

**AL-FARABI KAZAKH NATIONAL UNIVERSITY**

Approved at the meeting  
Academic Committee  
KazNU named after al-Farabi  
Vice Rector for Academic Affairs  
\_\_\_\_\_ Khikmetov A.K.  
Protocol No. 6  
from "22" 06. 2020.

**PROGRAM  
ENTRANCE EXAM  
FOR APPLICANTS TO THE DOCTOR OF SPECIALTY  
«8D04106 – MANAGEMENT»**

ALMATY - 2020

The program is compiled in accordance with the State educational standard in the specialty «8D04106 – MANAGEMENT»

The program was compiled by: Doctor of Economics, Professor G.N.Sansyzbayeva, PhD, Associate Professor T.S.Sokira

The program was considered at a meeting of the department "Management" Protokol No. 38 from May 26, 2020

Head of the Department, Doctor of Economics, Professor \_\_\_\_\_ A.N.Turginbaeva

Approved at a meeting of the Methodological Bureau of the HSEB Protokol № 9 from May 27, 2020.

The chairman Methodological Bureau \_\_\_\_\_ B. B. Sultanova

Approved at the meeting of the Scientific Council of the HSEB Protokol № 11 from May 29, 2020.

Chairman of the Scientific Council  
Dean of the HSEB, Doctor of Economics, Professor \_\_\_\_\_ R.K.Sagieva

Scientific Secretary, PhD, Associate Professor \_\_\_\_\_ G.S.Smagulova

## **1. General Provisions**

Goals and objectives of the entrance exam in the specialty

*The purpose* of the entrance exam to doctoral PhD specialty "8D04106 - MANAGEMENT" is the selection of graduate students with a high level of training in the basic disciplines of this specialty who have the skills of research and management.

*Objectives* of the entrance exam:

- assessment of the ability and willingness of future doctoral students to search, select, synthesize and specify information;
- identification of the quality of theoretical training in the field of the scientific foundations of management, which allows one to navigate the flow of scientific and technical information and to contribute to the implementation of innovative achievements of science and technology in their practical activities;
- assessment of the recognition by the applicants of the subject of study in the doctoral educational program;
- assessment of the willingness of the applicant to use modern information resources in the learning process;
- identification of motivational readiness of the applicant to study according to the doctoral educational program.

*The entrance exam form* - a written exam.

Examiners write down their answers to the questions of the exam ticket on the answer sheets, which are checked by the examining board in encrypted form. In the event of an appeal, the basis for consideration is the written entries in the answer sheet.

## **2. Requirements for the level of training of people entering doctoral studies**

To the doctoral education program of Al-Farabi Kazakh National University, specialty «8D04106 – MANAGEMENT » Accepted are those with an academic degree of “master”, as well as practical experience in the field of management.

Applicants should be prepared for training in doctoral studies, as well as for research and management activities in the field of management, have a diverse arsenal of modern research methods, be able to use specialized computer programs for various calculations. In addition, the applicant must possess the following scientific and methodological skills:

- formulate the problem, purpose and objectives of the study;
- choose research methods adequate to the tasks;
- to carry out information-analytical and information-bibliographic work using modern technologies;
- analyze the information collected and explain the results;
- present the results of the work done in the form of reports, abstracts, articles, drawn up in accordance with modern requirements.

The prerequisites of the doctoral program in the specialty "8D04106-MANAGEMENT" include the following disciplines:

1. OPNI 5206 - Organization and planning of research - 3 credits.
2. SSA 5207 - Modern strategic analysis - 3 credits.
3. UChR 5208 - Human Resource Management - 3 credits.

