the successful application of IT. These capabilities are re-creating strategy.

### **IS 6205 Directed Study in Computer Information Systems**

For students who are studying a specific advanced subject area in Computer Information Management. Students must submit a proposal outlining and detailing the study area, along with the faculty supervisor's consent, to the Operations and Information Management doctoral program coordinator. The specific content of this course varies from semester to semester, depending on student and faculty interests.

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

### **Goals of the Program**

The goal of the Executive MBA program (XMBA) is to provide business enterprises and government agencies in Central Asia with strategic competitive advantages by building on the existing capacities of the next generation of senior managers and executives to allow them to become effective leaders.

More specifically, the goals of this program are:

- Develop a sustainable Executive MBA program at KIMEP;
- Assure a supply of well-qualified senior managers and executives in Central Asia.
- Train current area managers and executives in a Western-style Executive MBA program;
- Ensure KIMEP has sufficient terminally degreed professors and qualified area business professionals as Adjunct Faculty through professor exchanges and existing faculty to facilitate continuation of the program
- Implement an Executive MBA program to the first graduating class (est. 20 - 25 people) in Fall 2005
- Introduce a second class in Fall 2006 (year two) (est 20 – 25 people) to run concurrent with the first class for a total of around 50 people attending annually.

### **Background**

The Master of Business Administration at the Executive Level is anticipated to start the Fall Semester of 2005.

The program is targeted towards high-potential, middle and senior managers. The program, based on the North 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 new world of business to gain increased understanding of the total organization and achieve and maintain competitive advantage.

The program offers a flexible learning model that allows for active continuous full-time employment while simultaneously achieving the Executive MBA. Envisioned as a 24-month Executive MBA (four semesters and one summer), the program emphasizes a balanced relationship between theory and practical applications and focuses on today's key issues such as vision, leadership, entrepreneurship, strategic decision-making, global perspective and organizational efficiency.

The 45-credit curriculum includes case studies and work-related projects. The 6-credit work during the summer is offered in two options: Research or Internship, allowing for specialization.

Candidates to the Executive MBA will include working professionals with at least six years of management and/or administration experience. Satisfactory demonstration of English and Math Proficiency is required for admission, as well as recommendation from present or former employers.

The Executive MBA faculty of KIMEP is supplemented with experienced expert adjuncts from business and government in Kazakhstan and visiting scholars from overseas.

## **Admission and Study Policies**

### **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 for at least six years at the supervisory, tactical and strategic levels. Criteria for admission include such qualities as demonstrated management and leadership performance, excellent academic standing, excellent knowledge of 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
- A minimum of six years in a supervisory/leadership position within business or government.
- Official TOEFL test scores above 550
- Three Letters of Reference
- A Personal statement
- A Recommendation from present or former employers

### **Degree Requirements**

#### **(1) Credit Requirements:**

A total of 45 credits are required to obtain the degree. Breakdown is as follows:

- Coursework (13 courses, each with 3 credit:  $3 \times 13 = 39$  Credits)
- A work of original Research or Internship in Reported Form (6 Credits)

## **(2) Other Requirements:**

Successful demonstration of applied knowledge will be assessed by examinations and submittal and presentation of both individual and group assignments:

Mid-term and Final Examinations  
Individual Projects (Written and Oral Presentation)  
Team Projects (Written and Oral Presentations)

## **(3) 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.

A maximum of 6 credit hours of graduate work may be transferred from an equivalent program.

The Executive MBA Committee will consider course credit on a case-by-case basis.

## **(4) Course Work**

Initially, a set or fixed curriculum of 13 courses (39 credits) and a Research Project or Internship (6 credits) will constitute the Executive MBA. As the program engages with area businesses the curriculum may be expanded to offer a core, required curriculum, with electives allowing for specialization beyond the Research or Internship. The initial program will offer a specialization as determined from the selected Research or Internship project.

A Fixed Curriculum with all subjects considered as core courses  
No elective courses  
Specialization obtained via Research Project or Internship

## **(5) Estimated Time to Complete the Executive MBA degree**

Only Full-Time students will be admitted

- Students must complete their coursework and Research/Internship within a two calendar year period. Under exceptional circumstances the Executive MBA Committee may extend this period.
- Students are expected to complete all course work within four regular semesters and a 6 credit hour summer-term.

No Part-Time Students will be admitted

Any student not able to maintain the scheduled semester courses must meet with and receive approval from the Executive MBA Committee to continue in the program.

## **The Learning Model (Curriculum Structure)**

The Executive MBA will be offered via a venue that is consistent with area business and government needs. It is envisioned the Learning Model will be delivered either on alternate weekends in intensive sessions, or in one-week intensive sessions held every other month. In either model, the requisite 45-hour of contact time with student and faculty per each 3-credit course

will be achieved. The student will supplement their courses with KIMEP's Distance Learning allowing off-campus interchange with Faculty and fellow students for Group and Team Projects and assignments.

<b>First Executive MBA Cohort</b>	
<b>First Year, Fall Semester</b>	<b>Credits</b>
Managerial Economics	3
Legal Environment of Business	3
Negotiation and Business Ethics	3
Managing Organizations	3
<b>First Year, Spring Semester</b>	<b>Credits</b>
Applied Statistics for Managers	3
Leadership and Motivation	3
Managerial Accounting	3
<b>First Year Total Credits</b>	<b>21</b>
<b>Summer Semester</b>	
Option A: Research Project	6
Option B: Internship	6
<b>Summer Total Credits</b>	<b>6</b>
<b>Second Year, Fall Semester</b>	
Financial Analysis	3
International Business Management	3
Operations and Information Management	3
<b>Second Year, Spring Semester</b>	
Global Marketing and Strategy	3
Strategic Management and Business Policy	3
Entrepreneurship and New Venture Creation	3
<b>Second Year Total Credits</b>	<b>18</b>
<b>Total Accumulated Credits</b>	<b>45</b>

### **Tuition, Fees and Cost Estimation**

Early analysis indicates a tuition range of TG 1,951,650 to TG 3,252,750. For purposes of calculation, a tuition of TG 3,252,750 , or TG \$1,626,375 per year is used. Market analysis will determine the actual cost.

## **Executive MBA Program Courses**

Prerequisites to all Executive MBA courses shall be determined at the discretion of the Executive MBA Committee. In general, at least six years of business or government management or leadership experience is sufficient, however, if a particular skill-set or background is missing, a pre-requisite course can be required.

### **Finance**

- EBA 5210 Financial Analysis and Management

### **Accounting**

- EBA 5207 Managerial Accounting

### **Economics**

- EBA 5201 Managerial Economics

### **Marketing**

- EBA 5213 Global Marketing and Strategy

### **Management**

- EBA 5202 Legal and Social Environment of Business
- EBA 5203 Negotiations and Business Ethics
- EBA 5204 Managing Organizations
- EBA 5206 Leadership and Motivation
- EBA 5211 International Business Management
- EBA 5214 Strategic Management and Business Policy
- EBA 5215 Entrepreneurship and New Venture Creation

### **Operations Management/Information Systems**

- EBA 5205 Applied Statistics for Managers
- EBA 5212 Operations and Information Management

### **Specialization (Research/Internship)**

- EBA 5208 Research Project
- EBA 5209 Internship

## **Course Descriptions**

### **EBA 5201 Managerial Economics, 3 credits**

This course examines market behavior and focuses on the actions and real consumers under a variety of market conditions. The impact on production, competition, monopolies and oligopolies is analyzed. 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.

### **EBA5202 Legal and Social Environment of Business, 3 credits**

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.

#### **EBA 5203 Negotiations and Business Ethics, 3 credits**

This course concentrates on developing effective business negotiation skills and explores practical ways to apply contemporary theories of negotiation to domestic and international business. The course methodology is highly experiential, combining class discussions with practice negotiation in one-on-one and team situations. Key issues of conflict management on negotiations and business ethics are covered. Upon successful completion of this course, students will understand conceptual frameworks, will know how to prepare successfully for negotiating, will have enhanced their ability to conduct actual negotiations, and will have a broad awareness of the global environment of business from the standpoint of its impact on effective negotiating.

#### **EBA 5204 Managing Organizations, 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 also international best practice in management techniques and compare with practices prevalent in Kazakhstan today. Different organizational designs are tested by means of case studies and class discussions. The student examines methods of anticipating change and ways of building organizational effectiveness, which is analyzed by exploring individual, group and organizational behavior.

#### **EBA 5205 Applied Statistics for Managers, 3 credits**

This course develops managers the ability 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.

#### **EBA 5206 Leadership and Motivation, 3 credits**

This course focuses on 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 concepts of leadership and motivation are explored focusing on the behavior of people in various organizational contexts. A key objective is to provide students with a full evaluation of their current leadership styles and potential, and by interacting one-on-one with a personal leadership coach, to develop an individualized action plan for improving and broadening leadership capability.

#### **EBA 5207 Managerial Accounting, 3 credits**

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 under-lying 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.

#### **EBA 5210 Financial Analysis and Management, 3 credits**

The objective of the course is to explore the strategic decisions that lead to capital spending. The course examines the uses and misuses of financial information in a wide-range of business decision-making situations. The risk element in financial decision-making and financial instruments that have evolved to reallocate risk in the economy are discussed. Important concepts and

principles of financial management analysis are examined using both theory and case studies. The course provides students with the skills required to analyze performance of businesses and business units based on information available from their accounting and reporting systems.

**EBA 5211 International Business Management, 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 assessment.

**EBA 5212 Operations and Information Management, 3 credits**

In order to compete effectively in the current global marketplace, organizations need executives who are knowledgeable about both the opportunities and challenges associated with information management and technologies. This course helps executives better understand how to use information technologies effectively for the progressive growth of their organizations. The lectures, readings and discussions expose the executives to a number of key concepts and timely issues related to the selection and deployment of information technology applications to their organizations. Operations include production management and control, distribution planning, inventory control and demand forecasting. The course is based on quantitative analysis and computer applications.

**EBA 5213 Global Marketing and Strategy, 3 credits**

In this course, the students examine how the leading companies internationalize their operations, from the analysis of the political, social, business and competitive environments to the development of strategies for entering and competing in international markets. Topics to study from a global perspective include the nature of the tasks facing the international companies in international markets, brand names, positioning, pricing, selling, packaging, advertising and formulating and implementing global marketing strategies. Selecting marketing planning units, situational analysis, target market strategies and positioning statements to reflect short and long-range environments. A research paper on global marketing is part of the course assessment. Students prepare case studies related to Kazakhstan and neighbor CIS countries.

**EBA 5214 Strategic Management and Business Policy, 3 credits**

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 21<sup>st</sup> 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 and assignments about the development of top management.

**EBA 5215 Entrepreneurship and New Venture Creation, 3 credits**

This capstone course allows the student to research and analyze a new business opportunity for their firms. It serves as an integrative, hands-on learning experience that may take the form of a business plan document. The entrepreneurship project may serve as an important “return on

investment” opportunity for sponsors. Entrepreneurs possess special talents and entrepreneurial management is an important part of every executive’s job today. The course teaches both the analytical framework and skills for evaluating and implementing entrepreneurial opportunities including the role of venture capitalists. It examines the new venture process, from creativity to idea generation to growth, expansion and ending the venture. The assignment covers the development of a Business Plan for a new product or service in Kazakhstan and presenting the work in a “business plan competition” in front of a panel of entrepreneurs and business experts. Guidelines for the competition will be provided to all students in class.

#### **EBA 5208 Research Project, 6 credits (Specialization)**

Under the supervision of his/her academic adviser or full-time faculty, the student completes a 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. The guidelines for the Research Project may be provided to all students in the Fall semester.

#### **EBA 5209 Internship, 6 credits (Specialization)**

Under the supervision of his/her academic adviser (full-time faculty) and/or company executive, the student works as an intern in a business enterprise or multinational company in Kazakhstan or overseas during specific period of time in the summer. The student should submit the Internship final paper including the “practical aspects” covered in the organization (details of the work performed and accomplishments) and the “research aspects” and conclusions in the relevant area of specialization. The guidelines for the Internship may be provided to all students in the Fall semester.

### **Master of International Business (MIB)**

#### **Mission and Goals of the Program**

The program mission is to provide business enterprises and government agencies in Central Asia with global managers so they can be prepared for expansion internationally and to effectively interact with multinational firms investing in Kazakhstan and Central Asia. The introduction of qualified MIB graduates into the workforce will assist area businesses in further developing their competitive advantage.

Within this overall goal, the specific objectives of this program are:

- Develop a sustainable Master of International Business (MIB) MBA program at KIMEP;
- Train current area professionals and managers in a Western-style MIB program;
- Ensure KIMEP has sufficient suitably qualified professors and area business professionals as adjunct faculty through professor exchanges and existing faculty in order to facilitate development and continuation of the program
- Implement an MIB program to the first graduating class (est. 20 - 25 people);
- Introduce a second class in year two (est 20 – 25 people) for a total of around 50 people attending annually. Thereafter, expansion of the program to be based on market demand and KIMEP ability to maintain quality and resourcing of the program.



## **Background**

The goal of the Master of International Business (MIB) program is to develop global managers to support area businesses and government, especially those with international operations, responsibilities or international aspirations. The MIB is planned for introduction in Fall 2005. Today's businesses and government agencies require a mix of suitably qualified administrators and global managers. Courses such as BSc and MBA (administrators) and the MIB (global managers) provide such personnel.

The Master of International Business represents a practical way to extend a Bachelor's career at the international level, or to add another major at the graduate level and/or to enhance existing professional qualifications by an international course of studies that prepares the student for working in the new world of business at home or abroad.

The program is designed to allow the option to combine the International Business option with another international major, for example, International Relations, or to develop a double major or a more comprehensive career in International Studies.

The degree is envisioned to be an innovative 24-month program, based on a graduate-level, 48-credit version that includes a 6-credit International Business option during the summer: International Business Research Work, or an International Business Internship, or an International Tour of Study.

The first year curriculum will include courses such as the Fundamentals of International Business and Global Strategy. The second year will include courses such as Management of Multinational Enterprises, Global Marketing and International Entrepreneurship.

Candidates to the Master of International Business (MIB) program will be students with degrees in Business Administration or in other international majors that want to expand their careers into International Business. Students with undergraduate degrees from other Colleges and Departments, working professionals and international students will also be considered for admission to the new Master of International Business, subject to regular KIMEP entry requirements.

## **Admission and Study Policies**

### **Admission Criteria**

KIMEP seeks to admit students who have demonstrated academic and English proficiency and have the potential to succeed in business and government as shown by evidence of their professional and managerial capability. Criteria for admission will be the same as for the established KIMEP MBA Program. At present, the following criteria are in place, but are subject to change as reviewed periodically by the Bang College of Business Admissions and Curriculum Committee:

- At least a bachelor's degree from a recognized university
- A Score of at least 60 on the KGET (KIMEP GMAT Equivalent)
- A Score of at least 60 on the KIMEP English Exam

Students failing to meet these admission requirements, or where test scores in specific disciplines are insufficient, may enroll in pre-MIB courses:

Introductory Business Courses, such as Accounting, Finance, Management, Marketing, Operations Management, Information Systems  
Mathematics Refresher Courses  
Intensive English  
Computing

All MIB students will be assigned an Academic and Career Advisor from the MIB Faculty.

### **Degree Requirements**

#### **(1) Credit Requirements:**

A total of 48 credits are required to obtain the degree. The breakdown is as follows:

Coursework (14 courses, each with 3 credit:  $3 \times 14 = 42$  Credits)

A work of original Research or Internship or Project in Reported Form (6 Credits)

#### **(2) Other Requirements:**

Successful demonstration of applied knowledge will be assessed by examinations and submittal and presentation of both individual and group assignments:

Mid-term and Final Examinations

Individual Projects (Written and Oral Presentation)

Team Projects (Written and Oral Presentations)

#### **(4) 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.

A maximum of 9 credit hours of graduate work may be transferred from an equivalent program.

The BCB MIB Committee will consider course credit on a case-by-case basis.

#### **(4) Course Work**

Initially, a set or fixed curriculum of 14 courses (42 credits) and a Research Project, Internship or International Study Tour (6 credits) will constitute the MIB. As the program engages with area businesses the curriculum may be expanded to offer a core, required curriculum, with electives allowing for specialization beyond the Research, Internship or International Study Tour. The initial program will offer a specialization as determined from the selected Research, Internship or International Study Tour project.

A Fixed Curriculum with all subjects considered as core courses

No elective courses

Specialization obtained via Research Project, Internship or International Study Tour

MBA Students choosing to specialize in International Business may take the following courses towards their 5-course (15 credit) Specialization Requirement:

IB 5201 International Business – Part I

IB 5201 International Business – Part II

Any three International Business Courses as Electives

**(5) Estimated Time to Complete the MIB degree**

**Full-Time students**

- Typically, students will complete their coursework and Research/Internship/International Study Tour within a two calendar year period. Consistent with the existing MBA Program, students have five calendar years to complete the program. Under exceptional circumstances the MIB Committee may extend this period.
- Students are expected to complete all course work within four regular semesters and a 6 credit hour summer-term. As stated above, there is a five calendar year limit for degree completion.

**Part-Time Students**

- It is understood that many students enrolled in the MIB Program are engaged full-time at their place of employment. Therefore, Part-Time admissions will be granted. Students must take at least one course per semester and still honor the five calendar year completions requirement.
- Any student not able to maintain the part-time schedule must meet with and receive approval from the MIB Committee to continue in the program.

**The Learning Model (Curriculum Structure)**

The MIB will be offered in the Evenings and Weekends to accommodate the majority of anticipated students who are actively employed with area businesses and governmental agencies. The Learning Model will be delivered in daily intensive sessions, evenings and weekends. The Learning Model is based upon the requisite 45-hour of contact time with student and faculty per each 3-credit course.

<b>MIB Program Course Structure</b>	<b>First MIB Cohort</b>
<b>First Year, Fall Semester</b>	<b>Credits</b>
International Business – Part I	3
Global Management	3
Graduate Research and Writing in International Business	3
International Business Seminar – Part I	3
<b>First Year, Spring Semester</b>	<b>Credits</b>
International Business – Part II	3
International Finance	3
Global Strategic Management	3
International Business Seminar – Part II	3
<b>First Year Total Credits</b>	<b>24</b>
<b>Summer Semester</b>	
Option A: Research	6
Option B: Internship	6
Option C: Study Tour	6
<b>Summer Total Credits</b>	<b>6</b>

<b>Second Year, Fall Semester</b>	
Management of Multinational Enterprises	3
Global Marketing	3
International Accounting	3
<b>Second Year, Spring Semester</b>	
International Organizational Behavior	3
North American Business, Pacific Asian Business or European Business	3
Global Entrepreneurship	3
<b>Second Year Total Credits</b>	
	<b>18</b>
<b>Total Accumulated Credits</b>	
	<b>48</b>

### **Tuition, Fees and Cost Estimation**

Tuition for the MIB will be fixed to parallel the tuition and fees of the MBA. For Fall 2005 the tuition will be TG 20,150 per credit hour for typical degree tuition of TG 868,080.

### **MIB Program Courses**

Prerequisites to all MIB courses shall be determined at the discretion of the MIB Committee. In general, identical admission qualifications as for MBA students will be observed. For students marginally failing to meet these criteria, pre-MIB courses can be taken. Such courses are:

- Introductory Business Courses, such as Accounting, Finance, Management, Marketing, Operations Management, Information Systems
- Mathematics Refresher Courses
- Intensive English
- Computing

A set or fixed curriculum for the MIB Degree is established as:

#### **Finance**

- IB 5207 International Finance

#### **Accounting**

- IB 5214 International Accounting Systems

#### **Marketing**

- IB 5213 Global Marketing

## **Management**

- ❑ IB 5201 International Business Part I
- ❑ IB 5202 International Business Part II
- ❑ IB 5204 Global Management
- ❑ IB 5205 International Business Seminar Part I
- ❑ IB 5206 International Business Seminar Part II
- ❑ IB 5208 Global Strategic Management
- ❑ IB 5212 Management of Multinational Enterprises
- ❑ IB 5215 International Organizational Behavior
- ❑ IB 5216 North American Business, Pacific Asian Business or European Business
- ❑ IB 5217 Global Entrepreneurship

## **Specialization (Research/Internship/Tour of Study)**

- ❑ IB 5203 Graduate Research and Writing in International Business
- ❑ IB 5209 Graduate Research in International Business
- ❑ IB 5210 International Business Internship
- ❑ IB 5211 International Study Tour

## **COURSE DESCRIPTIONS**

### **IB 5201 International Business - Part I (3 credits)**

The theory and practice of (new) International Business developed since the political transformations in the world during 1970s/1980s. Part I introduces the student to the “real world” of international business. The areas to be covered are globalization; country factors; global trade and investment environment; global monetary system; regional economic integration in the Americas, Europe, Asia Pacific and other regions of the world; and their implications for business. Doing business in economic blocs is also covered. Case studies of small, medium and large international, multinational and global enterprises, practical / managerial applications in Kazakhstan and neighbor CIS countries as well as international business research papers on real companies are part of the course.

### **IB 5204 Global Management (3 credits)**

This course addresses the significant impact of cultural, linguistic, economics, political, strategic, geography and population variables on global management. Through case studies and discussions, students encounter the characteristics, obstacles and opportunities associated with business as it is conducted in other parts of the world. It focuses on the experience of the international firms as they come to grips with an increasingly competitive global environment. The importance of the global challenge is emphasized, the development of the global manager and the strategies for coping in the current and anticipated future international business environment. Cases applicable to Asia and in particular to CIS countries are developed.

### **IB 5203 Graduate Research and Writing in International Business (3 credits)**

This course assists students in successfully completing the research and writing assignments required in the MIB program. Topics include primary / empirical and secondary research techniques, source documentation, bibliographic entries, selecting, interpreting and organizing information, formatting and editing. It provides students experience in using electronic databases and Internet for research. Special issues on international business research such as international protection of intellectual property rights are covered. The course allows the students in Kazakhstan the opportunity to design and conduct a study in international business and to answer research questions relevant to their own international business activities. Research papers.

### **IB 5205 International Business Seminar - Part I (3 credits)**

Firstly, the seminar covers the major political transformations in the world that led to the development of “new forms” of international business in the 1980s/1990s. Then, key areas of the International Business (fundamentals) that are related to Kazakhstan and neighbor Central Asian countries and to the students’ career objectives are discussed. The assignments cover readings of the international business literature from 1980 to 2000. The study groups focus on their topics of interest and review the MIB program objectives / accomplishments during the first semester. Guest speakers discuss current international issues. Oral presentations are required.

### **IB 5202 International Business – Part II (3 credits)**

The theory and practice of the new forms of International Business developed since the political transformations in the world during 1970s/1980s. In Part II, the areas to be covered are the strategy and organization of international business; entry strategies, partnerships, joint ventures and strategic alliances; international business operations such as exporting, importing and counter-trade; global manufacturing and emerging global industry networks and clusters; and topics on global marketing, global human resource management, accounting and financial management in international business, and their implications for business. Case studies of firms operating at the international level and based in Kazakhstan as well as International Business research papers on real companies are part of the course.

### **IB 5207 International Finance (3 credits)**

This course begins defining doing business worldwide in the 21<sup>st</sup> century. To understand how to compete in the changing global market, this course provides the student with several tools to establish and conduct international commerce effectively with an emphasis on financial issues. The students learn how culture influences negotiations and financial arrangements. The course includes techniques for global money management, moving money across borders and managing foreign exchange risk. Topics in international capital and foreign exchange markets, currency issues (derivatives, interest rate parity, forecasting exchange rates, etc.), multinational capital budgeting, financing international trade and international cash management are also covered. Finally, the financial aspects of foreign direct investment will be studied and analyzed.

### **IB 5208 Global Strategic Management (3 credits)**

Decisions and actions for the formulation and implementation of long-term plans that determine organizational performance in multinational, multi-domestic and transnational corporations; role of top management decision-making in establishing the international firm’s mission; focus on strategic analysis of alternative actions; and evaluation of the external and internal environmental conditions, industry characteristics, and organizational capabilities in determining strategy in the global context. Control systems available in global strategic management. The course integrates the different business disciplines for strategic decision-making. The emphasis is on (complex) case studies; strategic thinking in a global context and assignments focused on the development of top management skills by international executives.

### **IB 5206 International Business Seminar - Part II (3 credits)**

During the second semester, the seminar covers key areas of the International Business (advanced) that are related to Kazakhstan and the neighbor Central Asian countries and to the students’ career objectives. The class discussions focus on the international business

developments since 2000 and the new realities of globalization for the 21<sup>st</sup> century. Going global can bring on a world of challenges to Kazakhstan. Study groups discuss their topics of interest and review the MIB program objectives / accomplishments during the second semester. Guest speakers cover latest international issues. Oral presentations are required.

### **IB 5212 Management of Multinational Enterprises (3 credits)**

Managers must learn how to lead in the new global business environment. Failing this, they are subject to the international forces of change, and may lose the opportunities for business in different parts of the world. The process involves differences in culture and management systems in regions such as in the Americas, Asia Pacific, Europe, Central Asia, East Asia and Australasia in light of the internal environment of the organization. By analyzing the special range of decisions facing the managers of multinational companies, the difference between global managers and leaders will become clear, and students will understand how managers must learn to lead in order to manage change in the global environment. Case studies on multinational enterprises based in different regions of the world and their structures and strategies as well as the multicultural management of the international firms are emphasized in this course.

### **IB 5213 Global Marketing (3 credits)**

This course continues defining doing business worldwide in the 21<sup>st</sup> century with an emphasis on marketing issues. The students examine the differences in international marketing management practices in Asia Pacific, Europe, Central Asia and other parts of the world from those used in North America. Topics on global marketing and research, marketing strategy and development, distribution, promotion, branding and pricing are covered. The assignments include country analyses focusing on the marketing issues of companies operating in chosen countries; developing marketing plans for international business opportunities; analyzing cultural differences in conducting global marketing; and, developing global marketing strategies that exploit identified opportunities.

### **IB 5214 International Accounting Systems (3 credits)**

International businesses are confronted with a number of accounting problems that do not confront purely domestic businesses; for example, the lack of consistency in the accounting standards of different countries. This course looks at the source of these differences; attempts to establish international accounting and auditing standards, and examine the problems arising when an international business operating in more than one country must produce consolidated financial statements and currency translations. Harmonization of accounting standards across countries and accounting aspects of control systems are also covered. Case studies include major countries such as China's evolving accounting system.

### **IB 5215 International Organizational Behavior (3 credits)**

This course covers the theory and practice of international human resource management needed to understand the process of managing people, work groups, and organizations in a global environment, and the role of cultural differences in the development of global executives and management teams. In addition, methods for anticipating change in new global organizational structures and change management; analysis of crises and international crisis management; leadership and motivation in the multinational company; and, the changing profiles of the global manager and the multicultural labor force of the 21<sup>st</sup> century. Case studies include country analyses and the role of the national managers vis-à-vis expatriates in international assignments.

### **IB 5216 North American Business, Pacific Asian Business or European Business (3 credits)**

In the case of North American Business, the developments of business management and the North American companies are covered with emphasis on management, structure, finance and performance. Special topics include the decline of the U.S. technological superiority in the 1980s and the restructuring of the U.S. firms in early 1990s. Then, the impacts of the (new) World Trade Organization and globalization on the North American companies in the 1990s, new management approaches and the expansion of the American multinationals. Case studies on Doing Business in North America (NAFTA) are required. Free trade in the Americas is discussed.

In the case of Pacific Asian Business, the management systems and strategies in the major Asia Pacific countries are covered with emphasis on the latest developments regarding foreign investments, government negotiations, joint ventures and strategic alliances, local management, transfer of technology, and intellectual property protection. Asia Pacific Business in the 21<sup>st</sup> century is discussed. Japanese, Chinese, Korean and Australasian multinational companies are covered. Case studies on Doing Business in South East Asia (ASEAN), Japan, Greater China, South Korea and Australasia are parts of the course assessment.

In the case of European Business, the course undertakes first a survey of the political and social development of post-World War II Western Europe and then provides a broad exposure to European international business concepts. The student will be able to understand, recognize, and compare economic, cultural, political, legal and social factors of international business in the European community, demonstrate an awareness and sensibility of business philosophy and practices in the European community and analyze a European problem / opportunity and present critical issues, alternatives, and recommendations / solutions.

### **IB 5217 Europe Global Entrepreneurship (3 credits)**

This capstone course allows the students to research and analyze a new business opportunity for their firms. It serves as an integrative, hands-on learning experience that may take the form of a business plan document. The project may also serve an important “return on investment” opportunity for sponsors. International entrepreneurial leaders possess special talent and international entrepreneurial management is an important part of every executive’s job today. The course teaches both the analytical framework and skills for evaluating and implementing international entrepreneurial opportunities including venture capitalists. Students recognize the difference between entrepreneurship and “intrapreneurship” and the characteristics of the new global entrepreneur. The course examines the new venture process, from creativity to idea generation to growth, expansion and ending the venture. The assignment covers the development of all the steps of an International Business Plan for a new product or service in Kazakhstan and presenting the work in a “business plan competition” in front of a panel of international business experts. Guidelines for the competition will be provided to all the students in class.

### **IB 5209 Graduate Research Work in International Business (6 credits)**

(Research Paper)

Under the supervision of his/her academic supervisor or program chair, the student completes a research paper in the International Business area of interest or specialization. The work may be focused on applied research methodologies or based on theoretical aspects, and cover key issues of international business. A research proposal is required. The guidelines for the Graduate Research Work in International Business may be provided to all students in the first semester.



**IB 5210 International Business Internship (6 credits)**

(Internship Work Report and International Business Research Paper)

Under the supervision of his/her academic supervisor or program chair, the student works on international business as an intern in an international firm or multinational company in Kazakhstan or overseas during specific period of time in the summer. The student should submit the Internship final paper that includes the “practical aspects” (details of the work performed and accomplishments) and the “research aspects” and conclusions in the relevant area of International Business. The guidelines for the International Business Internship may be provided to all students in the first semester.

**IB 5211 International Study Tour (6 credits)**

(Study Tour Report and International Business Research Paper)

Under the supervision of his/her supervisor or program chair, the student participates in some form of international learning experience focusing on International Business. The objective is to attend a business program overseas, such as on “study abroad,” that includes field trips or plant visits in the manufacturing or service sectors. The student is required to submit a Study Tour report and an International Business research paper in the relevant area. The guidelines for the International Study Tour may be provided to all the students in the first semester.

# COLLEGE OF SOCIAL SCIENCES

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suliko@kimep.kz

**Department of Political Science**  
**Department of Economics**  
**Department of Public Administration**  
**Department of Journalism and Mass Communication**

## **Administration**

Ben Ostrov, Ph.D., Dean

John Clark, Ph.D., Associate Dean

Danbala Danju, Ph.D., Chair, Department of Economics

Alex Danilovich, Ph.D., Chair, Department of Political Science

Aigerim Ibrayeva, MPA, M. Phil., Chair, Department of Public Administration

Oxana Ahern, M.A., Chair, Department of Journalism and Mass Communication

Azhar Baisakalova, C.Sc., MPA, M.Phil., College Budget Director

Petr Krepak, Degree in Law, Director of College Internship Program

Dinara Zhakupova, MPA, College Manager

## **Mission of the College**

The **College of Social Sciences** aims to seek and impart knowledge of diversified human social experience and behavior through its disciplines to Central Asia. Life is complex and not all the situations individuals face can be understood easily. That is why we prepare our students and graduates to think in an independent manner analytically and critically about past and present human social experience at the individual, group, national and global level. That is why we seek to concern our students with the values and basic principles needed to solve complicated tasks. Our students bring these features to their preparation for a wide variety of career opportunities in business, government, social services and education.

Since the College seeks to spread understanding about society, its structure, its relationship to the state, and the means by which information is disseminated throughout the society we hope to accomplish four general tasks:

- Encourage the development of independent, highly qualified critical thinkers and policy-makers for a new Kazakhstan
- Train the future leaders of the public sector and news media, and those engaged in international relations
- Conduct more research projects and engage more specialists in cooperative research work while applying the results to the real world
- Develop tools of democratic government, good law and fair law enforcement

The College consists of four progressive dynamically developing departments: **Political Science, Economics, Public Administration and Journalism and Mass Communication**, as well as the **College Internship Program**. The last provides the opportunity to combine theory and practice in real-world situations.

Ultimately, our goal is to aid in the building of civil society in Kazakhstan and, through our graduates who move beyond it, Central Asia and the world. We hope to have a significant role in promoting societal and political liberalization throughout the region, helping to raise not just the material, but also the cultural standard of living here.

### **College Council**

The College Council is the collective academic policy-making body of the affiliated departments. All academic matters including programs of studies, academic rules and regulations, admissions, scholarships, disciplinary measures, graduation requirements, etc are discussed and approved by Council. Development of courses, curricula, syllabi, and introduction of new academic programs are the responsibility of the individual department. The department will then forward the matter to the Council. The Council will study individual proposals through working committees. Reports of the committees will be submitted to the Council for final approval. The Dean will decide which matter should be sent to the Vice President, Academic Affairs for further action.

If you want to know more about the activity of the Council please visit KIMEP's Intranet site/Social Sciences College Council.

### **Composition**

Ben Ostrov, Ph.D, Dean, Chair of the Council  
John Clark, Ph.D., Associate Dean, Department of Political Science Representative

### **Public Administration**

Aigerim Ibrayeva, MPA, M.Phil., Chair  
Natalia Danilovich, Ph. D, Elected faculty

### **Political Science**

Alex Danilovich, Ph. D., Chair,  
John Clark, Ph.D., Elected faculty

### **Economics**

Danbala Danju, Ph.D., Chair  
Abu Islam, Ph.D., Elected faculty

## **Journalism**

Oxana Ahern, MA, Chair  
Roger Wetherington, Ph.D., Elected faculty

## **Students**

1 student representative from graduate programs  
1 student representative from undergraduate programs

## **COLLEGE REQUIRED COURSES (Total - 12 credits)**

Econ 1101/1181	Principles of Economics I
BAIJ 2605	Mass Media in Society
PS 1511	Introduction to Political Science
PA 1513	Introduction to Public Administration

### **ECON 1181 Principles of Economics I (Microeconomics)**

#### **3 Credits**

The purpose of this course is to provide the students with a basic understanding of how markets work. At the end of the course, it is expected that students should be able to: (i) understand and explain the basic problems as far as the micro economics is concerned; (ii) demonstrate knowledge of basic microeconomic terms, concepts and models; (iii) correctly apply microeconomic terms and concepts when discussing economic issues; (iv) apply microeconomic theory to solve basic economic problems and analyze current economic issues; (v) appreciate the contributions, as well as the limitations of microeconomics in solving current economic problems.

### **BAIJ 2605 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 the individuals and the media and explores the role of and impact of media in progressively larger social systems.

### **PS 1511 Introduction to Political Science,**

#### **3 Credits**

*Prerequisites: None*

This is a basic survey course of the major concepts and theory in Political Science designed to provide students with a basic foundation in this field of study. The course will focus on theoretical as well as practical applications of Political Science.

### **PA 1513 Introduction to Public Administration,**

#### **3 Credits**

*Prerequisites: None*

This course will acquaint students with various terms, definitions, theories, concepts and models used in the field of Public Administration. After finishing this course students will have a clear understanding about the process and mechanism of public decision-making and implementation processes.

# DEPARTMENT OF POLITICAL SCIENCE

## (2005-2007 Academic Year)

Office # 108, Tel: (3272) 70-42-79 (ext. 3001); e-mail: [psteach@kimep.kz](mailto:psteach@kimep.kz), [sunshine@kimep.kz](mailto:sunshine@kimep.kz)

### Administration:

- Alex Danilovich, Ph.D., Chair, Director of Graduate Program
- John Clark, Ph.D., Associate Dean
- Michael McHugh, Ph.D., Associate Chair
- Donnacha O'Beachain, Ph.D., Director of Undergraduate Program
- Saule Bulebayeva, Diploma, Department Manager

### Mission Statement

The Department of Political Science provides broad liberal arts education, as well as equips students to understand political life and to attain positions of political leadership.

We make the following mission commitments:

- Prepare students for successful careers in government, business, the not-for-profit sector and related fields
- Foster critical thinking in students and expand their research and communication skills
- Analyze politics through innovative teaching and student/faculty collaboration across the main fields of political science to allow students to gain political literacy appropriate for the responsibilities of citizenship
- Help students understand the concepts and theories of our discipline so they can integrate new facts into their own worldviews

The department offers undergraduate and graduate degrees in the fields of International Relations and Political Science. Our programs provide cutting-edge, well-rounded education, modeled and delivered according to the highest international standards.

## UNDERGRADUATE PROGRAM - BACHELOR OF SOCIAL SCIENCES (BSS)

### Major

As is common in Western universities, undergraduate students need to select a major. The major is the primary focus of study of the student. Each student is required to complete a total of thirty-three credit hours in his major field.

The Department of Political Science offers three majors/career tracks to students:

**BSS in International Relations**  
**BSS in Political Science**  
**BSS in Central Asian Politics**

**BSS in International Relations**

Students majoring in International Relations examine political, economic, diplomatic, military and social aspects of relationships between states. Students also study the mechanisms of diplomacy and foreign policymaking.

**BSS in Political Science**

This is a specialized program to study politics, political theories, political systems, governments, institutions, electoral politics, interest groups, non-government organizations, political culture, political economy, and developmental issues.

**BSS in Central Asian Politics**

This is specialized program to study politics, political theories, political systems, governments, institutions, electoral politics, interest groups, non-government organizations, political culture, and interethnic relations as applied to the Central Asian region.

**Credit Requirements for Major Programs:****INTERNATIONAL RELATIONS (IR)**

IR/CAP 2522: Foreign Policy of Kazakhstan and 24 credits of advanced IR electives and 6 credits of advanced CAP.

**POLITICAL SCIENCE (PS)**

PS2531: Government and Politics in Central Asia 24 credits of advanced PS electives and 6 credits of advanced PS in Central Asian Politics courses.

**CENTRAL ASIAN POLITICS (CAP)**

PS3512: Comparative Politics is required, plus 18 credits (6 courses) advanced CAP electives and 12 credits (4 courses) advanced PS

**Minor (Optional Field)**

A minor is a field of concentration that a student selects to study outside of his/her major field.

The Department offers four minor fields in International Relations, Political Science, History and Law. Students in the Department may also chose a minor from other KIMEP departments if such programs are offered.

In order to earn a minor in International Relations, Political Science, History or Law, a student must complete a total of 18 credit hours.

In order to register for a minor, a student must receive Department Chair's approval for advanced students must take all lower level courses required by the minor field.  
No student may receive a major and a minor in the same field.

Please note that a minor field is an option and not a requirement.

### **Double Major (Optional Field)**

Undergraduate students in the Department of Political Science may choose a double major within the Department, or opt for a second major from another department.

Students who wish to double major in the Department of must fill out appropriate forms at the Office of the Registrar and obtain permission from the Chair of the Department.

To complete a double major in International Relations or Political Science, a student must meet the requirements for each major. For BSS students, these credits can be counted towards KIMEP Free Electives and Cognate Electives as well as the second major. Students from other departments are encouraged to double major in the Department, however they should consult their departments concerning the distribution of credits.

For students outside the Department of Political Science the following courses must be completed to earn a double major:

#### **INTERNATIONAL RELATIONS (IR)**

IR 1512 Introduction to IR

IR 2522 Foreign Policy of Kazakhstan plus

21 credits of advanced IR electives and 6 credits of CAP

#### **POLITICAL SCIENCE (PS)**

PS 1511 Introduction to Political Science

PS 2531 Government and Politics in Central Asia plus

21 credits of advanced PS electives and 6 credits of CAP

#### **CENTRAL ASIAN POLITICS (CAP)**

PS 1511 Introduction to Political Science

PS 3512 Comparative Politics plus

15 credits of advanced CAP and 12 PS electives

### **Undergraduate Curriculum for the 2005-2007 Academic Year**

#### **\*Major Electives (ME): 33 credits**

\*PS, IR and CAP major electives are courses that a student will take in his/her Major only. They must be 3000 or 4000 level classes. The Department makes no distinction in major classes on the 3000 or 4000 level, therefore all count towards graduation requirements.

***International Relations (IR)***

Course code	Title of the course	Credits
IR 2522	Foreign Policy of Kazakhstan	3
	Advanced IR electives	24
	Advanced CAP	6

***Political Science (PS)***

Course code	Title of the course	Credits
PS 2531	Government and Politics in Central Asia	3
	Advanced PS electives	24
	Advanced CAP	6

***Central Asian Politics (CAP)***

Course code	Title of the course	Credits
PS 3512	Comparative Politics	3
	Advanced CAP electives	24
	Advanced PS	6

**\*\*Program Required: 9 credits**

Course code	Title of the course	Credits
IR 1512	Introduction to International Relations	3
PS 1514	Introduction to Sociology	3
HIST 2502	History of Civilization II	3

\*\*for BSS students the course “Introduction to Sociology” would count as a “Program Required”, while for BAE, BAIJ and BSc students it must count as a GER Elective.

**\*\*\*Program Electives (PE): 6 credits**

\*\*\*The PE must be a course offered by either the Department of Political Science or Department of Public Administration.



**KIMEP Free Electives (KE): 18 credits**

**College Required (CR): 12 credits**

Course code	Title of the course	Credits
PA 1513	Introduction to Public Administration	3
Econ 1101	Principles of Economics I	3
BALJ 2605	Mass Media and Society	3
PS 1511	Introduction to Political Science	3

**General Education Requirements (GER): 50 credits**

**Required courses- 28**

**Elective courses- 22**

**Total number of credits required for graduation: 128 credits**

**Break-Down of Credit System for BSS undergraduate students**

Course Type	Number of credits
Major Electives (ME)	33
College Required (CR)	12
Program Required (PR)	9
Program Electives (PE)	6
General Education Requirements (GER)	50
KIMEP Free Electives (KE)	18
<b>Total Required for Graduation</b>	<b>128</b>

**Course Offerings**

**Course Prefixes:**

PS = Political Science  
IR = International Relations  
LAW = Law  
HIST = History

**Double Coding of Courses Prefixes**

Some courses may have more than one prefix (for example: IR/PS). These courses may appear in the major field. These subjects may also be taken as an elective.

**GENERAL EDUCATION COURSES**

(OFFERED BY THE DEPARTMENT OF POLITICAL SCIENCE)

**HIST 1501 History of Kazakhstan**

**3 Credits**

*Prerequisites: None*

This course is a survey of the history of Kazakhstan from antiquity to the present.

Students will also be instructed in the basic historical and historiographical issues surrounding the study of Kazakhstan's history after the fall of the Soviet Union.

### **HIST 2501 History of Civilizations I**

#### **3 Credits**

*Prerequisites: None*

This is a survey course on the development and growth of major world civilizations from the origins of the human race until 1500.

Special emphasis will be placed upon the formation of empires and the origins of the nation-state.

### **HIST 2502 History of Civilizations II**

#### **3 Credits**

*Prerequisites: None*

This is a survey course on the development and growth of major world civilizations from 1500 to the present. Special attention will be devoted to the development of European hegemony from the 16th century to the early 20th century.

### **LAW 1503 Law in Kazakhstan**

#### **3 Credits**

*Prerequisites: None*

This is a survey course designed to provide students with an overall understanding of law, as well as the formation of law and the judiciary in the Republic of Kazakhstan.

## **COLLEGE REQUIRED COURSES**

### **PS 1511 Introduction to Political Science**

#### **3 Credits**

*Prerequisites: None*

This is a basic survey course of the major concepts and theory in Political Science designed to provide students with a basic foundation in this field of study. The course will focus on theoretical as well as practical applications of Political Science.

## **Required Courses**

### **HIST 2502 History of Civilizations II**

#### **3 Credits**

*Prerequisites: None*

This is a survey course on the development and growth of major world civilizations from 1500 to the present. Special attention will be devoted to the development of European hegemony from the 16th century to the early 20th century.

### **IR 1512 Introduction to International Relations**

#### **3 Credits**

*Prerequisites: None*

This is an introductory course designed to acquaint students with various theories and concepts used in the field. The course will examine the nature of the modern world system and the roles and functions of states, non-state actors and institutions.

## **BSS IN POLITICAL SCIENCE**

### **Mission**

This is a general program to study politics , political theories, political systems, governments, institutions, electoral politics, interest groups, non-government organizations, political culture, political economy, developmental issues and the like.

## **POLITICAL SCIENCE COURSES**

### **Courses required for PS major**

#### **PS 2532 Government and Politics in Central Asia**

##### **3 Credits**

*Prerequisites PS 1511*

This course covers new developments in nation-building in Central Asia since 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 world.

### **Elective Courses**

#### **PS 2503 Introduction to Ethics and Philosophy**

##### **3 Credits**

*Prerequisites: None*

This is an introductory course to ethics and philosophy. Special attention will be devoted to the historical development of philosophy as well as the current state of the discipline.

#### **IR/PS 2515 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.

#### **PS 3512 Comparative Politics**

##### **3 Credits**

*Prerequisites: PS 1511*

This is an introductory course in the field of Comparative Politics. The course will acquaint students with various paradigms, while also offering practical case studies to illustrate different political orientations of nation-states and regions.

#### **PS 3534 History of Political Thought**

##### **3 Credits**

*Prerequisites: PS 1511*

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.

#### **PS 3537 Selected Topics in Political Science**

**3 Credits**

*Prerequisites: PS 1511*

This course will examine various issues of political science. Topics vary according to the interests of students and instructors.

**PS 3538 Global Cyber-Politics****3 Credits**

*Prerequisites: PS 1511*

This course will examine global cyberpolitics through both method and content. First, the use of the Internet to gather data in general shall be examined. This will involve discussing useful search portals, especially for topics in politics; search engines, web-based meta-engines, and meta-engine applications

**PS 3532 Democratization and the Politics of Transition****3 Credits**

*Prerequisites PS 1511*

This course will probe the phenomenon of political regime change, focusing particularly on contemporary transitions to democracy. The main theories of democratization will be explored, and several historical periods of democratization waves will be examined. The course will investigate the theoretical literatures on regime change and compare the experiences of countries emerging from state socialism, military rule, bureaucratic authoritarianism and personal dictatorships. Empirical material will consist of several extensive case studies drawn from experiences throughout time and a variety of cultural and geographical zones, though with an emphasis on the post-communist transition of Eastern Europe and the former USSR.

**PS 3535 Political Culture****3 Credits**

*Prerequisites: PS 1511*

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 people's 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.

**PS 4530 Middle East Politics****3 Credits**

*Prerequisites: PS 1511*

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, territories, arms, oil, the two World 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.

**PS 4534 United States Politics****3 Credits**

*Prerequisites: PS 1511*

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 given to 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.

**PS 4533 Developmental Studies****3 Credits**

*Prerequisites: PS 1511*

This is a theoretical as well as empirical course on developmental issues. The main objectives of the course are: introducing students to the concept of development, providing the necessary skills to compare and contrast among various developmental models, and to choose an appropriate one as a developmental model for their own country. Students are expected to participate in seminars and make their presentations on various developmental models.

**PS 4541 Government and Politics in the Russian Federation****3 Credits**

*Prerequisites PS 1511*

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, constitution, party system, parliaments, leadership strategies, and nationalism.

**PS 4537 Undergraduate Seminar in Political Science****3 Credits**

*Prerequisites: PS 1511*

The course is designed to offer students an advanced knowledge of various issues in political science both theoretical and practical.

**PS 4532 Third World Politics****3 Credits**

*Prerequisites: PS 1511*

This is an advanced course designed to acquaint students with both the domestic and foreign policies of third world countries.

This course will analyze the development of the political structures of countries in Africa, Asia and Latin America from the period of decolonization to the present.

**PS 4538 Democratic Theory****3 Credits**

*Prerequisites PS 1511*

This is an advanced course on the development and trends of Democratic Theory.

The course will follow the development of democracy from the government of ancient Athens to the modern factory floor.

**PS 4535 Government and Politics in Europe****3 Credits**

*Prerequisites: PS 1511*

This is an advanced course on politics in Europe. Special emphasis will be given to the European Union as a whole and political institutions and processes in individual European states: UK, France, Germany, Sweden, Italy and others.

Students will acquaint themselves with the main political issues in each country, including the problems of immigration, welfare state reform, economic and political developments and problems related to the enlargement of the EU.

## **PS 4597 Internship in Political Science**

**3 Credits**

*Prerequisites: Permission of the Department Chair*

## **BSS IN INTERNATIONAL RELATIONS**

### **Mission**

Students majoring in International Relations examine political, economic, diplomatic, military and social aspects of state interaction, as well as the emergence of influential non-state actors in the international arena. Students also study the mechanisms of foreign policy-making and diplomacy.

## **INTERNATIONAL RELATIONS COURSES**

### **Courses required for IR major**

#### **IR 2522 Foreign Policy of Kazakhstan**

**3 Credits**

*Prerequisites: IR 1512*

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.

### **Elective Courses**

#### **IR/PS 2515 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.

#### **IR/PS 2516 Terrorism and Security**

**3 Credits**

*Prerequisites: None*

The course studies the origins and nature of contemporary terrorism, terrorist groups, tactics and trends on the worldwide scale starting from the ancient times to the present. It examines threats and challenges posed by terrorist groups to state security and to the security of the international system as a whole, as well as counter terrorist strategies. The psychological, socioeconomic, political, and religious motivations of terrorist violence past and present are assessed. Such topics as terrorism and religion, suicide bombings, terrorist weapons, the ways terrorist organizations operate and receive funding, are discussed in the course.

**IR 3521 Theories of International Relations****3 Credits**

*Prerequisites: IR 1512*

The purpose of this course is to acquaint students with various theories and concepts used in the field of IR. This theoretical course examines old and new theories used in International Relations including Realist, Liberal-internationalist, globalist and Marxist worldviews. Modern theories of globalization, modernization, dependency and human rights will be also discussed.

**IR 3519 Globalization: Current Issues****3 credits**

*Prerequisites: IR 1512*

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. It will help students to comprehend the ontology and epistemology of these processes and take them even further to the analysis of cultural transformations associated with globalization.

**IR/HIST 3522 History of US Foreign Policy****3 Credits**

*Prerequisites: IR 1512*

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.

**IR 3524 Global Security and International Conflict Resolution****3 Credits**

*Prerequisites: IR 1512*

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.

**IR 3523 International Political Economy****3 Credits**

*Prerequisites: IR 1512*

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.

**IR/HIST 3536 The Cold War****3 Credits**

*Prerequisites: IR 1512*

Advanced survey course on the development of the relations between the United States and the Soviet Union from 1945 to 1991. Special emphasis will be placed upon the role of history in shaping the modern international system.

**IR/PS 3537 Russian Foreign Policy****3 Credits**

*Prerequisites: IR 1512*

Advanced course on the formation and development of Russian foreign policy since Ancient Russia to the modern era. This course will focus on Russian foreign policy as a whole, but will put special emphasis on present-day Russian foreign policy-making, and Russia-Kazakhstan relations in particular.

**IR/PS 3538 Chinese Foreign Policy****3 Credits**

*Prerequisites: IR 1512*

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.

**IR/HIST 3539 History of Diplomacy from 1648 to 1815****3 Credits**

*Prerequisites: IR 1512*

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.

**IR/HIST 3540 History of Diplomacy from 1815 to 1945****3 Credits**

*Prerequisites: IR 1512*

Advanced survey course on the development of international relations from the establishment of the Congress System in Europe to the present. Special emphasis will be placed upon the role of history in shaping the modern international system.

**IR 3544 Selected Topics International Relations****3 Credits**

*Prerequisites: IR 1512*

This course will examine various issues of international relations. Topics vary according to the interests of students and instructors.

**IR 4526 Comparative Foreign Policy****3 Credits**

*Prerequisites: IR 1512*

This course will explain and analyze the foreign policy-making process, institutions and processes involved in this process. This course will, however, focus on the foreign policy-making mechanism and process of implementation from a historical comparative perspective. Case studies of selected countries will be examined in depth.

**IR 4524 Russia-United States Relations****3 Credits**

*Prerequisites: IR 1512*

This course will focus on the origin and development of Russian-American relations from the 18th century to the present. Special emphasis will be placed upon the recent changes in Russian-American relations.



**IR 4522 Russia-Kazakhstan Relations****3 Credits**

*Prerequisites: IR 1512*

This is an advanced course on the development of Russian-Kazakh relations from the 18th century to the present. Special emphasis will be given to the development of Russian-Kazakh relations since the collapse of the Soviet Union.

**IR 4528 United States-Kazakhstan Relations****3 Credits**

*Prerequisites: IR 1512*

Advanced survey course on the development of United States-Kazakhstan relations from 1991 to the present. This course will devote special attention to the issue of Kazakhstan nuclear disarmament, democratization in Kazakhstan and US-Kazakhstan relations.

**IR 4529 China-Kazakhstan Relations****3 Credits**

*Prerequisites: IR 1512*

This is an advanced course on the contemporary dynamics of the relations between China and Kazakhstan. This course offers students an opportunity to apply their theoretical knowledge to the specific case of interaction between two major regional players.

**IR 4523 International Organizations****3 Credits**

*Prerequisites: IR 1512*

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.

**IR 4530 Undergraduate Seminar in International Relations****3 Credits**

*Prerequisites: IR 1512*

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.

**IR 4597 Internship in International Relations****3 Credits**

Prerequisites: Permission of the Department

**BSS IN CENTRAL ASIAN POLITICS****Mission**

This is a new specialized program that studies political theories, institutional setups and political processes; party and electoral politics; political culture, as applied to the Central Asia region. Graduates with this specialization are particularly in demand by Western organizations, agencies and companies operating in Kazakhstan, as well as to Western universities where our graduates may pursue advanced studies of politics.

## **CENTRAL ASIAN POLITICS COURSES**

### **Courses required for CAP major**

#### **PS 3512 Comparative Politics**

##### **3 Credits**

*Prerequisites: PS 1511*

This is an introductory course in the field of Comparative Politics. The course will acquaint students with various paradigms, while also offering practical case studies to illustrate different political orientations of nation-states and regions.

### **Elective Courses**

#### **IR 2522: Foreign Policy of Kazakhstan**

##### **3 Credits**

*Prerequisites: IR 1512*

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.

#### **PS 2532 Government and Politics in Central Asia**

##### **3 Credits**

*Prerequisites PS 1511*

This course covers new developments in nation-building in Central Asia since 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 world.

#### **PS 3545 Oil Politics and Policies**

##### **3 Credits**

*Prerequisites PS 1513*

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.

#### **PS 3541 Religious Extremism and Terrorism in Central Asia**

##### **3 Credits**

*Prerequisites: None*

This course will explore the themes of religious extremism and terrorism as methods of inducing political change within Central Asian societies. Specific attention will be given to the role of religion in Central Asia and examine the interface between religious extremism and terrorist movements in Central Asia. The course will also explore the ever-increasing nexus of terrorism, drug trafficking, and criminal activity; specifically as it relates to the political and social stability within Central Asia. Students will be challenged to examine the various tools and methodologies available to regional governments for their use in combating religious extremism and terrorism. Students will be asked to assess critically the responses and policies already employed by Western governments in response to threats from groups such as al-Qaida, Islamic Movement of Uzbekistan, or other groups.

**PS 3533 The Political Economy of Development in Central Asia****3 Credits**

*Prerequisites 1511*

This course explores the determinants of the region's economic and political development. First, in a broadly-based historical framework and second, since independence in the early 1990s. Students will analyze competing interpretations of Central Asian development and participate in some of the most important debates about its political economy and developmental issues. Lessons learned from other regions will also be a subject of inquiry for insight into the most promising avenues for sustaining long-term economic, social, and political development.

**IR 4512: Central Asia in Global Politics****3 Credits**

*Prerequisites 1512*

This course brings together studies of post-colonial, post-Cold War interactions between state and non-state actors. The unanticipated collapse of the USSR initiated a profound crisis in the theory of international relations. The Cold War is rapidly moving into history. The post-Cold War interregnum seems to have come to an end on September 11, 2001. What theory is out there to help us comprehend incisive change in international affairs? We will use elements borrowed from political realism and constructivism to analyze change underway in one particular region: Central Asia.

The objective of the course is to provide greater comprehension of the nature of the post-colonial 'Great Game' underway in that part of the world and to relate that game to the transformation in Central Asia.

**PS 4521 Caspian Petro Politics****3 Credits**

*Prerequisites PS 1512 or 1511*

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.

**PS 4542 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 Islamic 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 Tatar and Bashkortian 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. Theoretical perspectives will treat the literature on identity and nationalism which

appears to be developing rapidly at the present time. Huntington's clash of civilizations hypothesis will also be considered as well as theories of post- and neocolonialism.

### **PS 3536 Political Parties and the Electoral Politics in Kazakhstan and Beyond**

#### **3 Credits**

*Prerequisites: PS 1511*

This course will explore the past, present and future of political parties in Kazakhstan.

The first part of the course will be focused on the history and theories of parties and electoral politics. The second part will assess acting political parties in Kazakhstan, their relations with the electorate, the government and other organizations.

## **HISTORY COURSES**

### **HIST 3531 US History to 1877**

#### **3 Credits**

*Prerequisites: None*

Survey course of the history of the United States from the discovery of the "New World" to 1877. Major themes include the American Revolution, the development of the Constitution, creation of political parties, the American Jacksonian era, and the Civil War. Special emphasis will also be given to Westward expansion, United States treatment of Native Americans, and the role of Slavery in early American society.

### **HIST 3532 US History from 1877 to the Present**

#### **3 Credits**

*Prerequisites: None*

Survey course of the history of the United States from the end of Reconstruction in 1877 to the present. Major themes include 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.

### **IR/HIST 3522 History of US Foreign Policy**

#### **3 Credits**

*Prerequisites: IR 1512*

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.

### **IR/HIST 3536 The Cold War**

#### **3 Credits**

*Prerequisites: IR 1512*

Advanced survey course on the development of the relations between the United States and the Soviet Union from 1945 to 1991. Special emphasis will be placed upon the role of history in shaping the modern international system.

### **IR/HIST 3539 History of Diplomacy from 1648 to 1815**

#### **3 Credits**

*Prerequisites: IR 1512*

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.

### **IR/HIST 3540 History of Diplomacy from 1815 to 1945**

#### **3 Credits**

*Prerequisites: IR 1512*

This advanced course covers a very eventful period in the history of international relations. The course starts from the Congress of Vienna (1814-1815) that ended the era of the Napoleonic Wars and established the new order for the further development of international relations. The final part of the course analyzes the history of diplomacy during the interwar period (1919-1939) and the diplomacy of World War II.

### **HIST/PS 3521 Domestic History of the USSR**

#### **3 Credits**

*Prerequisites: None*

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.

## **LAW COURSES**

### **LAW 3511 International Law**

#### **3 Credits**

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"

### **LAW 3513 Comparative Law**

#### **3 Credits**

This course introduces students to comparative methods of legal analysis. It will compare the sources and methods of law in civil and common law systems, including the nature of legal education in each. The course starts with a survey of Comparative Law as an academic discipline, its history, current definition and scope, followed by practical uses of Comparative legal analysis.

### **LAW 3516: International Trade Law**

#### **3 credits**

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.

### **LAW 3517 Civil Law**

#### **3 Credits**

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, international private law are included.

### **LAW 4512 Administrative Law**

#### **3 Credits**

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 ad judicatory functions of governmental agencies.

### **LAW 4514 Constitutional Law**

#### **3 Credits**

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.

### **LAW 4515 Law of the European Union,**

#### **3 Credits**

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.

### **LAW 5505 Introduction to Civil, Criminal and Press Law in Kazakhstan**

#### **3 credits**

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.

## **GRADUATE PROGRAM**

### **Master's Program in International Relations**

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**

Mission of the MIR program: it is designed to familiarize the student with both the theory and practice of contemporary global politics. To this end, courses will explore the most fundamental questions of international relations, such as: What is the structure of the international system? Who are the primary actors? How do these actors behave? Why do they behave that way? What role do

international law and ethical considerations play? How do states formulate foreign policies? What are these foreign policies?

**Department of Political Science  
Graduate Curriculum for the 2005-2007 (MIR program)**

**Prerequisites: 12 credits**

These courses must be conducted before taking any 5000 level courses

Course code	Title of the course	Credits
IR 1512	Introduction to International Relations	3
PS 1511	Introduction to Political Science	3
PS 3512	Comparative Politics	3
IR 2522	Foreign Policy of Kazakhstan	3

**Required and Major Elective courses: 39 credits**

Course code	Title of the course	Credits
IR 5511	Philosophical & Epistemological Foundation of the Social Sciences (R)	3
IR5512	Research Methods (R)	3
IR5513	Theories of International Relations (R)	3
IR5515	International Political Economy: Politics in the World of Interdependent Economics (R)	3
IR5516	International Institutions (R)	3
IR5517	Technological Innovations and International Security (R)	3
IR5518	Developmental Studies (R)	3
IR5525	Readings (Classics in IR) (R)	3
PS/IRx5xx	CAP (ME)	3
IR x5xx	IR (ME)	3
PS 45xx	PS (ME)	
	<b>THESIS OPTION</b>	
IR 5524	Thesis (R)	6
<b>OR</b>	<b>NON-THESIS OPTION</b>	
	Comprehensive Exam	
PS/IRx5xx	PS/IR (DE) (CAP)	3
IR x5xx	IR (DE)	3

**PS: Political Science**  
**IR: International Relations**  
**CAP: Central Asian Politics**

**Break-Down of Credit System graduate students (THESIS OPTION)**

<b>Course type</b>	<b>Number of credits</b>
Prerequisites	12
Required (R)	24
Thesis	6
Major Electives (ME)	9
<b>Total Required for Graduation</b>	<b>51</b>

**Break-Down of Credit System graduate students (NON-THESIS OPTION)**

<b>Course type</b>	<b>Number of credits</b>
Prerequisites	12
Required (R)	24
Major Electives (ME)	9
Departmental Elective (DE)	6
<b>Total Required for Graduation</b>	<b>51</b>

**GRADUATE REQUIRED COURSE DESCRIPTION**

**IR 5511 Philosophical & Epistemological Foundation of the Social Sciences**  
**3 Credits**

The course will consider and examine philosophical arguments dealing with the knowledge of the forces that rule society, of the causes that produce its upheavals, as well as society's resources for promoting healthy progress. It will also focus on the transformation of our scientific interests. Topics for discussion and analysis will include: epistemological issues concerning knowledge and belief, metaphysical issues dealing with concepts of causality and freedom, materialist perspectives on the nature of reality, the fundamentals of ethics, etc.

**IR 5512 Research Methods**  
**3 Credits**

This course will train you 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: why and how. That's what research design is all about. Although this sounds rather simple and trivial, the craft of designing social research is quite complex 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 will provide a general introduction to research design and elaborate on its specific aspects. It will lay 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.

### **IR 5513 Theories of International Relations**

#### **3 Credits**

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

### **IR 5515 International Political Economy: Politics in the World of Interdependent Economics**

#### **3 Credits**

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.

### **IR 5516 International Institutions**

#### **3 Credits**

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 roles and functions 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.

### **IR 5517 Technological Innovation and International Security**

#### **3 Credits**

The course examines the impact of technological innovation on the capacity to make war and such changes' impact on society.

### **IR 5518 Developmental Studies**

#### **3 Credits**

This is a theoretical as well as an empirical course on development issues. The main objectives of the course are: to introduce students to the concept of development, to provide the necessary skills to compare and contrast among various developmental models, and to choose an appropriate one for their own country.

### **IR 5525 Readings (Classics in IR)**

#### **3 Credits**

This assignment is intended to acquaint graduate students with the foundations and intellectual history of the study of international relations. It is limited to works that are seminal to, or are the acknowledged summations of, a major theory or approach. The list has no relationship to the seminars. It is simply guidance to works students are expected to read separately from, and before they complete, their coursework.

## **Electives and Options**

International Relations (IR) Elective Courses are those courses, which are not required and are offered by the Department of Political Science. These include undergraduate courses coded at the 3000 and 4000 levels. Among electives for the MIR program there are PS courses.

Along with the electives, there are two options for students in their final semester. One of these is the Thesis Option, the other one is the Comprehensive Examination Option; both are described below.

### **IR 5524 Thesis Option 6 Credits**

Students may opt to write a thesis in their final semester. The thesis research project is carried out under the guidance of a KIMEP faculty member and is expected to make a genuine contribution to the field. Students maintaining high overall Grade Point Average (GPA) and showing interest in scholarly research will be permitted to choose the thesis option, which counts as two courses or 6 credits.

### **IR 5526 Comprehensive Examination No Credits**

Non-thesis option students take the Comprehensive Examination Option in which they will take a written qualification exam covering major topics in the field.

## **Credit Transfer/Waiver Policy**

The Department of Political Science is committed to allowing students flexible options in choosing their programs and courses. Thus, the Department allows the waiver of up to 21 credits from the undergraduate coursework from the BSS program to the MIR Program. It will also allow the transfer of up to 9 credits from such relevant coursework taken outside KIMEP from institutions recognized by the MIR Program. This should allow most BSS students to complete an MIR 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 MIR 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 whether it meets the MIR graduation requirements.

***Credits can be transferred or waived not only for elective courses but also for required courses. Out of total of 39 credits, required courses constitute 24 credits.***

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).

# DEPARTMENT OF ECONOMICS

Office # 223, tel.: (3272) 70-42-63 (3041); [sabira@kimep.kz](mailto:sabira@kimep.kz), [ateach@kimep.kz](mailto:ateach@kimep.kz)

## *Administration:*

- Danbala Danju, Ph.D., Chair
- Valeriy Gauzstein, Ph.D., Associate Chair
- Sabit Khakimzhanov, Ph.D., Director of Graduate Program
- Kairat Mynbayev, Ph.D., Director of Undergraduate Program
- Sabira Kozhamkulova, Diploma, Department Assistant

## **Mission**

The mission of the Department of Economics is to produce high-quality research and provide premier training for graduate and undergraduate economics majors that will enable them to make fundamental contributions to the economy while working in the government organizations, private sector, or academia. The coursework in economics offered by the department prepares for career opportunities across the spectrum of business, finance, the study of the law, government, and public policy. The department also offers accessible courses for non-majors and non-KIMEP students that introduce the students to the methods of economic analysis.

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

### **Mission**

The stated mission of the BAE program is to produce future decision makers for both public and private sectors through intensive training and continuous selection based on academic achievements and personal integrity. By emphasizing the methods of analysis of social systems, the BAE curriculum provides fundamental preparation for careers in not only in economics, but also in law, finance, business and public policy.

The program offers specializations in Public Policy Economics, Business Economics and Resource and Environmental Economics. The students may also choose to graduate without specialization, which allows for more freedom in selection of the elective courses.

## **Undergraduate Curriculum for the 2005-2007**

### **Break-Down of Credit Requirements for BAE undergraduate students**

<b>Course type</b>	<b>Number of credits</b>
Major Required (MR)	24
Major Electives (ME)	21
College Required (CR)	12
General Education Requirements (GER)	50
KIMEP Free Electives (KE)	15
<b>Total Required for Graduation</b>	<b>122</b>

**Major Required (MR): 24 credits**

Course code	Title of the course	Credits
Econ 2181	Intermediate Micro	3
Econ 2183	Mathematical Economics	3
Econ 1104	Numerical Methods in Economic Analysis	3
Econ 3112 OR Econ 3111	International Trade OR International Finance	3
Econ 2182	Intermediate Macro	3
Econ 3184	Econometric Methods	3
Econ 3121	Public Finance	3
Econ 3189	Economy of Kazakhstan	3

**\*Major Electives (ME): 21 credits**

\*Students must earn a minimum of 21 credits from economics electives to graduate with major in economics. Students may graduate with or without a specialization. To have a specialization, students must complete 12 credit hours from the List of Economic Electives listed below in the specific area of specialization. The remaining 9 credits can be obtained by taking any 3xxx level economic electives.

**KIMEP Free Electives (KE): 15 credits****College Required (CR): 12 credits**

Course code	Title of the course	Credits
PA 1513	Introduction to Public Administration	3
Econ 1101/1181	Principles of Economics I	3
BALJ 2605	Mass Media and Society	3
PS 1511	Introduction to Political Science	3

**\*\*General Education Requirements (GER): 50 credits**

Required courses 28 credits

Elective courses 22 credits

\* BAE students must take Econ 1103 Introduction to Macroeconomics instead of GER Econ 1101 Introduction to Economics.

**Total number of credits required for graduation: 122 credits**

The lowest minimum grade that is acceptable is "D-", unless indicated otherwise in the course description.

**Double Major and Minor Options**

Students from other departments may obtain a major or a minor in economics in addition to major at the own Department. To complete a major in economics students from other departments have to take 45 credits in economics by successfully completing MR and ME courses in economics listed above and below. To complete a minor in economics, a student has to take any 18 credits from the list of ME and MR in economics. Students majoring or minoring in economics may do so with or without specialization.

**The program currently offers three specializations in the fields of:**

- Public Policy Economics
- Business Economics
- Resource and Environmental Economics

**Electives for Public Policy Specialization**

ECON 3122 Labor Economics  
ECON 3123 Taxation  
ECON 3125 Monetary Economics  
ECON 3126 Institutional Economics  
ECON 3127 Urban and Regional Economics and Policy  
ECON 3128 Health Care Economics  
ECON 3129 Transportation Economics  
ECON 3152 Industrial Organization  
ECON 3161 Natural Resource Economics  
ECON 3165 Environmental Economics  
ECON 3169 Economics of Less Developed Countries  
ECON 3111 International Finance  
ECON 3112 International Trade  
ECON 3232 Commercial Banks Financial Management  
ECON 3155 Money and Banking

**Electives for Business Economics Specialization**

ECON 3151 Managerial Economics  
ECON 3152 Industrial Organization  
ECON 3153 Law and Economics  
ECON 3154 Government and Business  
ECON 3155 Money and Banking  
ECON 3232 Commercial Banks Financial Management  
ECON 3156 Financial Economics  
ECON 3111 International Finance  
ECON 3112 International Trade  
ECON 3123 Taxation  
ECON 3125 Monetary Economics  
ECON 3351 Foreign Exchange Markets  
ECON 3359 Investment in Emerging Markets

**Electives for Resources and Environmental Economics Specialization**

ECON 3161 Natural Resource Economics  
ECON 3162 Energy Economics  
ECON 3165 Environmental Economics  
ECON 3166 Environmental Policy  
ECON 3169 Economics of Less Developed Countries  
ECON 3163 Agricultural Economics  
ECON 3128 Health Care Economics

**Complete List of Economics Electives**

ECON 3181 Economic History  
ECON 3182 History of Economic Thought  
ECON 3111 International Finance

ECON 3112 International Trade  
ECON 3122 Labor Economics  
ECON 3123 Taxation  
ECON 3125 Monetary Economics  
ECON 3126 Institutional Economics  
ECON 3127 Urban and Regional Economics and Policy  
ECON 3128 Health Care Economics  
ECON 3129 Transportation Economics  
ECON 3151 Managerial Economics  
ECON 3152 Industrial Organization  
ECON 3153 Law and Economics  
ECON 3154 Government and Business  
ECON 3155 Money and Banking  
ECON 3232 Commercial Banks Financial Management  
ECON 3156 Financial Economics  
ECON 3161 Natural Resource Economics  
ECON 3162 Energy Economics  
ECON 3163 Agricultural Economics  
ECON 3165 Environmental Economics  
ECON 3166 Environmental Policy  
ECON 3169 Economics of Less Developed Countries  
ECON 3183 Comparative Economic Systems  
ECON 3189 Economy of Kazakhstan

### **Honors Degree**

The Bachelors program in Economics offers an Honors Degree option for students who have a minimum GPA of 3.4 after completing 90 credits. Only those opting for an Honors Degree may take Honors Courses (see the List of Honors Courses). A total of 12 credits are required for a Diploma with Honors, out of which 3 to 6 credit hours are thesis credits. The number of credits assigned to the thesis will be decided by the Research Supervisor and the Chair, based on the quality of the research work.

### **List of Honors Courses**

ECON 4181 Special Topics in Economics  
ECON 4183 Honors Thesis (3-6 credits)  
ECON 4182 Senior Seminar in Economics  
ECON 4815 Advanced Microeconomics I  
ECON 4816 Advanced Microeconomics II  
ECON 4831 Advanced Macroeconomics I  
ECON 4832 Advanced Macroeconomics II

### **Credit Transfer Policy**

As a student of Economics, he/she may submit a request to transfer credit by submitting a written request to the Director of BAE Program. The request must be supported with the syllabus of the course, transcript, and an official translation in English (if in a different language). The Director uses this information, and any other information available, to decide if credit should be transferred. For transfer of courses more advanced than first year courses, in addition to the above documents, a written advice from the instructor who teaches the course at the Department is required as well.

If the semester in which the relevant course is taught has not started, the decision must be made within 2 weeks of the student's filing the request, but not later than three days after the end of the registration period. If the semester has started, the decision must be made within 3 days. The student is responsible for any delays with registering/adding/dropping courses.

In case of a refusal to transfer credit, the student may appeal to the Chair of Economics Department. The Chair creates an ad hoc "Credit Transfer Committee". The committee chair cannot be the same person as the Director of MA or BAE program. The Committee must make a decision within 3 days after filing an appeal. The Committee is the highest authority on credit transfer; its decisions are final and cannot be appealed.

If a student is not a student of Economics, he/she follows the same procedure, but submits his/her materials to his/her Dean.

## **DESCRIPTION OF COURSES**

### **MATH 1101 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 very intuitive and visual. The formal proofs are given only when they help to better understand the concepts. A number of applications to economics, business and social science as well as computational realizations are studied.

### **MATH 1102 Calculus**

*Prerequisite: MATH 1101*

This course provides the students with methods of multivariate integral and differential calculus, including partial differentiation and its applications, vector calculus, nonlinear optimization, both constrained and unconstrained. The students who successfully complete the course will be acquainted with the theoretical concepts and develop the skills and abilities to apply their knowledge in business environment, economic analyses, and academic research.

### **ECON 1101 Introduction to Economics**

#### **3 Credits**

The course provides the elements of economic theory and some elements of applied analysis. The content of the course are roughly split in half between the issues of microeconomics and macroeconomics. In the first part of the course, the students are familiarized with the methodology of microeconomics and learn the basics of consumer and producer theory, which are used subsequently to explain the notion of economic equilibrium. The welfare properties and informational decentralization of competitive equilibrium are emphasized. The second part of the course introduces the basic concepts and definitions of macroeconomics, including national income accounting, employment, economic fluctuations, and the role of government.

### **ECON 1102 Introduction to Macroeconomics**

#### **3 Credits**

This course provides basic understanding of a typical market-based economy from a societal point of view. It includes national income analysis; the traditional theory of income and employment; economic fluctuations; economic role of the government; government expenditures and taxation; money and banking; economic growth and international economics.

### **ECON 1103 Introduction to Microeconomics**

#### **3 Credits**

The purpose of this course is to provide the students with a basic understanding of how markets work. At the end of the course, it is expected that students should be able to: (i) understand and explain the basic problems as far as the micro economics is concerned; (ii) demonstrate knowledge of basic microeconomic terms, concepts and models; (iii) correctly apply microeconomic terms and concepts when discussing economic issues; (iv) appreciate the contributions, as well as the limitations of microeconomics in solving current economic problems.

### **ECON 1104 Numerical Methods in Economic Analysis**

#### **3 credits**

*Prerequisites: Econ1103*

The course covers the basic tools of numeric analysis in economics, including matrix theory, linear algebra, methods of solving systems of linear equations with emphasis on economic applications and computational aspects.

### **ECON 1183 Introduction to Statistics**

#### **3 Credits**

*Prerequisites: MATH 1101*

This course introduces the basic concepts of study design, data collection, data analysis and statistical inference. Topics include an overview of observational and experimental study designs, graphical and numerical descriptive statistics, probability distributions for simple experiments and random variables, sampling distributions, confidence intervals and hypothesis testing for the mean and proportion in the one sample case. 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.

### **ECON 2101 Introduction to World Economy**

#### **3 Credits**

*Prerequisites : ECON 1102 or ECON 1101*

The purpose of this course is to give the students the tools to understand the working of the world economy. The students will examine the classical trade theory and learn the arguments in favor of free trade. The course will also introduce the arguments challenging the free trade paradigm, including "new trade theory", economic geography, location theory and others. The course may also consider the issues of environment, poverty, demographics, and technological progress, depending on the preferences of instructor and the students. The students will learn to analyze the current economic events and the global economic institutions using the economic theory developed earlier.

### **ECON 2102 Introduction to Political Economy**

#### **3 Credits**

*Prerequisites: ECON 1102 or ECON 1101*

Political economy explains how economic interests shape up the society and how the society, and political institutions in particular, serve to protect the economic interests of groups of economic agents. The course begins with the traditional approach to political economy, which uses the concept of class interests in explaining the structure of capitalist society. The course also examines the post-structuralist approach, which attempts to incorporate a variety of determinants of economic outcomes by analyzing the behavior of economic agents and the evolution of political institutions in the historical milieu. The students will learn to recognize the nature of class interests in capitalist and non-capitalist societies, interpret the societal changes in the context of political economy theories and relate the content of the course to their own experience in the real world.



### **ECON 2181 Intermediate Microeconomic Theory**

#### **3 Credits**

*Prerequisites : ECON 1103, MATH 1102*

This is an intermediate level course in between Advanced Microeconomics and Principles. 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 at the intermediate microeconomics level.

### **ECON 2182 Intermediate Macroeconomic Theory**

#### **3 Credits**

*Prerequisite: ECON 1102, MATH 1102*

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.

### **ECON 2183 Mathematical Economics**

#### **3 Credits**

*Prerequisite: ECON 1103, MATH 1102*

This is an introduction to the application of mathematical tools used in 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 general equilibrium analysis. Linear modeling and linear programming are also covered.

### **ECON 3163 Agricultural Economics**

#### **3 Credits**

*Prerequisite: ECON 2181*

This course is primarily a study of the organization and operation of the rural sector from a Microeconomic perspective. The focus of the course is on economic decisions and policy issues related to agricultural, food and natural resource firms, markets and institutions. The course covers the role of government and general agricultural policies and consumer economics issues.

### **ECON 3184 Econometric Methods**

#### **3 Credits**

*Prerequisite: ECON 1183, MATH 1102*

This is an introduction to the statistical regression techniques widely used by researchers in Economics and Business Finance. Basic procedures for estimation and hypothesis testing are given. Single and multiple regression, time-series, and cross sectional data analysis are covered in this course.

### **ECON 3181 Economic History**

#### **3 Credits**

This course introduces broad themes in economic history by exploring a small number of topics in depth. Particular emphasis is placed on the development of economic and political institutions. The following topics may be examined: Slavery, Transition from Feudalism to Capitalism in Europe; Emergence of a Wage-Labor Force; Development of Money; Southern Regional Economy; and The Rise of the Large-Scale Firm.

### **ECON 3182 History of Economic Thought**

#### **3 Credits**

This course introduces the development of economic philosophy from the ancient world to the present. The course explains the relationships between the development of a theory and the prevailing historical and economic conditions, and develops a better understanding of how modern economic theories were developed.

### **ECON 3189 Economy of Kazakhstan**

#### **3 Credits**

*Prerequisite: ECON 1103, ECON 1102*

This course starts with an introduction to the economic history and geography of Kazakhstan and its neighboring countries. This course covers pre-Soviet economic developments and Kazakhstan within the Soviet system. The post-1991 developments in Kazakhstan and other successor states of the Soviet Union: macroeconomic stabilization and economics restructuring are discussed. The course examines Kazakhstan's resources, sectoral composition, and international comparative advantage.

### **ECON 3111 International Finance**

#### **3 Credits**

*Prerequisite: ECON 2182*

This course provides a deeper knowledge on the determination of foreign exchange rate and international macro policy adjustment. This course consists of three parts: Foreign Exchange Rate, Open Economy Macroeconomics and Real Exchange Rate. The basic models of spot exchange rates, forward exchange rates, and interest rate interactions are also developed. Topics include purchasing power parity, 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 and the balance of payments are discussed. Some other issues, such as the optimum currency areas and issues of currency substitution, are also discussed.

### **ECON 3112 International Trade**

#### **3 Credits**

*Prerequisite: ECON 2181*

In this course, the determinants of trade are discussed followed by an examination of how trade affects the distribution of real income in the economy. It presents various theories, such as the model of comparative advantage, Heckscher-Ohlin model, and instruments of trade barriers, and their impact on social welfare; the political economy of trade barriers and their implications; and finally, it discusses the evolution of trade organization. At the end of this course, the students should be able to evaluate the usefulness and limitations of the trade theories, be familiar with the terms of trade, tariffs, and other barriers to trade; understand the international trade policy of the developed and less developed nations; and understand the role of the World Trade Organization.

### **ECON 3121 Public Finance**

#### **3 Credits**

*Prerequisite: ECON 2181*

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.

### **ECON 3122 Labor Economics**

#### **3 Credits**

*Prerequisite: ECON 2181*

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.

### **ECON 3123 Taxation**

#### **3 Credits**

*Prerequisite: ECON 2181, ECON 1102*

Economics of taxation introduces theories of taxation as the primary means of financing government expenditure programs. Equity, efficiency and administrative efficiency constitute the three principal criteria of taxation. Based on these criteria, the tax system in Kazakhstan is then evaluated. The objective of the course is for the students to be better equipped to understand and debate issues related to government tax policies. Other topics include tax-avoidance and tax-evasion, taxation of savings, common problems of tax administration in transition economies, and consumption-based versus income-based tax systems.

### **ECON 3125 Monetary Economics**

#### **3 Credits**

*Prerequisite: MATH 1102, ECON 2182*

This course develops the basic analysis tools used in monetary regulations, such as money supply aggregates, demand and supply of money, and effectiveness of monetary policy. Following several theories of Macroeconomics, the course analyzes the effectiveness of monetary policy in various economic situations. Inflation theories will be also covered in this course.

### **ECON 3126 Institutional Economics**

#### **3 Credits**

*Prerequisite: ECON 2181*

Institutions are defined here to include both general social rules (social conventions, norms, legal rules), and organizational forms that arise and function within the framework of general rules (such as firms). All economic activity is embedded in the framework of institutions, both formal and informal. The discussion will begin with a brief historical overview. The emergence and change of social conventions and norms, property rights, common law and judicial decision-making, government and political decision making, markets, and firms, links between institutional economics and current work in other Social Sciences disciplines will be discussed.

### **ECON 3127 Urban and Regional Economics and Policy**

#### **3 Credits**

*Prerequisite: ECON 1103, ECON 1102*

The course will examine the nature and structure of Urban Economies; Location Theory; economic analysis in an urban framework; principles of urban economic development, housing, transportation, poverty and unemployment and municipal finance. It may consider forecasting of economic activity using census and socioeconomic data.

### **ECON 3128 Health Care Economics**

#### **3 Credits**

*Prerequisite: ECON 1103*

This is a study of the economic structure of the healthcare industry and healthcare problems in Central Asia. Emphasis is placed upon the delivery and pricing of healthcare as well as alternative public policies dealing with costs and distribution problems. We focus on several healthcare economic issues, including topics of current policy interest, as well as topics for which the application of economic theory has been fully explored. There is also a general discussion of the appropriate economic theory and a critical review of the relevant health economics literature.

### **ECON 3129 Transportation Economics**

#### **3 Credits**

*Prerequisite:* ECON 2181

This course includes an analysis of organizational structures, operational characteristics, and managerial policies of railroads, motor carriers, domestic barge lines, airlines, and pipe lines. There is an emphasis on rates, services and public regulation.

### **ECON/PS 3151 Managerial Economics**

#### **3 Credits**

*Prerequisite* ECON 1103, ECON 1183

This course applies microeconomic theory to decision making in the business world. Case studies are used extensively. Optimization techniques, estimating demand functions, business forecasting, linear programming, oligopoly and strategic behavior, pricing techniques, risk analysis, capital budgeting, and anti-monopoly laws are some of the topics of the course.

### **ECON 3152 Industrial Organization**

#### **3 Credits**

*Prerequisite:* MATH 1102, ECON 2181

The study of Industrial Organization is important for understanding corporate behavior. The focus of this course is an empirical and theoretical examination of the structure, conduct and performance of firms and industries. Major topics in the course 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.

### **ECON 3153 Law and Economics**

#### **3 Credits**

*Prerequisite:* ECON 1103

This course introduces students to law making and enforcement through the perspective of economics. Areas of law amenable to this treatment include contracts, torts, and property law. Here are some examples of topics that may be covered in class: 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.

### **ECON 3154 Government and Business**

#### **3 Credits**

*Prerequisite:* ECON 1103

This is a survey of theoretical treatments of oligopoly, natural monopolies, mergers, vertical restraints, and price discrimination; social welfare tradeoffs associated with public regulation of electric, natural gas, cable TV, and telecommunications firms. It includes an analysis of real and monetary factors affecting the national and international economic environment, supply and demand for money, interest rates, stabilization problems and policies, in relation to government and policy effects on business and individual affairs.

### **ECON 3155 Money and Banking**

#### **3 Credits**

*Prerequisite:* ECON 1102

The course begins with a review of functions of money and the structure of the banking system and then proceeds with the monetary theory used as a guide for changing the money supply and interest rates. A considerable part of the course is devoted to regulation of the banking sector. The functioning of banks and, more generally, of financial institutions is impossible to understand without understanding such phenomena as market equilibrium, interest, inflation and exchange rates. Consideration of issues specific to the banking industry will be interleaved with digressions

into macro, micro and international trade. The last part of the course is about duration and convexity, which are used for immunization of balance sheet of banks against unexpected changes in interest rates.

### **ECON 3232 Commercial Banks Financial Management**

#### **3 Credits**

The course covers the most important topics concerning financial management of commercial banks. The course begins with organizational issues and finishes with the analysis of assets and liabilities. The course aims to give students an understanding of how commercial banks work.

### **ECON 3156 Financial Economics**

#### **3 Credits**

*Prerequisite: ECON 1183*

Financial Economics deals with financial management of large enterprises and attempts to explain the functioning of financial markets. Its two major models are the Capital Asset Pricing Model (CAPM) and the Arbitrage Pricing Theory (APT). We will review the utility-maximization problem along with derivatives and first- and second-order conditions. All the necessary math will be reviewed during the course. The course is recommended for those desiring to specialize in Finance and is a good preparatory step for the Derivatives course.

### **ECON 3161 Natural Resource Economics**

#### **3 Credits**

*Prerequisite: ECON 1103*

This course addresses theoretical and policy issues related to the exploitation of renewable and non-renewable natural resources such as, land, water, forests, fisheries, minerals and mining. The dynamic dimension in economic modeling of mining & forestry is addressed. In particular, the efficient extraction and depletion path of natural resources (under various market structures and government control) is discussed along with the management of natural resources. The present value and cost benefit analysis are also covered in this course. The issue of sustainability is addressed with particular reference to natural resource scarcity.

### **ECON 3162 Energy Economics,**

#### **3 Credits**

*Prerequisite: ECON 1103*

This course covers the application of economic models to understand markets for oil, gas, coal, electricity, and renewable energy resources. Models, modeling techniques, and issues included in the course are supply and demand, market structure, transportation models, game theory, futures markets, environmental issues, energy policy, energy regulation, input/output models, energy conservation, and dynamic optimization. The emphasis in the course is on the development of appropriate models and their application to current issues in energy markets. We will also analyze pricing policies of OPEC and other oil exporting countries, taxation policies, and the deregulation of world energy markets.