### **3. Discipline programs, list of recommended literature**

#### **3.1 Organization and planning of research**

##### **The discipline program "Organization and planning of scientific research"**

Fundamentals of applied research methodology. Organization of the process of conducting applied research. Methodology as a doctrine of the organization of activities. The principles of scientific knowledge: the principles of determinism, relevance and complementarity. Design and technological type of organizational culture. The phase of designing a scientific research: general information about the conceptual stage, the stage of identifying contradictions. Stage of formulation (formulation) of the problem. Object, subject and topic of research. Research approaches: general information, substantive and formal, logical and historical approaches. Qualitative and quantitative, phenomenological and essential, single and general (generalized) approaches. Criteria for assessing the reliability of the results of a theoretical study. Methods of analysis of primary and secondary sources. Criteria for assessing the reliability of the results of an empirical study. Stage of modeling (hypothesis construction).

Study design stage. Stage of technological preparation of the study. The structure of the program of sociological research. Stage of presentation of the results: general information, abstract, scientific article, scientific report, scientific report. Characteristics of electronic documents: definition, main features and varieties, methods of analysis. Experiment. Methods for studying the state of an object over time: general information, retrospection and forecasting.

##### **The list of recommended literature on the discipline "Organization and planning of scientific research"**

1. Шкляр, М. Ф. Основы научных исследований [Электронный ресурс]: Учебное пособие / М. Ф. Шкляр. - 5-е изд. - М.: Издательско-торговая корпорация «Дашков и К°», 2018. - 244 с. - Режим доступа: <http://znanium.com/bookread2.php?book=415019>. - Загл. с экрана.
2. Космин В.В. Основы научных исследований (Общий курс) [Электронный ресурс]: учеб. пособие / В.В. Космин. - 3-е изд., перераб. и доп. - М. : РИОР : ИНФРА-М, 2017. - 227 с. - Режим доступа: <http://znanium.com/bookread2.php?book=774413>. - Загл. с экрана.
3. Овчаров, А.О. Методология научного исследования [Электронный ресурс]: учебник / А.О. Овчаров, Т.Н. Овчарова. - М.:

### **3.2 "Modern strategic analysis"**

#### **The discipline program "Modern strategic analysis"**

The essence, objects and subject of strategic management. Strategic and operational management. The functions of strategic management. Vision, mission, goals, objectives as guidelines for the organization. Technology development mission of the company. Management functions of the company's mission.

The difference between corporate and business strategy. Levels and strategies. The role of analysis in shaping the organization's strategy. Key success factors for the organization.

Technology and practice of conducting SWOT analysis. Basic development strategies. Methodology for assessing the state of the environment, business opportunities and threats, PEST analysis. The McKinsey matrix, its advantages and disadvantages. Matrix of the Boston Consulting Group (BCG). Advantages and disadvantages of BCG.

Analysis of the industry structure of the organization, factors and criteria of market attractiveness, analysis of 5 competitive forces in Porter. Analysis of the competitive advantages of the enterprise.

Strategies for the effective use of innovation. Risk analysis. Analysis of differentiation and segmentation.

#### **References discipline "Modern strategic analysis"**

1. Грант Р. Современный стратегический анализ /Роберт Грант. - 9-е изд. - Санкт-Петербург: Питер, 2018. - 672 с.
2. Современный стратегический анализ: учебник и практикум для магистратуры/Н.А. Казакова. – 3-е издание, перераб. и доп. – М.: Издательство Юрайт, 2019. – 469 с.
3. Михненко П.А., Волкова Т.А., Дрондин А.Л., Вегера А.В. Стратегический менеджмент. – М.: изд-во «Синергия», 2018. – 279 с.
4. Петров А.Н. Стратегический менеджмент: учебник для вузов. – М.: Питер, 2015. – 400 с.
5. Современный стратегический анализ: учебное пособие/Е. Ю. Кузнецова и др.; под общей ред. проф., доктора экон.наук Е. Ю. Кузнецова. – Екатеринбург: Изд-во Урал. ун-та, 2016. –131с.
6. Шичиях Р. А. Стратегический анализ: учебное пособие/Р. А. Шичиях, С. Н. Сычанина, В. М. Смоленцев. – Краснодар: КубГАУ, 2014. – 232 с.
7. Литвак, Б. Г. Стратегический менеджмент: учебник для бакалавров/ Б.Г. Литвак. — Москва: Издательство Юрайт, 2017. — 507 с.
8. Гэмбл, Джон. Стратегиялық менеджмент негіздері: бәсекелік артықшылыққа ұмытылу / Д. Гэмбл, М. Питерэф, А. Томпсон ; ауд. Ж.