### **ECON 3165 Environmental Economics**

#### **3 Credits**

*Prerequisite: ECON 1103*

Environmental problems will be traced to the fundamental economic problem of scarcity. Although everyone would prefer a world of pristine air and water, abundant old-growth forests, and free-flowing rivers, we make trade-offs for other goods and services that we want. Determining the most reasonable trade-offs is where the study of Environmental Economics is important. Economic reasoning will be used to examine the causes of environmental problems, the consequences of these problems, and the measures for dealing with them.

### **ECON 3166 Environmental Policy**

#### **3 Credits**

*Prerequisite: ECON 1103*

This course will provide a guide to the basics of environmental policy, the application of the tools of economics to the environment and economics of sustainable growth & development. This course is designed to provide students with the economic and policy implications of environmental issues.

### **ECON 3169 Economics of Less Developed Countries**

#### **3 Credits**

*Prerequisite: ECON 1103, ECON 1102*

This course studies the economic transformation of less developed countries. The major trends in per capita income, inequality, poverty, and population are examined. The course will discuss the analysis of unevenness in development and the possibility that benefits of growth may not accrue equally.

### **ECON 3183 Comparative Economic Systems**

#### **3 Credits**

This course will explore differences between economic institutions, policy, and performance in countries around the world; provide information on the methods used to make economic comparisons across countries; and encourage analysis and discussion of major developments in the world economy, including the introduction of a single currency in Europe, the economic and social transitions of the former Communist countries, and integration the WTO.

### **ECON 3351/5351 Foreign Exchange Markets**

#### **3 Credits**

*Prerequisite: Econ 2182 for Econ 3351/Econ 5031 for Econ 5351*

The course aims to provide the students with the understanding of the global foreign exchange markets. The emphasis will be on the practical side of currency dealing as the course should equip students with the toolkit sufficient for the positions of either foreign exchange dealer or forex market analyst. Margin trading game with internet demo accounts is a part of the course that will allow the students to learn the ropes of forex trading. The course is divided into three main sections: Fundamental Analysis of Foreign Exchange, Technical Analysis of FX Markets and Principles of Currency Dealing in Kazakhstani Banks

### **ECON 3359/5359 Investment in Emerging Markets**

#### **3 Credits**

*Prerequisite: Econ 2182 for Econ 3359/Econ 5031 for Econ 5359*

The course aims to provide the students with a comprehensive coverage of what has come to be the best performing financial sector during the recent years of turbulence - the CIS Markets. The students should acquire the understanding of the specific features of the CIS economies as well as take a closer look at the range of CIS financial instruments (including novelties such as CDS) that has become an attractive haven for global investors. Course materials and reading will be provided in the form of handouts from analyst reports and research pieces prepared by expert teams from the leading global institutions, specializing in the CIS Investment. An essential part of the course - close inspection of the Kazakhstani and Russian financial systems would offer a good training for those with ambitions to work in the CIS financial markets.

### **ECON 3888. Internship in Economics for BAE**

#### **3 credits**

*Prerequisites - Minimum GPA 3.0 and 90 credits completed, permission of academic advisor, and permission of the employer.*

This course fulfills the required internship for undergraduate students majoring in Economics. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Related readings, a daily journal, and a final report are required.

**ECON 4815 Advanced Microeconomics I, 3 Credits**

**ECON 4815 Advanced Microeconomics II, 3 Credits**

**ECON 4831 Advanced Macroeconomics I, 3 Credits**

**ECON 4832 Advanced Macroeconomics II, 3 Credits**

*Prerequisites:* minimum GPA of 3.4 after completing 90 credits. The content of the courses is the same as the graduate courses with corresponding names and codes, respectively, Econ 5121, Econ 5122, Econ 5131, Econ 5132. The students will attend the same courses as the graduate students, but will be given more latitude in selection of assignments. These courses cannot be counted towards respective graduate courses.

**ECON 4181 Special Topics in Economics**

**3 Credits**

*Prerequisite: 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.

**ECON 4182 Senior Seminar in Economics**

**3 Credits**

*Prerequisite: minimum GPA 3.4 and 90 credits completed*

This is a seminar in applied economics, which focuses on selected current economic problems.

**ECON 4183 Honors Thesis,**

**3-6 Credits**

*Prerequisites: Minimum GPA 3.4 and 90 credits completed*

Honors thesis projects include any advanced independent endeavor in the student's major field of study. Proposals (attached to the Independent Study Contract) must show a clear promise of honors level work and be approved by a faculty sponsor. The course title for the transcript will be "Honors Thesis". Completed projects will be announced and presented to interested students and faculty.

## ***Master of Arts in Economics***

### **Mission**

The mission of the MA program is to prepare future decision makers capable of confronting the challenges of the new economy. In order to achieve the stated mission, the MA program takes a select group of mature individuals through an intensive and rigorous coursework aimed at developing analytical skills and deep understanding of the workings of the economy. The curriculum of the MA Program is as flexible as it is possible without compromising the quality of education.

MA in economics is a rigorous quantitatively oriented graduate program designed for students who already obtained undergraduate degree. After the core courses in Microeconomics and Macroeconomics, Econometrics, and Public Finance, International Trade or International Economics, students may specialize in

- **International Economics**

- **Public Policy Economics**
- **Financial Analysis**

The M.A. in Economics Program has been supported, from its inception, by the United States Agency for International Development (USAID), first through the IRIS Center at the University of Maryland, and then through the Academy for Educational Development. At present a significant direct grant is awarded to fund the program, faculty, textbook and equipment purchases and two-year scholarships. The Civic Education Project, the Eurasia Foundation, Fulbright, DAAD and the Princeton-in-Asia Programs also support the M.A. Program. The Open Society Institute through its Higher Education Support Program (HESP) is a major donor as well.

### **Opportunities and Achievements**

Graduates with a M.A. in Economics Program have the skills to pursue many career opportunities, such as: economic/financial advisor, banker, consultant, manager, private business entrepreneur, government official, professor, econometrician, etc. Those graduates with talent and motivation are well prepared to continue further studies in Economics in a Doctoral (Ph.D.) degree's Program abroad. At present, KIMEP graduates are studying at the London School of Economics and Political Science, University of Reading in Great Britain, and in the United States in Colorado, Delaware, Iowa State, Kentucky, Massachusetts, and Illinois.

During the summer, it is possible to attend classes abroad through KIMEP exchange programs. Several of our students were invited to attend international conferences to present research papers prepared in KIMEP courses. A good number of scholarships are awarded every year by the SOROS Foundation that helps pay for tuition and accommodations for out-of-Almaty residents. The best second-year students are offered research and tutorial part-time assistantships within this Program, and several graduates were retained as lecturers.

### **Graduate Curriculum for the 2005-2007 (MA program)**

#### **Break-Down of Credit System graduate students**

<b>Course type</b>	<b>Number of credits</b>
Major Required (MR)	33
Major Electives (ME)	12
Thesis or Research Project	6
KIMEP Free Electives (KE)	3
<b>Total Required for Graduation</b>	<b>54</b>

#### **Major Required (MR): 33 credits**

These are the core courses of the program. They are offered every year.

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
Econ 5011	Probability Theory and Statistics	3
Econ 5012	Econometrics I	3
Econ 5013	Econometrics II	3
Econ 5021	Microeconomics I	3
Econ 5022	Microeconomics II	3
Econ 5031	Macroeconomics I	3
Econ 5032	Macroeconomics II	3
Econ 5815	Mathematical Economics	3



Econ 5801	Research Methodology	3
Econ 5061	Public Finance	3
Econ 5041 or Econ 5142	International Finance or International Trade	3

### **Major Electives (ME): 12 credits**

#### **\*Thesis or Research Project: 6 credits**

\* During the second year all students must choose between writing and defending a thesis or writing an economic research project. The thesis/project work accounts for 6 credits. Thesis is supervised by a faculty member, reviewed by two reviewers and defended during final oral examination. In order to register for the thesis credits the student must have completed first year courses with GPA no less than 3.33. In order to register for research project credits the student must have passed first year courses. The project is supervised by a faculty member and reviewed by another faculty member. There is no defense or oral examination for the Project.

#### **KIMEP Free Electives (KE): 3 credits**

Any graduate level KIMEP course

### **Total number of credits for graduation: 54 credits**

#### **Economics Electives for Specializations (Major Electives)**

The current areas of specializations are International Economics, Public Policy Economics, and Financial Analysis. Students have the option to graduate with or without a specialization. To have a specialization, students must complete 12 credit hours of economic electives listed below in the specific area of specialization. Keep in mind that only immediate prerequisites are listed. Those prerequisites may have other prerequisites.

#### **International Economics**

This specialization has been designed to reflect both globalization and the situation of Kazakhstan as a transition economy. Those specializing in International Economics must take at least 4 of the following 7 courses:

<b>Course code</b>	<b>Course Name</b>
ECON 5142	International Trade
ECON 5143	International Finance
ECON 5232	Commercial Banks Financial Management
ECON 5147	World Commodity Markets
ECON 5178	Foreign Investment in Kazakhstan
ECON 5191	Development Economics
ECON 5198	Regional Economics

#### **Public Policy Economics**

Courses in this specialization cover the main areas of the government's role in the economics sphere. Those specializing in Public Policy Economics must take at least 4 of the following courses:

<b>Course No</b>	<b>Course Name</b>
ECON 5226	Industrial Organization
ECON 5262	Public Finance II
ECON 5264	Public Choice

ECON 5266	Taxation
ECON 5274	Law and Economics
ECON 5232	Commercial Banks Financial Management
ECON 5334	Monetary Economics
ECON 5276	Institutional Economics
ECON 5281	Environmental Economics
ECON 5284	Environmental Policy
ECON 5191	Development Economics
ECON 5283	Resource Economics
ECON 5285	Energy Economics
ECON 5290	Health Care Economics
ECON 5294	Transition Economics
ECON 5295	Population Economics
ECON 5142	International Trade
ECON 5143	International Finance
ECON 5296	Labor Economics

### Financial Analysis

Unlike the Finance major in the Department of Business Administration, we use a technical approach that develops analytical abilities. Therefore, for some courses knowledge of Statistics and Algebra is important, even though they are not mentioned explicitly as prerequisites. Those specializing in Financial Analysis must take at least 4 of the following courses.

Course No	Course Name
ECON 5318	Introduction to Futures and Options
ECON 5051	Money and Banking
ECON 5352	Financial Institutions
ECON 5232	Commercial Banks Financial Management
ECON 5353	Mathematical Theory of Finance
ECON 5354	Financial Economics
ECON 5355	Derivative Securities
ECON 5356	Commodity Exchanges
ECON 5358	Actuarial Mathematics
ECON 5334	Monetary Economics
ECON 5357	Financial Modeling
ECON 3351/ 5351	Foreign Exchange Markets
ECON 3359/ 5359	Investment in Emerging Markets

### List of Economics and Non-economics Electives

- ECON 5803 History of Economic Thought
- ECON 5814 Economic and Business Forecasting
- ECON 5815 Mathematical Economics
- ECON 5816 Optimization in Economics
- ECON 5318 Introduction to Futures and Options
- ECON 5082 Microeconomics for Managers
- ECON 5824 Managerial Economics
- ECON 5226 Industrial Organization
- ECON 5828 Information Economics
- ECON 5334 Monetary Economics

ECON 5081 Macroeconomics for Managers  
**ECON 5142 International Trade**  
 ECON 5143 International Finance  
 ECON 5147 World Commodity Markets  
 ECON 5051 Money and Banking  
 ECON 5232 Commercial Banks Financial Management  
 ECON 5352 Financial Institutions  
 ECON 5353 Mathematical Theory of Finance  
 ECON 5354 Financial Economics  
 ECON 5355 Derivative Securities  
 ECON 5356 Commodity Exchanges  
 ECON 5357 Financial Modeling  
 ECON 5358 Actuarial Mathematics  
 AC5201 Financial Accounting for Managers (given by DBA)  
 FN5202 Advanced Corporate Finance (given by DBA)  
 CIT 3722 C++ (given by the Computer Center),  
 ECON 5351 Foreign Exchange Markets  
 ECON 5359 Investment in Emerging Markets  
 ECON 5262 Public Finance II  
 ECON 5264 Public Choice  
 ECON 5266 Taxation  
 ECON 5274 Law and Economics  
 ECON 5276 Institutional Economics  
 ECON 5178 Foreign Investment in Kazakhstan  
 ECON 5281 Environmental Economics  
 ECON 5283 Resource Economics  
 ECON 5284 Environmental Policy  
 ECON 5285 Energy Economics  
 ECON 5286 Agricultural Economics  
 ECON 5191 Development Economics  
 ECON 5294 Transition Economics  
 ECON 5295 Population Economics  
 ECON 5296 Labor Economics  
 ECON 5198 Regional Economics  
 ECON 5899 Special Seminar in Applied Economics

### **Pre-MA courses**

Intensive pre-M.A. courses in summer for all new M.A. students who did not take similar or more advanced courses before.

Intermediate Microeconomics Econ2181  
 Intermediate Macroeconomics Econ2182  
 Methods of Mathematics Econ 5103

The lowest acceptable minimum grade is a "B-", unless indicated otherwise in the course description.

Students may have Pre-MA courses waived if:

1. The applicant has taken university-level or more advanced courses (such as "Mathematical Analysis (Calculus)" or "Higher Mathematics", in the case of Methods of Mathematics, and

“Macroeconomics” + “Microeconomics”, in the case of Intermediate Microeconomics and Intermediate Macroeconomics).

2. The number of credit hours for each course is at least 54 (which corresponds to 3 credits in the local system), and

3. The grade is “Good” or “Excellent” (not “Satisfactory”, “Unsatisfactory”, or “pass/fail”).

To obtain a waiver, the applicant must submit a certified translation in English of his/her transcript. The Chair of the Economics Department can make exceptions. In particular, item (2) can be dropped if there is sufficient evidence that the applicant has been doing research in Economics.

All courses can be taken in one of the two regular 15-week terms in the fall or spring semester, while several others are offered again during a 7-week intensive summer semester in each academic year. Not all courses are offered each academic year (depending on the demand and availability of faculty), but the prerequisite(s) are strictly observed for enrollment. Those who plan to enter the M.A. program can take courses in Intermediate Economics instead of taking Pre-MA courses.

### **Credit transfer policy**

The student may submit a request for credit transfer in writing to the Director of MA program, who is responsible for handling the request. The request must be supported with the syllabus of the course, transcript, and an official translation to English (if in a different language). The Supervisor uses this information, and any other information available, to decide whether to transfer credit.

If the semester in which the relevant course is taught has not started, the decision must be made within 2 weeks of the student filing the request but not later than three days after the end of the registration period. If the semester has started, the decision must be made within 3 days. The student is responsible for any delays with registering/adding/dropping courses.

In case of a refusal to transfer the credit, the student may appeal to Chair of Economics Department. The Chair creates an ad hoc "Credit Transfer Committee". The committee chair cannot be the same person as the Graduate or Undergraduate Supervisors. The Committee must make a decision within 3 days of filing an appeal. The Committee is the highest authority on credit transfer; its decisions are final and cannot be appealed.

All courses can be taken in one of the two regular 15-week terms in the fall or spring semester, while several others are offered again during a 7-week intensive summer semester in each academic year. Not all courses are offered each academic year (depending on the demand and availability of faculty), but the prerequisite(s) are strictly observed for enrollment. Those who plan to enter the M.A. program can take courses in Intermediate Economics instead of taking Pre-MA courses.

### **Independent study**

Any course in this catalog, which is not offered in the current semester, can be taken as an Independent Study Course, if there is consent from the instructor who offers that course, and the Department Chair approves it. The opportunity to take such a course may be provided only once to an M.A. student during his/her period of study at KIMEP. The purpose of offering such a course is to help the graduate student to complete the graduation requirements in time. The necessary fees and number of credits shall be the same as for the corresponding regular course.

A student enrolled in the Independent Study Course, will complete only the necessary assignments given by the instructor instead of attending lectures. At the end of the study period, the instructor

will submit all the assignments (projects, reports, etc.) written by the student, in addition to submission of other documents (syllabus, final exam questions).

### **Thesis Option**

During the second year all students must choose between writing and defending a thesis or writing an economic research project. The thesis/project work accounts for 6 credits. Thesis is supervised by a faculty member, reviewed by two reviewers and defended during final oral examination. In order to register for the thesis credits the student must have completed first year courses with GPA no less than 3.33. In order to register for research project credits the student must have passed first year courses. Project is supervised by a faculty member and reviewed by another faculty member.

### **Fast-Track Master of Arts in Economics**

Undergraduate students with exceptionally high academic standing may choose to take graduate (5xxx level) economics courses subject to the approval of the academic advisor and course instructor. If passed, these courses will be counted towards both BAE and MA degrees, thereby reducing the total number of credits for ultimate graduation with an MA degree from KIMEP. Upon completion of the required 122 credits, any number of which could be taken on graduate level, the student qualifies for a BAE degree.

### **Joint KIMEP-University of San Francisco Program in Economics**

The Joint KIMEP-USF M.A. Program in Economics provides students from Kazakhstan and other Central Asian countries with rigorous studies and training in quantitative and economic analytical skills to pursue career in the fields of Financial Economics, Telecommunication Economics, Business Forecasting, and Development Economics.

Furthermore, students would have the opportunity to study for one academic year at the USF, which is located in San Francisco, one of the most exciting cities in the world. The USF was founded in 1855 and the US News and World Report has ranked the USF in the top third in a group of 400 universities in the USA.

The program prepares graduates for professional work as researchers, policymakers and practitioners. That is, students can go on to become financial and investment analysts, commodity analysts, market analysts, government policy makers, bankers, investment managers, and both research and teaching economists. In addition, Graduates are well prepared to pursue Ph.D. studies in economics at Western universities.

### **Credit requirements and composition**

- 24 credits from core courses in Economics at KIMEP
- A comprehensive exam in the core subject material after first year coursework at KIMEP
- 18 credits from economics courses at the USF

## DESCRIPTION OF COURSES

### **ECON 5181/ECON 2181 Intermediate Microeconomics**

### **ECON 5182/ECON 2182 Intermediate Microeconomics**

*(These courses are not credited towards MA degree)*

These are pre-M.A. courses mandatory for new M.A. students who have not taken similar courses before. They are equivalent to taking both undergraduate level Intermediate Microeconomics ECON 2181 and Intermediate Macroeconomics ECON 2182. The content of each course is equivalent to the content of corresponding 2xxx courses.

### **ECON 5103 Methods of Mathematics**

*(This course is not credited towards MA degree)*

This is a pre-M.A. course, which is mandatory for new M.A. students who have not taken higher mathematics courses before. It is equivalent to taking MATH 1102 Calculus.

### **ECON 5899 Special Seminar in Applied Economics**

#### **3 Credits**

*Prerequisites: 30 credits and faculty permission*

This course is an introduction to applied issues in microeconomic 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 is intended to be much more literature and student-effort based than most courses. Reading of required material and classroom discussion is required, with an attempt to reduce reliance on the lecture format.

### **ECON 5081 Macroeconomics for Managers**

#### **3 Credits**

Managers need to be aware of how the macroeconomic environment affects business activity and the economic implications of their decisions and actions. Managers require an understanding of basic macroeconomic principles and theories in order to make informed decisions on a day-by-day basis.

### **ECON 5082 Microeconomics for Managers**

#### **3 Credits**

This course aims to provide students with a comprehensive coverage of microeconomics at the intermediate level. The lectures will cover areas such as consumer behavior, theory of the firm; production and cost functions, market structure and game theory. Throughout the course of the lectures emphasis will be on equipping students with the tools and techniques of solving practical microeconomic problems.

### **ECON 5286 Agricultural Economics**

#### **3 Credits**

The course is primarily a study of the organization and operation of the rural system from a microeconomic perspective. The focus of the course is on economic decisions and policy issues related to agricultural, food and natural resources firms, markets and institutions. We will apply the general principles of managerial economics to agricultural markets as found from producer/first handler levels all the way through retail marketing. The course covers the role of government and agricultural policies, and consumer issues.

### **ECON 5803 History of Economic Thought**

#### **3 Credits**

This course traces the evolution of different types of economic theory from the 15th century to the present. This is an important course in the field of economics since it places current economic ideas in historical context. A survey of the development of economic thought from ancient to

modern times is given. Topics include the Classical school from Smith through Mill; Marxian economics; the Marginalists; Institutional economics; and Keynesian Macroeconomics.

### **ECON 5354 Financial Economics**

#### **3 Credits**

*Prerequisites: ECON 5021, ECON 5012*

This is a survey of theoretical models and empirical evidence regarding financial decisions. The expected utility theory and various measures of risk are analyzed and applied to obtain specific models for valuation of financial instruments. The Capital Assets Pricing Model and the Arbitrage Pricing Theory are studied as well as other theories. Research about testing models is reviewed.

### **ECON 5353 Mathematical Theory of Finance**

#### **3 Credits**

*Prerequisites: ECON 5011, ECON 5815*

This advanced course studies modern theories used for financial instruments valuation. It is heavily based on the theory of stochastic processes and requires a deep understanding of probability theory. One example of the models considered is the famous Black-Scholes Model. Emphasis is on the theory, rather than applications, which distinguishes this course from the Derivative Securities course.

### **ECON 5295 Population Economics**

#### **3 Credits**

This course begins with a discussion on basic demographic methods and then takes up topics in population analysis of interest to economists. Topics to be covered include: Malthusian Theory; the economic consequences of population growth; the economics of fertility, mortality and migration; aging and intergenerational transfers. Applications to development, labor, public finance, and other fields of economics may be included.

### **ECON 5284 Environmental Policy**

#### **3 Credits**

*Prerequisites: ECON 5021*

This course seeks to develop student capabilities for analysis and decision-making in the area of environmental economic policy. The course will also provide a comparative perspective on environmental policies in the U.S. and in Central Asia.

### **ECON 5801 Research Methodology**

#### **3 Credits**

A senior faculty member with an excellent research record will teach this course. The methodology of academic research is studied, using samples of work by outstanding economists. Students are urged to develop their own ideas and projects.

### **ECON 5011 Probability Theory and Statistics,**

#### **3 credits**

This course covers all topics necessary for Econometrics, Actuarial Finance, Financial Economics, and Derivatives Securities. Those topics include: the notions of a probability space, expected value, distribution function, characteristic function, and various statistics. The basics of stochastic processes are also considered.

### **ECON 5012 Econometrics I**

#### **3 Credits**

*Prerequisite: ECON 5011*

Econometrics can be considered as the integration of Economics, Mathematics and Statistics for the purpose of estimating economic relationships for making forecasts, and policy decision-making.

The course provides the students with the understanding necessary statistical concepts used in econometric methods. These are probability and probability distributions, testing of hypotheses, correlation and regression analysis.

### **ECON 5013 Econometrics II**

#### **3 Credits**

*Prerequisite: ECON 5012*

This course is an extension of Econometrics I. The problem of violations of assumptions of the classical linear regression model will be considered in more detail. In addition, we consider the following topics on single equation estimation: distributed lag models, causality problems, logit and probit models, and dummy variables. Analyze simultaneous equation models and the methods of their estimations. The course will include a brief introduction to the time series analysis. The statistical package Eviews will be used.

### **ECON 5021 Microeconomics I**

#### **3 Credits**

This course will cover consumer and producer theory, welfare measures and comparative statics analysis, and general equilibrium analysis. In this course the students learn to analyze the economic structure in an environment with perfect information, enforceability, limited market power and no externalities.

### **ECON 5022 Microeconomics II**

#### **3 Credits**

*Prerequisite: Econ5021*

This course extends the analysis of the economic equilibrium to the environment with time, uncertainty, asymmetric information in the presence of externalities and market power.

### **ECON 5031 Macroeconomics I**

#### **3 Credits**

The main objectives of this course include a rigorous treatment of standard macroeconomic theory. Keynesian Theory will be analyzed through the integration of the product and financial markets (IS-LM). The Monetarist and the New Classical (Rational Expectations) Models will be discussed from the choice-theoretic point of view. Other topics include: stabilization policy with international linkages, aggregate production function, and economic growth.

### **ECON 5032 Macroeconomics II**

#### **3 Credits**

*Prerequisite: ECON 5031*

This course is designed to provide a deeper knowledge of macroeconomic issues such as inflation, unemployment, business cycle, and economic growth. This course will cover various modern economic models using various mathematical tools. Upon completion of this course, students are expected to be familiar with modern macroeconomic issues and a modern approaches to analyze those issues. The whole course combines both theoretical and empirical approaches.

### **ECON 5051 Money and Banking**

#### **3 Credits**

*Prerequisites: ECON 5031*

This course deals with the influence of monetary and financial variables on the domestic and international economy, the nature and role of financial intermediaries, the structure of banking systems, and their relationships to monetary statistics and variables.



## **ECON 5232 Commercial Banks Financial Management**

### **3 Credits**

The course covers the most important topics concerning financial management of commercial banks, starting with organizational issues and finishing with an analysis of assets and liabilities. The course aims to give students an understanding of how commercial banks work.

## **ECON 5061 Public Finance I**

### **3 Credits**

*Prerequisite: ECON 5021*

This course is an introduction to the economic analysis of public policies. The course surveys topics such as the role of the state and the market, issues on equity and efficiency, market failures, social cost-benefit analysis, and government expenditure programs. The second half of the course focuses on taxation. Topics include tax incidence, equity, efficiency, and optimal taxation. This would be an appropriate course for students who are interested in: 1) generally, the economist's view of the appropriate roles for government within a market, 2) specifically, in the analysis and institutional background of various government programs and initiatives -- both expenditures and taxation.

## **ECON 5142 International Trade**

### **3 Credits**

*Prerequisites: ECON 5021*

This course is designed to cover the basic topics in the theory of international trade including the gains from exchange and specialization, factor and goods prices, the theory of tariffs, imperfect competition and trade, distortions in commodity and factor markets, and theories of economic integration. It is part of a two-course sequence in international economics although it can be taken on a stand-alone basis. A basic undergraduate course in international trade would be useful although not necessary. Students are presumed to have had an undergraduate course at the intermediate to advanced level in microeconomic theory. Calculus and basic statistics will be used throughout the course. Topics covered include: Ricardian theory of comparative cost, Heckscher-Ohlin and factor abundance trade, Increasing returns and product differentiation, factor movements, commercial policy -- tariffs, quotas, export subsidies, and infant industry arguments, international oligopoly and strategic trade, and theories of economic integration -- free trade areas and customs unions.

## **ECON 5143 International Finance**

### **3 Credits**

*Prerequisites: Econ5031*

This course deals with a selection of topics in international macroeconomics, international financial markets, and some institutional aspects of the international monetary system. It is part of a two-course sequence in international economics, although it can be taken on a stand-alone basis. A basic undergraduate course in both international trade and international finance/money would be useful although not necessary. Students are presumed to have had an undergraduate course in macroeconomics and microeconomics. Calculus and basic statistics will be used throughout the course. The eclectic nature of the field means that only a limited number of topics can be covered. The emphasis will be alternative theories of the balance of payments, international asset markets, and alternative theories of the exchange rate. The final part of the course will deal with contemporary policy problems in the international monetary system.

## **ECON 5147 World Commodity Markets**

### **3 credits**

*Prerequisites: ECON 5021*

This course is designed to provide a wide knowledge on commodities traded in international markets. By completing this course, students are expected to understand the practice of

international trade of major raw materials, and advanced trade method. Currency trade will be also discussed as a major commodity trade. Since the trade of commodity is used as a risk avoiding method from uncertainty, a theory of uncertainty and information will be introduced in the beginning to provide a theoretical background. A presentation will help the students to have deeper knowledge of the commodity in which they are interested.

### **ECON 5178 Foreign Investment in Kazakhstan**

#### **3 Credits**

*Prerequisites: ECON 5031*

This class examines the legal framework as well as the political and economic issues related to foreign investments in Kazakhstan. It discusses the regulatory system in Kazakhstan related to foreign investments and the regulations on foreign capital. Contract law and a foreigner's legal rights are presented in detail as well. Other topics include a description of laws applicable to particular transactions, a summary of relevant issues related to foreign investments, a description of taxes applicable to foreign investments and to local companies, and recent developments in foreign investment laws. Setting up in Kazakhstan, labor law, intellectual property, antitrust, capital markets and privatization transactions is also covered.

### **ECON 5191 Development Economics**

#### **3 Credits**

*Prerequisites: ECON 5031*

This course will cover case studies of development in selected studies, theories of growth and economic development, institutions and laws promoting development, project appraisal, trade policies, and economic development in selected regions. This course is usually conducted in a seminar format.

### **ECON 5198 Regional Economics**

#### **3 Credits**

*Prerequisites: ECON 5021*

The course will focus on industrial location, hierarchical structure of regions, migration of people, and growth and decline of regions. The course will cover economic theories of the nature and function of cities with emphasis on classical location theory. Theory of urban and regional planning in a market economy will be also considered. The course will examine selected problems, e.g.: housing, land-use and transportation; urban economic history; regional development; and fiscal federalism.

### **ECON 5226 Industrial Organization**

#### **3 Credits**

*Prerequisites: ECON 5022*

The study of industrial organization is important for understanding industrial economics and corporate behavior but it is essential for students aiming to serve the industrial sector of the economy as their professions. The focus of this course is on an empirical and theoretical examination of the structure, conduct, and performance of firms/industries at the micro and macro level: What determines the market structure and how it is measured? How do firms in an industry behave or perform in a given market structure? All such issues are discussed in this course. Special emphasis is given to the study of production and cost functions, productivity growth, technical change and technical efficiency, corporate investment, dividend policy, and financing behavior. Major topics in the course 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, investment behavior, and corporate financial decisions.

## **ECON 5262 Public Finance II**

### **3 Credits**

*Prerequisites: ECON 5061, ECON 5031*

The course will fully analyze the economics of taxation. Both the theories and real-world application of consumption tax, value-added tax, income tax, gift and estate tax, excise tax, and corporation tax will be discussed. Other topics: the measurement of excess burden, Harberger general equilibrium model, tax in an international environment, tax system in developing countries, and fiscal federalism.

## **ECON 5264 Public Choice**

### **3 Credits**

*Prerequisites: ECON 5061, ECON 5021*

This course is a study of political behavior using economic tools. The topics: direct democracy and representative democracy, voting behavior, agenda manipulation, social welfare functions, institutional roles, logic of collective action and its application in the rise and the decline of nations, corruption, and special interest group politics.

## **ECON 5266 Taxation**

### **3 Credits**

*Prerequisites: ECON 5021*

This is an introduction to the study of modern taxation. This course begins with an overview of the necessity for taxes as the base of a country's fiscal affairs and its economic development. Subject matter includes a review of many types of taxes including individual income and corporate income tax: the VAT, international sales, excise and use taxes under GATT; and death, inheritance and estate taxes. Course study includes the methodology of taxes: how a nation collects its taxes. Focus of the course is directed at understanding the need to achieve balance between fairness and ease of administration.

## **ECON 5274 Law and Economics**

### **3 Credits**

*Prerequisites: ECON 5021*

Disputes about law often involve predictions about how people will respond to legal stipulations and institutions. In recent years, law has been deeply influenced by economics and psychology as well as law, which provide behavioral theories to guide these predictions. In recent years, economics and psychology have increasingly influenced each other. This development is especially challenging because the assumptions and methods of economics and psychology differ markedly from each other. Specifically, economics is relatively analytical and statistical whereas psychology is more intuitive and experimental. The topics to cover remain flexible and will be adjusted as the class unfolds. Here are some concrete examples of the topics that will be covered in class: 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.

## **ECON 5276 Institutional Economics**

### **3 Credits**

*Prerequisites: ECON 5031*

Institutions are defined here to include both general social rules -- social conventions, norms, and legal rules -- and organizational forms that arise and function within the framework of general rules such as firms. All economic activity is embedded in the framework of institutions, both formal and informal. Institutions constrain and enable economic activity, mold economic organizations, and deeply affect resource allocation, income distribution, and growth. Furthermore, economic interests can generate actions that will impact on the formation and change of institutions over time. The discussion will begin with a brief historical overview of the various attempts to incorporate

institutions into economics, and will then proceed into a detailed treatment of the central methodological and theoretical issues: including the analysis of work on methodological individualism and holism, rational choice and rule following, the emergence and change of social conventions and norms, property rights, common law and judicial decision making, government and political decision making, markets, and firms. Finally, links between institutional economics and current work in other social Sciences disciplines will be discussed.

### **ECON 5281 Environmental Economics**

#### **3 Credits**

*Prerequisites: ECON 5021*

This course includes topics: pollution and marketable permits, property rights and Coase theorem, Pigouvian taxes, measuring benefits via CVM and TCM, cost/benefit analysis and social preference, and specific examples from Kazakhstan.

### **ECON 5283 Resource Economics**

#### **3 Credits**

*Prerequisites: ECON 5021, ECON 5815*

This course will cover the following concepts: efficient extraction and depletion of natural resources, management of resources (lakes, minerals, oil and gas, water rights and use, forests), long run markets, cost/benefit analysis, and present value.

### **ECON 5285 Energy Economics**

#### **3 Credits**

*Prerequisites: ECON 5021, ECON 5031*

This course covers the application of economic models to understand markets for oil, gas, coal, electricity, and renewable energy resources; Models, modeling techniques, and issues included in the course are supply and demand, market structure, transportation models, game theory, futures markets, environmental issues, energy policy, energy regulation, input/output models, energy conservation, and dynamic optimization; The emphasis in the course is on the development of appropriate models and their application to current issues in energy markets. There will be an analysis on pricing policies of OPEC and other oil exporting countries, taxation policies, and the deregulation of world energy markets.

### **ECON 5190 Health Care Economics**

#### **3 Credits**

*Prerequisite: ECON 5121*

Course introduces the issues of health care provision as a public and private good. The issues of health insurance and social costs and benefits of health care provision are discussed. International experience in provision of health care is analyzed. Externalities in consumption and provision of health care are analyzed. Selected topics may be added by instructor; these may include implications of intellectual property rights, international trade in health care services, globalization and technological impact on economics of health care.

### **ECON 5294 Transition Economics**

#### **3 Credits**

*Prerequisites: ECON 5031*

This is a seminar style graduate course for the study of the process of socio-economic transition that countries in transition from communism to capitalism are going through as the most prominent current transformation of one economic system to another. This course consists of two parts: (1) lectures by an instructor on general themes to impart economic understanding of main traits of this transition (macro stabilization, privatization, restructuring, etc.), (2) presentation/discussion of papers by students on selected aspects of economic transition, preferably in Kazakhstan.

### **ECON 5296 Labor Economics**

#### **3 Credits**

*Prerequisites: ECON 5021*

This course develops theoretical models of the labor market, presents related empirical research, and discusses some policy applications. Topics include labor supply, labor demand, market equilibrium and compensating wage differences, investment in human capital, and cyclical unemployment. In addition, topics may include labor unions, minimum wage laws, compensation policies and productivity, wage indexation, and discrimination and equal-opportunity laws.

### **ECON 5318 Introduction to Futures and Options**

#### **3 Credits**

*Prerequisites: Econ 5011*

This course presents main financial instruments, which are used on world markets, and the basic principles of trading techniques. In this course, concepts of future and forward contracts, options, and other derivatives will be introduced firstly. A graphical representation of payoffs makes the initial analysis easier. The next step is to study formulas for valuation of those instruments during their life. We will analyze how the markets operate and who the players are. After that, we will discuss futures markets and the use of futures for hedging. We will discuss how forward and futures prices are related to the price of the underlying asset. And as an example, we will calculate futures prices for contracts on stock indices, foreign exchange, gold, and silver. Swaps and options markets will be presented in details.

### **ECON 5334 Monetary Economics**

#### **3 Credits**

*Prerequisites: ECON 5032*

This course first covers the basic concepts used in this field such as the money supply aggregates, demand and supply of money, etc. The Second part will be an extension of Macroeconomics related monetary issues. It will examine Classical, Keynesian, Rational Expectations theories, and Cagan's study of hyperinflation. The last part deals with contemporary theories of monetary policy including rules versus discretion, and different monetary regimes.

### **ECON 5352 Financial Institutions**

#### **3 Credits**

*Prerequisites: ECON 5031*

The purpose of the course is to introduce the basic concepts and vocabulary relating to the operation of the financial system; explore the fundamentals of interest rates, bond pricing, bond yields, and interest rate risk; provide an in-depth study of commercial banks; examine the regulatory environment affecting banks and other financial institutions; survey important non-bank financial intermediaries--savings and loan associations, mutual savings banks, credit unions, insurance companies, pension funds, investment banks, finance companies, venture capitalists, and investment funds; and consider the future of the financial system. The course aims to provide students with an overview of the main financial institutions in the developed economies. Students who successfully complete the course will be able to demonstrate an awareness of modern financial institutions and will be able to comment on policy issues that affect the economic environment in which the institutions operate.

### **ECON 5355 Derivative Securities**

#### **3 Credits**

*Prerequisites: ECON 5012, ECON 5318 or ECON 5354*

A derivative is a generic name of securities whose values depend on values of other more basic variables. Futures and options are two examples. In this course, general notions and phenomena of derivatives markets will be reviewed. Theoretical models for derivatives valuation such as the Black-Scholes model will be covered.

### **ECON 5356 Commodity Exchanges**

#### **3 Credits**

*Prerequisites: ECON 5051*

The course will survey the existing formal exchanges, describe their fundamental organization, and examine variations among them. The role of margin systems, exchange regulation, and trading systems will be explored, as will the styles of trading of individual participants. The major international exchanges like the Chicago Board of Trade, the New York Commodity Exchange, and The London Metals Exchange will be given as examples/cases with comparisons to structures and issues at the two exchanges in Almaty, Afindex and the Agro-Industrial Exchange.

### **ECON 5357 Financial Modeling**

#### **3 credits**

*Prerequisites: AC1201 of MBA, ECON 5318 or ECON 5354*

There are literally hundreds of financial instruments on the market. Economists study their behavior, develop theoretical models that can be programmed on the computer, and test the models using empirical data. This course concentrates on the step from the models to their implementation on the computer. It has important applications to portfolio hedging and rebalancing.

### **ECON 5358 Actuarial Mathematics**

#### **3 Credits**

*Prerequisite: ECON 5011*

Actuarial science initially has emerged as a foundation for insurance systems. Later it has evolved to a set of models that integrate life contingencies into a risk theory, which has applications in science, engineering, and management of large organizations. This course highlights the main ideas underlying the risk theory and covers the following areas: individual and collective risk theories, short- and long-term insurance, the latter including life insurance and pensions.

### **ECON 5803 History of Economic Thought**

#### **3 Credits**

This course covers the main trend of economic theory from ancient theorists to Mercantilists, and then through classical and neoclassical ideas up to the study of Modern Economic Schools. This course will be concentrated on the evolution of modern economic thoughts and study of ideas of Nobel Winners in the sphere of economics.

### **ECON 3351/5351 Foreign Exchange Markets**

#### **3 Credits**

*Prerequisite: Econ 2182, Econ 5031*

The course aims to provide the students with the understanding of the global foreign exchange markets. The emphasis will be on the practical side of currency dealing as the course should equip students with the toolkit sufficient for the positions of either foreign exchange dealer or forex market analyst. Margin trading game with internet demo accounts is a part of the course that will allow the students to learn the ropes of forex trading. The course is divided into three main sections: Fundamental Analysis of Foreign Exchange, Technical Analysis of FX Markets and Principles of Currency Dealing in Kazakhstani Banks

### **ECON 3359/ 5359 Investment in Emerging Markets**

#### **3 Credits**

*Prerequisite: Econ 2182, Econ 5031*

The course aims to provide the students with a comprehensive coverage of what has come to be the best performing financial sector during the recent years of turbulence - the CIS Markets. The students should acquire the understanding of the specific features of the CIS economies as well as take a closer look at the range of CIS financial instruments (including novelties such as CDS) that

has become an attractive haven for global investors. Course materials and reading will be provided in the form of handouts from analyst reports and research pieces prepared by expert teams from the leading global institutions, specializing in the CIS Investment (Commerzbank, Standard Bank, etc). An essential part of the course - close inspection of the Kazakhstani and Russian financial systems would offer a good training for those with ambitions to work in the CIS financial markets.

### **ECON 5814 Economic and Business Forecasting**

#### **3 Credits**

*Prerequisite: ECON 5012*

This course is a study of quantitative forecasting methodologies to understand their data requirements, computational procedures, limitation of results, and various uses in business and (macro) economic environments. It covers judgmental (survey), time-series (Box-Jenkins), and causal (regression simulation) techniques and their combination into least-error and conditional forecasts.

### **ECON 5815 Mathematical Economics**

#### **3 Credits**

*Prerequisite: MATH 5103 or equivalent preparation*

This course is a study of mathematical tools required for intermediate economic courses: notions of convex sets and quasi-convex functions, limits and derivatives, constrained optimization and duality, techniques of single and multivariable calculus, and of matrix algebra. Rigorous definitions of many basic concepts of economic analysis and applications to several less frequently studied economic models (activity analysis and optimal portfolio selection) are given.

### **ECON 5816 Optimization in Economics**

#### **3 Credits**

*Prerequisites: ECON 5022, ECON 5815*

This course presents, with mathematical rigor and economic insight, various optimization techniques that are used to prove most results in micro/macroeconomic theory. Topics include generalizations of Lagrange method, separation of convex sets and concave programming, dynamic programming and the maximum principal, fixed-point theorems, positive quadratic forms, and matrix derivatives.

### **ECON 5824 Managerial Economics**

#### **3 Credits**

*Prerequisites: ECON 5021*

Courses in microeconomic analysis typically have the reputation of being one the most challenging for students. The reputation is well deserved -- a high degree of abstraction and analytical rigor characterize economics. However, economic analysis remains the key to many business decisions. In the course we see how corporate managers and public policy administrators use microeconomics in their operations. Real World case studies are extensively used. Optimization techniques, estimating demand functions, business forecasting, production and cost analysis, managing Research & Development projects, linear programming applications, oligopoly and strategic behavior, pricing techniques and regulation by the government, risk analysis, capital budgeting, and public sector project analysis are some of the topics of the course.

### **ECON 5828 Information Economics**

#### **3 Credits**

*Prerequisites: ECON 5022*

This course is a study of information as an economic object ( its specifics in production and consumption, effects on the overall economy and individual decisions with or without it. It is an analysis of the new information sector of economy and consequences for productivity and globalization. The focus is on an analytical approach to incomplete and asymmetric information in

standard topics of microeconomics (mathematical sophistication will depend on proficiency of students). There will be a detailed study of adverse selection, signaling, and moral hazard paradigms with consequences for contracts and incentives. There will also be a design of various clearing mechanisms to replace Walrasian equilibrium with complete information, in particular types of auctions. The course culminates with an introduction to experimental economics with examples from labor market, insurance, and industrial organization.

### **ECON 5888 Internship in Economics for MA**

#### **3 credits**

*Prerequisites: ECON 5021, ECON 5031, permission of academic advising faculty member, and permission of the employer.*

The course is an independent research project undertaken in the context of a work environment that provides students with access to data, people, and experience that make possible the study of a particular economic issue. Related readings, a daily journal, and an analytical paper under the supervision of a faculty member are required. Permission must be obtained before the start of the semester in which the student enrolls in ECON 5888.

### **ECON 5990 Master Research Paper**

#### **6 Credits**

*Prerequisites: First year MA coursework*

Research paper project include independent research in the student's major field of study.

### **ECON 5999 Master Thesis**

#### **6 Credits**

*Prerequisites: Minimum GPA 3.3 for first year coursework in MA*

Thesis projects include independent research in the student's major field of study. Thesis is defended in the final oral examination.