### **3.3 "Human Resource Management"**

#### **The program of the discipline "Human Resource Management"**

Interpretation of the concepts of "personnel management", "human resource management", "personnel management". Course subject.

The main content of the course. Description of the development of foreign and domestic authors on the problems of personnel management. The place and role of the course in the training system of a specialist manager. The relationship of the course with other disciplines.

Resource Management as a System. Brief description of the main elements of the human resources management system.

State system of labor management. Principles and methods of human resource management.

The set of goals for the organization and management of human resources. The subjects of human resource management. Distribution of responsibilities between line managers and HR managers. HR functions.

Personnel policy of the organization. Human resources management strategy as the basis of personnel policy. Examples of personnel policy. The essence, goals and objectives of personnel planning. The operational staff work plan. Staffing requirements planning. Rules for setting targets: target orientation, vertical alignment of goals, horizontal alignment of goals.

The structure of the planned indicators for personnel: the planned goals of the organization, the planned indicators of departments and positions, key performance indicators, additional indicators. Estimated staff costs. Responsibility for staff costs. Delegation of authority.

Introduction to the position (orientation): essence, purpose, tasks, forms.

Organization of career guidance management. The essence, goals and stages of personnel adaptation. Methods of traditional assessment of staff performance. Assessment of personnel management results. Directions of assessment: effectiveness, efficiency, usefulness.

#### **References discipline "Human Resource Management"**

1. Горбунова М. Ю. Кадровый менеджмент и психология управления (учебное пособие). – М.: Издательство Владос-Пресс, 2012. - 224 с.

2. Базаров Т.Ю. Управление персоналом. Практикум: Учебное пособие для студентов вузов. - М.: ЮНИТИ-ДАНА, 2012. - 239 с.

3. Куприянчук Е.В. Управление персоналом: ассесмент, комплектование, адаптация, развитие: Учебное пособие / Е.В. Куприянчук, Ю.В. Щербакова. - М.: ИЦ РИОР, НИЦ ИНФРА. – М., 2013. - 255 с.

4. Алавердов А.Р. Управление персоналом: Учебное пособие / А.Р. Алавердов, Е.О. Куроедова, О.В. Нестерова. - М.: МФПУ Синергия, 2013. - 192 с.

5. Яхонтова Е.С. Стратегическое управление персоналом: Учебное пособие / Е.С. Яхонтова. - М.: ИД Дело РАНХиГС, 2013. - 384 с.

6. Соломанидина Т.О., Соломанидин В.Г. Мотивация трудовой деятельности персонала. –М.: Издательство Юнити-Дана, 2010. – 312 с.

Армстронг М. Практика управления человеческими ресурсами. / Пер. с англ. под ред. С.К. Мордовина. СПб: Питер, 2010.

7. Щекин Г.В. Основы кадрового менеджмента. – Киев, 2010.

#### 4. Scale for evaluating the results of a comprehensive exam

Letter Grade	The digital equivalent of points	% content	Traditional system assessment
A	4,0	95-100	Fine
A-	3,67	90-94	
B+	3,33	85-89	
B	3,0	80-84	Good
B-	2,67	75-79	
C+	2,33	70-74	
C	2,0	65-69	Satisfactorily
C-	1,67	60-64	
D+	1,33	55-59	
D	1,0	50-54	
F	0	0-49	Unsatisfactory
I (Incomplete)	-	-	"Discipline is not completed" <i>(not taken into account when calculating GPA)</i>
P (Pass)	-	0-60 65-100	"Read" <i>(not taken into account when calculating GPA)</i>
NP (No Pass)	-	0-29 0-64	"Not set off " <i>(not taken into account when calculating GPA)</i>
W (Withdrawal)	-	-	"Failure to discipline" <i>(not taken into account when calculating GPA)</i>
AW (Academic Withdrawal)			"Withdrawal for academic reasons" <i>(not taken into account when calculating GPA)</i>
AU (Audit)	-	-	"Discipline is listened" <i>(not taken into account when calculating GPA)</i>