# DEPARTMENT OF PUBLIC ADMINISTRATION

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## **Administration:**

Aigerim Ibrayeva, MPA, M. Phil., Chair

Natalia Danilovich, Ph.D., Associate Chair and Director of Graduate Program

Dennis Soltys, Ph.D., Director of Undergraduate Program

Aigul Ashirbekova, Diploma, Departmental Manager

## **Mission**

We deliver international-standard education and research in public policy and management relevant to our region. To accomplish our mission the Department offers a Bachelor of Science degree in Public Administration, in Public Management, in Financial Management, in Natural Resource Management and Master of Science degree in Public Administration. DPA's faculty, staff, and students seek to understand and improve economic, environmental, and social conditions through our teaching, research, and public service.

## **Major**

As is common in Western colleges, institutions, and universities, undergraduate students need to select a Major. The Major is the primary focus of study of the student. Each student is required to complete a total of thirty-three credit hours in their major field.

The Department of Public Administration offers the following four majors/career tracks to students: BSS in Public Administration, BSS in Public Management, BSS in Financial Management, and BSS in Natural Resource Management.

## **BSS in Public Administration**

### **Mission Statement**

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

Public Administration offers students the opportunity to become specialists in such fields as public policy, public finance, bureaucracy, local government, and urban development. Courses on organizational behavior, managing people and organizations, and human resource management will also be offered. Having earned a degree in Public Administration, students can either continue their studies in fields such as Public Affairs, Development Administration, Government and Politics, Environmental Studies, or locate employment in government administration, local bodies, ministries and departments, NGOs, and other national and international organizations and agencies

Students have a choice of majoring in Public Administration, giving them the widest choice of electives, or may choose one of three specialized career tracks within Public Administration, of Public Management, Financial management or Natural Resource Management. For all students in the Department of Public Administration the following courses must be fulfilled to complete the major:

PA2542 Public Administration in Kazakhstan  
PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM3541 Natural Resource Management

And or plus 21 credit hours of PA, PAFIN, PAMNG, PANRM courses.

For students outside the Department of Public Administration the following courses must be fulfilled to complete the major:

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan  
PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

Plus 18 credit hours of PA, PAFIN, PAMNG, PANRM courses.

### **BSS in Public Management**

The Public Management career track prepares students for careers in managerial positions at all levels of government and in nonprofit agencies. The course work will provide a general introduction to the management field, key issues, problems, and contemporary concepts and techniques, as well as specific skills associated with different aspects of management.

For students in the Department of Public Administration the following courses must be fulfilled to complete the major:

PA 2542 Public Administration in Kazakhstan  
PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

12 credit hours of PAMNG electives and 9 hours of PA, PAMNG, PAFIN, PANRM electives.

For students outside the Department of Public Administration the following courses must be fulfilled to complete the major:

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan  
PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

12 credit hours of PAMNG electives and 6 hours of PA, PAMNG, PAFIN, PANRM electives

## **BSS in Financial Management**

The Financial Management career track provides an opportunity to acquire more of the knowledge and skills related to finance that are required to make policy and manage effectively in public and management organizations. It will be designed to prepare students to pursue career as financial analyst 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.

For students in the Department of Public Administration the following courses must be fulfilled to complete the Major:

PA 2542 Public Administration in Kazakhstan  
PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

12 credit hours of PAFIN electives and 9 hours of PA, PAMNG, PAFIN, PANRM electives.

For students outside the Department of Public Administration the following courses must be fulfilled to complete the major:

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan  
PAMNG 3521 Organization Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

12 credit hours of PANRM electives and 6 hours of PA, PAMNG, PAFIN, PANRM electives

## **BSS in Natural Resource Management**

The Natural Resource Management career track will provide policymakers and managers with basic concepts required for managing the natural and environmental resource system. The students will be introduced to concepts in environmental studies, as well as law and the fundamentals of project assessment that are essential for understanding current approaches to resource management systems.

For students in the Department of Public Administration the following courses must be fulfilled to complete the Major:

PA2542 Public Administration in Kazakhstan  
PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

12 credit hours of PANRM electives and 9 hours of PA, PAMNG, PAFIN, PANRM electives.

For students outside the Department of Public Administration the following courses must be fulfilled to complete the major:

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan

PAMNG 3521 Organizational Theory and Behavior  
PAFIN 3531 Public Finance  
PANRM 3541 Natural Resource Management

12 credit hours of PANR electives and 6 hours of PA, PAMNG, PAFIN, PANRM electives

### **Double Major (Optional Field)**

All undergraduate students in the Department of Public Administration may choose a second major within the department or from another department if offered. All students who wish to double major must fill out the appropriate forms at the Office of the Registrar and obtain permission from the Chair of the Department.

### **Minor (Optional Field)**

A minor is a field of concentration that a student selects to study outside of their major field. The students in the Department of Public Administration may choose to take a minor from other Departments, if those Departments choose to offer such programs. In order to register for a minor a student must obtain the approval of the Departmental Chair. All advanced students must take all lower level courses required by the minor field. No courses taken as College Required Courses count towards a minor degree, except for those courses that are designed as compulsory by the appropriate Department. No student may receive a major and a minor in the same field.

### **N.B. A minor field is an option and not a requirement.**

The Department of Public Administration offers minor fields in Public Administration, Public Management, Financial Management, and Natural Resource Management for students from other Departments. In order to receive the minor in Public Administration a student must complete a total of 18 credit hours in the following course sequences:

#### **Public Administration (PA):**

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan

Plus 12 credits of PA, PAMNG, PAFIN, PANRM electives

#### **Public Management:**

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan  
PAMNG 3521 Organization Theory and Behavior

Plus 9 credits of PAMNG electives

#### **Financial Management**

PA 1513 Introduction to Public Administration  
PA 2542 Public Administration in Kazakhstan  
PAFIN 3531 Public Finance

Plus 9 credits of PAFIN electives

**Natural Resource Management:**

PA 1513 Introduction to Public Administration  
 PA 2542 Public Administration in Kazakhstan  
 PANRM 3541 Natural Resource Management

Plus 9 credits of NRM electives

## Department of Public Administration Undergraduate Curriculum for the 2005-2007

**Major Required (MR): 12 credits**

Course code	Title of the course	Credits
PAMNG 3521	Organization Theory and Behavior	3
PANRM 3541	Natural Resource Management	3
PA 2542	Public Administration in Kazakhstan	3
PAFIN 3531	Public Finance	3

**\*Major Electives (ME): 21 credits**

\*The major electives are courses that a student will take in his/her Major only (PA). They must be 3000 or 4000 level classes. The Department makes no distinction in major classes on the 3000 or 4000 level, therefore all count towards graduation requirements

**\*\*Program Required (PR): 9 credits**

Course code	Title of the course	Credits
IR 1512	Introduction to International Relations	3
HIST 2502	History of Civilizations II	3
PA 1514	Introduction to Sociology	3

\*\* for BSS students the course "Introduction to Sociology" would count as a "Program Required", while for BAE, BAIJ and BSc students it must count as a GER Elective.

**\*\*\*Program Electives (PE): 6 credits**

\*\*\*The PE must be a course offered by either the Department of Public Administration or Department of Political Science.

**KIMEP Free Electives (KE): 18 credits****College Required (CR): 12 credits**

Course code	Title of the course	Credits
PA 1513	Introduction to Public Administration	3
Econ 1101	Principles of Economics I	3
BALJ 2605	Mass Media and Society	3
PS 1511	Introduction to Political Science	3

**General Education Requirements (GER): 50 credits**

Required courses- 28

Elective courses- 22

**Total number of credits required for graduation: 128 credits**

**Break-Down of Credit System BSS undergraduate students**

<b>Course Type</b>	<b>Number of credits</b>
Major Required (MR)	12
Major Electives (ME)	21
College Required (CR)	12
Program Required (PR)	9
Program Electives (PE)	6
General Education Requirements (GER)	50
KIMEP Free Electives (KE)	18
<b>Total Required for Graduation</b>	<b>128</b>

**Course Offerings**

**Course Prefixes:**

**PA** = Public Administration

**PAMNG** = Public Management

**PAFIN** = Financial Management

**PANRM** = Natural Resource Management

**Double Coding of Courses Prefixes**

Some courses may have more than one prefix (for example: PA/PS). These courses may appear in either the Major field of the student or the Cognate. Of course, these subjects may also be placed in the elective area.

**COURSE DESCRIPTION**

**General Education Courses**

**GEOG 1501 Introducing to Geography**

**3 Credits**

***Prerequisites: None***

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.

**PA 1502 Research, Reading, Writing,**

**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.

**PA 1504 Introduction to Statistics,**

**3 Credits**

**Prerequisites: None**

This is an introductory course aimed at acquainting students with a) issues relating to the statistical analysis of qualitative and quantitative data; b) practical applications and interpretations of results of statistical analysis using SPSS and Microsoft Excel.

**PA 1514 Introduction to Sociology,**

**3 Credits**

**Prerequisites: 1502 Research, Reading, Writing**

The course covers the issues of social institutions and explores the relationship between the individual and society. Special emphasis is given to building sociological perspectives and the understanding of sociology as an academic discipline and human endeavor.

**College Required Course offered by the Department**

**PA 1513 Introduction to Public Administration,**

**3 credits**

**Prerequisites: None**

This course will acquaint students with various terms, definitions, theories, concepts and models used in the field of Public Administration. After finishing this course students will have a clear understanding about the process and mechanism of public decision-making and implementation processes.

**Public Administration Courses**

**Courses required for all PA majors**

**PA 2542 Public Administration in Kazakhstan,**

**3 Credits**

**Prerequisites: PA 1513**

This course will cover issues of public management, government, and civil society in Kazakhstan. Students will come to understand the properties of public affairs in the complex and dynamic setting of the Republic of Kazakhstan.

**PA 1513 Introduction to Public Administration,**

**3 Credits**

*Prerequisites: None*

This course will acquaint students with various terms, definitions, theories, concepts and models used in the field of Public Administration. After finishing this course students will have a clear understanding about the process and mechanism of public decision-making and implementation processes.

**Elective Courses**

**PA 3542 Comparative Public Policy Analysis,**

**3 Credits**

**Prerequisites: - PA1513**

This course helps students to develop skills in using analytic frameworks in the formulation and assessment of public policy. Varieties of analytic techniques are presented to students. The

emphasis of the course is directed to practical application of techniques to policy analysis. Empirical studies are used throughout the course to demonstrate methods of analysis.

**PA 3543 Urban Development,  
3 Credits**

***Prerequisites: PA 1513***

This course provides an overview of politics and policy-making for large cities and metropolitan areas. It dwells upon such issues as governmental strategies of reform; land-use planning and regulation; management of growth, and social impact of growing; transportation and the environment; citizen participation and development of local democratic institutions.

**PA 3544 Selected Topics in Public Administration,  
3 Credits**

***Prerequisites: PA 1513***

This course will examine particular issues of public administration. Topics vary according to the interests of students and instructors.

**PA 3548 Health Care Policy,  
3 Credits**

***Prerequisites: PA 1513***

This course is designed to instill an understanding of major health care policymaking and related issues. The course emphasizes history/background; physical, social, and economic environment; policy process; and political marketplace of contemporary Kazakhstan health care policies.

**PA 3546 Educational Policy,  
3 Credits**

***Prerequisites: PA 1513***

The nature of the course is to be comparative – we examine “western” concepts and perceptions and compare it to those methods of educational policy endemic to Central Asia. A central foundation will be culture as it defines the elements of reasoning which becomes the basis for educational policies.

**PA 3547 Social Policy,  
3 Credits**

***Prerequisites: PA 1513***

The goal of the course is to provide students with a knowledge and understanding of social issues involved in a transition from a centrally planned to a market economy, to equip students with skills in analyzing the process of social policy formation in Kazakhstan and evaluating current social policy conditions in Kazakhstan, and to give them knowledge of the steps needed to move from a totalitarian to a civil society.

**PA 4542 NGOs and Interest Groups,  
3 Credits**

***Prerequisites: PA 1513***

This course is about theoretical and historical perspectives of NGOs and interest groups: their relations with other civil society actors, governments, business and donors. The course will examine the strengths and weaknesses of NGOs and interest groups, and their growing importance in promoting sustainable development.



**PA 4544 Public Administration in the West,  
3 Credits**

***Prerequisites: PA 1513***

This course describes how public administration emerged in the West around the turn of a century as a distinct and formal study, and what role the administrative agencies play in performing the work of the state. This course further presents ways in which public organizations contribute to the growth of democratic society in countries that are called liberal democracies.

**PA 4546 Undergraduate Seminar in Public Administration,  
3 Credits**

***Prerequisites: PA 1513***

The seminar course is designed to offer students in Public Administration an opportunity to apply their theoretical training to a specific issue in public management. The seminar format allows individual studies covering public management, government, and civil society considerations related to a specific country.

**PA 4550 Internship in Public Administration  
3 Credits**

***Prerequisites: PA 1513***

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 analyze and examine the functions, processes and outputs of organizations in the public sector.

**Public Management career track**

**Required courses**

**PAMNG 3521 Organizational Theory and Behavior**

**3 credits**

***Prerequisite: PA 1513***

A study of the structure, processes and behavior of organizations. This course emphasizes the environment in which organizations function and their effect on management techniques with regard to social and economic influence. This course examines performance determinants and appraisal, design of complex organizations, team building, organizational change, and career development.

**Elective Courses**

**PAMNG 3522 Decision Making**

**3 credits**

***Prerequisites: PAMNG 3521***

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.

**PAMNG 3523 Human Resource Management****3 credits****Prerequisites: PAMNG 3521**

The purpose of this course is to provide students with an understanding of the principles, functions of human resources management, and the roles 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.

**PAMNG 4521 Current Issues in Public Management****3 credits****Prerequisites: PAMNG 3521**

This course discusses various topics related to public management, such as the role of public management in contemporary states. It will also introduce the background for the rise of the new public management reform and its theoretical underpinnings. The reform content of various states will be discussed. Various managerial techniques such as strategic planning, re-engineering, performance measurement, total quality management, and so on will be introduced.

**PAMNG 4522 Government and Business****3 credits****Prerequisites: PAMNG 3521**

The course is designed to provide an introductory overview of the ways in which government and business interact with one another. The course examines how government policies affect the competitive positions of individual firms and industries, and the ways in which government policies affect economic growth.

**Financial Management career track****Required courses****PAFIN 3531 Public Finance****3 credits****Prerequisites: PA 1513, ECON 1101**

This course will provide a survey of financial issues dealt with in the public sector. It starts with an introduction to financial theory, including the time value of money and the risk-return trade-off. It then covers aspects of monetary policy, including issues such as inflation and the regulation of the banking system. Finally fiscal policy is dealt with, focusing on the public provision of insurance and investment. Students will use models to analyze real-world financial issues that have important political implications.

**Elective Courses****PAFIN 3532 Local Government****3 credits****Prerequisites: PAFIN 3531**

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 with the concept of power decentralization. The focus will be made on the development of the process of decentralization in Kazakhstan with regard to particular problems and constraints that local governments encounter.

**PAFIN 3533 Financial Management****3 credits****Prerequisites: PAFIN 3531**

Theory and practice of corporate finance including asset management, cost of capital and capital budgeting, optimization problems and socio-economic aspects of financial management. Computer technology may be employed when applicable.

**PAFIN 4531 Investment Management****3 credits****Prerequisites: PAFIN 3531**

Theory and practice of investment decisions of individuals and fund managers. Topics include the status of capital market theory and the efficient market hypothesis literature. Standard institutional and investment analysis topics, and international investment topics are also covered.

**PAFIN 4532 Current Issues in Financial Management****3 credits****Prerequisites: PAFIN 3531**

Examination of finance topics currently being discussed in the media and development of advanced analytical skills in those topic areas. Topics will change depending upon the business environment. The following topics form the basis of the course: lease vs. buy (borrow); leveraged buy-outs; merger analysis; capital budgeting; capital structure decisions.

**Natural Resource Management career track****Required Courses****PANRM 3541 Natural Resource Management****3 credits****Prerequisites: PA 1513**

The course is intended to improve students' decision-making skills in natural resource planning and management. A conceptual framework including approaches to managing natural resources will be developed that will allow students to assess and use the type of information needed to reach a decision. Case studies of management planning will be used to reinforce the process.

**Elective Courses****PANRM 3542 Environmental Policy, Planning and Evaluation****3 credits****Prerequisites: PANRM 3541**

The course will provide an overview of key issues in environmental policy. It will examine the concept of policy and what it means for governments to have and implement policies. The general features of the development of environmental policy will be discussed. Environmental policy planning and evaluation methods will be analyzed.

**PANRM 3543 Environmental Problem Solving****3 credits****Prerequisites: PANRM 3541**

Environmental problems, whether local or global, are an expression of complex relationships between human and natural systems. The course recognizes the need for creativity in problem solving. The course emphasizes that environmental issues are surrounded by a complex of historical, social, political, economic, and environmental systems. Considerable time is dedicated to understanding the nature of a problem's environment.

### **PANRM 4541 Oil and Gas Policy**

**3 credits**

**Prerequisites: PANRM 3541**

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, the growing influence of newly emerging oil powers, including the Caspian Sea region and the Republic of Kazakhstan

### **PANRM 4542 Current Issues in Natural Resource Management**

**3 credits**

**Prerequisites; PANRM 3541**

The course is intended for students entering professional study in resource policy, planning, and management or related fields. Its primary objectives are to enable students to develop an enhanced ability to: disaggregate complex political and management situations, assess the feasibility of resource policy and organizational management changes, and build strategy to get such changes adopted and implemented.

### **Credit Transfer/Waiver Policy**

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 24 credits from undergraduate coursework from the BSS program to the MPA Program. It will also allow the transfer of up to 24 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 48 credits, required courses occupy 24 credits. A student, if the coursework qualifies, may be able to get 24 out of 24 of these credits waived or transferred. However, waivers and transfers of credit will NOT be permitted in the case of the Thesis Option (PA5221) or Creative Component Seminar (PA5222).

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).

## **Master of Public Administration (MPA)**

### **Mission Statement**

The mission of the Master of Public Administration program at KIMEP is to prepare students for administrative careers in public, private, and nonprofit organizations. We aim to educate students who can work effectively in the complex and challenging environment of modern organizations. In order to accomplish this mission we educate our students in essential concepts, analytical frameworks, theoretical and practical perspectives.

The Master of Public Administration (MPA) program started in 1994 shortly after the inception of KIMEP. Since that time many MPAs have graduated, contributing skills, knowledge and abilities to public, non-profit service at the national as well as the international level. We are currently working to internationalize the student body to bring people together to share ideas from across the world, and particularly China and south Asia, as well as former Soviet republics. The program:

- 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, community and non-governmental 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, national 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 course work for students new to the field or 24 credits for students with significant experience in public management and/or KIMEP graduates. This includes 12 credits of Prerequisite courses, 24 credits of Major required courses, and 24 credits of concentration courses and electives.

Upon completion of 8 core courses, MPA students may choose to write a thesis (6 credits). Those who choose a non-thesis option will complete a Creative Component Seminar (3 credits) plus one Major Elective course (3 credits).

### **Graduate Curriculum for the 2005-2007 (MPA Program)**

**\*Prerequisites: 12 credits**

\*Prerequisites are courses that students lacking sufficient background (including all who are admitted from outside KIMEP) must take as the basis of further study in the MPA program. The grades will be included in the student's GPA.

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
PA5114	Essentials of Public Administration	3
PA5111	Seminar in Political Science	3
Econ5021	Microeconomics	3
Econ 5031	Macroeconomics	3

**Major courses: Required (MR) and Elective (ME)\*\***

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
PA5122	Administrative Ethics (MR)	3
PA5113	Research Methods (MR)	3
PA5213	Local Government (MR)	3

PA5212	Project Appraisal and Management (MR)	3
PA5121	Quantitative Methods and Statistics (MR)	3
PA5214	Fiscal Governance (MR)	3
PA5124	Managing People and Organizations (MR)	3
PA5211	New Public Management (MR)	3
PA 3xxx/4xxx/5xxx	PA Elective (ME)	3
PA 3xxx/4xxx/5xxx	PA Elective (ME)	3
PA 3xxx/4xxx/5xxx	PA Elective (ME)	3
	<b>THESIS OPTION</b>	
PA5221	Thesis (R)	6
<b>OR</b>	<b>NON-THESIS OPTION</b>	
PA 5222.1	Creative Component Seminar (ME)	3
PA 3xxx/4xxx/5xxx	PA Elective (ME)	3

**\*\*The major electives are courses that a student will take in his/her Major only (PA). They must be 3000, 4000 or 5000 level classes. The Department makes no distinction in major classes on the 3000, 4000, or 5000 level, therefore all count towards graduation requirements.**

Upon completion of 8 core courses, MPA students may choose to write a thesis (6 credits). Those who choose a non-thesis option will complete a Creative Component Seminar (3 credits) plus one Major Elective course (3 credits).

**KIMEP Free Electives (KE): 9 credits**

**Total number of credits required for graduation: 60 credits**

#### **Break-Down of Credit System graduate students (THESIS OPTION)**

<b>Course type</b>	<b>Number of credits</b>
Prerequisites	12
Major Required (MR)	24
Thesis	6
Major Electives (ME)	9
KIMEP Free Electives (KE)	9
<b>Total Required for Graduation</b>	<b>60</b>

#### **Break-Down of Credit System graduate students (NON-THESIS OPTION)**

<b>Course type</b>	<b>Number of credits</b>
Prerequisites	12
Major Required (MR)	24
Major Electives (ME)	15
KIMEP Free Electives (KE)	9
<b>Total Required for Graduation</b>	<b>60</b>

#### **Concentrations**

The Department of Public Administration offers five concentration options to students. These concentrations are the following: Public Policy, Research & Information Technology, Public

Management, Public Finance, and Natural Resource Management. Having a concentration is not required. It is optional. Those students who desire official recognition of accomplishment in one of the above listed fields must submit a thesis. The thesis will determine for which concentration one will receive recognition. Those who complete an exceptionally good thesis will be awarded not only the MPA degree with a concentration, but also with Honors. Students who are interested in taking a concentration should consult with their advisers before registering for courses. Students are strongly encouraged to take at least two major elective courses from the chosen concentration.

## **COURSE DESCRIPTIONS**

### **Prerequisite Courses**

#### **PA 5114 Essentials of Public Administration**

##### **3 Credits**

This is an introductory course for all in Public Administration students. The main goal and objective of this course is to acquaint students with various terms, definitions, theories, concepts and models used in the field. This course will study Public Administration both from comparative and historical perspectives. After finishing this course students should have a clear understanding about the process and mechanism of public decision-making and implementation process.

#### **PA5111 Seminar in Political Science**

##### **3 Credits**

This is a general introductory course on Political Science for MPA students. This course will acquaint the student with various terms, definitions, concepts, theories and methodologies used in political science. The course will focus on different types of ideologies, forms of government, division of power, political systems, process and institutions. There will be also several lectures on government and politics in Kazakhstan. A few topics on international relations have also been included in order to acquaint students with the modern world system.

### **Required Courses**

#### **PA5113 Research Methods**

##### **3 Credits**

##### **Prerequisites: None**

This course is an introduction to research methodology and quantitative analytic techniques. These techniques are of increasing importance in social sciences. Understanding the uses and appropriate applications of these techniques will be emphasized. Throughout the course students will gain experience in posing and solving problems common to academic discipline, learning both the research strategies and library strategies. The course is designed to guide students through research process and to teach important supporting skills of summarizing, synthesizing and critiquing source materials.

#### **PA5212 Project Appraisal and Management**

##### **3 Credits,**

##### **Prerequisites: PA 5114**

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 a small-scale investment projects and understand larger investment proposals.

### **PA5121 Quantitative Methods and Statistics**

**3 Credits**

**Prerequisites: PA 5212 Research Methods**

The course is aimed at graduate students in public administration. The course focuses on the application, interpretation and critical evaluation of quantitative methods and statistics as tools for data analysis, not on mathematical derivations and proofs. It pays particular attention to the fundamentals of probability and inferential statistics and subsequently the linear regression model, which provides a general framework for a good number of specialized data analysis techniques. A secondary objective of the course is to introduce students to the utility of Microsoft Excel for statistical analysis. This course provides basic quantitative data analysis skills extremely useful in their job career.

### **PA5122 Administrative Ethics**

**3 Credits**

**Prerequisites: PA 5114**

The course provides students with a basic understanding of ethics in government. Such topic that will be covered are the ethical dimension of public service; contemporary insight and current ideas on management practice in ethics practical tools and organizational initiatives to aid administrators and to achieve ethical quality of decision making. Towards the end of the course students are expected to know and to understand: what is administrative ethics, ethical dilemma, managerial ethics, notion of social responsibility; sources of ethical values in organization; key concepts and strategies that individuals and organizations use to deal with ethical dilemmas; principal categories of enforcement mechanisms.

### **PA 5214 Fiscal Governance**

**3 Credits**

**Prerequisites: PA 5114**

The study of the budget cycle: legislative control of the budget and the politics of the budgetary process; fiscal policy; program design, planning, and evaluation; performance measurement and auditing.

### **PA5124 Managing People and Organizations**

**3 Credits**

**Prerequisites: PA 5114**

This course consists of two distinct parts: the management of organizations and the management of people. The objective of the course is 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 of Kazakhstan.

### **PA5211 New Public Management**

**3 Credits**

**Prerequisites: PA5114**

This course aims to expose students to current global trends and developments in public administration and management. It examines new approaches and techniques 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 NPM and equip them with the tools and concepts required for being future public officials.

### **PA5213 Local Government**

**3 Credits**

**Prerequisites: PA5114**

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 made on the development of the process of decentralization in Kazakhstan with regard to particular problems and constraints that local governments encounter. Students will study how core public services are provided and managed. Other areas that will be discussed are fiscal decentralization, as well as, notions of accountability and responsiveness will be emphasized.

### **Electives and Options**

Public Administration (PA) Elective Courses are those courses that are not required and are offered by the Department of Political Science and Public Administration. These include undergraduate courses coded at the 3000 and 4000 levels.

KIMEP Elective Courses are those courses that are not required and are not offered by the Department of Political Science and Public Administration. These include undergraduate courses coded at the 3000 and 4000 levels.

Along with the electives, there are two options for students in their final semester. They must choose one. One of these is the Creative Component Seminar. The other is the Thesis Option, which is described below. Students who wish to get recognition for a concentration must choose the thesis option. Concentrations are also discussed below.

### **PA5112 Administrative Law**

**3 credits**

**Prerequisites: None.**

This course examines public power from a legal perspective. Topics examined include: the growth of government and proliferation of regulatory laws, administrative powers and duties; the administrative structure; and legal control of the exercise of public power.

### **PA 5215 Fiscal Management**

**3 credits**

**Prerequisites: PA 5114**

The course examines the processes involved in financing governments. The course includes public budgeting issues at the state and local level, particularly revenue sources and collection, administration of debt and allocation of resources. The technical side of public finance such as revenue collection systems and managing debt will be examined. Issues that affect state and local finance such as deficits and surpluses, the extent of state involvement, changes in budgetary systems and processes, public policy debates and changes in taxing and spending policies will be explored.

### **PA 5230 Internship in Public Administration**

**3 Credits**

**Prerequisites: PA 5114**

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 analyze and examine the functions, processes and outputs of organizations in the public sector.

### **PA5123 Development Administration.**

**3 credits**

**Prerequisites: PA 5114**

Examination of theories of administrative development with an-depth analysis of conditions and stages of development emphasizing the role of administration. Focus on development management consisting of planning, implementation, evaluation and control. Also coverage of the roles of government, institutions, non-governmental organizations and community-based organizations.

### **PA5221 Thesis Option**

**6 Credits**

**Prerequisites: PA 5113, PA 5121**

Some students will have an opportunity to write a thesis in their final semester. Students chosen for the research option are expected to write, under the guidance of a KIMEP faculty member, a thesis that makes a genuine contribution to the understanding and analysis of public policy issues, management and administration in Kazakhstan. The criteria for the selection of students for the research option are the following:

- individual performance in the Research Methods course
- high overall Grade Point Average (GPA)
- interest in undertaking research

The thesis option counts as two courses or 6 credits.

### **PA 5222 Creative Component Seminar**

**3 credits**

**Prerequisites: PA 5113, PA 5121**

Students who choose not to write a thesis will take a Creative Component seminar in which they will produce a short research paper between 30 and 40 pages in length.

The topics of the seminar and research papers will vary according to the interests of instructor and students.

### **PA 5223 Health Administration and Policy**

**3 credits**

**Prerequisites: PA 5114**

This course emphasizes the structure and operation of health care policies. It provides a comprehensive model of the process of policymaking with emphasis on the United States. Public health policymaking is a very complicated process of highly interrelated phases of activities. Students take a national health-related public policy and trace the organizations, activities, and relationships in creating it. They also determine an area of interest within the public policy domain and explore the intricacies of this area.

### **PA 5224 Policy and Politics of Health**

**3 credits**

**Prerequisites: PA 5223**

Critical analysis of economic, sociological and political factors that affect health care. Examines U.S. health policies that impact on access, quality, costs, delivery systems, professional practices, and reform. The content of this course addresses the organization of healthcare and its politics. Course objectives include to: utilize sociological theories about inequality and social class in relationship to issues of access to health services and health status; critique basic economic theory and health care market forces which shape the health care industry and cost containment policies at the national, state, and local levels; utilize the sociology of knowledge and the division of labor to understand professional dominance and current economic and political conflicts within health care

about quality and the regulation of health professionals; critique political science theories and interest group politics in relation to public policy and health reform debates; utilize political economy theory in analysing the current politics of the health system and health reform.

### **PA 5225 Public Health Policy Issues in Women's Health**

**3 credits**

**Prerequisites: PA 5223**

This course will explore current public health policy issues in women's health, providing students with the skills necessary to analyze women's health issues from a policy perspective. Current policy issues will be identified and analyzed for a wide variety of women's health issues. In addition, the course will provide an overview of gender differences in morbidity and mortality across the life course, theories of explanations for these differences, and issues related to gender and biomedical research.

### **PA 5226 Politics and Policies in an Aging Population**

**3 credits**

**Prerequisites: PA 5223**

There is widespread concern among policy makers about the growing number of older people in our society and the rising cost of providing medical care and support services to those who need them. This course will explore the impact of an aging population on social institutions and explore the potential utility of different approaches to responding to the social welfare demands of an ethnically diverse population. The course will examine population processes shaping the age structure of society, addressing recent changes in social institutions like the family. To understand the needs of older adults and potential social policy responses to them, we will survey state-of-the-art studies, reports, and government documents pertaining to demographic aspects of aging, intergenerational relationships, and income transfers. We will also investigate the organization and financing of health care for elderly persons. The objective throughout the course is to assess alternative models for providing income, housing, health care, and social services to a rapidly growing older population. Toward this end, we will consider the process of policy formation, identify key players and interest groups, and contrast political ideologies regarding state and private responsibility for populations of all ages who need care and assistance, with special emphasis on the chronically ill, the frail, and persons with disabilities.

### **PA 5227 The Foundation of Public Health Ethics**

**3 credits**

**Prerequisites: PA 5301**

The course provides an introduction to ethical theory in public health. The course provides a foundation for further study in public health ethics. Topics covered in the course include: the essence of public health and the evolution of ethical thinking in the field; the philosophical foundations of ethics; the intersection of politics and ethics; a framework for categorizing ethical issues in public health; professional ethics; and research ethics. Each session will include practical application of the theory to public health.

### **PA 5215 Readings in Public Administration**

**3 Credits**

**Prerequisites: PA 5114**

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.

# DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION

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## ADMINISTRATION

Oxana Ahern, MA, Chair  
Roger Wetherington, Ph.D., Graduate and Undergraduate Supervisor  
Saltanat Kazhimuratova, MA, Department Manager

## MISSION

The Department of Journalism and Mass Communication provides a path for obtaining practical online, broadcast and print journalism skills. The Department has a unique and well-equipped media laboratory for developing specific skills, such as computer design, news writing and editing, television news production, and strategic Public Relations (PR) campaign creation. No other school of journalism in Kazakhstan offers you this kind of opportunities to develop into skilled media professionals that KIMEP's does.

The Department has strong ties with leaders in the international media – The International Center for Journalists (ICFJ) in Washington, USA and the Thomson Foundation (TF) in Cardiff, UK. The Department also has contacts with The Kazakhstani Congress of Journalists and the Kazakhstani Press Club, among others. It also maintains excellent industry relationships, facilitating second-to-none internship and career opportunities. The U.S. Embassy, USAID, 31 Channel Media Holding, Proctor & Gamble, the Almaty Herald, LG Electronics, Astana Motors, NTK Channel and Shahar TV & Radio company, among others, have all hired KIMEP graduates.

## UNDERGRADUATE PROGRAM

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

#### Mission

To prepare a new generation of well trained media practitioners with foreign-language and technological skills to move Kazakhstan in a global and democratic direction.

Bachelor of Arts in International Journalism (BAIJ) is a four-year program that primarily targets high school students in pursuing careers in the mass media.

The BAIJ degree requires the completion of 128 credits. Students are assigned three credits for the successful completion of each class. The credits are distributed among General Education Requirements (50) (such as History of Kazakhstan and Law in Kazakhstan), Major Requirements (36), College Requirements (12), College Elective Courses (12) (courses students select from the department's curriculum to meet their needs and interests) and KIMEP Free Electives (18). (course students select from the other departments' curriculum to meet their needs and interests).

You can major in:

**International Journalism (128 Credits)**

This program will specialize in global aspects of the journalism profession. In addition to the journalism basics, students will learn to function as foreign correspondents. The program will contain a balanced blend of Journalism, Political Science and International Relations. Students will also be required to complete English language training.

You can minor in:

**Minor in International Journalism (18 credits):**

BAIJ 1601 Introduction to International Journalism, 3 Credits  
BAIJ 2602 Newspaper and Magazine Journalism, 3 Credits  
BAIJ 2603 TV and Radio Journalism, 3 Credits  
BAIJ 2607 Ethics in Journalism, 3 Credits  
BAIJ 3608 Journalism of Kazakhstan and CIS, 3 Credits  
BAIJ 3621 International Relations and Journalism, 3 Credits

**Minor in Media Management (18 credits):**

This program is designed for students who want to manage news organizations. To work successfully on the management side of media, students need to understand the nature of the various information businesses such as newspaper, magazine, radio and television and online. In addition, students need to have a foundation in management economics, and business administration to work effectively in this field.

BAIJ 1601 Introduction to International Journalism, 3 Credits  
BAIJ 2602 Newspaper and Magazine Journalism, 3 Credits  
BAIJ 2603 TV and Radio Journalism, 3 Credits  
BAIJ 2607 Ethics in Journalism, 3 Credits  
BAIJ 3609 Marketing and Management in Mass Media, 3 Credits  
MG 1201 Introduction to Business, 3 Credits

**Minor in Public Relations (18 credits):**

This program will teach students how to serve as the intermediaries between the organizations and those organizations' publics. They will learn skills needed to advise management, set policies, plan and execute strategic campaigns among others. The program will also comprise business administration and management courses.

BAIJ 1601 Introduction to International Journalism, 3 Credits  
BAIJ 2602 Newspaper and Magazine Journalism, 3 Credits  
BAIJ 2603 TV and Radio Journalism, 3 Credits  
BAIJ 2607 Ethics in Journalism, 3 Credits  
BAIJ 2608 Introduction to Public Relations, 3 Credits  
BAIJ 4209 Public Relations Management and Strategies, 3 Credits

As the demand for mass media and public relations professionals continues to grow in Kazakhstan, KIMEP IJMC graduates will enjoy ample career opportunities in these fields.

**Undergraduate Curriculum (BAIJ) for 2005 – 2007**

**Major Required (MR): 36 credits**

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
BAIJ 1601	Introduction to International Journalism	3
IR 1512	Introduction to International Relations	3
BAIJ 1605	New Information Technologies	3
BAIJ 2604	Computer Design and editing	3
BAIJ 3621	International Relations and Journalism	3
BAIJ 3622	International News Information Agencies	3
BAIJ 2608	Introduction to Public Relations	3
BAIJ 3625	Introduction to News Writing	3
BAIJ 3609	Marketing and Management in Mass Media	3
BAIJ 3610	News and Economics	3
BAIJ 3624	Global Issues in the Press	3
BAIJ 4611	Professional Projects	3

**KIMEP Free Electives (KE): 18 credits**

**College Required (CR): 12 credits**

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
PA 1513	Introduction to Public Administration	3
Econ 1101	Principles of Economics I	3
BAIJ 2605	Mass Media and Society	3
PS 1511	Introduction to Political Science	3

\*College Electives (CE): 12 credits

\*Any course offered by the any department of the College of Social Sciences can be considered an elective

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
BAIJ 2602	Newspaper and Magazine Journalism	3
BAIJ 3606	Press Law	3
BAIJ 2607	Ethics in Journalism	3
BAIJ 2603	TV and Radio Journalism	3

**General Education Requirements (GER): 50 credits**

**Required course – 28**

**Elective course – 22**

**Total number of credits required for graduation: 128 credits**

### Break-Down of Credit System for BAIJ Undergraduates

Course Type	Number of credit
Major Required (MR)	36
College Electives (CE)	12
College Required (CR)	12
General Education Requirements (GER)	50
KIMEP Free Electives (KE)	18
Total Required for Graduation	128

## DESCRIPTION OF COURSES

### Major Courses/Required

#### **BAIJ 1601 Introduction to International Journalism, 3 Credits**

*Prerequisites: None*

The course examines the historical impact of the fundamental theories in the field including Authoritarian, Libertarian, Social Responsibility and Soviet press theories. It also employs global and regional perspectives to explore the history, theory and practice of international media.

#### **IR 1512 Introduction to International Relations, 3 Credits**

*Prerequisites: None*

This is a survey course designed to acquaint students with various theories and concepts used in International Relations. The course will examine the nature of the modern world system and the roles and functions of non-state actors and institutions.

#### **BAIJ 3608 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 and focus on the regional problems that relate to journalism. The course surveys different media outlets in Kazakhstan, examines their specifics and introduces their typology.

#### **BAIJ 3621 International Relations and Journalism, 3 Credits**

*Prerequisites: IR 1512*

This course uses an 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. It demonstrates how political actors react to the media coverage and the extent to which governments balance the media power.

#### **BAIJ 3624 Global Issues in the Press, 3 Credits**

*Prerequisites: None*

The course surveys the major issues of 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.

**BAIJ 4611 Professional Projects,  
3 Credits**

*Prerequisites: None*

Students will complete newspaper, TV/Radio or PR projects at print, broadcast outlets or public relations firms. The course is designed to provide hands-on knowledge of the field and shape students' research interests.

**BAIJ 1605 New Information Technologies,  
3 Credits**

*Prerequisites: None*

This course offers students the opportunity to master computer skills needed to function as journalists in the interactive modern-media environment. It introduces students to online media such as video and audio streaming, interactive images and animation.

**BAIJ 2604 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, dimensioning, printing, plotting, and basic 3D modeling.

**BAIJ 2608 Introduction to Public Relations,  
3 Credits**

*Prerequisites: None*

This course is designed to provide students with introductory theoretical knowledge of public relations and beginning practical experience. It surveys the basics of the PR process and PR-related communication theories. It also introduces students to PR strategies and tactics and discusses public relations professional ethics. The course offers students an opportunity to use some of the strategies and tactics used to create real public relations campaigns for real world clients.

**BAIJ 3609 Marketing and Management in Mass Media,  
3 Credits**

*Prerequisites: None*

The course introduces the fundamentals of marketing and management for mass media. It examines advertising and promotional principles and their application in mass marketing. It also analyzes advertising media and the preparation of advertising campaigns. The course addresses the managerial aspects of marketing: problems involved in goal setting, planning, and strategies as they apply to media product policy, pricing objectives, promotional objectives, distribution policy, and marketing intelligence.

**BAIJ 3610 News & 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.



**BAIJ 3622 International News Information Agencies,  
3 Credits**

*Prerequisites: None*

This course focuses on the flow of news as it relates to the activities of international news information agencies including AP, Agence France-Press and Reuters among others. It gives students an in-depth understanding of international news collection, dissemination and flow and their effects on global media.

**BAIJ 3625 Introduction to News Writing,  
3 Credits**

*Prerequisites: BAIJ 1601*

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.

**College Required Courses**

**BAIJ 2605 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 the individuals and the media and explores the role of and impact of media in progressively larger social systems.

**College Courses/Elective**

**BAIJ 1611 Internship 1,  
3 Credits**

*Prerequisites: BAIJ 1601*

This course will help students to network at an early stage of their careers and develop marketable skills, which they can later apply in a professional setting. The department, together with the internship supervisor, will evaluate the students' performance.

**BAIJ 2602 Newspaper and Magazine Journalism,  
3 Credits**

*Prerequisites: None*

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.

**BAIJ 2603 TV and Radio Journalism,  
3 Credits**

*Prerequisites: BAIJ 1601*

This course provides students with theoretical and practical knowledge of radio and television production. It examines gathering, evaluating, writing, and performing broadcast news copy. The emphasis for the course is placed on the writing of broadcast news. The course teaches students to write simple news stories that are accurate, clear, interesting, and concise.

**BAIJ 2607 Ethics in Journalism,  
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.

**BAIJ 2612 Internship 2,  
3 Credits**

*Prerequisites: None*

The 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 the opportunity to network.

**BAIJ 3606 Press Law,  
3 Credits**

*Prerequisites: BAIJ 1601*

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.

**BAIJ 3613 Internship 3,  
3 Credits**

*Prerequisites: None*

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 the opportunity to network.

**BAIJ 4614 Internship 4,  
3 Credits**

*Prerequisites: None*

The 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 the opportunity to network.

**BAIJ 2609 Psychology in Journalism,  
3 Credits**

*Prerequisites: None*

This course examines behavior and experience as it relates to the journalist. Major topics covered include personality factors, intelligence, perception, motivation, problem solving, social relationships and interpersonal communication. Students will gain an understanding of the importance these factors have for the mass media professional.

**BAIJ 4209 Public Relations Management and Strategies,  
3 Credits**

*Prerequisites: BAIJ 2608*

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 vehicles. It discusses the specifics of different types of PR such as business, non-profit and government among others.

## **GRADUATE PROGRAM**

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

#### **Mission**

An independent press is essential to the development and maintenance of civil society. Media diversity and transparency are vital. One of the missions of this program is to remain in tune with the ever-changing nature and demands of Kazakhstan as it continues its transition to a free market economy and a fully democratic society.

**To achieve these objectives in Kazakhstan, KIMEP is taking the lead by offering this unique Master's degree program.**

Great care has been taken to design and implement the curriculum in partnership with the local and international professional journalism and mass communication communities based in Almaty. These journalism and mass communication professionals teach, supervise internships, serve on thesis and project committees, and offer input for this dynamic program. Thus, students are exposed to different scholarly, professional and teaching orientations.

This program couples theoretical knowledge with practical application to emphasize the necessity of practical training and conceptual understanding.

The IJMC graduate program has modeled itself after programs in the West, and throughout the world. The program applies cutting-edge ideas and approaches to journalism and communication education.

Students have the opportunity to design some of their program to match their individual needs and interests. Thesis and professional project topics are developed with the help of an academic advisor. Working professionals can design special degree plans through KIMEP's evening program.

KIMEP's outstanding Language Center offers English courses that improve students' spoken and written English language skills.

#### **Requirements of the Program**

Students should complete 54 credits to receive their degrees: 21 credits in Required Courses, and 33 credits in Elective Courses (which includes six credits in English). If students demonstrate English Language proficiency, the English courses may be waived with the permission of the department, and the Language Center. Professional journalists may choose to substitute one or both of the internships with "classroom" courses.

One course typically represents 3 credits unless otherwise indicated. Classes meet three hours each week for 15 weeks each fall and spring, except for internships. Internships are usually completed during a 12-week period in one summer; however, completing two 6-week internships is acceptable. The thesis/professional project is prepared in the second year of this two-year program. It is conceptualized and written with the aid of a major faculty advisor and faculty committee. It is customized to meet each student's interests. If a student chooses to do a professional project instead of a thesis, this project also must meet stringent requirements as developed and pre-approved by the major faculty advisor, the faculty committee, and the Department Chair.

### **PR Model**

The model comprises 7 required and 11 elective courses. Electives include IJMC 5608 (Introduction to Public Relations), IJMC 5653 (Public Relations Management and Strategies), IJMC 5627 (Public Relations Campaigns) and IJMC 5655 (Public Relations: Crisis Communications). The other 7 courses are your choice.

### **Media Management Model**

The model comprises 7 required and 11 elective courses. Electives include IJMC 5611 (Principles of Media Management), IJMC 5608 (Introduction to Public Relations), IJMC 5625 (Newspaper and Magazine Management) and IJMC 5626 (Broadcast Management). The other 7 courses are your choice.

### **Print and Broadcast Journalism Model**

The model comprises 7 required and 11 elective courses. Electives include IJMC 5603 (Introduction to News Writing), IJMC 5612 (Advanced News Writing), IJMC 5656 (Broadcast News) and IJMC 5613 (Advanced Writing for Broadcast News). The other 7 courses are your choice.

## **Graduate Curriculum for 2005 – 2007 (MAIJMC program)**

### **Required (R): 21 credits**

<b>Course code</b>	<b>Title of the course</b>	<b>Credits</b>
IJMC 5601	Introduction to International Journalism	3
IJMC 5604	Social and Business Ethics in International Journalism	3
IJMC 5602	Media/Mass Communication in Society and Business	3
IJMC 5603	Introduction to News Writing	3
IJMC 5606	Research Methods	3
IJMC 5621	Internship I	3
IJMC 5605	Introduction to Civil, Criminal and Press Law in Kazakhstan	3

### **Major Electives (ME): 33 credits**

### **Total number of credits required for graduation: 54 credits**

### **Break Down of Credit System for Graduate Students**

<b>Course Type</b>	<b>Number of credit</b>
Required (R)	21
Major Electives (ME)	33
<b>Total Required for Graduation</b>	<b>54</b>

\*MAIJMC students may receive credit for any relevant KIMEP courses 3000-level and above. (Subject to departmental review).

## **COURSE DESCRIPTIONS**

In keeping with international standards of academic freedom, professors, instructors and lecturers will decide the content and teaching style of the IJMC courses. However, the following course overviews describe the fundamental concepts each course will typically cover:

### **IJMC 5601 Introduction to International Journalism**

#### **3 credits**

*Prerequisites: None*

The course examines the historical impact of the fundamental theories in the field including Authoritarian, Libertarian, Social Responsibility and Soviet press theories. It also employs global and regional perspectives to explore the history, theory and practice of international media.

### **IJMC 5602 Media/Mass Communication in Society and Business,**

#### **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. The course also explores the ways in which media and mass communication affect business practices.

### **IJMC 5603 Introduction to News Writing,**

#### **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.

### **IJMC 5604 Social and Business Ethics in International Journalism,**

#### **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.

### **IJMC 5605 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.

### **IJMC 5606 Research Methods**

#### **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.

**IJMC 5608 Introduction to Public Relations****3 credits***Prerequisites: None*

This course is designed to provide students with introductory theoretical knowledge of public relations and beginning practical experience. It surveys the basics of the PR process and PR-related communication theories. It also introduces students to PR strategies and tactics and discusses public relations professional ethics. The course offers students an opportunity to use some of the strategies and tactics used to create real public relations campaigns for real-world clients.

**IJMC 5610 News Editing****3 credits***Prerequisite: IJMC 5601*

The course introduces students to the basics of news editing and design. It provides students with the skills needed to edit stories and design newspaper pages and critically assess the content of the news. It is also designed to teach students both macroediting, i.e., editing with the big picture in mind, and microediting, i.e., editing with precision. Topics include accuracy, completeness, fairness and balance. Design basics will include picas and points, modular design and photo cropping.

**IJMC 5611 Principles of Media Management/Business****3 credits***Prerequisites: None*

In this course, students learn how to manage media outlets so that they are economically viable and self-sustaining, thus freeing them from the need for outside subsidies that can compromise objectivity. The course focuses on planning, motivating, organizing, staffing and evaluating within an organizational framework. It introduces print and broadcast management decision-making in operations, personnel, content, promotion, finance and governmental regulations. It also teaches students to manage media firms operating in a multicultural environment and to keep the balance between the business-side and editorial decisions.

**IJMC 5612 Advanced News Writing,****3 Credits***Prerequisite: IJMC 5603*

This course will offer instruction in advanced news writing techniques for newspapers and magazines; these include feature articles, investigative pieces and coverage of government, including speeches by officials and meetings of government agencies. Students will travel off-campus to cover news events.

**IJMC 5613 Advanced Writing for Broadcast News,****3 Credits***Prerequisite: IJMC 5656*

This course will offer instruction in advanced methods of gathering and writing news for broadcast television and radio, and cable and satellite television channels. Students may travel off-campus to cover news events.

**IJMC 5614 Strategic Writing I,****3 Credits***Prerequisite – IJMC 5608*

The class will introduce students to the basics of writing for public relations and advertising. It will teach students to write clearly and intelligently in various strategic genres including print, broadcast and online public relations and product/service advertisements, press releases and newsletters among others. Students will begin developing their writing portfolios.

**IJMC 5615 Strategic Writing II,  
3 Credits**

*Prerequisite – IJMC 5614*

The class will enable students to further develop their writing skills and continue creating their writing portfolios. This course will also teach them to critically analyze and improve their writing that they will learn to view as a part of an organization's strategic plan.

**IJMC 5616 Strategic Design I,  
3 Credits**

*Prerequisite – IJMC 5608*

The class will introduce students to the basics of the total design process and the use of design in strategic communication (public relations and advertising). Students will acquire hands-on experience in creating strategic visuals in the latest versions of Quark Xpress and Adobe Photoshop. Students will also learn to develop corporate design strategy, evaluate the cross-cultural implications of design and make recommendations for the effective design management. Students will begin developing their strategic design portfolios that will include logo, advertisement images and general newsletter as well as informational graphics designs.

**IJMC 5617 IJMC Strategic Design II,  
3 Credits**

*Prerequisite – IJMC 5616*

This course targets the students who want to pursue art directors' careers in public relations and advertising agencies. Students will continue working on their strategic design portfolio and further develop their ability to relate design concepts and theories to the mission and strategies of an organization.

**IJMC 5618 Media Relations,  
3 Credits**

*Prerequisite – IJMC 5608*

This course will introduce students to the local, national and international media market, teach them the basics of building working relationships with the media and prepare them for media appearances. The course will help students develop skills of public speaking and strategic writing.

**IJMC 5621 Internship I,  
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.

**IJMC 5622 Internship II,  
3 Credits**

*Prerequisites: IJMC 5621*

The 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 the opportunity to network.

**IJMC 5623 Thesis I,  
3 Credits**

*Prerequisites: IJMC 5606*

The course is designed to help students prepare their thesis/professional project materials. It introduces the basics and specifics of journalism thesis/professional project writing. By the end of the course, students will have completed the introduction, theoretical framework, method, literature

review and bibliography sections of their research papers and arranged for their thesis/professional project committees.

Only second-year IJMC students who have a GPA equal or higher than 3.7 are allowed to take Thesis / Professional Project I. Students who successfully wrote theses and defended them in front of the department's committee will be awarded honors status.

### **IJMC 5624 Thesis II,**

#### **3 Credits**

*Prerequisites: IJMC 5623 Thesis I*

This is a continuation of the thesis or project started in IJMC 5623. This course is designed to assist students in writing the analysis part of their thesis/professional project, put together all components of their research paper and defend it before their chosen thesis/project committees.

### **IJMC 5625 Newspaper and Magazine Management,**

#### **3 Credits**

*Prerequisite: IJMC 5601*

This course will offer instruction in the business operations of print media. It will explore circulation, advertising and other sources of revenue. Costs including equipment, the expense of producing news and advertising, and distribution will also be considered. The course will cover mergers and the increasing convergence of print, broadcasting and new media in giant conglomerates. Relations with unions will be included. Balance sheets of both small publications and media conglomerates will be compared.

### **IJMC 5626 Broadcast Management,**

#### **3 Credits**

*Prerequisite: IJMC 5601*

This course will explore the business operations of radio and television stations, and of broadcast, satellite and cable networks. Topics will include the role of general managers; equipment costs; the expenses of producing entertainment programming, news and commercials; other revenue sources; relationships with unions; mergers of large media corporations; and the increasing trend of convergence among print, broadcasting and new media in conglomerates. The profits and losses of small stations and networks will be compared with those of conglomerate corporations.

### **IJMC 5627 Public Relations Campaigns,**

#### **3 Credits**

*Prerequisite – IJMC 5608*

This course will teach students to plan and execute public relations campaigns. Students will learn to do public relations research, identify and formulate the problem an organization faces and define the type of PR campaign that an organization needs to implement in order to solve this problem. They will also learn to formulate the goal, objectives and strategies of a public relations campaign and come up with practical creative solutions to implement these strategies. Students will have a chance to develop a PR campaign for a real-world client and develop their strategic planning portfolio.

### **IJMC 5628 Special Topics in International Journalism,**

#### **3 credits**

*Prerequisite: IJMC 5601 or the instructor's permission*

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



### **IJMC 5653 Public Relations Management and Strategies**

**3 credits**

*Prerequisite: IJMC 5608*

This is an advanced public relations course that 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 vehicles. It discusses the specifics of different types of PR such as business, non-profit and government among others.

### **IJMC 5654 International Public Relations**

**3 credits**

*Prerequisites: IJMC 5608*

This is an advanced course in public relations. It focuses on the specifics of preparation and execution of global public relations campaigns. The course teaches students to recognize potential problems of the campaigns that target international publics and use resources to make multinational PR more successful.

### **IJMC 5655 Public Relations: Crisis Communication**

**3 credits**

*Prerequisites: IJMC 5608*

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.

### **IJMC 5656 Broadcast News**

**3 credits**

*Prerequisites: IJMC 5601*

This course serves as an introduction to radio and television journalism. It examines gathering, evaluating, writing, and performing broadcast news copy. The emphasis for the course is placed on the writing of broadcast news. The course teaches students to write simple news stories that are accurate, clear, interesting, and concise.

### **IJMC 5657 On-Line Journalism**

**3 credits**

*Prerequisites: IJMC 5601*

This course prepares journalism students to work for news enterprises on the Internet and take advantage of its multimedia presentation capabilities. It explores the Internet phenomenon and its impact on journalism and pays special attention to the search for a new style of narrative - one that could take advantage of the simultaneous use of text, hypertext, photos, images in motion, audio and databases. Students produce an online publication prototype in class.

### **IJMC 5658 International Communication Law**

*Prerequisites: None*

This course helps the contemporary journalist and communication professional understand and cope with the complexities of the global legal environment. It equips students with knowledge of the differing political and scholarly perspectives on international law, the consequences in foreign policy decision making of holding one perspective versus another, the general principles of international communications law and the processes by which the global policy changes, interprets, and enforces the general principles and particular rules. The student will know how to brief an

international communications law case and understand the special considerations in framing and researching international legal questions.

### **IJMC 5659 Cross-Cultural Communication**

**3 credits**

*Prerequisites: IJMC5602*

This course provides students with a theoretical understanding of ethnocentrism and the importance of avoiding it in the mass media. This is an in-depth course designed to educate the student from the aspect of self in relation to others by introducing the techniques of interpersonal-relationship building, practical concepts of interpersonal communication, and tools for communicating cross-culturally. This course will also encourage students to think critically about communication and develop a better understanding of the dynamics that influence communication.

### **IJMC 5660 Gender Studies**

**3 credits**

*Prerequisites: None*

This course looks at the changing role of women in the international community, including their growing and influential voice. This course will explore the varied expressions of women's activism at the community, national, and transnational levels. The course addresses the issues of women's rights, activism in right wing movements and religious nationalism, international debates about sexuality and reproduction, campaigns around violence against women at the hands of families and the state, and the impact of the Internet on women's activism. The course explores cases from diverse regions of the world.

# COLLEGE OF CONTINUING EDUCATION

**2 Abai Avenue, Nauryz Building,  
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## **Administration**

Jack Hinton, DrPH, Dean

Mark Martin, PhD, Director of Degree Programs

Sharzada Akhmetova, Cand. Sc., Deputy Director of  
Open Enrollment and Certificate Programs

Rauzhan Zhaparova, MA,  
Director of Professional Development Programs

Nigel Cox, BA, Director of World Languages Program

Albert Lang, MBA, Director of Distance and Open Learning

Maiya Sattarova, MBA, Director of Preparatory and Pre-KIMEP Programs

Holger Wiefel, Dipl VW, Business Manager

## **Mission of the College**

The College of Continuing Education (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. Tomorrow's competitive advantage is essential as product differences, designs, services and costs are always being challenged. The successful business will have the advantage due in large part by having better people, aligned in well organized structures, gaining from knowledge sharing and cooperation. Knowledge is important, but having managers who know how to leverage knowledge will be the key differentiation. These are the types of skills students will develop at KIMEP's College of Continuing Education.

The College of Continuing Education also equips those wishing to enter KIMEP's other colleges with disciplined preparatory programs in English, Math, Computer Skills and the basics to meet KIMEP's high entrance and matriculation requirements.

## **College Council**

The College Council is the collective academic policy-making body of the affiliated departments. All academic matters including program of studies, academic rules and regulations, admissions, scholarships, disciplinary measures, graduation requirements, faculty requirements, academic resources requirements etc. are discussed and approved in this council. Development of courses, curriculum, syllabi and introduction of new academic programs are first the responsibility of the

individual departments. Each department then forwards the matter to the Council. The Council will then study the individual proposal through working committees. Reports of the various committees are submitted to the Council for final approval. The Dean determines which matters are sent to the Vice President, Academic Affairs for further course of action.

### College Council Composition

<b>Chair of the Council</b> Jack Hinton, Dean	<b>Advanced Management Program</b> Yelena Goikolova, Manager
<b>Professional Development Program</b> Rauzhan Zhaparova, Director Alexander Bogdanov, Coordinator	<b>Distance Learning and Open Enrollment</b> Albert Lang, Director Sharzada Akhmetova, Deputy Director
<b>World Languages Program</b> Nigel Cox, Director Ziash Suleimenova, Coordinator	<b>Business Development and Central Support</b> Holger Wiefel, Business Manager Anastassiya Nevenchennaya, Sales Coordinator
<b>Degree Program</b> Mark Martin, Director	

### The College of Continuing Education (CCE) Programs

Previous Titles	Current Titles
Professional Business Program Division	Degree Programs (offered by Bang College of Business and administered by CCE) <ul style="list-style-type: none"> <li>▪ Executive MBA</li> <li>▪ Master of International Business (MIB)</li> </ul>
	Open Enrollment and Certificate Programs <ul style="list-style-type: none"> <li>▪ Open Enrollment</li> <li>▪ Certificate Specializations</li> </ul>
Distance Learning Program	Distance Learning Program
International Executive Training Center IETC	Center for Executive Education and Professional Development <ul style="list-style-type: none"> <li>▪ Modular Courses</li> <li>▪ Short-term Seminars</li> <li>▪ AMA@KIMEP</li> </ul>
Evening Language Program	World Languages Program

	<ul style="list-style-type: none"> <li>▪ English (General and Business)</li> <li>▪ Kazakh</li> <li>▪ Russian</li> <li>▪ Spanish</li> <li>▪ French</li> </ul>
Pre-Undergraduate Program  Provisional Program  Preparatory Program	Supplemental Training Programs <ul style="list-style-type: none"> <li>▪ Pre-KIMEP</li> <li>▪ Provisional</li> <li>▪ Preparatory</li> </ul>

## Degree Programs

The College of Continuing Education administers two degrees offered by the Bang College of Business to provide access to higher, graduate education opportunities to those individuals who cannot attend daytime classes. These are:

### Executive Master of Business Administration (ExMBA)

### Master of International Business (MIB)

For details of these programs, please refer to the Bang College of Business Section of this catalogue.

## Open Enrollment and Certificate Programs

Tel.: 7 (3272) 70-44-70, Tel/Fax: 7 (3272) 70-44-71  
 E-mail: [bc@kimep.kz](mailto:bc@kimep.kz)

### Mission and Background

The Open Enrollment and Certificate Programs of the College of Continuing Education has been developed and structured to provide working professionals with educational and training options to obtain all the essential skills necessary for them as professionals or managers to make critical business-based decisions. Programs are available in Russian and English depending on the needs of the student and the goals of each program. The courses are offered at times conducive to those who are already mature in their careers and cannot attend regular weekly classes. Courses are available in the evenings, on the weekends and through Distance Learning.

## Structure of Open Enrollment and Certificate Programs

A variety of path options are available to students to achieve their academic goals. The Open Enrollment and Certificate Programs within the College of Continuing Education allows a student to take courses that may be used to fulfill KIMEP degree requirements (subject to approval of appropriate program), attend selected courses, or obtain certificates of specialization.

The program targets mid-career professionals who need to widen or systemize their knowledge in a specific area of business. Therefore, most of the courses provided within the program are very focused and taught by experienced practitioners at evening time.

The Certificate is awarded upon successful completion of six courses (18 credits). Certificate of Specializations are offered in: Marketing, Finance and Accounting, Management, Information Systems, Operations Management, Insurance and Risk Management, Subsoil and Resource Management, Procurement and Logistics, Business Law, Small Business and Franchising, Banking, Managerial Economics, and Human Resource Management.

A student receiving a certificate of specialization must take two core courses (a total of 6 core credits) selected from the following core course list for their respective area of specialization. For example, a student choosing a specialization in Marketing, must select two courses from the Marketing Core Course list.

### ***List of Specialization Core Courses***

<b><u>Finance and Accounting</u></b>	
BUS 5803: Corporate Finance	
BUS 5853: Advanced Management Accounting	
BUS 5842: Intermediate Accounting	
BUS 5804: Cost and Managerial Accounting	
<b><u>Information Systems</u></b>	<b><u>Operations Management</u></b>
BUS 5893: E-Commerce	BUS 5811: Supply Chain Management
BUS 5936: Systems Analysis and Design	BUS 5877: Project Management
BUS 5933: Decision Support Systems	BUS 5875: Total Quality Management
BUS 5934: Network/Internet Technologies	BUS 5912: Manufacturing Strategy

<p style="text-align: center;"><b><u>Management</u></b></p> <p>BUS 5806: Human Resource Management</p> <p>BUS 5863: Crises Management</p> <p>BUS 5876: Leadership Capacity Development</p> <p>BUS 5877: Project Management</p>	<p style="text-align: center;"><b><u>Marketing</u></b></p> <p>BUS 5824: Business Communications</p> <p>BUS 5881: Marketing Research</p> <p>BUS 5891: Strategic Marketing</p> <p>BUS 5889: Selling and Sales Management</p>
<p style="text-align: center;"><b><u>Risk Management</u></b></p> <p>BUS 5863: Crises Management</p> <p>BUS 5801: Business Law</p> <p>BUS 5830: Insurance and Risk Management</p> <p>BUS 5821: Business Law in Kazakhstan</p>	<p style="text-align: center;"><b><u>Banking</u></b></p> <p>BUS 5856: Bank Controllershship</p> <p>BUS 5840: Banking Law</p> <p>BUS 5855: Money and Banking</p> <p>BUS 5859: International Banking</p>
<p style="text-align: center;"><b><u>Business Law</u></b></p> <p>BUS 5801: Business Law</p> <p>BUS 5823: Business Strategy and Policy</p> <p>BUS 5831: Law - Advanced Kazakhstan Legal Topics</p> <p>BUS 5826: Contract Law</p>	<p style="text-align: center;"><b><u>Subsoil and Resources Management</u></b></p> <p>BUS 5849: Oil and Gas Accounting</p> <p>BUS 5827: Petroleum and Gas Management</p> <p>BUS 5920: The Resource Business</p> <p>BUS 5834: Business Modelling and Simulation</p>
<p style="text-align: center;"><b><u>Human Resource Management</u></b></p> <p>BUS 5806: Human Resource Management</p> <p>BUS 5807: Management Principles</p> <p>BUS 5876: Leadership Capacity Development</p> <p>BUS 5960: Performance Appraisal System in Organization</p>	<p style="text-align: center;"><b><u>Small Business and Franchising</u></b></p> <p>BUS 5829: Small Business and Entrepreneurship</p> <p>BUS 5888: Franchising</p> <p>BUS 5876: Leadership Capacity Development</p> <p>BUS 5877: Project Management</p>
<p style="text-align: center;"><b><u>Managerial Economics</u></b></p> <p>BUS 5809: Microeconomics</p> <p>BUS 5813: Macroeconomics</p> <p>BUS 5878: Managerial Economics</p> <p>BUS 5835: Financial Economics</p>	<p style="text-align: center;"><b><u>Procurement and Logistics</u></b></p> <p>BUS 5811: Supply Chain Management</p> <p>BUS 5861: Operations Management</p> <p>BUS 5893: E-Commerce</p> <p>BUS 5870: Production and Logistics</p>

### ***List of Elective Courses by Specialization***

Students must take an additional four courses (12 credits) in their chosen area of specialization. Courses listed below are subject to availability.

#### **Accounting/Finance**

In the broadest sense, financial and accounting managers are responsible for an organization's money, with finance roles more focused on managing money and financial strategy (the future) and accounting roles more focused on reporting (the historical record).

This specialization prepares students for careers in controllership, treasury functions, budgeting, inventory management, real estate, and securities sales. Many career opportunities are available in this field with either small firms or large businesses, domestic or international, such as accounting firms, banks, thrifts, insurance, and investment companies as well as businesses in manufacturing, merchandising, technology, and services.

#### **List of Courses in Accounting and Finance Specialization**

- BUS 5802 Quantitative Methods for Decision Making
- BUS 5805 Financial Accounting
- BUS 5809 Microeconomics
- BUS 5813 Macroeconomics
- BUS 5824 Business Communications
- BUS 5830 Insurance and Risk Management
- BUS 5834 Business Modeling and Simulation
- BUS 5835 Financial Economics
- BUS 5838 Business Consulting
- BUS 5840 Banking Law
- BUS 5841 Multinational Corporate Finance
- BUS 5843 International Finance
- BUS 5844 Public Finance
- BUS 5845 International Auditing Standards
- BUS 5846 Managerial Finance
- BUS 5847 Financial Modeling
- BUS 5848 Structured Derivative Financial Instruments
- BUS 5849 Oil and Gas Accounting
- BUS 5850 Investment Analysis
- BUS 5851 Financial Statement Analysis
- BUS 5852 Financial Institutions, Markets and Money
- BUS 5854 Taxation
- BUS 5855 Money & Banking
- BUS 5856 Bank Controllershship
- BUS 5857 Financial System in Kazakhstan
- BUS 5858 Financial Analysis Using Computer Technologies
- BUS 5859 International Banking
- BUS 5877 Project Management
- BUS 5980 Advanced Financial Accounting
- BUS 5981 Advanced Corporate Finance



BUS 5982 Investment Management  
BUS 5983 Financial Accounting in Kazakhstan  
BUS 5984 Intermediate Accounting I  
BUS 5985 Intermediate Accounting II  
BUS 5986 Auditing  
BUS 5987 International Accounting Standards  
BUS 5988 Tax Management  
BUS 5989 Quality - Management and Audit  
BUS 5990 Project Analysis  
BUS 5993 International Taxation  
BUS 5994 Mortgage Backed Securities  
BUS 5995 Introduction to Securities Valuation, Risk Analysis and Hedging  
BUS 5996 Financial Institutions and Markets  
BUS 5997 Advanced Accounting II  
BUS 5998 Financial Institutions Management  
BUS 5999 Credit Risk Management  
BUS 6000 Advanced Accounting I

### **Management Specialization**

This specialization is for working managers and for those who are interested in pursuing a career as a manager in a small business or large corporation, either in general management or in specialized field. Kazakhstan is in need of highly educated managers who:

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.

Are able to organize tasks, delegate responsibilities, communicate priorities, and to lead and motivate others to work together to accomplish shared goals.

Are capable of identifying and analyzing problems, taking corrective actions, and rewarding performance.

### **List of courses in Management Specialization**

BUS 5807 Management Principles  
BUS 5810 Organizational Behavior  
BUS 5811 Supply Chain Management  
BUS 5821 Business Law in Kazakhstan  
BUS 5823 Business Strategy and Policy  
BUS 5826 Contract Law  
BUS 5831 Law – Advanced Kazakhstani Legal Topics  
BUS 5832 Management Information Systems  
BUS 5824 Business Communications  
BUS 5833 History of Business  
BUS 5834 Business Modeling and Simulation  
BUS 5835 Financial Economics  
BUS 5838 Business Consulting  
BUS 5861 Operations Management  
BUS 5862 Risk Management Advanced  
BUS 5864 Aerospace Management  
BUS 5865 Business Negotiations  
BUS 5866 Game Theory, Practical Applications in Business

BUS 5867 International Law of Natural Resources  
BUS 5868 International Management  
BUS 5869 Managing in the Global Economy  
BUS 5871 The Customs Business in Kazakhstan  
BUS 5872 Managing Change  
BUS 5873 Introduction to Hotel & Tourism Management  
BUS 5874 Real Estate Management  
BUS 5875 Total Quality Management  
BUS 5877 Project Management  
BUS 5878 Managerial Economics  
BUS 5879 Strategic Management  
BUS 5888 Franchising  
BUS 5889 Selling & Sales Management  
BUS 5890 Public Relations for Business  
BUS 5895 Brand Management  
BUS 5898 Consumer Behavior  
BUS 5901 Production Management  
BUS 5904 Managing Negotiations  
BUS 5907 Retail Management  
BUS 5910 Logistics Management  
BUS 5911 Corporate Strategy  
BUS 5920 The Resource Business  
BUS 5921 Mineral Resource Economics  
BUS 5930 Cisco Net Technologies  
BUS 5931 Business Graphics  
BUS 5960 Performance Appraisal Systems in Organizations  
BUS 5989 Quality: Management and Audit

### **Marketing Specialization**

A successful marketer must be able to absorb information quickly and to utilize analytical, interpretative and decision-making skills. During courses in this specialization, students will receive practical skills through analysis of Kazakhstan service company activities, through market research projects and through developing promotional campaigns.

Graduates in this specialization enjoy numerous career options. The most typical are corporate roles such as product or brand manager, marketing manager, new product specialist, or market research analyst. There are also opportunities in advertising, communications, public relations, and direct marketing agencies. Other opportunities exist within consulting firms in areas such as strategy, customer care/customer segmentation, and new market development.

### **List of courses in Marketing Specializations**

BUS 5808 Marketing Principles  
BUS 5811 Supply Chain Management  
BUS 5838 Business Consulting  
BUS 5865 Business Negotiations  
BUS 5877 Project Management  
BUS 5882 Advanced Marketing  
BUS 5883 Marketing Management  
BUS 5884 International Marketing

BUS 5885 Industrial Marketing  
BUS 5886 Consumer Marketing  
BUS 5887 Marketing Communication Strategy  
BUS 5888 Franchising  
BUS 5890 Public Relations for Business  
BUS 5892 Internet Marketing  
BUS 5893 E-Commerce  
BUS 5894 Strategic Internet Marketing  
BUS 5895 Brand Management  
BUS 5898 Consumer Behavior  
BUS 5899 Services Marketing  
BUS 5904 Managing Negotiations  
BUS 5907 Retail Management  
BUS 5929 Services Marketing

### **Information Systems and Operations Management Specialization**

This specialization is designed to provide students with the analytical tools and practical skills needed to successfully manage technology intensive organizations. This is an attractive option for students interested in careers with organizations that either produce or utilize technology.

Students in the Information Systems/Operation Management specialization complete three specialization core courses in addition to three elective courses.

Increased competition in both Kazakhstani and global marketplaces means that firms must now provide quality products and services that attract and delight customers, while reducing costs. The Information Systems specialization is designed to educate professionals to manage information and technology assets in various types of organizations. The Operations Management specialization is intended to provide critical leadership in manufacturing, and operations management.

### **List of courses in Information Systems / Operations Management Specializations**

BUS 5802 Quantitative Methods for Decision Making  
BUS 5811 Supply Chain Management  
BUS 5875 Total Quality Management  
BUS 5877 Project Management  
BUS 5893 E - Commerce  
BUS 5912 Manufacturing Strategy  
BUS 5913 Purchasing  
BUS 5934 Network/Internet Technologies  
BUS 5935 Expert Systems  
BUS 5936 Systems Analysis and Design  
BUS 5937 Programming Course  
BUS 5938 Quantitative Analysis for Management  
BUS 5939 Database Management Systems  
BUS 5940 Statistical Quality Control  
BUS 5991 Cost Accounting in the Manufacturing Environment

## **Insurance and Risk Management Specialization**

As Kazakhstan develops its private business sector even further, it will need specialists who are fully capable and knowledgeable about insurance. Training in this area implies that the student will learn about risk and how to manage that particular problem. The law in Kazakhstan is still being written and the insurance industry is still developing. Students will learn how to deal with crises that come up in business. Skills in investment, computer literacy, project management and consulting are extended in the courses that this area includes. This specialization assists students in obtaining the optimal mix of training in law, quantitative methods and business.

- BUS 5821 Business Law in Kazakhstan
- BUS 5824 Business Communications
- BUS 5830 Insurance and Risk Management
- BUS 5832 Management Information Systems
- BUS 5834 Business Modeling and Simulation
- BUS 5838 Business Consulting
- BUS 5850 Investment Analysis
- BUS 5862 Risk Management Advanced
- BUS 5863 Crises Management
- BUS 5877 Project Management

## **Managerial Economics Specialization**

Managerial economics is often characterized as applied microeconomics. Yet this specialization is much richer in the area of economics than that definition would imply. In addition to economics, courses offered includes studies in finance, communications, consulting and banking. Instruction leads the student from the theory of the firm to real world business situations. This specialization enables the individual to learn and use economics as it applies to the business world. Quantitative methods are employed to show the managers how to find the optimal profitability from among the various opportunities that present themselves in business.

- BUS 5824 Business Communications
- BUS 5834 Business Modeling and Simulation
- BUS 5838 Business Consulting
- BUS 5843 International Finance
- BUS 5850 Investment Analysis
- BUS 5852 Financial Institutions, Markets, and Money
- BUS 5855 Money and Banking
- BUS 5857 Financial System in Kazakhstan
- BUS 5859 International Banking
- BUS 5921 Mineral Resource Economics
- BUS 5982 Investment Management

## **Small Business and Franchising Specialization**

Franchising permits the individual to benefit from the skills and experience of the founder of an existing particular business. All of the basic functions of business are employed to show students how to grow a business. Law, accounting, finance, marketing and management are supplemented with study of logistics, computers, ethics, leadership and taxation. The full list of courses allows the student to select according to her/his background and future plans. Strategy, consulting and negotiations are present in case those are of particular interest.

BUS 5801 Business Law  
 BUS 5802 Quantitative Methods for Decision Making  
 BUS 5803 Corporate Finance  
 BUS 5804 Cost and Managerial Accounting  
 BUS 5805 Financial Accounting  
 BUS 5806 Human Resource Management  
 BUS 5807 Management Principles  
 BUS 5808 Marketing Principles  
 BUS 5810 Organizational Behavior  
 BUS 5811 Supply Chain Management  
 BUS 5821 Business Law in Kazakhstan  
 BUS 5822 Computers in Business  
 BUS 5823 Business Strategy and Policy  
 BUS 5824 Business Communications  
 BUS 5825 Business Ethics  
 BUS 5826 Contract Law  
 BUS 5830 Insurance and Risk Management  
 BUS 5831 Law- Advanced Kazakhstan Legal Topics  
 BUS 5834 Business Modeling and Simulation  
 BUS 5838 Business Consulting  
 BUS 5854 Taxation  
 BUS 5861 Operations Management  
 BUS 5865 Business Negotiations  
 BUS 5870 Production and Logistics  
 BUS 5902 Logistics  
 BUS 5904 Managing Negotiations  
 BUS 5988 Tax Management  
 BUS 5989 Quality: Management and Audit

### **Banking Specialization**

The banking sector is dynamic and vital in the economy of Kazakhstan. Finance is stressed in this specialization arena with a complement of economics. Recent developments in the field are examined and a solid mix of theoretical foundation and practical skills taught. Financial derivative analysis is a key to this specialization. The government is still writing the laws for the banking industry and students will learn about important developments that will impact heavily on the future.

BUS 5802 Quantitative Methods for Decision Making  
 BUS 5803 Corporate Finance  
 BUS 5824 Business Communications  
 BUS 5835 Financial Economics  
 BUS 5834 Business Modeling and Simulation  
 BUS 5838 Business Consulting  
 BUS 5843 International Finance  
 BUS 5844 Public Finance  
 BUS 5846 Managerial Finance  
 BUS 5847 Financial Modeling  
 BUS 5848 Structured Derivative Financial Instruments  
 BUS 5850 Investment Analysis  
 BUS 5851 Financial Statement Analysis

BUS 5852 Financial Institutions, Markets, and Money  
BUS 5857 Financial System in Kazakhstan  
BUS 5858 Financial Analysis Using Computer Technologies  
BUS 5877 Project Management  
BUS 5981 Advanced Corporate Finance  
BUS 5982 Investment Management  
BUS 5990 Project Analysis

### **Subsoil and Resource Management Specialization**

Resource management is vital to any nation and the person studying in this area will learn about the endowments of Kazakhstan. Oil and gas are of course very important and these resources are carefully analyzed. Economics is supplemented by course in law, marketing, management and accounting. Recent changes such as the growing importance of supply chain management will be explored to help students achieve a comprehensive understanding of this field. Instructors both the business and academic worlds contribute to this program.

BUS 5801 Business Law  
BUS 5802 Quantitative Methods for Decision Making  
BUS 5804 Cost and Managerial Accounting  
BUS 5806 Human Resource Management  
BUS 5807 Management Principles  
BUS 5808 Marketing Principles  
BUS 5809 Microeconomics  
BUS 5811 Supply Chain Management  
BUS 5813 Macroeconomics  
BUS 5823 Business Strategy and Policy  
BUS 5824 Business Communications  
BUS 5838 Business Consulting  
BUS 5877 Project Management  
BUS 5921 Mineral Resource Economics  
BUS 5990 Project Analysis

### **Human Resource Management Specialization**

The strength of a business is in its people. Human resource management deals with how best to deploy the firm's human capital. Wages, benefits, supervision and leadership are all important topics in this area. Best practices in hiring law and performance appraisal are also taught. Running a successful business requires learning about human resource management. A firm can only be successful when it works well from top to bottom. This specialization teaches managers how to realize this state in their organization.

BUS 5821 Business Law in Kazakhstan  
BUS 5824 Business Communications  
BUS 5834 Business Modeling and Simulation  
BUS 5838 Business Consulting  
BUS 5961 Selection and Staffing  
BUS 5962 Fundamentals of Compensation  
BUS 5963 Building and Managing Employee Relations

## BUS 5964 Fundamentals of Employee Benefits

### **Business Law Specialization**

An understanding of the law is vital to the successful operation of a business. From basics such as beginning economics, marketing and management to more advanced courses in ethics, insurance and banking this specialization offers the student the opportunity to learn what people in business must know. With the help of this specialization, the courts can be seen as an ally, rather than as an obstacle to success. Introductory courses are followed by advanced studies, so that the specialization leads to MBA's who are well-rounded and fully knowledgeable in this vital area. This field prepares the graduate to apply important skills that are vital to the future of Kazakhstan.

- BUS 5805 Financial Accounting
- BUS 5806 Human Resource Management
- BUS 5807 Management Principles
- BUS 5808 Marketing Principles
- BUS 5809 Microeconomics
- BUS 5811 Supply Chain Management
- BUS 5813 Macroeconomics
- BUS 5821 Business Law in Kazakhstan
- BUS 5822 Computers in Business
- BUS 5824 Business Communications
- BUS 5825 Business Ethics
- BUS 5829 Small Business and Entrepreneurship
- BUS 5830 Insurance and Risk Management
- BUS 5834 Business Modeling and Simulation
- BUS 5838 Business Consulting
- BUS 5840 Banking Law
- BUS 5855 Money and Banking
- BUS 5859 International Banking
- BUS 5867 International Law of Natural Resources
- BUS 6051 International Tax Law
- BUS 6052 Legal Aspects of International Finance
- BUS 6053 Law and Economics of Regulated Networks, Markets and Industries

### **Procurement and Logistics Specialization**

The efficient procurement and delivery of goods and services is becoming increasingly important. All areas of business unite in this specialization. When the future manager learns about logistics, he/she develops skills vital to a firm's successes. The courses here can contribute equally to or international organization and private business or the government. Basic tasks such as material requirements planning can be made simple as the difficult calculations of the past are now aided by versatile computer software.

- BUS 5801 Business Law
- BUS 5802 Quantitative Methods for Decision Making
- BUS 5804 Cost and Managerial Accounting
- BUS 5805 Financial Accounting
- BUS 5807 Management Principles
- BUS 5808 Marketing Principles
- BUS 5809 Microeconomics

BUS 5813 Macroeconomics  
BUS 5823 Business Strategy and Policy  
BUS 5824 Business Communications  
BUS 5834 Business Modeling and Simulation  
BUS 5838 Business Consulting  
BUS 5877 Project Management  
BUS 5884 International Marketing  
BUS 5886 Consumer Marketing  
BUS 5889 Selling and Sales Management  
BUS 5904 Managing Negotiations  
BUS 5910 Logistics Management  
BUS 5991 Cost Accounting in the Manufacturing Environment  
BUS 6030 International Logistics  
BUS 6031 Logistics Systems  
BUS 6032 Advanced Supply Chain Management

## **DESCRIPTION OF COURSES**

### **BUS5801 Business Law, 3 Credits**

*Prerequisites: None*

This course exposes students to the fundamentals of the philosophy and practices of western business law. In addition to providing factual information, it is also designed to develop students' abilities to reason and predict the likely legal outcome of business strategies and decisions.

### **BUS5802 Quantitative Methods for Decision Making, 3 Credits**

*Prerequisites: None*

The purpose of the course is to introduce the basic concepts and applications of Statistics in Business to analyze numerical and graphical data and decision making. Students should understand the various statistical concepts and apply them to real life problems. Students should also be able to work with modern statistical software (Sx, SPSS, etc.) and apply it in solving problems related to descriptive statistics and statistical inference. During the lectures a great number of problems and case studies are to be solved and considered.

### **BUS5803 Corporate Finance, 3 Credits**

*Prerequisites: BUS5805*

This course will introduce the fundamentals of finance. We will consider theories and tools to address modern corporate finance 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.

### **BUS5804 Cost and Managerial Accounting, 3 Credits**

*Prerequisites: BUS5805*

This course covers interpretation, use, and analysis of cost data for management planning, coordination and control includes the application of theories and concepts, which underlie cost accounting and budgeting. Also includes job order costing, spoilage standard cost, a capital budgeting.



**BUS5805 Financial Accounting,  
3 Credits**

*Prerequisites: None*

This course presents the fundamental concepts and techniques of the basic accounting System, including accounting for a complete cycle of business activities for a service enterprise. The course will also review accounting for merchandising companies, the basic principles of internal control and the use of financial systems: assets, current liabilities, payroll accounting, as well as an overview of revenue and expense issues.

**BUS5806 Human Resource Management,  
3 Credits**

*Prerequisites: None*

The objective of this course is to provide students with a general knowledge and the practical skills necessary to deal with human resources problems within an organization. At the same time the course covers the current debate about human resources management at both the strategic and international level and provides easy access to these debates both for non-experts and non-specialists.

**BUS5807 Management Principles,  
3 Credits**

*Prerequisites: None*

This course is the study of key approaches in organizational management. It will introduce students to the essential issues of modern business management such as planning, organization design, organizational change, leadership, motivation, group dynamics, etc. Theory will be combined with a number of cases, which assist student in deeper understanding of course materials.

**BUS5808 Marketing Principles,  
3 Credits**

*Prerequisites: None*

The purpose of this course is to introduce the general concepts of marketing, its business function and the practices of modern marketing. Students 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 solved.

**BUS5809 Microeconomics,  
3 Credits**

*Prerequisites: None*

This is the study of how markets operate is the cornerstone of microeconomics theory, and understanding how markets operate is essential for understanding of how our economic system functions. Beyond developing a coherent view of economic reality, microeconomics provides techniques that increasingly play roles in both public policy formulation and private decision-making.

**BUS5810 Organizational Behavior,  
3 Credits**

*Prerequisites: None*

This course will focus on the important role played by individuals and workgroups in determining the success or failure of a business organization. Special attention will be placed on the creation of a model for the behavioral systems of the organization – the system of elements that ultimately produce behavior pattern and, in turn, organizational performance.

**BUS5811 Supply Chain Management,  
3 Credits**

*Prerequisites: None*

The basis of this course is to examine in detail the strategic principles and practices of physical supply chain management, namely, by tracing the path of the raw materials to the actual physical delivery of the finished product to the final customer. The course will include such specific topics as logistics mix, information technology for total supply chain management, packaging of goods for transportation and the selection of modes of transportation.

**BUS5813 Macroeconomics,  
3 Credits**

*Prerequisites: None*

This course will teach students the basic tools of macroeconomic analysis and how to apply them to understanding current and recent developments in macroeconomic policy. After the completion of the course the students should be able to: 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 macroeconomic conditions; c) understand media accounts of macroeconomic events.

**BUS5821 Business Law in Kazakhstan,  
3 Credits**

*Prerequisites: None*

This Course is a general survey of basic legal principles, useful to all educated persons and businesspersons in particular. The goal is to educate the student to recognize legal problems that arise in today's modern business practice and to become familiar with legal issues that arise in worldwide commerce. Particular attention is given to Kazakhstan legal issues and practice.

**BUS5822 Computers in Business: MS Office for Solving Business Problems,  
3 Credits**

*Prerequisites: None*

This elective course will cover special tools of Microsoft Word, Excel, Access, Outlook and HTML-editor. The course contains a set of practical examples solving problems frequently incurred in daily business. This course is developed for those who already have basic familiarity with computers, but need a deeper knowledge and tools to solve more complicated problems. Students will learn how to manage streams of information in business.

**BUS5823 Business Strategy and Policy,  
3 Credits**

*Prerequisites: BUS 5807*

It is concerned with the determination of the strategic direction of the firm, as well as management of strategic processes within the firm. The relationship between the organizational structure and strategy are examined and tools are developed for examining the firms industry and competitive environment. Strategy at the business unit, divisional, corporate level is studied.

**BUS5824 Business Communications,  
3 Credits**

*Prerequisites: None*

The course covers:

1. The role of communication in business relations; 2. Basic elements of communication process; 3. Components of successful communication – the role for media, advertising and PR.

**BUS5825 Business Ethics,  
3 Credits**

*Prerequisites: None*

This course aims to analyze business ethical trends existing within the social, economic, and political order in the context of traditional and recent changes. A great emphasis will be given to the viewpoint which perceives management as a complex whole, where such issues as ethical values, artistic approach and even the meaning of one's life are directly related.

**BUS5826 Contract Law,  
3 Credits**

*Prerequisites: BUS5801*

The course primarily aims at providing students with the knowledge and practical skills necessary for handling contracts concluded with foreign partners. Special attention will be given to the cornerstone of any entrepreneurial activity, the sales contact.

**BUS5827 Petroleum and Gas Management,  
3 Credits**

*Prerequisites: None*

The petroleum and gas industry generates billions of dollars in revenue every year. The purpose of this course is to provide an overview of the oil and gas industry both nationally and internationally.