Assessment of examination papers is carried out on a 100-point scale, taking into account the degree of completeness of the student's answer:

Assessment	The criteria	Scale, points
A Fine	1. Given the correct and complete answers to all theoretical questions and answers have a fundamental scientific basis in the direction of preparation.	95-100

	<p>2. A systematic understanding of managerial activity is demonstrated and the skill to critically analyze, evaluate and synthesize new and complex ideas in the management process is demonstrated;</p> <p>3. The practical task is completely solved and the ability to effectively solve managerial problems arising in organizations is shown;</p> <p>4. The student is able to formulate and solve modern scientific and practical problems in the field of management.</p>	
A- Fine	<p>1. Given the correct and complete answers to all theoretical questions;</p> <p>2. The practical task is completely solved and competence in the field of management is demonstrated;</p> <p>3. The material is set out correctly in compliance with a logical sequence;</p> <p>4. Answers demonstrated the student's ability to successfully carry out research and management activities.</p>	90-94
B+ Good	<p>1. The correct but incomplete answers to all theoretical questions are given, minor errors or inaccuracies in the definitions and issues of managing organizations are allowed;</p> <p>2. The answers of the practical order are correct and showed the ability to solve managerial tasks at their level, however, a minor error was made in solving them;</p> <p>3. Demonstrated skills and abilities to integrate existing and new social knowledge to formulate scientific tasks and solve managerial problems arising in organizations.</p>	85-89
B Good	<p>1. The correct but incomplete answers to all theoretical questions are given, errors or inaccuracies are made in the definitions and in questions of managing organizations;</p> <p>2. The answers of the practical order are correct and showed the ability to solve managerial tasks at their level, however, mistakes were made in solving them;</p> <p>3. The material is set out correctly with the observance of a logical sequence, but with minor errors.</p>	80-84
B- Good	<p>1. The correct but incomplete answers to theoretical questions in the direction of management are given, errors or inaccuracies are made in the definitions and issues of managing organizations;</p> <p>2. The answers of the practical order are correct and showed the ability to solve managerial tasks at their level, however, mistakes were made in solving them;</p> <p>3. The material is set forth correctly in a logical sequence, but with errors.</p>	75-89
C+ Good	<p>1. The answers to theoretical questions are, in principle, correct, but incomplete, inaccuracies in the wording and logical errors;</p> <p>2. The practical task is not fully completed, but for the most part completed;</p> <p>3. The material is presented correctly, but the logical sequence is broken.</p>	70-74
C	<p>1. Answers to theoretical questions are correct, but</p>	65-69



Satisfactorily	<p>incomplete, there are inaccuracies in the wording and there are logical errors;</p> <p>2. The practical task is not fully completed;</p> <p>3. The material is presented, but the logical sequence is broken.</p>	
C- Satisfactorily	<p>1. Answers to theoretical questions are incomplete, do not reveal the essence of managerial activity in organizations, significant inaccuracies in the wording are made and there are logical errors;</p> <p>2. The practical task is not completed;</p> <p>3. The material is presented inconsistently.</p>	60-64
D+ Satisfactorily	<p>1. Answers to theoretical questions contain gross errors and student answers are incomplete;</p> <p>2. The practical task is not completed;</p> <p>3. In the presentation of the answer, significant grammatical and terminological errors were made, the logical sequence was violated.</p>	55-59
D Satisfactorily	<p>1. Answers to theoretical questions contain gross errors and student answers are incomplete;</p> <p>2. The practical task is not completed;</p> <p>3. The statement of the answer made significant grammatical, terminological errors, the logical sequence is violated.</p>	50-54
F Unsatisfactory	<p>1. Answers to theoretical questions contain gross errors;</p> <p>2. The practical task has not been completed; the student's inability to process information has been revealed.</p>	0-49