**BUS5829 Small Business and Entrepreneurship,  
3 Credits**

*Prerequisites: None*

Owning a business is a dream of many people. Starting that business converts your dream in to reality. But, there is a gap between your dream and reality that can only be filled with careful planning. As a business owner, you will need a plan to avoid pitfalls, to achieve your goals and to build a profitable business.

**BUS5830 Insurance and Risk Management,  
3 Credits**

*Prerequisites: None*

This course will cover such questions as insurance subjects, analyzing various scopes of Government's cover, importance of Risk Management in today's management schemes. In the current business environment insurance is not enough, and companies must adopt various other measures to prevent losses. This course will look into all areas of risk assessment and management.

**BUS5831 Law-Advanced Kazakhstani Legal Topics,  
3 Credits**

*Prerequisites: BUS5821*

This course addresses legal topics in the entrepreneurial field and is prepared on the basis of analysis and theory, the ways of practical implementation to the current legislation of the Republic of Kazakhstan. The course includes an in depth the major institutions of business law of the Republic of Kazakhstan, employment law and other branches of law.

**BUS5832 Management Information Systems,  
3 Credits**

*Prerequisites: None*

This course covers methodology used in manual and computer systems for the accumulation, classification, processing, analysis, and communication of accounting data. Primary focus is to help students understand the information systems development lifecycle and the ways that systems can support functional areas of a business.

**BUS5833 History of Business,  
3 Credits**

*Prerequisites: None*

History of Business will cover the rise of business in the West and in the United States from 1500 to the present. Special emphasis will be given to the industrial period and how industrialization has influenced the development of business.

**BUS5834 Business Modeling and Simulation,  
3 Credits**

*Prerequisites: None*

This course will take the student through all of the major stages in the life of an oil or gas field, from exploration, through appraisal, development planning, production, and finally to decommissioning. The course intends to help the student to understand the major technical and business considerations, which make up each part of life of a typical oil or gas field, and to demonstrate the link between the many disciplines involved. Special attention will be paid to petroleum economics topics, including economic evaluation of perspective oil fields, oilfield production scheduling, cash-flow analysis, etc. The Excel spreadsheet applications will be employed to do practical modeling and simulation.

**BUS5838 Business Consulting,  
3 Credits**

*Prerequisites: None*

This course introduces participants to the basic of Business Consulting. The program will focus on the practical steps needed to work as a business consultant. You will learn how to identify your key strengths and establish credibility as a consultant, how to identify and communicate with customers, how to meet successfully with clients, how to prepare diagnostic reports and proposals and how to build a successful consulting practice. The program will introduce a wide range of consulting possibilities, including: marketing consulting, strategic planning, technology consulting (IT consulting), organizational development, human resources consulting (HR consulting), e-business consulting, small business consulting and many other areas where organizations need professional advice.

**BUS5841 Multinational Corporate Finance,  
3 Credits**

*Prerequisites: BUS5805, BUS 5803*

Multinational Corporate Finance introduces students to issues that affect financial decision-making for companies doing business in the international environment.

**BUS5842 Intermediate Accounting,  
3 Credits**

*Prerequisites: BUS5805*

The course is designed to further develop an understanding of the nature of accounting and its role in the business environment. The course provides deeper and more detailed consideration of accounting valuation techniques and reporting practices existing in the current business environment. The course is designed to introduce the conceptual framework for financial reporting and provide a variety of practical solutions for interpreting and presenting accounting data.

**BUS5844 Public Finance,  
3 Credits**

*Prerequisites: BUS5813*

Public Finance studies the ways in which government tax and expenditure policies affect the allocation and distribution of resources in the economy. We will look at the economic rationale for government, the economic theory of government behavior, the effects of specific government,

expenditure policies on the behavior of economic agents, the allocation of resources and the distribution of income.

**BUS5845 International Accounting Standards,**

**3 Credits**

*Prerequisites: BUS5805*

This course focuses on International Accounting Standards (IAS) that are deemed appropriate for this program as well as IAS Auditing Standards applications in Kazakhstan. Additional topics are included to reinforce financial statement acumen, stock market operations and Oil and Gas Accounting Standards in Kazakhstan.

**BUS5846 Managerial Finance,**

**3 Credits**

*Prerequisites: BUS 5805*

This course provides the foundation of finance study needs to support managerial decision making. The environment of financial management will be studied in detail.

**BUS5847 Financial Modeling,**

**3 Credits**

*Prerequisites: BUS5803, BUS5802, BUS5805*

The course introduces some important financial models and shows how they can be solved numerically using Excel. Standard financial models in the areas of Corporate Finance, portfolio management, options, and portfolio insurance will be studied.

**BUS5848 Structured Derivative Financial Instruments,**

**3 Credits**

*Prerequisites: BUS5801, BUS5803*

The course introduces important commercial financing techniques and concepts of how the capital markets work as well as legal aspects of securitization of Kazakhstan.

**BUS5850 Investment Analysis,**

**3 Credits**

*Prerequisites: BUS5802, BUS5805, BUS5813*

The purpose of the course is to show the investments alternatives that are available today and what is more important to develop a way of analyzing and thinking about investments. The course mixes description and theory. The descriptive material discusses available investment instruments and considers the purpose and operation of capital markets around the world. The theoretical portion details how students should evaluate current investments and future opportunities to develop a portfolio of investments that will satisfy the risk-return objectives.

**BUS5851 Financial Statement Analysis,**

**3 Credits**

*Prerequisites: BUS5803*

This course is intended to consolidate students' knowledge about financial reporting and financial statement analysis.

**BUS5852 Financial Institutions, Markets and Money,**

**3 Credits**

*Prerequisites: BUS5813*

This course will give students a broad introduction to the operation, mechanics and structure of the financial system emphasizing institutions, markets and instruments. The Central Banking System and monetary policy are also given special attention. The course will provide the necessary

background for students to pursue more advanced training in finance, economics and the management of financial institutions.

**BUS5853 Advanced Management Accounting,**

**3 Credits**

*Prerequisites: BUS5804*

The objective of this course is to deal in depth with advanced and specialized topics of management accounting. Emphasis will be on new developments in the management and production environment in terms of their impact on the field of management accounting.

**BUS5854 Taxation,**

**3 Credits**

*Prerequisites: BUS5805*

The course introduces fundamental principles of taxation theory and compliance with local laws and International Standards. The student 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.

**BUS5855 Money and Banking,**

**3 Credits**

*Prerequisites: BUS5813*

This course focuses on the function of money and interest rates in the economic environment, and the related roles of commercial and central banks. The emphasis is on bank's activities, management and risk analysis. The course then examines the key responsibilities, decision making process and tools of the central bank.

**BUS5856 Bank Controllership,**

**3 Credits**

*Prerequisites: None*

Bank controllership corresponds to the concept of profit-oriented bank management as the base for the development of the enterprise: formally carries out the function of coordination with the assistance of systematic management; provides the efficiency of decision making process with the help of systematization of planning and control cycles.

**BUS5857 Financial System in Kazakhstan,**

**3 Credits**

*Prerequisites: None*

This course covers a range of issues, accompanying emergence of financial system in a transitional economy, specifically in Kazakhstan. The different development speed of sectors of a financial system such as banking, stock, or insurance markets due to a chaotic emergence of market relations is reflected in the course structure, where banking sector will receive the most attention. Also relatively new financial sectors and participants such as corporate bond market or private pension funds will be highlighted during the course.

**BUS5861 Operations Management,**

**3 Credits**

*Prerequisites: BUS5802*

The main objective of the course is to introduce students to the role of operations management in business. This includes the main techniques used in manufacturing and service operations.

**BUS5862 Risk Management - Advanced,  
3 Credits**

*Prerequisites: BUS5830*

Project Management is the main concept during this course. This is a practical and logical approach to Risk and risk related issues.

**BUS5863 Crisis Management,  
3 Credits**

*Prerequisites: None*

Various issues either internally or externally cause Crisis Conditions in organizations. The course covers crisis decision making steps and finding the best solutions.

**BUS5865 Business Negotiations,  
3 Credits**

*Prerequisites: None*

Students will learn how to develop effective negotiating skills for business. An interactive combination of in-class theory discussion, group and individual work, role-playing, case study, and games with a feedback on the major negotiation- related issues will enhance their knowledge.

**BUS5866 Game Theory, Practical Applications in Business,  
3 Credits**

*Prerequisites: BUS5802*

Strategic thinking is the art of outdoing your adversary, knowing that the adversary is trying to do the same thing. All of us must practice strategic thinking at work as well as at home. This course helps us to do this in the business arena.

**BUS5868 International Management,  
3 Credits**

*Prerequisites: None*

This course presents the fundamental concepts of International management and provides an overview of different styles of management in European countries, in the United States, and also in some Asian countries. The various concepts of work, organization, authority and production in the world will be discussed. Significant attention will be devoted to the question of creating an international mind and international managers and the evaluation of cultural differences when linked to management.

**BUS5869 Managing in the Global Economy,  
3 Credits**

*Prerequisites: BUS 5807*

By integrating ideas and frameworks from the areas of human resources, information technology, strategy, and organizations, this course introduces students to the complexity of decision making and action implementation in the global context. Topics in this course include the evaluation of opportunities and risks in an emerging economy; the management of global supply chain; the inter-organizational transfer of knowledge and learning; the link between global market and non-market strategy; and balancing the tradeoffs between globalization and localization.

**BUS5870 Production and Logistics,  
3 credits**

*Prerequisites: BUS 5811*

The basis of this course is to examine in detail the strategic principles and practices of physical supply chain management, namely, by tracing the path of the new raw materials to the actual physical delivery of the finished product to the final customer.

**BUS5871 The Customs Business in Kazakhstan,  
3 Credits**

*Prerequisites: BUS5821*

The aim of the course is to introduce the system of customs business in Kazakhstan, the structure and competence of customs agencies, the role of participants, and the state of present customs legislation. Along with this, the customs sphere is observed as a new area of public administration, which includes the setting of goals of customs policy and ensuring the necessary customs administration. Practical cases in the sphere of customs administration and responsibility will be considered.

**BUS5874 Real Estate Management,  
3 Credits**

*Prerequisites: BUS5808*

The objective of the course is to acquaint participants with skills and information related to planning, designing standards and maintenance of the accommodation premises in order to control the lodging process.

**BUS5876 Leadership Capacity Development,  
3 Credits**

*Prerequisites: None*

Upon completion of the course the students will be able to develop time management skills, critical thinking and communication skills that are necessary for business people.

**BUS 5878 Managerial Economics,  
3 Credits**

*Prerequisites: BUS 5809*

The aim of the course is to show how corporate managers and public policy administrators use microeconomics in their operations. Case studies are used extensively.

**BUS5881 Marketing Research,  
3 Credits**

*Prerequisites: None*

The course introduces students to the basics of marketing research such as planning and conducting marketing research, interviewing techniques, data analysis, drawing reliable conclusions and the presentation of results.

**BUS5882 Advanced Marketing,  
3 Credits**

*Prerequisites: BUS5808*

This course is intended to introduce students to the analytical and organizational principles underlying the marketing philosophy.

**BUS5883 Marketing Management,  
3 Credits**

*Prerequisites: None*

The objectives of this course are to introduce students to the substantive and procedural aspects of marketing management and to sharpen skills for critical analytical thinking and effective communication. Specifically the goals are to introduce students to marketing strategy and to the elements of marketing analysis; to familiarize students with elements of marketing mix, to enhance problem solving and decision making abilities in this operational area of marketing.



**BUS5884 International Marketing,  
3 Credits**

*Prerequisites: None*

This course discusses the international marketing environment, developing international marketing strategies, implementing international marketing strategy, and contemporary issues: studies cutting edge international marketing strategies and practices designed to enable managers and policy makers to weather the global economic storms by including numerous recent examples from well-known companies, as well as full-length cases that probe international marketing issues in great depth.

**BUS5885 Industrial Marketing,  
3 Credits**

*Prerequisites: BUS5808*

The course aims to provide the students with an understanding of marketing in the industrial sector of the economy. It is designed to provide the student with the opportunity to explore differences between the varied areas of marketing expertise.

**BUS5886 Consumer Marketing,  
3 Credits**

*Prerequisites: BUS5808*

The aim of this course is to introduce students to the analytical and organizational principles underlying the marketing orientation philosophy and to provide them with an overview of the marketing principles underpinning marketing activities. Students will learn how to design strategies that maximize corporate resources, the operating environment and the target public.

**BUS5887 Marketing Communication Strategy,  
3 Credits**

*Prerequisites: BUS5808*

This course is an introduction to the theory of communication and those aspects of the behavior of people as individuals and purchases, in small groups and in large organizations, of particular concern to the business communicator.

**BUS5893 E - Commerce,  
3 Credits**

*Prerequisites: None*

As we enter the third millennium, we experience one of the most important changes in our lives – the move to an Internet-based society. Typical for industrial countries – almost everything is changed at home, in school, at work, in the government. Some changes are already here, in Kazakhstan too, as they are spreading around the globe. Others are just beginning. One of the most significant changes is in the manner we conduct business, especially in how we manage the marketplaces and commerce. The purpose of this course is to describe what Electronic Commerce (EC) is; how it is being conducted and managed; and its major opportunities, limitations, issues, and risks. Special attention will be paid to the specifics of marketing online. EC is an interdisciplinary topic and, therefore, it should be of interest to managers and professional people in any professional area of the business world.

**BUS5895 Brand Management,  
3 Credits**

*Prerequisites: BUS5808*

The aim of this course is to develop an understanding and competence in building and managing brands and their equity.

**BUS5896 Human Resource Management,  
3 Credits**

*Prerequisites: None*

One's understanding of the modern management would be not complete without taking into consideration the processes of human nature. The employees are the intangible asset at the core of a firm's value. To be successful a firm must integrate its human resource policies and procedure into all its business activities. This course provides practical knowledge and skills regarding basic HRM roles and functions. Recruitment, selection, evaluation, rewards systems and the various roles of the HRM department as a staff function.

**BUS5899 Services Marketing,  
3 Credits**

*Prerequisites: BUS5808*

The course aims to provide the student with a practical understanding of the function of marketing in the service sector of the economy. The course is designed to provide the student with opportunities to explore the differences between areas of marketing expertise. The ultimate aim of this course is to enable the student to gain a good grasp of the details of service marketing operations and be able to adopt and apply them in a variety of practical solutions.

**BUS5904 Managing Negotiations,  
3 Credits**

*Prerequisites: None*

The managing negotiations course develops only negotiation skills but also strategies to successfully communicate and deal with counterparts in the short and long term. This course is intended to provide students with basic practical skills in communicating with people, managing negotiations, comprehension of the processes and factors that affect the flow of negotiations that are crucial for success.

**BUS5910 Logistics Management,  
3 Credits**

*Prerequisites: None*

Business Logistics includes all the activities to move products and information to, from, and between members of a supply chain. The supply chain provides the framework for businesses and their suppliers who join to bring goods, services, and information efficiently to customers. This course will present the mission, business processes, and strategies needed to achieve integrated supply chain management.

**BUS5912 Strategic Marketing Management,  
3 Credits**

*Prerequisites: None*

This course will take the viewpoint of the general manager and the senior marketing executive to address the issues of implementing strategic marketing decisions.

Specifically, this course will attempt to help you develop your knowledge and skills in the application of advanced frameworks, concepts, and methods for making strategic choices at the business unit level. At the end of the course, you should have a working knowledge of the approaches that organizations use to resolve marketing strategy issues.

**BUS5934 Network/Internet Technologies,  
3 Credits**

*Prerequisites: None*

As Kazakhstan develops its information based economy, competitive advantage will increasingly gained and maintained with the aid of information systems, part of which are the various networks. The Internet has literally revolutionized the way organizations have been using

computers to do their job – providing services and manufacturing products. Effective and efficient utilization of these technical tools is conditional upon the knowledge of all the peculiarities of these technologies. In this course students will examine not only technical issues but also the managerial aspects of decisions relating to networking options.

**BUS5936 Systems Analysis and Design,  
3 Credits**

*Prerequisites: None*

This course introduces the fundamental ideas and basic concepts behind the problem of analysis, design and implementation of large complex systems. Not only systems analysts, but managers and other professionals regularly face this problem throughout their careers. Learning the issues involved in developing information models of large, complex systems is only one goal of this course. Another one is to provide students with working experience with the tools and techniques needed to analyze, design and implement real systems. A project involving the analysis, design and implementation of a management decision support system will be undertaken given. This project will develop both managerial and analytical skills of students as future managers and systems analysts.

**BUS5935 Expert Systems,  
3 Credits**

*Prerequisites: None*

Expert systems are computerized advisory programs that attempt to imitate the reasoning processes of experts in solving difficult problems. They are in use more than any other applied artificial intelligence technology. These systems are of great interest to organizations because they can increase productivity and augment workforces in specialty areas where human experts are becoming increasingly difficult to find and retain or are too expensive to use. Typically an Expert System is decision-making software that can reach a level of performance comparable to – or even exceeding that of – a human expert in some specialized and usually narrow problem areas.

**BUS5937 Programming Course,  
3 Credits**

*Prerequisites: None*

Students may select one of the programming courses offered by the Computer and Information Systems Department of KIMEP. Taking such a course will give them hands-on experience in developing applications using one of the programming languages. This is a valuable experience, which helps students understand software development issues; also it will demonstrate how development requirements are translated in the process to the working application.

**BUS5960 Performance Appraisal System in Organization,  
3 Credits**

*Prerequisites: None*

Concomitant with the changing social, political and economic environment in Kazakhstan, there has been a shifting focus in the field of human resource management. It is widely accepted that accurate measurement of employee performance is necessary for effective management. The goal of this course is to acquaint students with the foundation, design, and implementation of performance measurement systems.

**BUS5961 Selection and Staffing,  
3 Credits**

*Prerequisites: None*

Hiring the right people is critical to effective operations and organizational potential. In this course we focus on staffing, perhaps, one of the most important HR activities in which line managers are involved. We examine the hiring process in detail and recommend a set of procedures for dealing

with the challenges of the hiring process. Finally, we describe and evaluate specific methods for making decisions.

**BUS5962 Fundamentals of Compensation,  
3 Credits**

*Prerequisites: None*

Compensation managers are immersed in one of society's greatest challenges: the efficient and equitable distribution of returns for work. Compensation decisions are many and varied. They include how much to pay people who perform both similar and different types of work; and how to allocate pay among cash and benefits and services. This course is about the management of compensation. Its purpose is to give you the background required to make pay decisions.

**BUS5963 Building and Managing Employee Relations,  
3 Credits**

*Prerequisites: None*

In this course we explore the roles of managers and employees relations specialists, describing how to they should work together to coordinate an employee relations program. We present a model of communication and explore specific policies that give employees access to important information. Finally, we examine some programs for recognizing employees' individual and group contributions to company goals.

**BUS5964 Fundamentals of Employee Benefits,  
3 Credits**

*Prerequisites: None*

Viewing compensation as an expense, managers also view it as a possible influence on employees work attitudes and behaviors. The way employees are paid may affect the quality of their work; their focus on customer needs; their willingness to be flexible and learn new skills and to suggest innovations and improvements. This potential to influence employee's work attitudes and behaviors, and subsequently the productivity and effectiveness of the organization, is an important rationale for ensuring that compensation is managed fairly.

**BUS5988 Tax Management,  
3 Credits**

*Prerequisites: None*

The aim of this course is to provide an in-depth understanding of how the Kazakhstani tax rules and regulations work and how to apply the acquired knowledge to practical cases. Tax Management is a case study course. Developed case studies are based on the materials given in each section. Students are required to advise on taxation matters arising in a particular situation. Special attention in this course will be paid to corporate taxation, tax reduction, special tax regimes and regulation of transfer pricing in the Republic of Kazakhstan.

**BUS5989 Quality: Management & Audit,  
3 Credits**

*Prerequisites: None*

Quality: Management & Audit course is intended to provide students with the practical skills needed to design and built Quality Management and Quality Assurance Systems and to conduct external & internal quality audits.

**BUS5991 Cost Accounting in the Manufacturing Environment,  
3 Credits**

*Prerequisites: BUS5805*

Another informal title for this course could be: Cost Accounting Concepts and Applications for Managerial Decision Making, since it deals mainly with performance evaluation and managerial

decision-making. It is vital for students to have a thorough understanding of product costing before they can attempt to analyze the data produced from today's sophisticated cost accounting systems. Thus the main topics to be covered, include: Product Cost Accumulation Systems, External Financial Statements, and Internal Reports; Costing and Control of Materials and Labor; Costing and Control of Factory Overhead; Job Order Cost System; Process Cost 1: Nature and Characteristics; Process Cost: Expanded Concepts; Joint Product and By-Product Costing; Master Budget: Its Nature, Development and Behavioral Aspects; Standard Cost I: Establishment of Standards; Standard Cost II: Computation and Analysis of Variances; Standard Cost III: Journal Entries and Disposition of Variances; Direct and Absorption Costing.

**BUS5994 Mortgage Backed Securities,  
3 Credits**

*Prerequisites: BUS 5805*

The course introduces the advanced-level concepts of capital markets. This course provides a rigorous theoretical framework as well as a practical perspective for mortgage markets and closely examines real-life applications of fixed income concepts in Kazakhstan. This course considers the structure and operation of the mortgage. The course applies basic tools of finance to the evaluation of mortgage contract design, the pricing of mortgage products in the both the residential and commercial markets, and securitization of mortgage debt and real estate equity. The course exposes students to cases about current "real-world" real estate debt and equity deals and provides hands-on experience using modern option pricing tools for evaluating mortgage securities. Basic principles of economics and finance will be used to motivate the analysis tools surveyed in this course.

**BUS5995 Introduction to Securities, Valuation, Risk Analysis and Hedging Techniques,  
3 Credits**

*Prerequisites: BUS 5805*

The course includes basic valuation principles, risk and hedge concepts. Valuation of main financial instruments (bonds and stocks) is developed based on the Time Value of Money concept. Given some necessary assumptions we will try to develop an approach to the valuation and fair pricing of bonds and stocks. The relationship between risk and return on asset is analyzed in view of Capital Asset Pricing Model (CAPM) and Efficient Market Hypothesis (EMH). An attempt to make a numerical estimation of risk is made in the Value at Risk (VAR) approach. Finally, valuation of derivative securities (forward contracts, futures contracts, options (Black-Scholes model, binominal trees), swaps and their use for hedging (rolling hedge using futures, option strategies to hedge portfolio, optimal hedge ratio) are considered in the course.

**BUS5997 Advanced Accounting II,  
3 Credits**

*Prerequisites: BUS5805*

This course continues to provide strong coverage of advanced accounting topics. The course is highly illustrated with complete presentations of worksheets, schedules, and financial statements so that students can see the development of each new topic. The course touches on issues of inter-  
corporate investments and focuses on accounting issues for various forms of businesses such as partnerships, governmental entities and not-for profit entities.

**BUS5998 Financial Institutions Management,  
3 Credits**

*Prerequisites: BUS5803, BUS5805*

This 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.

### **Admission**

Open Enrollment and Certificate of Specialization options are open to all interested parties.

Interested candidates may obtain an application from the KIMEP Admission's Office. Applications are accepted until the end of the first week of each semester. All documents and payments must be submitted by then. Failure to comply will prevent participant from attending lectures.

Certificate/Open Enrollment students can enter to the MBA Program if they pass the entrance examinations (KGET) - those who pass may transfer courses, subject to the approval (applied to) of the degree program.

Note: Open Enrollment and Certificate of Specialization course may be available via CCE's Distance Learning option. For more detail, please see the Distance Learning section of this catalogue.

### **Registration**

CCE Open Enrollment and Certificate Programs have Fall, Spring, and two Summer semesters: four semesters in total per one academic year. Each semester, a student can register for all courses and retakes he/she wishes to take through the on-line registration system within the registration period indicated in the academic calendar. Upon admission to the Institution both Open Enrollment and Certificate of Specialization students have one calendar year to register for a KIMEP class starting from the date of admission. After the expiration of one-calendar year from the admission date, if the student has failed to register he/she will be administratively withdrawn from KIMEP by the Office of the Registrar.

### **Late Registration**

Students may not register for any courses after the Registration period ends. Students may appeal if they strongly believe that their case is an extraordinary one. If late registration is permitted, there is a \$25 late registration fee for each course.

### **Maximum number of courses per semester**

Open Enrolment and Certificate Specialization students may take no more than 6 courses (18 credits) in Fall and Spring semesters and 2 courses for each Summer semester (I and II).

## **Withdrawal from courses**

- Any open enrollment or certificate specialization student who withdraws from one or more courses no later than 60 (sixty) days after the end of the registration period of Fall and Spring semesters / 30 (thirty) days after the end of the registration period of Summer semesters will receive a grade of W (Withdrawal) for the course(s). The Office of the Registrar will automatically assign this grade and no instructor may change this grade. No student may withdraw from the courses after the 60 (sixty) days limit during Fall and Spring semesters / 30 (thirty) days limit during Summer semesters. After this limit has expired, the instructor must assign a grade for the course.
- After the registration period, there is a 20% reduction in the student's refund (the money that the student had paid to attend KIMEP for that semester) per 5 days in Fall and Spring semesters / 3 days in Summer semesters. Thus, in the first 5 days in Fall and Spring semesters / 3 days in Summer semesters after the end of the registration period, a student will receive an 80% of refund. In the second 5 days in Fall and Spring semesters / 3 days in Summer semesters, a student will receive a 60% refund, and so on. This does not mean the money actually paid to KIMEP by the student: even if a student has not paid for the course the student is still responsible to make payment.

## **COURSE FEES AND PAYMENT**

Tuition for a semester is to be paid in tenge. This applies to all courses, required or elective. The amount of tuition for citizens and non - citizens of the Republic of Kazakhstan is in accordance with the current tuition policy of KIMEP. In addition, all applicants must pay the admission / application fee as previously indicated.

KIMEP faculty and staff wishing to take CCE classes are entitled to a tuition discount.

Tuition payment procedures

- 1) Participants must register for the courses to be taken on-line at [www.cce.kimep.kz](http://www.cce.kimep.kz)
- 2) Participants are invoiced for payment.
- 3) Full payment must be received within the time frame according to official KIMEP policy.
- 4) Grades will be published only after written confirmation of payment has been brought to the Registrar's office.

### **Other Fees**

KIMEP levies other fees (Library, Computer, etc), which may apply.

## **DISTANCE LEARNING**

7 (3272) 70-44-27 E-mail: [dl\\_info@kimep.kz](mailto:dl_info@kimep.kz)

### **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's mission is to support the efforts of the institution in this endeavor by facilitating the delivery of its academic programs online.

As an integral 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.

### **The Development of Distance Learning at KIMEP**

Since its founding, KIMEP's goal has been to provide the highest level of graduate and undergraduate degree programs to outstanding students from the region. This objective is extended by the College of Continuing Education to include providing all business-oriented people with customized programs of a similar quality.

However, in recent years KIMEP recognized that geographic, physical, professional or personal obstacles were keeping a number of people from learning with us. For some, relocating to Almaty was not possible or desirable. Physical handicap or being physically homebound kept others away. Working professionals and caretakers of small children or of elderly relatives were also prevented from attending traditional classes. It became clear that new strategies were needed to meet the educational needs of these groups.

The institution responded by launching the Distance Learning program. Utilizing innovative technologies and best practices in distance education, KIMEP now delivers a powerful learning experience where and when our students need it. 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. This new delivery system is one more way that KIMEP maintains its position as an innovative leader in education.

## **STRUCTURE OF THE PROGRAM**

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 policy follows 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, there are technical requirements. You must have regular access to a computer with a reliable Internet connection. It should meet or exceed the following specifications:

- Pentium III, 128 Mb, 10 Gb
- CD – ROM



Sound Card  
Microsoft Office

We also recommend that you download the Adobe Acrobat reader available free at [www.adobe.com](http://www.adobe.com)

### **Course and Degree Offering**

The Distance Learning program supports KIMEP's colleges in offering their courses online. This means Distance Learning courses maintain the same calendar, academic standards and credit value as on campus. You can find out what courses are being offered online by checking the Distance Learning, or the respective college, sections of the KIMEP website. Please visit often as new courses are being introduced every semester.

### **Admission and Payment**

The admission procedure and requirements are the same as for on campus courses and programs. Details can be found in this catalogue and on the website.

Amount of tuition for citizens and non- citizens of the Republic of Kazakhstan is paid according to the current on campus tuition policy of KIMEP. In addition, all applicants must pay the admission / application fee as previously indicated. Tuition payment procedures are also the same.

### **Curriculum**

At the time of publishing, the following courses were being offered via Distance Learning or were in the process of being converted to the online platform:

- BUS5802 Business Statistics
- BUS5804 Cost and Managerial Accounting
- BUS5805 Financial Accounting
- BUS5806 Human Resource Management
- BUS5808 Principles of Marketing
- BUS5809 Microeconomics
- BUS5811 Supply Chain Management
- BUS5813 Macroeconomics
- BUS5832 Management Information Systems
- BUS5834 Business Modeling (Oil & Gas)
- BUS5861 Operations Management
- BUS5876 Leadership Capacity Development
- BUS5879 Business Strategy and Policy
- BUS5887 Marketing Communications Strategy

This list is tentative. KIMEP may change, add or remove any course from the Distance Learning program. Please visit the KIMEP website to see what courses are currently being offered online.

Plans are also underway to offer Bang College of Business and College of Social Sciences courses in the near future.

## **DESCRIPTION OF COURSES**

For a description of courses please see the Open Enrollment and Certificate Programs section of this catalog.

### **Center for Executive Education and Professional Development (CEEPD)**

Tel: (7-3272) 70-43-00, 70-43-01 Fax: (7-3272) 70-42-89, 70-42-99  
e-mail: [ceepd@kimep.kz](mailto:ceepd@kimep.kz); [www.kimep.kz/CCE/](http://www.kimep.kz/CCE/) CEEPDP

The Center is the outcome of the merger of former McGill University (Canada) – McGill-KIMEP executive training center and Kazakhstan International Institute of Banking (USAID). The Center offers professional development courses and certificate programs in accounting, finance, management, marketing and sales, logistics, banking, taxation, bookkeeping, communication skills and human resources development. The courses are primarily aimed towards executives and professionals from the business and corporate world.

#### **Mission**

The main mission of the Center is to deliver high quality training to meet customer needs and to support the viability of any business in Kazakhstan. It provides a highly integrated series of courses and seminars that prepare a grounding in the fundamentals and a through understanding of topics such as advanced management, banking, accounting, finance, marketing and sales.

#### **Background**

Since its creation in 1998, CEEPDP, formerly the IETC (International Executive Training Center) has been providing professional training to an ever expanding corporate clientele from oil, gas, mining, banking, energy, food processing and public sectors. Hundreds of corporate executives have participated through a series of seminars and courses that have placed them in strategic business leadership position.

The teaching faculty involves a team of international and Kazakhstani leading experts in the fields of corporate and strategic management, taxation, planning, finance and accounting, banking, marketing and sales. They teach at academic institutions, work and consult for leading business organizations, and have earned the respect of the business media and business leaders.

#### **CEEPDP Programs**

Training programs have been generally categorized into major areas: Management, Accounting and Finance, Banking, Marketing, Sales, and Taxation.

#### **Short – Term Seminars**

Training is delivered in the form of short-term intensive courses with durations of usually 2 to 5 days. Short-term training is available via calendar and in-house seminars. Calendar seminars are offered on regular schedule based on client needs gathered from the customer survey follow-ups. The calendar is published well in advance to facilitate registration and enrollment.

In-house seminars are available upon company request. This allows training to be customized and tailored to meet the specific business needs of any client.

## **Management**

- Essential Management Skills
- Advanced Management Skills
- Conflict Management
- Human Resources Management. Performance Evaluation
- Administrative Staff Management / Managing Service Providers
- Effective Public Relations
- Total Quality Management. ISO 9001:2000
- Making Effective Presentations
- Effective Negotiations Skills / Win-Win Negotiations
- The Art of Management
- Project Management
- Effective Business Communication

## **Marketing and Sales**

- Strategic Marketing
- Effective Marketing and Sales Techniques
- Advanced Sales Techniques
- Marketing Services
- Marketing Analysis and Sales Forecast
- Working with Difficult Customers
- Internal Marketing and Customer Care
- Market Research and Company Advertising Budget Optimization
- Banking marketing

## **Accounting and Finance**

- IAS
- Financial Statements and Reporting
- Accounting for Non-Finance Managers
- Management Accounting. Cost Accounting
- Internal Audit
- Financial Statement and Ratio Analysis. Industry Analysis. Break Even Point and Working Capital Adequacy Calculation
- Budgeting, Planning and Controlling
- Financial Management

## **Banking**

- Trade Finance and Letters of Credit. Currency control.
- Credit Analysis – 1 (Loan Application. Securitization)
- Credit Analysis - 2 (Loan Portfolio Monitoring)
- Fraud in Banking
- Bank Asset and Liability Management

Foreign Exchange  
Export / Import Transactions. FX Controlling

### **Taxation**

- Corporate Taxation. VAT
- Taxation Practices for Subsoil Users
- Physical Entity Taxation

### **Logistics**

Supply Chain Management

### **Information Technologies**

Financial Analysis using EXCEL  
Modern Management Information Technology

### **Specific Topics**

Accounting for Oil and Gas Producers  
Taxation for Subsoil Users  
Environmental Protection and Managerial Decisions  
Environmental Restoration Measures

### **Modular Courses**

Since 2002 Modular Courses have been offered to meet business education and skills training that is directly relevant to staff working in:

Oil and Gas Sector  
Mineral Mining Sector,  
Food Processing and Distribution Sector,  
And, customized for other Sectors of the local economy

At present, the following Modular Courses are available for scheduling. Other courses can be developed upon request.

### **Available Courses:**

MBU 5920 Resources as Business

MBU 5921 Mineral Economics

MBU 5827 Management Processes in the Subsoil Resources Sector

MBU 5831 Risk, Safety and Environmental Management in the Subsoil Resources Sector

MBU 5878 Assessing, Valuing and Funding Resources Projects

MBU 5841 Legislative Framework of the Resources Sector in Kazakhstan

MBU 5877 Project Management

MBU 5805 Financial Accounting

MBU 5807 Principles of Management

MBU 5891 Strategic Marketing

MBU 5811 Supply Chain Logistics Management

MBU 5804 Cost and managerial accounting

MBU 5810 Organizational behavior

MBU 5806 Human Resource Management

MBU 5861 Operation Management

MBU 5832 Management Information System

MBU 5882 Advanced Marketing

MBU 5824 Business Communication

MBU 5858 Financial Analysis Using Computer Technology

MBU 5938 Business Statistics

MBU 5875 Total Quality Management

MBU 5809 Microeconomics

MBU 5813 Macroeconomics

MBU 5803 Corporate Finance

Note: Many of the above courses, upon pre-approval by KIMEP Degree or Certificate Programs, can be used towards credit in other programs, such as: Certificates of Specialization, MBA, MIB and/or Executive MBA.

### **Accredited Long-Term Programs**



All three levels of the Certified Program in Marketing are offered. Center for Executive Education and Professional Development is accredited to let students sit for CIM examinations. The language of delivery is English.



## **ABE – Association of Business Executives**

All four levels of the Certified Program in Business Administration are offered. The language of delivery is English. Note: pre-requisite – the LCCI Certificate.



## **LCCI – Multi-level Business English**

Successful graduates of this program receive certification from the London Chamber of Commerce and Industry. Note: many British-based long-term programs require this certification.

### **CEEPD Advantages**

CEEPD teaching techniques differ from traditional methods in the training market. They consider the specific needs and goals of adult training. An interactive approach is used as it helps to have all the participants involved in the training process.

The sessions offer:

- Discussion of case studies tailored to local business conditions;
- Teamwork aimed towards different presentations (individual or group);
- Experience and knowledge sharing; and
- Intensive study.

Courses usually last an entire day or are tailored to meet the specific time needs and learning objectives of the client.

**Interaction, audio-visual techniques, case studies, discussions make learning/training applicable to the real business and support networking expansion.**

The calendar seminar schedule takes into consideration busy business periods (monthly, quarterly, semi-annual, and annual report times, business cycles).

Seminars are generally delivered at KIMEP premises, as well as at business locations or alternate sites.

### **CEEPD Clients**

Clients and participants represent businesses from all the regions of Kazakhstan (Atyrau, Aktau, Ust-Kamenogorsk, Ekibastuz, Kyzylorda, Almaty, Astana), Kyrgyzstan, Tadjikistan and other Central Asian Republics. the future. Some of its clients include National Bank of Kazakhstan, National Bank of Kyrgyz

CEEPD highly appreciates its permanent clients and strives to meet their needs now and in Republic, PetroKazakhstan Kumkol Resources, Aktau Sea Merchant Port, Atyrau Oil Refinery Plant, Karachaganak Petroleum Operating B.V., Kazzink, Turgai Petroleum, Baker Hughes Services International, Inc., Tengizshevroil, PetroKazakhstan Oil Products, Kaztransoil, KaztransCom, Bogatyr Access Komir, Karazhanbas Munai, KazCommerceBank, Nur Bank,

Citibank, ABN Amro Bank Kazakhstan, Bank CentreCredit, Almaty Merchant Bank and many other organizations.

**To enroll:**

Enroll by fax, telephone or by personally returning the application form. When registering, complete the application form and please note the seminar name, date and fee payment procedure.

**Transfer to another session:**

If you should be unable to attend the Seminar for which you have enrolled but wish to register for another date, your payment will be credited. Only one such transfer will be granted and then the cancellation policy will apply.

**Cancellation policy:**

Should circumstances make it necessary for you to cancel enrolment, a full refund, less a \$50 administration fee, will be made provided notice is given in writing prior to the start of the seminar. If no written notice is given and you fail to attend the seminar, a full tuition fee will be charged. A qualified substitute will be accepted in place of a cancellation.

**American Management Assosiation - AMA@KIMEP.**

Tel.: 7(3272) 70-44-13, fax 7(3272) 70-44-21

e-mail [ama@kimep.kz](mailto:ama@kimep.kz)

**Mission**

The mission of the 'American Management Association at KIMEP' (AMA@KIMEP) Program is to help individuals enhance their careers and organizations to improve their performance by providing effective Western based business training and learning resources.

The American Management Association (AMA) has been providing a full range of management development and educational services to individuals, companies and government agencies since 1923. Their programs are developed by industry leaders and are backed by more than seventy-five years of management training experience. In 2003 the American Management Association chose KIMEP as the exclusive provider of its courses in Kazakhstan.

As the premier business school in the region, KIMEP ensures that you enjoy all the benefits of AMA's courses by matching them with its world-class resources and faculty. KIMEP now offers AMA courses in two distinct platforms: as self study courses for individual students and as live seminars. What ever format you chose, AMA@KIMEP is dedicated to helping you and your organization acquire the knowledge, skills and practices to grow and prosper.

**Self-Study Program**

The self-study program includes courses in all areas of management including human resources, finance and accounting, sales and marketing, general management and administration as well as others. If you are interested in mastering a specific topic or skill set, you may choose to take individual courses. (Each course is a complete learning experience and designed to have an immediate impact in your professional performance.) If it's a more comprehensive study plan you

want, something that will help you stand out in today's competitive workplace, you can combine courses to earn a certificate in one of six areas of concentration.

Whether you are taking individual courses or working toward a certificate, AMA@KIMEP offers unique benefits. You can boost your present skills, learn new ones and enrich your career with a flexible learning program that fits your schedule, your strengths and your career goals. You can order one course at a time or contact the AMA@KIMEP office to enquire about a quantity discount.

The self-study program also makes sense for your business. If you are running an organization with a widely dispersed workforce (offices in Almaty, Astana and Atyrau...) it may not be feasible to gather employees in one place for training. AMA@KIMEP offers a cost effective alternative by letting staff learn from any location and at their own pace. And, all programs include evaluation mechanisms verified by KIMEP that allow you to measure your employees' progress.

### **The AMA@KIMEP Self-Study Certificate**

As mentioned above, you can combine courses to earn an AMA@KIMEP Self-Study Certificate. Certificates require the successful completion of six self-study courses in a given field. At the time of publication, certificates could be attained in the following areas: Sales and Marketing, General Management, Strategic Leadership, Human Resource Management, Finance and Accounting and Professional Administration. For details and a list of required courses for each certificate please contact the AMA@KIMEP office.

### **Live Seminars**

Live seminars offer the same great content as self-study courses but with the added benefit of delivery by a recognized expert in the field. KIMEP draws upon its renowned faculty and business community network to host seminars that are dynamic and relevant to your specific circumstances. AMA@KIMEP also utilizes KIMEP's outstanding facilities to deliver a true 'business class' experience.

Individuals and organizations can purchase 'seats' at regularly scheduled seminars. For a current calendar of events visit the KIMEP website or contact the AMA@KIMEP office. Alternatively, companies may request a seminar especially for their organization at a more convenient time and place. AMA@KIMEP has hosted seminars in our own fully equipped conference room, at premier local hotels and 'on location' at the company's premises. Seminar participants who successfully complete course requirements earn the same course certificate as self-study learners.

### **Payment and Registration**

For all payment and registration details contact the AMA@KIMEP office.

### **List of AMA Courses**

At the time of publishing, AMA@KIMEP offered the following courses:

- How to Read and Interpret Financial Statements
- Finance and Accounting for Non-financial Managers
- Fair, Square & Legal: Safe Hiring, Managing & Firing Practices to Keep You & Your Company Out of Court
- Successful Interviewing: Techniques for Hiring, Coaching, and Performance Management Meetings



How to Manage Conflict in the Organization  
Communication Skills for Managers  
Taking Control with Time Management  
Presentation Success: How to Plan, Prepare, and Deliver Effective Presentations  
How to Build High Performance Teams  
Successful Project Management  
Skills for Success: A Guide for Secretaries and Administrative Assistants  
Fundamentals of Human Resources  
Fundamentals of Marketing  
Strategic Supply Management  
How to Negotiate the Sale from Start to Finish

In collaboration with AMA, KIMEP will continue to offer more courses. As such, verify with the [AMA@KIMEP](mailto:AMA@KIMEP) office confirm the most current listing of course offerings.

## **DESCRIPTION OF COURSES**

### **How to Read and Interpret Financial Statements**

This course offers a basic introduction to financial statements. It explains in detail what information is contained in different financial reports, how to extract and analyze this information and how to relate it to the overall health of the business. You will learn to view financial statements in the context of external economic conditions and to read and interpret balance sheets, income statements, and statements of cash flow from a management perspective.

### **Finance and Accounting for Non-financial Managers**

Finance and accounting are the universal languages of business. Regardless of your position in the company, understanding key financial concepts is necessary to making good managerial decisions and to being recognized for promotion. This course clearly explains how to understand financial and operational measures, prepare and utilize budgets, understand the financial consequences of department actions and to speak the language of finance with fluency and ease. You'll learn to use the standard techniques of financial analysis to help your company and advance your career.

### **Fair, Square & Legal: Safe Hiring, Managing & Firing Practices to Keep You & Your Company Out of Court**

This course is a guide for managers to create a fair and ethically strong work environment at their organization. Using best practices and developments in the United States, the course offers advice on key human resource topics such as: recruitment and hiring, evaluations and promotions, discipline and firing, sexual harassment and employee privacy. Learning and applying these management best practices will ensure you get the most out of employees and will keep your organization running smoothly.

### **Successful Interviewing: Techniques for Hiring, Coaching, and Performance Management Meetings**

'Interviewing' occurs in a variety of management situations including hiring, coaching, performance reviews and firing just to name a few. Whether you're a general manager or human resources specialist this course will improve your interviewing skills. You will learn to prepare and document interviews, ask the right questions, improve your listening skills, interpret body language and to coach, counsel, discipline, and evaluate employee performance more effectively.

### **How to Manage Conflict in the Organization**

This course equips you with the strategies, tactics and insights you need to recognize and successfully manage conflict situations within your organization. Five proven conflict-resolution approaches will be introduced and practiced. The course will enable students to understand the difference between structural and interpersonal conflict, to identify the root causes of conflict, to separate people from issues and to focus on interests, not positions when dealing with conflict.

### **Communication Skills for Managers**

The ability to communicate clearly is the critical core competency for successful managers at all levels and in all industries. Through this course you will become a more effective manager by improving your reading, writing, speaking, and listening proficiency. The course focuses specifically on business communications and covers essential topics like planning and delivering presentations, coaching and motivating employees, choosing appropriate modes of communication and using effective language in letters, proposals, memos and e-mail.

### **Taking Control with Time Management**

In this course you will learn to develop a system for managing time by using a self-audit, personal planner, and plan of action. You'll discover how to use proven time management strategies for setting and achieving your goals and reducing on-the-job stress. Topics include implementing a Time Management Plan, delegating appropriately and effectively, setting SMART goals, scheduling and conducting well-run meetings and managing information overload.

### **Presentation Success: How to Plan, Prepare, and Deliver Effective Presentations**

'Presentation Success' introduces a step-by-step approach to planning, preparing and delivering great presentations. You'll learn the best ways to prepare your opening, write smooth transitions, plan your Q&A session, and troubleshoot potential problem areas. Skills taught include how to use body language, communicate clearly, gain and hold attention, listen effectively, and elicit valuable feedback. Being well prepared will help you reduce and control your anxiety and nervousness and deliver the sort of presentations that enhance your career.

### **How to Build High-Performance Teams**

'How to Build High-Performance Teams' focuses on the vital phases of team building: recruiting the right team members, empowering them with authority and leading them to success. By the end of the course you will understand how to manage conflict and to build trust, confidence, and group work skills. The end result will be higher productivity and greater problem-solving ability in the team and the organization.

### **Successful Project Management**

Project management has emerged as the premier solution to today's organizational challenges. In this course project managers will learn how to deliver success by using a structured approach to project planning, scheduling, sourcing, decision-making and control.

### **Skills for Success: A Guide for Secretaries and Administrative Assistants**

Many managers now recognize the key role that a secretary or administrative assistant plays in keeping the organization running smoothly. 'Skills for Success' is designed to help people in these roles meet office challenges and maximize their value to the company. In this course you will learn to: increase your personal productivity, manage your time effectively, problem-solve, manage conflict and adapt successfully to change. After the course you will be more confident and capable fulfilling your tasks and responsibilities in the organization. This will help foster personal career growth opportunities as well.

### **Fundamentals of Human Resources Management**

'Fundamentals of Human Resources Management' is a comprehensive and up-to-date guide to virtually every aspect of human resources management. In this course, you will gain the skills needed to develop a human resources plan based on your organization's needs. Whether you are new to the HR department or an experienced professional, this course will help you improve your organization's staffing, training and compensation practices. For the company, improved recruitment, interviewing, hiring and training policies will ensure you get the most out of your staff.

### **Fundamentals of Marketing**

If you are marketing professional or want to understand the key role marketing plays in ensuring your company's success this course is for you. Students will be introduced to the entire marketing management process, including the most up-to-date issues such as the impact of technology and the growing global economy. After this course you will be better equipped to develop and evaluate marketing strategies and effective marketing plans. For your company, this means understanding the best ways to market your products or services and maximize profit.

### **Strategic Supply Management**

This course teaches procurement professionals how to establish and operate a supply management department that achieves strategic objectives. Students will learn to create a strategy, define resources, develop metrics, manage improvements in the supply chain, and utilize the most up-to-date processes. For your organization, strategic supply management can improve your products and services, optimize the use of resources and lower your costs. This course will explain in practical detail everything you need to know to accomplish these goals for your company and to make you a successful procurement professional.

### **How to Negotiate the Sale from Start to Finish**

This course takes you step-by-step through the proven sales negotiation process—buyer research and preparation, negotiation plan development, face-to-face negotiation and follow-through. The end result is increased sales for you and the organization.

## **Advanced Management Program**

### **“Creating Leadership for a Global Advantage”**

The Advanced Management Program is for business and government executives at the senior level that want to participate in a series of meetings with distinguished peers that include seminars and workshop-style sessions with KIMEP faculty, visiting scholars, notable experts and multinational specialists.

The Advanced Management Program is a non-degree, non-credit track program that bestows the diploma of KIMEP Executive Fellow. The Advanced Management Program includes a curriculum that involves six weekend sessions per year. The sessions are specifically structured for senior level business and government executives. Special topics in the areas of International Management and Business, Business Policy and Strategy, International Transfer of Technology and Intellectual Property Protection, Emerging Markets and New Venture Creation are covered at the national and global levels.

In addition, a Professional Management Certificate, particularly designed for mid-level and senior managers, is a companion to the Executive Fellow, with a tailored curriculum that focuses on similar topics but with tactical applications.

Both the Executive Fellow and the Professional Management Certificate programs focus on strategic vision, strategic decision-making and strategic leadership, the later with a more tactical applications approach. The programs are designed to provide the opportunity to share these skills and guide peer groups to develop the strategic thinking, entrepreneurial approach and global perspectives necessary for the 21st century. Jointly the peer groups aim to find solutions and recommendations to the "new issues" faced by government administrators, corporate managers and international executives based in Kazakhstan. Moreover, class members establish new relations and networks with Central Asian and other international leaders. Successful completion of the program entitles the participant to Alumni Status of KIMEP.

KIMEP faculty, renowned experts and government and industry leaders facilitate the weekend sessions.

For more information or admission to the Advanced Management Program please contact either the Office of the President, the Office of the Vice President of Academic Affairs, the Dean of the College of Continuing Education or the Dean of the Bang College of Business.

### **Curriculum**

The curriculum includes Friday evening guest speakers and Saturday workshops every two months. Special topics related to the Republic of Kazakhstan and at the global level covered by guest speakers and in the workshops include:

- ❑ International Management and Business
- ❑ Business Policy and Strategy. Policy Development
- ❑ "New Forms" of International Business for Central Asian Nations
- ❑ International Trade and Investment. Trade Policy
- ❑ Multinational Enterprises based in Kazakhstan.
- ❑ Strategic Alliances with Local Partners
- ❑ Growth Strategies and Industrialization Process. Key Issues on Modernization
- ❑ International Transfer of Technology and Protection of Intellectual Property Rights
- ❑ Emerging Markets and New Venture Creation
- ❑ Impact of the Globalization Process on the Republic of Kazakhstan. Key Issues
- ❑ Regional Business and International Trade Relations with Russia, China, Japan, Southeast, Northeast Asia, Southwest Asia and Australasia
- ❑ Doing Business in Trade Blocs (NAFTA, EU, ASEAN)
- ❑ Entrepreneurial Management and Small Business Administration in the Republic of Kazakhstan
- ❑ The Development of the Global Manager in the Republic of Kazakhstan
- ❑ "New Thinking" in International Relations for Central Asian Nations
- ❑ Diversity and Multiculturalism for the 21st Century. Policy Development

### **World Languages Program (WLP)**

Tel.: 7 (3272) 70 43 78, 70 43 58

E-mail: [elp@kimep.kz](mailto:elp@kimep.kz)

Improve your Reading, Writing, Speaking and Communication Skills

## **Mission and Background**

The World Language Program offers classroom, private study and other high quality (pay-as you-study) language courses for KIMEP and non-KIMEP participants. Since the introduction of the program in 1997, it has been highly successful and is expanding rapidly. There are now over five hundred students studying on the various courses being taught by a staff of over twenty-five highly qualified, professional teachers. It aims to bring the highest quality of teaching and materials to as many people as possible by offering courses outside of regular working hours.

Modern teaching techniques (including the use of audio and video materials) are applied and modern textbooks are available to the participants from McMillan, Longman, Cambridge University Press and other renowned educational publishers.

During the teaching sessions participants have the opportunity to communicate with native speakers from English speaking countries. Together with General English and preparatory courses, the WLP has launched courses tailored to specific needs:

- ❑ English for Pre-MBA (students who need to improve their level of English before entering the KIMEP MBA program)
- ❑ English Grammar Classes (students of any course who would like to raise their knowledge of grammar)
- ❑ English for Oil and Gas
- ❑ English for Law
- ❑ English for Accounting
- ❑ English for Banking and Finance
- ❑ TOEFL preparatory course
- ❑ IELTS preparatory course
- ❑ In-Company Business English Courses (Courses specifically for company employees held either at the company premises or at KIMEP)

## **English for All**

"English for All" is a program taught by the same instructors as in the KIMEP Language Center (including native speakers), and a group of experienced teachers from the local educational and business community (both locals and native speakers) who share their skills and knowledge to improve the conversational and written fluency in English for our College of Continuing Education students. Participants are awarded Certificates of Completion on completion of the seven level program.

## **Russian for foreigners**

A five-level program with a special 50 academic hour module for complete beginners. Upon the completion of intermediate high-level course participants are awarded certificates.

## **Everyday and Business French**

This popular course offers five levels to improve fluency and extend the students' vocabulary. It begins with an intensive introductory course, which leads to developing situational communication skills, negotiation skills and solving business issues. The participants are awarded certificates upon the completion of the 5th level.

## **Chinese**

This course covers the spoken Chinese language, “Pu Tong Hua” or the common Chinese language, also known as the official, Mandarin” language. The teaching program is offered in seven levels from beginner to intermediate. Mainly English but also Russian and Kazakh are used as supplementary vehicles of explanation.

## **Spanish**

This course consists of four levels from Elementary to Intermediate. Each level lasts for seven weeks and consists of 42 hours tuition. The participants are awarded certificates after the Intermediate level.

## **Italian**

This course consists of five levels from Beginner to Intermediate. Each level lasts for seven weeks and consists of 42 hours of tuition. The participants are awarded certificates after the Intermediate level.

## **In-Company Business English Courses**

This course provides companies with the opportunity for our top professional trainers to either visit their premises or for their employees to visit KIMEP for general business English or English for Specific Purposes (e.g. Oil and Gas, Banking etc...)

# **SUPPLEMENTAL TRAINING PROGRAMS**

## **Pre - KIMEP Program**

Tel: 7(3272) 70 44 26

E-mail: [stp@kimep.kz](mailto:stp@kimep.kz)

## **Mission**

The Pre-KIMEP program has been specifically designed for students who wish to enjoy the benefits of studying at KIMEP, but who have not been successful in their entry exams. Not all students who apply to study at KIMEP 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.

This is a Pre-Undergraduate program that prepares students both to sit for the University entrance exams and potentially, based on their academic performance test results, to register for, and excel in, KIMEP mainstream courses. With both these ends in mind, the program trains and prepares students not only in the core disciplines of English, Mathematics, History and Computing, but it also provides a ‘Foundation Studies’ component that develops the skills and characteristics of effective and successful learners, such as, self-confidence, organization, self-discipline and personal motivation.

### **Structure of the Program**

The academic program for Pre-KIMEP students is divided into six “modules”: An English Language module, a Mathematics module, a History (either Kazakh or World) module, a Grammar (Russian or Kazakh) module, a Computing module and a Foundation Studies module. Students attend courses five days per week. Extra activities such as guest speakers, excursions and audiovisual presentations are an ongoing part of the program and will sometimes take the place of regular class activities.

### **Registration**

The Pre-KIMEP Program is offered in both the Fall and Spring semesters. Each semester encompasses approximately 15 instructional weeks with the Fall semester generally commencing in September and the Spring semester in January. The module courses and learning objectives are consistent for the two semesters.

The registration period typically begins one week prior to the start of classes and ends 7 to 10 days after the start date. Students can register through the on-line registration system within the registration period.

### **Late Registration**

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, there is a late registration fee for each module.

### **Admission**

The program is open to any student so long as he/she has graduated from high school. The program specifically targets two groups of students:

1. Those who have written KIMEP entrance exam and did not qualify for admission.
2. Those students who are preparing to sit their first entrance exam and wish to ensure that they succeed.

### **Program Fees and Payment**

Amount of tuition is paid according to the current tuition policy of KIMEP.

### **Tuition Payment Procedure**

1. Participants may register for the program on-line at [www.cce.kimep.kz](http://www.cce.kimep.kz)
2. Participants are invoiced for payment
3. Full payment must be received within the time frame according to current official KIMEP policy
4. Grades will be published only after written confirmation of payment has been brought to the Registrar's office

## **LIST OF PRE-KIMEP COURSES:**

### **FALL SEMESTER**

#### **English Module**

The module consists of 15 weeks, 17.5 hours per week (262.5 contact hours). The number of people in a group will not exceed 15. Testing occurs at the end of week 3, week 6 and week 10 and there is a final test/exam.

**Mathematics Module****(Russian, English, Kazakh)**

The module consists of 15 weeks, 3 hours per week (45 contact hours). The number of people in a group will not exceed 15. Testing occurs at the end of week 3, week 6 and week 10 and there is a final test/exam.

**Grammar Module****(Russian, Kazakh)**

The module consists of 15 weeks, 3 hours per week (45 contact hours). The number of people in a group will not exceed 15. Testing occurs at the end of week 3, week 6 and week 10 and there is a final/exam.

**History Module****(Russian, English, Kazakh)**

The module consists of 15 weeks, 3 hours per week (45 contact hours). The number of people in a group will not exceed 15. Testing occurs at the end of week 3, week 6 and week 10 and there is a final test/exam.

**Foundation studies Module****(English)**

The module includes a 'University Life' course, which consists of a total of 15 contact hours. This is typically delivered over 5 weeks, 3 hours per week. The number of people in a group will not exceed 20. Students will complete a 1-hour presentation and sit a 1-hour exam at the conclusion of the course.

**Computing Module**

The module consists of a total of 36 contact hours (32 studies hours, 4 exams hours). This module is typically delivered over 7 weeks, approximately 5 hours per week. The number of people in a group will not exceed 20. The course will include an exam at the end of the module.

**PROVISIONAL PROGRAM**

Tel.: 7(3272) 70-44-25

E-mail: prov@kimep.kz

**Mission**

The mission of the Provisional Program is to provide pre-undergraduate KIMEP students with a semester of intensive instruction so as to prepare them to successfully commence their degree program.

The Provisional Program is designed for students who did not meet KIMEP's minimum requirements on admissions exams but who demonstrated overall potential to be a successful student in the future. It is a one semester program that provides intensive English and/or Mathematics study. On successful completion of the Provisional Program, students are eligible to begin their mainstream KIMEP studies.

**Structure of the Program**

The academic program for Provisional students is divided into two "modules": a English language module for students who scored insufficiently on the KIMEP English Entrance Test, and a Mathematics module for students who scored below the required minimum on the Math section of the State exam (Complex or UNT).



Both modules incorporate intensive coaching and support. Students meet every day and class size is kept small to ensure maximum interaction with instructors. While the modules concentrate on a specific academic discipline, they also teach general strategies that will foster the key skills and habits of successful students: in particular, exam preparation and effective study skills. Through the Provisional Program students are exposed to a highly motivational, enthusiastic and disciplined approach to university life.

**The English Module** - The English Module consists of four courses lasting three to four weeks each for a total of 245 contact hours. All courses are non-credit. The English Module courses are:

- Prov-Eng 001: Listening and Speaking
- Prov-Eng 002: Reading and Comprehension
- Prov-Eng 003: Informational Literature
- Prov-Eng 004: Academic Discussion and Writing

**Mathematics Module** - The Mathematics Module consists of four courses lasting three to four weeks each for a total of 175 instructional hours. All courses are non-credit. Math Module courses are:

- Prov-Math001: Basic Mathematics
- Prov-Math002: Equations containing radicals, absolute values and fractions
- Prov-Math003: Exponential logarithmic and trigonometric equations and inequalities
- Prov-Math004: Introduction to Linear Algebra

### **Admissions and Registration**

Admission to the Provisional Program is determined by KIMEP and is based on entrance exam results. Students who do not meet the KIMEP degree program admission requirements but who are deemed by KIMEP to be adequately prepared for the Provisional Program will be invited to register.

The Provisional Program offers two separate semesters of study; one in the Fall and a second in the Spring. Each semester lasts approximately 15 weeks. Students can register through the on-line registration system within the registration period indicated in the academic Provisional Calendar. Calendars are available on-campus from the Office of the Registrar.

### **Late Registration**

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 will be charged.

### **Program Fees and Payment**

Amount of tuition is paid according to the current tuition policy of KIMEP.

### **Tuition Payment Procedure**

1. Participants may register for the program on-line at [www.cce.kimep.kz](http://www.cce.kimep.kz)
2. Participants are invoiced for payment
3. Full payment must be received within the time frame according to current official KIMEP policy

**Grades will be published only after written confirmation of payment has been brought to the Registrar's office.**

## **KIMEP Preparatory Program**

Tel.: 7(3272) 70-42-29

E-mail: stp@kimep.kz

### **Mission and Background**

The KIMEP Preparatory Program has been operating since spring 1999. From the beginning the program has helped future students to prepare for admission to undergraduate and graduate programs (Bachelor and Master), and to increase their chances for successfully passing entrance exams. During this period much experience has been gained in the preparation of students for entrance exams. We have a highly qualified teaching staff, many of whom are recommended by the City Teachers Improvement Institute. They conduct lectures using the most effective methods of preparation for the entrance exams of KIMEP and other educational institutes.

It is acknowledged by both our students and their parents that the preparatory courses of KIMEP are the best in Almaty. Statistics show approximately half of the students who entered KIMEP in recent years had taken our courses. As a rule 85-90% of the students attending our courses pass their entrance exams successfully the first time.

Courses in the Preparatory Program are intended for group study. There are between 12 and 15 students in a group, however our instructors always endeavor to give personalized attention to each of our students. We also organize intensive (either a month or 2 weeks) courses prior to the entrance exams.

The Preparatory Program consists of the following subjects based on entrance exam requirements:

#### **Mathematics (Kazakh, Russian)**

Intensive and systematic revision of mathematical theory, illustration of problem solving methods, organizing of tests in order to improve testing ability, constant evaluation of student's knowledge.  
Duration 10 weeks

#### **History of Kazakhstan (Kazakh and Russian)**

Mastery of main historical events including memorization of key dates, personalities and geographical names. Constant review and consolidation of material and tests.  
Duration 10 weeks

#### **Kazakh Language (Kazakh)**

All aspects of the Kazakh language on which the entrance test questions are based are included in the syllabus. The course consists of practical work and tests in order to improve knowledge and testing ability, and to provide constant evaluation of students' knowledge.  
Duration 10 weeks.

#### **Russian Language (Russian)**

All sections of the Russian language on which the entrance test questions are based are included in the syllabus. The course consists of practical work and tests in order to improve knowledge and testing ability, and to provide constant evaluation of students' knowledge.  
Duration 10 weeks

**Geography  
(Kazakh and Russian)**

The revision and mastery of Kazakhstan and world geography. The course consists of practical work and tests in order to improve knowledge and testing ability and to provide constant evaluation of students' knowledge.

Duration 10 weeks

**GMAT  
(English and Russian)**

Courses concentrate on 3 aspects of GMAT: Problem Solving, Data Processing and Critical Reasoning. The course consists of practical work with tests.

Duration 10 weeks.

**GRE  
(English and Russian)**

Courses concentrate on 2 aspects of GRE: Problem Solving and Quantitative Comparison. The course consists of practical work with tests.

Duration 6 weeks.

**Mathematics, MA Applicants  
(English and Russian)**

Courses provide instruction and support in various aspects of Mathematics, (algebra, geometry, trigonometry, etc). The course consists of practical work with tests.

Duration 6 weeks

**Benefits of Our Courses:**

- Considerably increase the chances of passing KIMEP Entrance Exams;
- Increase knowledge to a high degree on required subjects;
- and
- Allow future students to become acquainted with the study requirements and university life of KIMEP.

**Teaching Staff**

Bachelor program: Experienced specialists from secondary educational establishments who are also experts in, and authors of, the Standard Complex Tests, are invited on the recommendation of the City Teachers Improvement Institute.

Master Program: Experienced lecturers and specialists, plus some of the best graduates of KIMEP, deliver the course materials.

# LANGUAGE CENTER

Office 227, Tel: 70-43-68 (2263)

e-mail: anthony@kimep.kz; magas@kimep.kz www.kimep.kz/english

## Administration

Anthony Samuel, M.A. TESOL, Director of the Language Center

Maganat Shegebayev, M.A. TESOL, Deputy Director of the Language Center

Rakhiya Bekbayeva, B.A., Graduate Program Supervisor

Kaldygul Utembayeva, B.A., Undergraduate Program Supervisor

Marina Kim, BSc, Assistant to the Director

## Mission

Our mission is to ensure the highest possible standards of English language instruction, enabling our students to participate fully and effectively in their courses. We seek to promote confidence and fluency in English. We believe doing so will help our students in both their academic and professional endeavors.

## Profile

Since the inception of KIMEP in 1992, English has been its language of instruction. It has, therefore, always had a large language center. At present we have a core staff of local teachers, and British and American language professionals. Over the last few years the local staff has received valuable training in the EU and in Almaty, courtesy of the European Union. In addition, with support from the Soros Foundation, the British Council and TACIS, the Center has built up a rich and highly-utilized library of teaching resources. The Language Center now has over 1000 titles from American and British publishers.

## Admission

Students entering KIMEP take an English test. To qualify for entrance the students must achieve an Intermediate level of English. If they fail to reach this level they may enroll in KIMEP Intensive English classes, designed to prepare them for admission. These classes are offered in the summer, fall and spring. Students placed in the higher levels will have a choice of General and Business English courses. Students at the highest levels—native and nonnative speakers alike—may take English courses designed to challenge and interest them.

## **Intensive English**

This course is required for all new graduate and undergraduate students except for those at the advanced proficiency level.

- ENG 0301 Intensive English 1, Elementary Level
- ENG 0302 Intensive English 2, Upper-Elementary Level
- ENG 0303 Intensive English 3, Pre-Intermediate Level
- ENG 0304 Intensive English 4, Lower-Intermediate Level
- ENG 0305 Intensive English 5, Intermediate Level
- ENG 0306 Intensive English 6, Upper-Intermediate Level

### **DESCRIPTION OF COURSES**

#### **ENG 0301 Intensive English 1, Elementary Level**

*Prerequisites: None*

This is the first and most basic course in the Intensive English program. It is intended for students who have had some exposure to English but do not yet have a large vocabulary or a command of grammar. Lessons focus on reading, writing, speaking, and listening. This course is designed to raise the students' level of English to Upper-Elementary Level.

#### **ENG 0302 Intensive English 2, Upper-Elementary Level**

*Prerequisites: Qualifying Test Score: 30–39 or ENG 0301 Intensive English 1, Elementary Level*

This is the second course in the Intensive English Program. It is intended for students who have basic vocabulary and some knowledge of grammar. Lessons focus on reading, writing, speaking, and listening. This course is designed to raise the students' level of English to Pre-Intermediate Level.

#### **ENG 0303 Intensive English 3, Pre-Intermediate Level**

*Prerequisites: Qualifying Test Score: 40–49 or ENG 0302 Intensive English 2, Upper-Elementary Level*

This is the third course in the Intensive English Program. It is intended for students who have already completed an elementary English course and have a working knowledge of vocabulary and grammar. This course intends to develop the students' overall competence, understanding and performance in English.

#### **ENG 0304 Intensive English 4, Lower-Intermediate Level**

*Prerequisites: Qualifying Test Score: 50–59 or ENG 0303 Intensive English 3, Pre-Intermediate Level*

This is the fourth course in the Intensive English Program. It is intended for students who are at the Lower-Intermediate Level but have some gaps in their knowledge. This course is designed to raise the students' level of English to Intermediate Level.

#### **ENG 0305 Intensive English 5, Intermediate Level**

*Prerequisites: Qualifying Test Score: 60–69 or ENG 0304 Intensive English 4, Lower-Intermediate Level*

This is the fifth course in the Intensive English Program. It is intended for students who are at the Intermediate Level. It is designed to build vocabulary, strengthen grammar and writing, and introduce topical conversations in English. This course takes a communicative and skills-based approach.

### **ENG 0306 Intensive English 6, Upper-Intermediate Level**

*Prerequisites: Qualifying Test Score: 70–79 or ENG 0305 Intensive English 5, Intermediate Level*

This is the sixth course in the Intensive English Program. It is intended for students who are at the Upper-Intermediate Level. This course is intended to prepare students to study in English at KIMEP by developing the students' overall competence, understanding and performance in English. This course is designed to raise the students' level of English to Upper-Intermediate Level.

### **Undergraduate Program**

The program requirements are 12 credits of basic-English courses (not including University Life), one semester of an elective English course (3 credits), and demonstration of an Upper-Intermediate Level of English at Graduation. Bachelor courses are divided by proficiency level. Intermediate and Upper-Intermediate courses are designed to raise the level of English for non-native speakers. Advanced and Highest Proficiency courses are designed to challenge and interest both non-native and native English speakers. Classes average 15 students per group. Instructors use a wide range of general, business, and academic English materials.

Students are assessed throughout their studies. Class attendance and participation is monitored closely. There are also class assignments and mid-term assessments, which contribute to the overall grade. There are final tests at the end of each session, and at the end of each semester a grade is given, which is included in the GPA.

### **General Education**

**ENG 1300 University Life** *Prerequisites: None*

This 15-hour course is required for all new undergraduates. It is designed to prepare them for the challenges of coping with independent living in a University atmosphere.

### **General English**

ENG 1301 General English 1, Intermediate Level  
ENG 1302 General English 2, Intermediate Level  
ENG 1303 General English 3, Upper-Intermediate Level  
ENG 1304 General English 4, Upper-Intermediate Level

### **Business English**

ENG 2301 Business English 1, Upper-Intermediate Level  
ENG 2302 Business English 2, Upper-Intermediate Level  
ENG 2303 Business English 3, Advanced Level  
ENG 2304 Business English 4, Advanced Level

### **Advanced Composition**

ENG 2305 Academic Composition 1, Advanced level  
ENG 2306 Academic Composition 2, Advanced level

## **Kazakh Language**

KAZ 3301 Beginning Kazakh 1  
KAZ 3302 Beginning Kazakh 2  
KAZ 3303 Intermediate Kazakh 1  
KAZ 3304 Intermediate Kazakh 2  
KAZ 3305 Business Kazakh 1  
KAZ 3306 Business Kazakh 2  
KAZ 3307 Kazakh Language & Culture

## **Electives**

ENG 1305 General English 5, Advanced level  
ENG 1306 General English 6, Advanced level  
ENG 3311 Creative Writing  
ENG 3321 Literature  
ENG 3331 Public Speaking  
ENG 3341 Film Study  
ENG 3351 Performing Arts

## **DESCRIPTION OF COURSES**

### **ENG 1300 University Life, 1 credit**

*Prerequisites: None*

This 15-hour course is designed to prepare students for the challenges of coping with independent living in a University atmosphere. A wide range of social issues will be explored, including the following: time management, budgeting, study habits, and relationships. This course should be taken in the summer preparatory session or in the first semester.

### **ENG 1301 General English 1, Intermediate level, 4 credits**

*Prerequisites: ENG 0305 Intensive English 5, Intermediate level*

This course is designed to provide new Bachelors with further development in their general English skills. It therefore provides development in traditional areas such as grammar and vocabulary, but all within a skills and topic-based syllabus, which promotes the students' ability to use the language effectively at the Intermediate level.

### **ENG 1302 General English 2, Intermediate level, 4 credits**

*Prerequisites: ENG 1301 General English 1, Intermediate level*

This course is a continuation of ENG 1301. It provides interactive practice, with emphasis placed on developing the students' oral and written fluency. This course is designed to raise the students' level of English to the Upper-Intermediate Level.

### **ENG 1303 General English 3, Upper-Intermediate level, 4 credits**

*Prerequisites: ENG 0306 Intensive English 6, Upper-Intermediate level*

This course is designed to provide new Bachelors with further development in their general English skills. It therefore provides development in traditional areas such as grammar and vocabulary, but all within a skills-and topic-based syllabus, which promotes the students' ability to use the language effectively at the Upper Intermediate level.

**ENG 1304 General English 4, Upper-Intermediate level, 4 credits**

*Prerequisites: ENG 1303 General English 3, Upper-Intermediate level*

This course is a continuation of ENG 1303. It provides interactive contexts to enhance communicative competence, with emphasis placed on developing the students' oral and written fluency. This course is designed to raise the students' level of English to the Advanced Level.

**ENG 1305 General English 5, Advanced level, 4 credits**

*Prerequisites: Determined by the department*

This course is designed to provide KIMEP's new Bachelors entrants with further development in their general English skills. It therefore provides development in traditional areas such as grammar and vocabulary, but all within a skills-and topic-based syllabus, which promotes the students' ability to use the language effectively at the Advanced level both within KIMEP and outside of KIMEP.

**ENG 1306 General English 6, Advanced level, 4 credits**

*Prerequisites: ENG 1305 General English, Advanced level*

A continuation of ENG 1305, this course is designed to bring the students' ability in English up to an even higher level. It promotes the use of real English within a communicative environment for learning, with emphasis placed on developing the students' oral and written fluency.

**ENG 2301 Business English 1, Upper Intermediate level, 3 credits**

*Prerequisites: ENG 1302 General English 2, Intermediate level or ENG 1304 General English 4, Upper-Intermediate level*

This course provides students with further progress in English at the Upper Intermediate level. It focuses on developing the students' language skills in a business setting, and it aims to produce students who can effectively cope in English both in their studies and in the real world.

**ENG 2302 Business English 2, Upper Intermediate level, 3 credits**

*Prerequisites: ENG 2301 Business English 1, Upper Intermediate level*

This course is a continuation of ENG 2301, and it takes a broadly communicative and task-based approach, based on developing the students' abilities in the four skills: reading, writing, speaking, and listening. It is designed to raise the students' level of English to the Advanced level.

**ENG 2303 Business English 3, Advanced level, 3 credits**

*Prerequisites: ENG 1304 General English 4, Upper-Intermediate level or ENG 1306 General English 6, Advanced level*

This course is designed for those students who already reached a sufficiently advanced level in English. It combines tuition in business vocabulary and topic areas with the structures and tasks necessary for coping efficiently in the modern world of international business.

**ENG 2304 Business English 4, Advanced level, 3 credits**

*Prerequisites: ENG 2303 Business English 3, Advanced level*

This course is a continuation of ENG 2303, although other students may enroll if they have reached the required language level the previous semester. This course offers insights on a wide range of topical business issues.

**ENG 2305 Academic Composition 1, Advanced level, 3 credits**

*Prerequisites: Determined by the department*

This course offers systematic development in narrative and thesis-driven academic prose. In addition, students will learn how to write theme-driven autobiographical essay using the minimal elements for a short story. Students will also learn how to write a persuasive essay, with a thesis statement, supporting paragraphs with examples, concessions to opposing views and counterarguments, and a conclusion.



**ENG 2306 Academic Composition 2, Advanced level, 3 credits**

*Prerequisites: Determined by the department*

This course is a continuation of ENG 2305. It offers further systematic development in thesis-based writing, but concentrates on producing an essay based on research work. The research essay will include a thesis statement, supporting paragraphs with properly cited examples, concessions to opposing views and counterarguments, and a conclusion.

**KAZ 3301 Beginning Kazakh 1, 2 credits**

*Prerequisites: None*

This is the preliminary course for students who have never been exposed to the Kazakh language before. It aims at developing basic skills in four main parts of language acquisition, such as reading, writing, speaking, and listening.

**KAZ 3302 Beginning Kazakh 2, 2 credits**

*Prerequisites: KAZ 3301*

This course is designed for further development of the communication skills gained in the first course, but on a more complicated level. It also gives glimpses at Kazakh culture, history and traditions.

**KAZ 3303 Intermediate Kazakh 1, 2 credits**

*Prerequisites: None*

This course aims at giving a deeper insight into grammar and vocabulary, as well as preparing students to be able to express themselves freely.

**KAZ 3304 Intermediate Kazakh 2, 2 credits**

*Prerequisites: KAZ 3303*

This course trains students to understand and use more complex language in different settings. Those areas include decision-making and communicating in different social and official situations.

**KAZ 3305 Business Kazakh 1, 2 credits**

*Prerequisites: None* This course is mainly intended for students who possess a level proficient enough to deal with a wide range of business aspects, authentic mass-media sources and original literature.

**KAZ 3306 Business Kazakh 2, 2 credits**

*Prerequisites: KAZ 3305*

This is a proficiency level course and is designed for students of native-speaking fluency. This course has a broad range of activities, designed to focus on the specifics of business communication and correspondence skills.

**KAZ 3307 Kazakh Language & Culture, 2 credits**

*Prerequisites: None*

This is a proficiency level course and is designed for students of native-speaking fluency. This course has a broad range of activities, designed to focus on the Kazakh language and Culture.

**ENG 3311 Creative Writing, 3 credits**

*Prerequisites: Determined by the department*

In "Creative Writing" students will use their hard-earned knowledge of English for more than passing tests and getting a job. This course offers the opportunity to express deeper thoughts, with richer language, in the process of telling stories and creating poetry.

**ENG 3321 Literature, 3 credits**

*Prerequisites: Determined by the department*

In this course students will read original English-language literature to explore the various written genres of English, as well as deepen their understanding of other epochs and cultures. Students will study the writer's technique as a model for excellence in written English.

**ENG 3331 Public Speaking, 3 credits**

*Prerequisites: Determined by the department*

Students who have already attained a high degree 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 writings as well as presenting their own speeches.

**ENG 3341 Film Study, 3 credits**

*Prerequisites: Determined by the department*

Film studies undertake a critical analysis of cinema leading to the understanding of film as literacy 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. Writing assignments are used to exercise the composition skills of students. Through in class discussions, students come to understand the medium of film not only as a mode of entertainment, but as an art form, an industrial product, and an ideological tool.

**ENG 3351 Performing Arts, 3 credits**

*Prerequisites: Determined by the department*

This course will prepare students to perform in the English language. Students will read texts, memorize dialogue, and learn to perform with appropriate expression, accent, and body language.

## Graduate Program

English language courses are an indispensable part of the Master's program at KIMEP. These courses are aimed at reinforcing students' ability to use the English language confidently and proficiently. The program requirements are four semesters of basic-English courses, or an A or higher on the exemption exam each year of study. Students must pass the final English proficiency exam at the end of Semester Four. The level presently required is Upper-Intermediate, with the final grade being included on the transcript. Students failing the final exam can re-sit twice, in the subsequent Fall and Spring semesters.

Courses are divided by level. Intermediate and Upper-Intermediate courses are designed to raise the proficiency level of English for non-native speakers. Advanced and Highest Proficiency courses are designed to challenge and interest both non-native and native English speakers alike, with classes averaging 15 students per group. Instructors use a wide range of general, business, and academic English materials.

Students are assessed throughout their studies. Class attendance and participation is monitored closely and is figured into the final grade. Contributing also to the overall grade are class assignments and mid-term assessments. There are final tests at the end of each session, and at the end of each semester a grade is given.

## **Exemption**

To be considered exempt from English, Graduate Students must first pass the exemption exam with a minimum score of 90. The exemption exam is offered at the beginning of the academic year, on the first week of classes. The fee is \$10. In order to register for the exam, students pay the fee directly to the cashier, and give a copy of the receipt to the Language Center. All students are expected to register and pay for the exam two weeks before the exam date. Graduate students can be exempt from the English language classes if they have recent official TOEFL score of 270 (CBT), or IELTS score of 8.

## **General English**

ENG 5311 General English 1, Intermediate Level  
ENG 5312 General English 2, Intermediate Level  
ENG 5313 General English 3, Upper-Intermediate Level  
ENG 5314 General English 4, Upper-Intermediate Level  
ENG 5315 General English & Study Skills 1, Advanced Level  
ENG 5316 General English & Study Skills 2, Advanced Level

## **Business English**

ENG 5321 Business English 1, Upper-Intermediate Level  
ENG 5322 Business English 2, Upper-Intermediate Level  
ENG 5323 Business English 3, Advanced Level  
ENG 5324 Business English 4, Advanced Level

## **Specialized Courses**

ENG 5331 Corporate Communication  
ENG 5332 Professional Presentations  
ENG 5333 The Language of Success

## **DESCRIPTION OF COURSES**

### **ENG 5311 General English 1, Intermediate level, 3 Credits**

*Prerequisites: ENG 0305 Intensive English 5, Intermediate level*

This course is designed to build vocabulary, strengthen grammar and writing, and introduce topical conversations in English. Students will learn also how to develop their basic composition skills, organizing their ideas into sentences, paragraphs, and essays.

### **ENG 5312 General English 2, Intermediate level, 3 Credits**

*Prerequisites: ENG 5311 General English 1, Intermediate level*

This course is a continuation of ENG 5311. Students will continue to improve their overall competence, understanding and performance in English. They will also have the opportunity to practice writing different types of short essays, such as comparison and contrast and persuasion. This course is designed to raise the students' level of English to Upper-Intermediate Level.

**ENG 5313 General English 3, Upper-Intermediate level, 3 Credits**

*Prerequisites: ENG 0306 Intensive English 6, Upper-Intermediate level*

This course is designed to improve the students' overall knowledge and abilities in general English, with an emphasis on the development of academic writing skills. Students will learn to formulate and organize information and to present it in a logical and coherent way. Students will also learn how to plan, organize and deliver oral presentations.

**ENG 5314 General English 4, Upper-Intermediate level, 3 Credits**

*Prerequisites: ENG 5313 General English 3, Upper-Intermediate level*

This course is a continuation of ENG 5313. It promotes the use of the English language within a communicative style of learning, with emphasis placed on developing the students' oral and written fluency. This course is designed to raise the students' level of English to the Advanced Level.

**ENG 5315 General English & Study Skills 1, Advanced Level, 3 Credits**

*Prerequisites: Determined by the department*

This course is designed to improve the students' overall knowledge and abilities in general English at an Advanced level and equip them with the necessary skills to participate effectively as students in KIMEP's academic environment. It therefore develops the students' abilities in speaking, reading, writing and listening, it improves their skills in taking notes from lectures and texts; and provides instruction for writing in an appropriate academic style.

**ENG 5316 General English & Study Skills 2, Advanced Level, 3 Credits**

*Prerequisites: ENG 5315 General English & Study Skills, Advanced Level*

This course is a continuation of ENG 5315. This course is aimed at improving both the students' overall knowledge and their abilities in general English at an Advanced level. Like most English courses at KIMEP it takes a communicative and task-based approach, based on developing the students' abilities in the four skills areas. Students will develop their skills further through academic research writing.

**ENG 5321 Business English 1, Upper Intermediate level, 3 Credits**

*Prerequisites: ENG 5312 General English 2, Intermediate level or ENG 5314 General English 4, Upper-Intermediate level*

This course is designed to further develop the students' skills and abilities at the Upper Intermediate level by providing the students with essential practice in speaking and writing for their later employment in the business world. The course is designed to improve understanding the general and special varieties of English used in business.

**ENG 5322 Business English 2, Upper Intermediate level, 3 Credits**

*Prerequisites: ENG 5321 Business English 1, Upper Intermediate level*

This course is a continuation of ENG 5321. It is designed to build English skills for use in the business world. The course takes a broadly communicative approach, employing role-plays and simulations and is aimed at improving the students' ability to use appropriate formats in writing for business purposes.

**ENG 5323 Business English 3, Advanced level, 3 Credits**

*Prerequisites: ENG 5314 General English 4, Upper-Intermediate level or ENG 5316 General English & Study Skills, Advanced level*

This course is designed to further develop the students' skills and abilities at an Advanced level. It is designed to explore current thinking on important business topics and trends. This course includes in-depth focus on presentations, negotiations, and meetings.

**ENG 5324 Business English 4, Advanced level, 3 Credits**

*Prerequisites: ENG 5323 Business English 3, Advanced level*

A continuation of ENG 5323, this course is designed to further develop the students' skills and abilities at an Advanced Level. Real business issues are explored through case studies, role-plays, and realistic writing assignments.

**ENG 5331 Corporate Communication, 3 Credits**

*Prerequisites: Determined by the department*

This course will emphasize business-writing skills. The aim of this course is to develop students' understanding of the content, format and organization of standard business documents. Students will learn how to compose basic letters, memos, reports, resumes, application letters, and more.

**Korean Language Program**

This program offers two courses of General Korean 1 and 2. All the courses are offered on a commercial basis to KIMEP students and community members who wish to improve their foreign language skills. The main activities of the program are teaching and coordinating events and workshops in collaboration with the Korean Embassy in Almaty and Korean government and educational institutions in Korea.

Courses offered:

KOR1101 General Korean 1 (3 credits)

KOR 1102 General Korean 2 (3 credits)

**Other Foreign Language Courses offered**

The College of Continuing Education offers instruction in English, French, Spanish, and Chinese languages in its World Languages Program. Russian is also available for those international students who do not speak it as a native language.

# COMPUTER AND INFORMATION SYSTEMS CENTER

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## **Administration**

Sergei Katsovich, MBA, Director

Galina Stepanova, Diploma, Deputy Director

Michael Kalinogorsky, Diploma, Network Manager

Marina Novossyolova, Diploma, Computer Manager

Alexander Lebedev, Diploma, Software Development Coordinator

## **Mission**

The Mission of Computer and Information Systems Center 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 provision of highest quality information technology services.

## **Profile**

Assurance of high quality education has always been the first priority for KIMEP faculty and staff. The Center's information and computing facilities strive to provide best technological basis to achieve this goal. It provides students and faculty with full online Internet access. Each student and faculty has his/her own email account and access to the KIMEP file server, which expands their ability to communicate internationally and to access information for research. Computers are critical to coursework at KIMEP and the future success of our students. Hardware is constantly being upgraded and staff training is an ongoing process to ensure the highest standards available. The technical advances made by the Center allow students to become acquainted with the tools and techniques of modern computer based studies in Business Administration, Economics, Political Science and Public Administration, and Journalism and Mass Communications. Such Intranet technology as online group discussions, online distance learning and interactive consultancy are widely used by faculty members in teaching.

At present, the CISC full-time staff consists of the Director, Deputy Director, Computer Manager, Network Manager, Software Development Coordinator, and Leading Engineer-Programmer. There are also WEB-programmer, WEB-designer, four engineers, three of which are classified as First Category Engineers-Programmers; lecturers, and laboratory assistants. The department's system maintenance engineers are trained on a continuing basis to keep up with the changing technology.

## **Facilities**

CISC has eleven computer laboratories equipped with the latest software packages to serve students' needs for computer-based analysis, which is an integral part of many courses.

E-mail and Internet access are always available for student use. This is greatly expanding students' ability to communicate with the outside world and access academic information worldwide.

KIMEP is currently in the process of further development of intranet to facilitate both administrative functions and student-to-faculty communications. These technical advances allow students to become acquainted with the tools and techniques of modern computer based studies. In order to attend to new demands of computer technology, CISC has been actively involved into collaboration with European Union and Maastricht School of Management in particular to acquire modern computer equipment that facilitates educational process for KIMEP students. New improvements include the acquisition of equipment that allows for better utilization of the existing facilities and wider use of modern information technologies and for enhancing quality of teaching and learning.

At present, KIMEP's computer facilities include Local Area Network, which covers over 500 computers. The servers have Windows NT4 and Windows 2000 as the base platforms with TCP/IP. Various office and academic client software packages are available in the computer laboratories.

### **The other notable features of the facilities are the following**

Mail server; WEB Server; Fax Server; Online Registrar and Admission Systems; Web Facilities; Library Automated System; Accounting System; Hotel Database System; Personnel Database System.

### **KIMEP Computer and Information Systems Center is involved in the following major activities:**

- Installation and maintenance of all computer and network facilities (over 500 units)
- Development and updating of KIMEP web-site on the World Wide Web: [www.kimep.kz](http://www.kimep.kz) and KIMEP free email: [www.ok.kz](mailto:www.ok.kz)
- Offering courses to students and training to staff
- Development and maintenance of database and information systems for administrative departments, such as: Admission, Registration, Hotel, Library and Placement.

All KIMEP students are LAN users. They are taught how to use our network, email and the Internet. KIMEP has its own IP address class C and two dedicated lines for Internet access of 512K each. 240 computers located in computer labs provide on-line access to the Internet for students.

## **RULES OF USE OF COMPUTER LABORATORIES AT KIMEP**

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.

### **1. The students are obliged to satisfy the following requirements:**

- Present KIMEP student ID at the entrance to the computer laboratory.
- Register in the journal, indicating the time in and out.
- Log-in** when starting working on a computer.

Fulfill all instructions and recommendations of the computer laboratory assistant.  
Present all diskettes in use to the computer laboratory assistant for virus checking.  
When working with local area network, comply with the instructions located at each workstation.  
The students may work with the information located at the following network disks: **Default on c1327(D:), Default on c1329(E:), Lecture on 'Teroute'(L:), and H-Drive**. Accessing other disks is subject to penalty (see note\*\*).  
In case of a waiting line, the students may work in computer laboratories up to **2 hours** at a time only.  
The volume of information kept by each student at **H-Drive** is limited to **5 Mb**.  
**Log-off** when finishing working on a computer. In case of any non-standard situation (system failure, etc.), ask the computer laboratory assistant for help. Attempts to solve the problem by own means often lead to damage of software.

## **2. It is strictly prohibited for students to:**

Install software of any kind on servers and workstations, as well as on **H-Drive**.  
Make changes to system files and network configuration.  
Move, replace, or make attempts to fix computer equipment in computer laboratories.  
Work on servers.  
Access pornographic or hacker Internet websites, as well as any websites not related to the academic process.  
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, \*.zip, \*.arj, \*.rar, \*.mp3, \*.rep, as well as any other files not related to the academic process.  
Use other person's **UserName** and/or **Password**, as well as to provide **UserName** and/or **Password** to other person(s).  
Printout lecture and unrelated materials.  
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.

## **3. In case of violation of the above rules, the student loses his/her privilege to use KIMEP computer laboratories according to the following scheme:**

1. Accessing Internet websites not related to the academic process (Chat, Games, Forums, star fan websites, anecdotes, entertainment, pictures, videos, postcards, etc.) – 1 week.
2. Failure to register in the journal (indicating the time in and out) – 1 week.
3. Loss of username and/or password – 1 week.
4. Exceeding of the H-Drive limit – 1 week.
5. Bringing food or drinks to the computer laboratory – 1 week.
6. Use other person's username and/or password, as well as providing username and/or password to other person(s) – 1 month.
7. Downloading, executing, or saving on workstations, file-servers, or H-Drive of any files of the following types: \*.exe, \*.com, \*.bat, \*.mpg, \*.avi, \*.zip, \*.arj, \*.rar, \*.mp3, \*.rep, as well as of any other files not related to the academic process – 1 month.
8. Installation of software, or changing system or network configuration – 1 year.
9. Accessing pornographic or hacker websites – 1 year.

Notes:

\* In 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 KIMEP computer system, lose their privilege to use KIMEP computer laboratories without the right to recover.

## **CISC Courses**

The CISC offers courses to undergraduate and evening program students to provide training in computer topics ranging from the basic use of Microsoft applications to the effective use of more advanced statistical and modeling software. Master students can also take these courses either as general interest or as professional development courses.

Course numbering (KIMEP reserves the right to change the code of course): The first digit refers to the year of study (level of complexity):

1 = Year 1 2 = Year 2 3 = Year 3 4 = Year 4

The second digit refers to the Department:

7 = Center for Information and Computer Systems

The third digit refers to the concentration:

1 = Introductory summer course 2 = Programming Languages 3 = Software Applications for practical use 4 = Information systems 5 = Mathematical background 6 = Network Technologies

The fourth digit refers to the course.

The abbreviation CIT means Computer and Information Technology.

## **COURSE DESCRIPTIONS**

Every CIT course is 3 credit hour except the intensive introductory summer computer course (CIT 1711) that is pre-requisite for all other CISC courses, and is required for all students, but not included into calculation of GPA.

### **CIT1711 Introduction to Computer and Information Technology, Non-credit**

*Prerequisite: No*

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.

### **CIT2721 Data Structures and Algorithms (in C), 3 Credits**

*Prerequisite: CIT1711*

This course covers software design including sorting and searching algorithms; implementation of trees, graphs, and other advanced data structures; algorithm analysis, running times and storage requirements; principles of organization of data structure in practical environment. Topics include types of abstract data, internal representation of data, stacks, queues, linked lists, sparse arrays, hash coding, searching and sorting algorithms, dynamic storage allocation, and computing time of programs.

**CIT2725/CIT5725 Databases and Database Systems, 3 Credits**

*Prerequisite: CIT1711*

This course is a study of relational approach to a database: underlying theory, implementation and use. It is also a detailed study of data models; query languages; relational calculus, data normalization, and schemas; file organization techniques; data security and integrity; and study of specific commercial database management system.

**CIT2731/CIT5731 Business Graphics, 3 Credits**

*Prerequisite: CIT1711*

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).

**CIT2732/CIT5732 Financial Analysis Using Computer Technologies, 3 Credits**

*Prerequisite: CIT1711*

This course is a study of building Formulas to Calculate Values with MS Excel. Topics include Auditing, Goal Seek, Solver, Pivot Tables, Managing Data in List, Forms, Filters, Subtotals, Data Consolidation and Macros.

**CIT2733/CIT5733 Survey Research with SPSS, 3 Credits**

*Prerequisite: CIT1711, Econ1183 OR Econ5011, OR PS1504, OR PA5212, OR OP5201, OR OP1201, OR IJMC5606*

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, group project will be assigned to conduct virtual survey on the subject which group has chosen.

**CIT2761/CIT5761 CISCO I. Net Technologies, 3 Credits**

*Prerequisite: CIT1711*

This course covers Introduction to Computing; the OSI Model; Local Area Networks; Design and Documentation; Structured Cabling Project; Addressing and Routing; The Transport, Session, Presentation and Application Layer.

**CIT 2762 CISCO II. Net Technologies, 3 Credits**

*Prerequisite: CIT1711 & CIT 2761*

This course covers WANs and Routers; Router Components; Router Configuration; IOS Images; TCP/IP; IP Addressing; Routing Protocols; and Network Troubleshooting.

**CIT3722 Creating Object-Oriented Applications for Business (in C++), 3 Credits**

*Prerequisite: CIT1711*

The course introduces the discipline of computer science, providing an overview of computer systems and design of applications and also programming in C++. Software life cycle, algorithms and their role in software design. The course includes the following C++ extensions to C: stream I/O, classes, constructors, destructors, function and operator overloading, the operators new delete, inheritance, polymorphism, and templates. It provides instruction in object-oriented design and implementation of a wide range of data structures and their use in practical programming.

### **CIT3723 User Applications Development for Business (in Delphi), 3 Credits**

*Prerequisite: CIT1711*

Students are taught the correct way of applying object oriented programming principles for developing of Delphi applications. Students will learn how to develop generic forms, objects and components, which can be used in multiple applications, saving development time, increasing program reliability, and improving maintainability. Students will be more productive after completing this class. They will learn how to develop Delphi applications in lesser time that are more reliable, consistent, and maintainable.

### **CIT3724 Advanced Business Computer Applications, 3 Credits**

*Prerequisite: CIT1711*

It introduces concept of Macros, macro-recorder in Word, Excel and Access, and programming in Visual Basic. Emphasis is given on 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/CIT5734 Web Design, 3 Credits**

*Prerequisite: CIT1711*

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.

### **CIT2735/CIT5735 Multimedia Graphics for Business Communications (in Flash), 3 Credits**

*Prerequisite: CIT1711*

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.

### **CIT 3736 Computer publishing systems**

*Prerequisite: CIT1711*

This course studies main principles and rules of computer imposition on the basis of desktop publishing system Adobe PageMaker. The big 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 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, advertizing leaflets etc.).

### **CIT 3737 3D Graphics for Application Development**

*Prerequisite: CIT1711*

The offered Course will teach students about the opportunities of modern computer animation. The basis for study is the computer program 3D Studio Max, which offers the most perfect opportunities modern animation Systems. This program allows: to create advertising rollers, animation stage in Internet, musical clips, animation films, to process video materials, to create a video installation, to display movements in animation, allows to build animation stage and subject, to work with video and sound files.

# CENTER FOR RESEARCH AND DEVELOPMENT

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## Administration

John Leonard, Ph.D, Associate Dean of Research and Director of the Research Center

Mansiya Kainazarova, Candidate of Science, Coordinator and Project Manager

Larissa Baigazina, B.Sc., Executive Assistant

## Mission

The KIMEP Center for Research and Development (KCRD), initially called Public Policy Research Center, was established in 1998 as a think tank with the mission of stimulating research within the faculty and student body. The Center strives to identify and examine critical issues affecting Kazakhstan and its neighbors, seeking to foster and enable collaboration between KIMEP and universities and organizations around the world. The goal of such collaboration is to advance understanding of complex problems and, by reaching beyond KIMEP's walls, to contribute to the solutions of these problems.

## Goals and Objectives

The Center aims to reinforce the major directions that KIMEP has set since its establishment in 1992:

- To encourage and enhance faculty research in their chosen fields of studies
- To contribute to knowledge by expanding the intellectual horizons of researchers in the areas of business, economics and other social sciences
- To develop broader research culture to permit new areas of excellence to emerge
- To stimulate research that provides a focal point for teaching faculty and students, and others outside KIMEP
- To generate thoughtful research and analysis.

In order to achieve these goals Institute has developed policies, strategies and procedures for research management, development and training. The Research Policy Action Plan was developed to provide a comprehensive framework of sustained research development and quality assurance that retains centralized oversight of the Center while encouraging research development at academic department level.

## **Profile of the Center**

The KCRD is an interdisciplinary unit concerned with promotion of the basic and applied research in the social sciences, economics and business through generating original research and stimulating faculty research on these topics. It also collects, evaluates and distributes information on research and funding opportunities for KIMEP faculty and consultants.

The high standard of Center's performance is manifested through numerous projects that it carries out for national and foreign governments, non-government organizations, and research agencies. In its five-year life span it has successfully conducted a number of research projects in cooperation with local and international partners such as USAID, LGI (Soros Foundation), OECD (Paris), INTRAC (UK), Canadian Embassy, National Bureau of Research (NBR, Washington), Swedish Defense Research Agency (FOA, Stockholm), Procter & Gamble, and Chevron Munai Gas.

The Center has conducted many symposia, conferences, workshops devoted to various aspects of today's political and economic situation in Kazakhstan and the region. High-ranking representatives of the central and local government, different international organizations, other Kazakh universities, foreign and local companies have taken part in the Center's events.

## **Institutional Research and Assessment**

KIMEP Center for Research and Development also is the planning and processing unit for institutional research and assessment. This work is supervised by the Director of the Research Center. The goal is to install a structured process to gauge, process, analyze and understand institutional weaknesses, strengths, opportunities and threats, program outcomes and effectiveness, learning outcome measurements, trend analysis and projection, analysis of the faculty evaluation by the students, external environmental analysis and market research. A viable strategic planning for the institute requires analysis of accurate data and scenarios that immerse from institutional research and assessment.

All unit especially academic affairs, student affairs and quality assurance extend full support and collaboration to the Center in implementation of that activity. The work involves specialized software and employee expertise. KIMEP is doing its' best to support the staff in training and other matters.

## **Publications**

The Center regularly issues publications, including:

*The Central Asian Journal of Management, Economics and Social Research (CENMES)*, an annual professionally refereed academic journal. Authors from around the world regularly contribute to the journal. The editorial Board consists of members from KIMEP, Yale University, University of Pennsylvania and University of London

*The Central Asian Journal, Special Student issue* as an output of the Regional Student Conferences

The Center's regular "*LINK*" Bulletin (published twice a year), which disseminates the information on KIMEP research achievements as well as current research and funding opportunities

The regular *Research Bulletin* that highlights faculty research activities at KIMEP

*Publications of research projects* conducted by the Center

*Proceedings of Conferences, Seminars, Round Tables* and other prominent events held by the Center

## THE RESEARCH POLICY

The Research policy describes strategies and procedures for research management, research development and research training within KIMEP, defining ways for their implementation and being based on the following foundations:

### 1. Structures and Processes to Support Research Directions

- 1.1. Structures to Support Research
- 1.2. Processes to Support Research
- 1.3. Research Directions
- 1.4. Recognised Research Concentrations
- 1.5. Performance Indicators and Quality Assurance
- 1.6. Research Development
- 1.7. Ethics and Safety

### 2. Research Training Management Plan

- 2.1. Alignment with Research Concentrations
- 2.2. Controlled Growth in Research Student Numbers
- 2.3. The KIMEP Doctoral Program
- 2.4. Quality Assurance Mechanisms

### 3. Research Management Support

## 1. STRUCTURES AND PROCESSES TO SUPPORT RESEARCH DIRECTIONS

### 1.1 Structures to Support Research

Primary Research Groups are located within the departments. Leaders of research groups report to the chair of the Research Committee of each department. Interdisciplinary and interdepartmental research is encouraged through “College Councils”. Responsibility for the direction and management of research within the University is delegated to the Dean of Research. Dean of Research will chair the Research and Development Committee of the KIMEP Council. This committee develops policy and evaluates performance in the three major areas of university research:

- research concentrations
- research development
- research training

### 1.2 Processes to Support Research

**Goal:** To encourage and support high quality research activities, and maximize research output for both basic and applied research.

**Objectives:**

- (1) To increase overall profile of KIMEP in international, regional, national, and local communities through research – qualitative and quantitative contributions (number and quality of outputs)
- (2) To keep the faculty in the forefront of knowledge through scholarship and research
- (3) To increase funding coming into KIMEP from outside sources which benefit faculty and student research activities

- (4) To allow KIMEP faculty the opportunity to enhance their careers at KIMEP by linking research outputs to tenure and promotion procedures.

***Short-term strategies for institutional support:***

- (1) Create a subject pool – research participation as a subject/respondent
- (2) Create an Invited Speaker Series/Professional Speaker Series
- (3) Attract Grants from large international funding sources. These funds will be used to set up a Seed Grant program and Supported Researcher Scheme
- (4) Research projects be incorporated into course content (extra credit)
- (5) Create a point system for rewarding faculty, which can be linked to tenure and promotion and funding under supported researcher scheme.

### **1.3 Research Directions**

A key strategy for the achievement of the University's research goals is a policy of selectivity and concentration in funding research activities, which encourage individual researchers and emphasises the concentration of research in identified areas of strength, which address national needs.

### **1.4 Recognised Research Concentrations**

Research concentrations are the centres of excellence and groupings that permit multidisciplinary research in addition to providing opportunities for newer researchers to find support and encouragement from mentors and peers.

An annual Research Bulletin is produced with full detail of Departmental strategies for research, which includes an overview of their goals and focus of research in their department. Each department shall provide relevant information to the Dean of Research (or to the Director of the Research Center in dean's absence).

### **1.5 Performance Indicators and Quality Assurance**

University's research performance indicators are each weighted to provide incentive for industry and international collaboration and are measured by the following criteria:

- (1) receipt of recognized research grants
- (2) number of research degree students, research degree completions, research fellowships and funded research positions
- (3) number and quality of publications and conference papers
- (4) development of intellectual property with particular weighting where taken up by industry partners
- (5) documentary evidence of other significant contributions to research and practice in the professions
- (6) involvement in other collaborative ventures with industry, commerce, government and community agencies

#### ***Research Concentration Audits***

Each year the University requests a report on the activities of its registered research concentrations. The Dean of Research together with KIMEP Research & Development Committee will conduct this survey.

#### ***Research Groups***

A Research Group is a focal point for concentration of research expertise in a particular area. Formation of such groups is the responsibility of academic departments.

### ***Supported Researchers Scheme***

To underpin the research concentrations strategy, the University rewards individual members of staff if they contribute substantially to the University's performance.

#### **1.6 Research Development**

The University's research development aims include:

- (1) strategies to increase success in winning external research funding. (Assistance in recognizing and realizing external grant opportunities is provided through offices of the Research Services and through University funded research schemes.)
- (2) strategies designed to consolidate and enhance the research environment in priority areas
- (3) strategies to encourage development of new interdisciplinary research concentrations

#### **1.7 Ethics and Safety**

Administrative support for University ethics committees is located in the Research Center and consists of:

- (1) Research Practice
- (2) Maintenance of records, retention of data, publications and authorship
- (3) Confidentiality and conflict of interest
- (4) Other Ethics and Safety

The University requires all research conducted by member of the University to conform to these policies.

## **2. RESEARCH TRAINING MANAGEMENT PLAN**

The university's research training plan is based on four main foundations:

- (1) research training aligned with the research concentrations identified in the research plan
- (2) controlled growth in research student numbers
- (3) student-centered research degree programs, management and support systems
- (4) quality assurance mechanisms to maintain a high quality research training environment

### **2.1 Alignment with Research Concentrations**

Research students are encouraged (but not restricted) to enroll in research groups.

### **2.2 Controlled Growth in Research Student Numbers**

The growth in research degree enrolments has not been allowed to outstrip the growth in research capacity of the university staff or the growth in financial support for research projects.

### **2.3 The KIMEP Doctoral Program**

There shall be a KIMEP doctoral committee under the chairmanship of the Dean of Research. This committee shall be appointed by the KIMEP Council. This committee will act as the auditor for all doctoral programs. It will develop structure of the program, admission and study policies, review policies, monitoring and quality assurance policies.

In view of the fact that KIMEP follows North American style Credit System for all its academic programs, University chose to adopt American Model for the Ph.D/DBA program. American model is based on a Doctoral degree be awarded through combination of course and thesis work. Students are required to complete a certain number of credits in the course work. After this phase is successfully completed, students are required to present the research proposal to the department. If accepted, the department then will appoint principal and associate supervisors. Full



details of the structure and any amendment thereafter, will be developed by the KIMEP doctoral committee.

### ***Research Degree Coordinators***

The University has Research Degree Coordinators based in Colleges, Departments, and Groups. The Coordinators play an important role in overseeing many aspects of research degree management, including admissions, annual review of progress and variations to candidature.

### ***Annual Review of Progress***

Every research degree student is required to complete an annual review of progress, which involves separate discussions with their supervisor and research degree coordinator. Completion of a satisfactory progress report is a prerequisite for re-enrolment in the following year.

## **2.4 Quality Assurance Mechanisms**

There is a web of quality assurance devices designed to maintain a high standard research training environment and research degree supervision.

### ***Policy on Quality Assurance in Research Degrees***

The main features of this policy are coordination of all aspects of the research-training environment, and tight linking of the quality assurance process to the University's policy making and planning cycle.

### ***Research Register and Supervisor Training***

All staff that qualifies for the Register must undergo (or have undergone) a supervisor-training program.

### ***Code of Good Practice***

The university promotes a Code of Good Practice in Research Degree Supervision that sets out the responsibilities of research degree supervisors, coordinators, candidates and the university.

### ***Admission Procedures***

The general procedures will be devised by the KIMEP doctoral committee and approved by the KIMEP Council. This will be a key mechanism for maintaining a high quality research training environment because they ensure that the university explicitly considers its responsibilities to provide appropriate supervision and resources for every student before their candidature can commence.

### ***Dissemination of "Best Practice"***

A system is discussed on a regular basis in the University's Doctoral Degrees Committee.

### ***Planned Developments in Research Degree Management***

Research degree management is under continual review in the University to ensure that procedures are efficient and effective.

Plans to allow more versatile forms of thesis presentation, including the possibility of electronic submission of theses, are under consideration.

### 3. RESEARCH MANAGEMENT SUPPORT

The aim of the research management system in the University is to:

- (1) provide timely information on research opportunities and support researchers and research groups in applying for grants
- (2) establish clear and objective procedures for resource distribution
- (3) review research performance
- (4) develop efficient coordination of research management spanning the full range of research funding sources
- (5) provide the administration and management of research degrees
- (6) provide effective support to ensure that research occurs in an environment reflecting the highest possible ethical standards, and
- (7) develop effective partnerships with the end-users of the University's research

#### ***Research Management Support Structure***

Research Management is under the control of the Dean of Research supported by:

- KIMEP doctoral committee
- Departmental doctoral committees
- KIMEP Research and Development Committee
- KIMEP Center for Research and Development

Research Centre has the prime responsibility for administration of all University and National Competitive Grants, implementing policy directives of Research and Development Committee, ensuring that the University's research reflects the highest possible ethical standards.

#### ***Project Management System***

The University has an intranet logging system, the Project Quality System (PQS), on which business development managers enter details of proposals submitted to external clients. The PQS provides a quality assurance mechanism enforcing necessary authorisations, verifying researcher capacity, appropriate costing and pricing and risk management analysis.

#### ***Communications***

Research Service produces a number of publications, which list current research granting opportunities, policy changes and items of research news.

#### ***Research Data Collection***

The University has developed a database of all researchers, research projects and research granting sources. Data on research finance and outputs is collected annually.

# QUALITY ASSURANCE

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## Administration

Kristopher White, Ph.D., Director of Quality Assurance

Kuralay Nurgalinova, Diploma, Assistant to the Director

## Mission

The Department of Quality Assurance has been established with the mission to implement self-assessment processes at KIMEP to promote the self-development of the institute. The primary goal of the Department is to factually demonstrate the high level of quality of education offered at KIMEP. The successful attainment of international accreditation at KIMEP by an international accreditation agency will validate that the education offered at KIMEP meets the standards and criteria of the western higher educational system.

## Objectives

The principle objective of the Department of Quality Assurance is to facilitate the improvement of all aspects of the KIMEP community. While western standards and accreditation are the current objective, at no time will improvement cease to be a priority.

A secondary objective of the Department of Quality Assurance is to demonstrate that the education offered at KIMEP is on par with the high standards of western education. Such must be demonstrated factually with statistical information supporting the high level of quality of education offered by KIMEP.

The main task of the Department of Quality Assurance is to conduct self-assessment evaluations of the institute and the educational programs offered by the institute. Such self-assessments identify potential weaknesses, so that these points can be addressed and positive changes can be implemented. As a result of these self-evaluations, changes are implemented in administrative procedures, which advance the positive development of the institute.

The Department of Quality Assurance is also tasked with the responsibility of maintaining KIMEP's academic policies regarding academic corruption. A zero tolerance policy is strictly enforced at KIMEP for all types of academic corruption.

As a demonstration of the high level of the quality of education offered, KIMEP has received accreditation of its educational programs by the Ministry of Education of the Republic of Kazakhstan. To continue its path of development, KIMEP is now in pursuit of international accreditation by an international higher-educational accreditation agency. The attainment of such international accreditation will validate that the education offered at KIMEP meets international standards for higher education. The process of attainment of international accreditation at KIMEP will be yet another opportunity for the general self-development of KIMEP.

# LIBRARY

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## Administration

Leslie Champeny, MLIS, Director

Olga Zaitseva, Diploma in Library Management, MA in Economics (exp. Summer 2005),  
Deputy Director

Valentina Shivrina, Diploma in Library Management, Department Head, Technical Services

Aliya Kozibayeva, Diploma, History and Philology, Department Head, Access Services

Nataliya Mavromatis, Diploma, German Language and Pedagogy, Department Head,  
Reference and Bibliographical Work.

## Mission

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. The Library collects materials in several languages for its permanent collection, which supports the research and curriculum requirements of KIMEP's academic offerings. Currently, the Library houses over 214,000 volumes: more than 35,000 are in English, 21,000 in Kazakh, and about 158,000 in 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 Library also maintains growing collections of reference materials, scholarly journals and periodicals that patrons may use in one of the Library's study areas, which are open seven days a week. In a similar fashion, course reading materials such as journal articles and textbook chapters are available for use in the Library for students who do not purchase the textbooks required for their courses. Electronic information resources are accessible through the Library's computer network, and librarians are available to assist students with finding and evaluating the information in these resources.

## **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. The Library has created and updates a database of reference material on Kazakhstan and other 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, United States and Canada and help students to contact those universities. In the periodicals room students can find a variety of publications, from popular magazines and scholarly journals to local and international newspapers.

## **Electronic Resources**

The KIMEP Library is making use of technology to bring to its patrons 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 referred academic journals. As of Spring 2005, these databases include Springer-Verlag's *INTAS-LINK* (strong on hard sciences such as math, engineering, chemistry and biology), EBSCO's *EIFL* (a database of scholarly journals in the social sciences, popular magazines and newspapers), *EconLit* (the premier bibliographic database for scholarly research in economics), *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), and *JURIST* (a database of Kazakhstani laws with continuous updates).

## **Multimedia Materials**

The KIMEP Library has a video room, where patrons can watch videocassettes or DVDs in English, Russian and Kazakh for educational and leisure purposes. Videocassettes are available for check out.

## **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, and the Center for Research and Development. 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. Reserve copies of required course readings are available for use in the Library reading rooms, which are open every day.

Beginning Fall Semester 2005, KIMEP will open a Textbook Distribution Center to help students to obtain required course materials.

## **Textbook Rental**

Beginning Fall Semester 2005, KIMEP will implement a textbook rental system to assist students who cannot purchase their required course materials. Students will place a textbook security deposit with KIMEP at the beginning of each semester. Students will then receive the required materials for their courses at the Textbook Distribution Center. The Center will charge a rental fee for all materials provided; the rental fee will be collected from the student's textbook security deposit. When the student returns all rented materials to the Textbook Distribution Center in good condition at the end of the semester, the student is entitled to a refund of the balance of the security deposit, or may apply the balance to the security deposit for renting the next semester's materials.

The security deposit and rental fee amounts will be adjusted periodically to reflect changes in the quantity and cost of textbooks and other course materials. In Fall 2005, the security deposit will be 15,000 tenge, and the textbook rental fee will be calculated at 25% of the replacement value of all materials rented for the semester.

## **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, and the general Code of Behavior, which is described in this Catalog. 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 here are for the academic year 2005-2006.

### **1. Library Identification Card**

A Library Identification Card (ID) is issued to all individuals affiliated with KIMEP. The Library ID card gives access to the Library, and 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 deposit or an additional official identification document when borrowing Library materials.) The ID card is issued free of charge; replacement fee is 1,500 tenge.

The Library ID card is issued to the person named. Its use is strictly limited to that individual and it is non-transferable. Allowing another person to use the ID card will result in the loss of the bearer's right to hold an ID card.

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 policies.

### **2. Library Loan**

#### **Circulation**

Non-restricted library materials circulate according to these guidelines:

Undergraduate students: 1 week, 1 renewal

Graduate students : 2 weeks, 1 renewal

Books in our fiction collection circulate for 1 month with 1 renewal.

Any Library material not returned in time will accrue an overdue fine of 300 tenge per day.

Books borrowed by a student for any period of time are the responsibility of that student. 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 condition of the book. Any damage to a book incurred by a student will be charged to a student. Damaged books will be charged on the following basis:

Mutilated item – replacement cost of the book

Badly marked or torn pages – proportional to the amount of damage based on 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 not exceeding the cost of the item (including purchase and shipping costs).

### **Recalls**

User can request that a library book on loan to another user be recalled. The recalled item must then be returned to the Library by the date stated in the recalled notice. Failure to return a recalled item on time will incur overdue fines of 300 tenge per day until the item is returned, and the replacement cost of the item if not returned within 7 days of the recall notice due date.

### **Reference and periodicals**

Reference works, periodicals and journals are restricted, non-circulating materials and may be used only in the Reference and Periodicals Rooms.

### **Reserved course readings**

The purpose of the Reserves system 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. Reserved titles can be used only in the reading rooms.

To use a reserved 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 reserved title on the reading room shelves, the circulation librarian may permit a student to use the reserved title outside of the reading room for a fee of 100 tenge per hour, 2 hours maximum. The student must deposit ID with the circulation librarian during this time. A late fine of 300 tenge per hour will be charged for reserved titles not returned within 2 hours.

The overnight loan of reserved titles can be arranged 2 hours before the library closes. There is an overnight loan fee of 300 tenge, and a student must also deposit an ID with the Library overnight. Items are due the next morning by 10:15 a. m. Items not returned on time will incur the reserves

late fine of 300 tenge per hour until they received by the circulation librarian.

### **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:

The use of cellular telephones is not permitted in the Library. Ringers must be turned off in the building.

Outer coats, bags and briefcases, and food and drink must be deposited in the coat room before entering the Library.

The consumption of food and drink is not permitted in the Library.

Students observed violating these regulations may be asked to leave the Library. In case of repeated violations, the student will be denied the right to use the Library, and may be referred to the Academic Disciplinary Committee.

### **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.

#### **External user library privileges are:**

- to use the KIMEP collection, in KIMEP library facilities, during regular working hours, according to policies and procedures established for all patrons
- to borrow items from the collection according to policies and procedures established for all patrons, within the following limits:
  - the borrowed item is not needed for current KIMEP teaching or research
  - the borrowed item is returned within the loan period (typically seven days), or within 48 hours if recalled for a KIMEP patron
  - the borrowed item is secured by the refundable security deposit of the sponsoring organization
  - the number of borrowed items will not exceed three items at one time, one renewal per item

#### **External user requirements are:**

- to register at the Library circulation desk when entering the facilities
- to pay a fee for the use of facilities
- to leave a refundable security deposit for the borrowing of collecting items
- to pay for the repair or replacement of the borrowed items that are damaged or lost

Library privileges will be terminated for external users who do not meet these requirements.



**Registration:**

On the first visit to a library, external users must register the following information at the circulation 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 ID (e. g., passport). Users must leave this ID at the circulation desk whenever they are using the Library facilities and collections.

**Use Fees:**

Free amounts are set periodically by the Library. New users should enquire at the circulation desk for a current fee schedule. The 2004-2005 annual use fee for individuals is 2,000 KZT (KIMEP alumni in good standing are exempt from this fee).

**Borrowed Item Security Deposit:**

The security deposit for a borrowed item is typically equal to the full replacement cost of that item (publisher price plus taxes plus shipping plus import duties). The deposit is refunded upon return of the borrowed item in good condition.

**Organizations:**

External organizations that have a working relationship with KIMEP should contact the Library Director or Deputy Director to arrange Library privileges for their members.

# PART IV

## AUXILIARY SERVICES

CAREER & EMPLOYMENT  
DEPARTMENT OF MARKETING AND PUBLIC RELATIONS  
DEPARTMENT OF CORPORATE DEVELOPMENT  
ALUMNI ASSOCIATION

### **Administration**

Yerzhan Bilyalov, MBA,  
Vice President of External Affairs

Meruert Adaibekova, MBA,  
Director of Career and Employment Center

Anna Mitikhina, MBA,  
Acting Director of Marketing and Public Relations

Zhan Utkelov, MBA,  
Director of Corporate Development

# CAREER & EMPLOYMENT CENTER

Office 410, 412, Tel/Fax: (3272) 704215, 704216

E-mail: plof@kimep.kz, www.kimep.kz/placem

## Administration

Meruert Adaibekova, MBA, Director

Elmira Kabiyeva, MBA, Recruitment Coordinator

## Mission

CAREER & EMPLOYMENT CENTER at KIMEP is one of Almaty's leading National Executive Search and Selection Company. For professional employment requirements, the CAREER CENTER is able to market KIMEP students and graduates professional qualities to the broadest range of potential clients. We also offer a wide range of uniquely related personnel services.

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. For business professionals working in the Kazakhstan market, the KIMEP CAREER & EMPLOYMENT CENTER provides recruitment solutions for some of the fastest growing and most respected businesses, enabling us to offer excellent opportunities to highly skilled professionals.

Because the KIMEP CAREER & EMPLOYMENT CENTER 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.

Having established standards in permanent recruitment, we are now offering the same levels of commitment, quality, service and integrity as other major international recruiting companies. Our electronic database ensures access to a broad range of personnel and employment opportunities.

Career and Employment Center provides KIMEP students, graduates and non-KIMEP job seekers with the career skills and employment services. We have a broad perspective on opportunities for students, non-KIMEP job seekers, and companies' employers.

The Center cooperates with other major recruitment agencies in Almaty and Western Kazakhstan.

## 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
- Internship program

**For Job Seekers we offer:**

- Company employment opportunities
- Training services on:
- Applying for a job
- Writing CVs and cover letters
- Interviewing techniques

**For Companies Employers we offer:**

- Job announcement compositions
- Candidate interviews
- Candidate pre-selection
- Organization of company presentations
- Annual KIMEP Job Fair for familiarizing potential employers

# DEPARTMENT OF MARKETING AND PUBLIC RELATIONS

Office 408, Phone: 7(3272) 70-42-21 (2033),

marketing@kimep.kz, assemus@kimep.kz

## **Administration**

Anna Mitikhina, MBA, Acting Director and Advertising Officer

Assem Uskimbayeva, BSc, Marketing Assistant

Vacant, External Events Coordinator

Vacant, Printing Materials Coordinator

## **Mission**

The mission of the Marketing and Public Relations Department is to provide a systematic exchange of information between KIMEP and its target audience, potential customers of educational services, business community, stakeholders, and any other interested parties.

## **Goals and objectives**

- To communicate the KIMEP mission to the target audience using appropriate marketing tools thus building positive perceptions about KIMEP in the market place;
- To develop and control entire external communication mix including advertising, personal selling, public relations, sales promotions, and direct marketing;
- To collaborate with other departments and administrative units for marketing support, such as Corporate Development, Recruitment office, Career and Employment center, International office, office of Student Affairs;
- To initiate and implement marketing and public relations activities to support the admission campaign promoting KIMEP as an institution of international standards;
- To strengthen KIMEP brand name and its identity and communicate the brand value to the target audience;
- To expand the market exposure through reaching out not only Kazakhstan but Central Asia and other CIS countries.

# DEPARTMENT OF CORPORATE DEVELOPMENT

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## **Administration**

Zhan Utkelov, MBA, Director

Pavel Tuimentsev, MA, Specialist

Raushan Kanayeva, E.SC, Grant Manager

Victoria Tazhmagambetova, Assistant

## **Mission**

The Corporate Development Department was established at KIMEP in 1998 in order to create and maintain firm connections with business and academic community all over the world. The mission of the department is to develop and support an image of KIMEP as tool for the positive economic transformation of the Republic of Kazakhstan. The department continues to make contribution to the development of a sustainable, high quality higher education institution by means of fund raising, attracting grants, and improving relations with the foreign institutions abroad and with the business community and other organizations in Kazakhstan.

## **Goal and objectives**

The goal of the department is to advertise and promote all KIMEP programs among businesses, foundations, embassies, organizations, universities all around the world, and invite them to cooperate with KIMEP as well as to offer an opportunity to contribute into development of KIMEP. The objectives include: working in tandem with the offices of the Vice Presidents of Academic Affairs and the External Affairs, the department seeks financial sponsorship and support from national and international donors, business and corporate organizations. In addition, it fosters collaboration and academic exchange programs with national and international academic and non-academic organizations. In return for sponsorship and partnership, companies, organizations, and individuals receive from KIMEP a priority access to our educational and human resource services and positive public announcement.

## **Activities**

The Corporate Development is entirely run and funded through KIMEP sources. The Department has developed and launched Partnership Programs with Sponsors and Donor groups. This program is the logical development of all previously established relationships. The Institute welcomes long-term mutually beneficial partnership with the corporate and business sectors in the areas of employee training, new academic program developments, consulting, research, students and faculty support, and visiting adjunct professorship.

The activities of the department are the following:

- Building PR and fund raising capacity of the institute, including partnership with corporate donors and sponsors;
- Corporate and business needs about the education at KIMEP;
- Search, attraction and management of the grants for development;
- Fund raising for scholarships and development of the institute;
- Promotion of KIMEP in the region using marketing communication tools intensively.

# ALUMNI ASSOCIATION

## **Mission**

The KIMEP Alumni Association has been established to ensure a permanent and stable relationship between the Institute and its alumni for the purposes of mutual service and support.

## **Purpose**

- Keep Alumni conversant with the programs and activities of the University
- Support the university and its projects
- Develop alumni programs that foster fellowship among alumni and encourage the physical, moral, and spiritual growth of the Institute
- Assist the University in the growth of its cultural and extracurricular activities
- Promote KIMEP involvement into community

## **Goals**

- Develop ongoing series of annual events that become KIMEP traditions;
- Become independent and self-sustaining;
- Associate KIMEP name with the best/ to build a reputation of KIMEP as the best;
- Promote business and social ethics in Kazakhstan;
- Support KIMEP through fundraising;
- Build a student base;
- Provide significant presence of Alumni in the Board of Trustees.

## **Plans**

### **1. Award Ceremony**

With annual Award Ceremonies, Alumni Association can start a new tradition of acknowledgment of alumni achievements in political, economic and social spheres.

### **2. Business seminar/round tables**

KIMEP alumni are resource pool of knowledge and experience, which could be shared with KIMEP students and other people at business discussion sessions, seminars or



conferences led by alumni.

### **3. Community Day**

Various social support and charity events could be a part of the AA plans as well.

### **4. Fundraising**

Fundraising events such as business dinners, charity balls, reunions and recreational events can be organized with the help of AA.

# PART V.

## ADMINISTRATION, FACULTY AND SUPPORT STAFF

**BOARD OF TRUSTEES / BOARD OF DIRECTORS  
KIMEP COUNCIL  
EXECUTIVE COMMITTEE  
ACADEMIC AFFAIRS  
EXTERNAL AFFAIRS  
BOARD OF ALUMNI ASSOCIATION  
STUDENT AFFAIRS  
FACULTY  
AUXILIARY UNIT STAFF**

### **Administration**

Chan Young Bang, Ph.D, President and Chair of KIMEP Council, Member of the Board of Trustees.

M.H. Rahman, Ph.D, Vice-President of Academic Affairs and Vice Chair of KIMEP Council.

Parminder Bajaj, MBA, CMA, Vice President of Administration and Finance.

Yerzhan Bilyalov, Vice President for External Relations, Government and Non-Government Affairs.

Steven Green, Ph.D, Dean of Student Affairs and Provost Marshall.

Altynai Saparova, MBA, Chief Financial Officer.

Brian Finn, Ph.D, Director of Human Resources.

Nurlan Bolysbekov, MA, Director of Administration.

## **ADMINISTRATION**

### **BOARD OF TRUSTEES / BOARD OF DIRECTORS**

Andrew Peterson, Bachelor in Laws  
Chairman of the Board  
General Manager, Procter & Gamble Central Asia, Caucasus & Mongolia

Chan Young Bang, PhD  
President of KIMEP

Lee Kyung Jae, Bachelor of Mechanics  
Vice-President, USKO International, Kazakhstan

Daniel Connelly, Bachelor of Arts  
Chief Executive Officer, Citibank Kazakhstan

Chae Ho Kim, Honorary Doctor of KIMEP, Bachelor of Arts in Economics  
Chairman of Hae Kwang Co., Ltd., Seoul, Korea

Andrew Wilson, MBA  
Vice-President of Eurasia Foundation, Central Asia

Nadezhda Pogorelova, Diploma of Higher Education  
General Director, "Economical Center" Company, Kazakhstan

Igor Tupikov, MBA, President of the JSC Buran Boiler, Kazakhstan

David Willis, MS  
General Manager, ExxonMobil Corporation, Kazakhstan

Victor Khrapunov, Honorary Doctor of KIMEP  
Akim of Eastern Kazakhstan Oblast

Grigoriy Marchenko, Diploma of Higher Education  
Chairman of the Board, JSC "Halyk Bank of Kazakhstan"

Daulet Sembayev, Honorary Doctor of KIMEP  
Deputy Chairman of the Kazcommercebank Board of Directors

Eduard Utepov, Candidate of Science  
First Deputy Chairman, Committee on State Property and Privatization of the Ministry of Finance of the RK

Kalimzhan Ibraimov, Diploma of Higher Education  
Head of the Department, Committee on State Property and Privatization of the Ministry of Finance of the RK

Elena Saharova, Diploma of Higher Education  
Deputy Head of the Department, Committee on State Property and Privatization of the Ministry of Finance of the RK

## **KIMEP COUNCIL COMPOSITION**

Chan Young Bang, Ph.D, President, Chair

Rahman M. H., Vice President of Academic Affairs, Vice Chair

Steven Green, Ph.D, Dean of Student Affairs and Provost Marshall

Bilyalov Yerzhan, Vice President for External Relations, Government and Non-Government Affairs.

Robert Robertson, Ph.D, Dean of Bang College of Business

Benjamin Ostrov, Ph.D, Dean of College of Social Sciences

Jack Hinton, Ph.D, Dean of College of Continuing Education

John Leonard, Ph.D, Associate Dean of Research

Raushan Zhaparova, MA, Director of Executive Education

Altynai Saparova, MBA, Chief Financial Officer

Nurlan Bolysbekov, MA, Director of Administration

Leslie Champeny, MLIS, Director of the Library

Christopher White, Ph.D, Director of Quality Assurance

Mujibul Haque, Ph.D, Associate Professor of Finance;

Irina Kim, MBA, M.Phil., Senior Lecturer in Marketing

Donnacha O'Bechain, Ph.D, Assistant Professor in Political Science;

Albert Lang, MBA, Distance Learning Director

Yuliya Frolova, MBA, Lecturer and Budget Director

Yevgeniya Kim, MBA, English Language Faculty

Sergei Katsovich, MBA, Director of CISC and CISC Faculty

Zhetpistai Bulekbayev, Diploma, Head of Publishing Department

Student Representatives

Yernar Zhanadil, President of the Student Government

Daniyar Baiedilov, BCB representative

Zhiger Suleimenov, CSS representative

Chingiz Maratuly, Representative of Disciplinary Committee

## **OFFICE OF THE PRESIDENT**

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## **EXECUTIVE COMMITTEE**

Chan Young Bang, Ph.D.  
President and Chairman of the Committee

Habib Rahman, Ph.D  
Vice-President of Academic Affairs

Parminder Bajaj, MBA, CMA, Vice President of Administration and Finance

Yerzhan K. Bilyalov, MBA  
Vice-President of External Relations, Govt.  
& Non-Govt. Affairs

Robert Robertson, Ph.D. Dean of the Bang College of Business

Jack Hinton, DrPH  
Dean of the College of Continuing Education

Ben Ostrov, Ph.D.  
Dean of the College of Social Sciences

Steven Green, Ph.D.  
Dean of Student Affairs and Provost Marshall

Nurlan Bolysbekov, MA  
Director of Administration

## **ACADEMIC AFFAIRS**

### **OFFICE OF THE VICE PRESIDENT OF ACADEMIC AFFAIRS**

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Executive Assistant to the VPAA  
(Vacant)

Zhanna Baisheva, BSS  
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## **ACADEMIC AFFAIRS AND POLICY COMMITTEE**

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Robert Robertson, Ph.D. Dean of the Bang College of Business

J. Jack Hinton, DrPH, Dean of the College of Continuing Education

Ben Ostrov, Ph.D., Dean of the College of Social Sciences

Steven Green, Ph.D., Dean of Student Affairs and Provost Marshall

Donnacha O'Bechain, Ph.D, Associate Professor of Political Science, elected from faculty at large

Mujibul Haque, Ph.D, Associate Professor of Finance, elected from faculty at large

## **BANG COLLEGE OF BUSINESS**

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## **COLLEGE OF SOCIAL SCIENCES**

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## **COLLEGE OF CONTINUING EDUCATION**

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## **CENTER FOR RESEARCH AND DEVELOPMENT**

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## **QUALITY ASSURANCE**

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## **INTERNATIONAL RELATIONS**

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Director  
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## **LANGUAGE CENTER**

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