

KAZAKH NATIONAL UNIVERSITY named after AL-FARABI

Approved at the meeting
Academic Committee
KazNU named after Al-Farabi
Vice Rector for Academic Affairs
_____ Khikmetov A.K.

Protocol No. 6 of
"22" 06 2020

PROGRAM

**ENTRANCE EXAM
FOR ADMISSION TO SPECIALTY DOCTOR
"8D04107 – PROJECT MANAGEMENT"**

ALMATY, 2020

The program is compiled in accordance with the State educational standard in the specialty «8D04107 – Project Management». Candidate of Economics, Associate Professor Dzhumambaev S.K. and Candidate of Economics, Associate Professor Sokira T.S.

The program was considered at a meeting of the department "Management"
Minutes No. 38 dated 26 May 2020 g.

Head of Department, Doctor of Economics, Professor _____ A. Turginbaeva

Approved at the meeting of the methodological bureau HSEB
Minutes No. 9 dated 27 May 2020 g.

Chairman of the methodical bureau candidate of economic sciences, associate professor _____ B.B. Sultanova

Approved at the meeting of the Academic Council of the HSEB
Minutes No. 11 of “29” 05 2020 g.
Chairman of the Scientific Council

Dean of the HSEB, Doctor of Economics, Acting Professor _____ R.K. Sagiev

Scientific Secretary
Ph.D., Associate Professor _____ G.S. Smagulova

CONTENT

1. Goals and objectives of the entrance exam in the specialty

The objectives of the entrance exam are to determine the theoretical and practical preparedness of the applicant entering the doctoral program, as well as the level of conformity of knowledge, skills to the requirements of training in doctoral studies in the direction of preparation "Project Management".

The main objectives of the entrance exam:

- check the level of knowledge of the applicant of the theoretical foundations of academic disciplines in the direction of training "Project Management"
- identify skills and abilities for research activities;
- identify the ability to operate with references to relevant provisions in the educational and scientific literature;
- determine the possession of a culture of thinking, the ability to properly represent its results;
- identify the ability to set a goal and define tasks related to the implementation of professional functions;
- check proficiency in special vocabulary and vocabulary.

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

The previous minimum level of education of people who want to master the educational doctoral programs is the master's program.

Applicant must be prepared for training in doctoral studies, as well as for research activities in the field of project management. An applicant must possess modern research methods, including the use of specialized computer programs for a variety of 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 being solved;
- conduct informational-analytical and informational-bibliographic work involving 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.

3. Prerequisites of the educational program

The prerequisites of the PhD doctoral study program in the specialty 8D041 - Project Management include the following disciplines:

1. Management - 3 credits
2. Project Management - 5 credits
3. Human Resource Management - 5 credits

4. The list of exam topics

Discipline "Management"

1. Management as an activity

Theoretical and methodological foundations of management. Management Relations and Management. The emergence of management at the turn of the XIX-XX centuries. Historical background and periodization in the development of management. The concept of modern management. Socio-economic foundations of modern management. The relationship of ownership and management systems. Relations of public administration and management. Delineation of spheres of activity between the state and market sectors of the economy.

2. Concept and types of organization

Organization: general concept, characteristics of approaches to the study of the organization. General characteristics of the organization. the concept of organization as an economic entity. Organization as a system. Formal and informal organizations. Management of commercial and non-profit organizations: comparative characteristics, similarities and differences.

3. The need to manage the organization: goals and objectives of management.

The management process in the organization. Horizontal and vertical division of labor. Key management levels. The object and subject of management. The interaction of the object and the subject of management in the production management system. The active role of the subject of management in the production management system. Interconnection of internal variables of an organization: goals, structure, tasks, technologies, people.

4. External and internal environment of organizations

Organization as an element of the environment. External and internal environment as components of a strategic business analysis. External analysis. The concept of the environment. The value of the external environment and its impact on the functioning and economic growth of the organization. Environmental characteristics: the interconnectedness of factors, the complexity of the environment, the mobility of the environment, the uncertainty of the environment. Internal analysis. Organizational management structure. Organizational structure performance parameters. The mechanism of coordination and integration of units in the organizational structure. Modern organizational structure of information management. Information structure. Information Systems.

5. Communications

Concept and types of communication. The communication process as the basis of strategic management, ensuring the connection of the company's goals with their achievement.

6. Making decisions.

Strategic management and strategic decision. Strategic decision as communication of a business goal and means of achieving them. Decision making as a means of ensuring balance between the environment (external development factors) and the company itself (its internal strengths and weaknesses). The difficulty of making a strategic decision. Three hierarchical levels of strategy and communication features at each level: corporate strategy; business strategies; functional strategy. Making decisions on goals, decisions on a financial plan, decisions on action plans in conjunction with three hierarchical levels of strategy.

7. Strategic management of the organization.

Strategic management as a management style. Strategic management as a planning and decision-making process, as a communication process based on the information process. Components of strategic management: communication, information, decision making, micro planning, implementation. The main goal of the strategic management process. A dynamic strategy. as a source of sustainable competitive advantage. Analysis of the business environment. Strategy Development.

8. Management functions: planning, organization.

Function of the organization. The content of the function of the organization. Features and types of organization of management activities. Organizational innovation. Scheduling function. Strategic planning of the organization as a procedure and as a process. Techniques, procedures and rules for developing a strategic plan.

9. Management Functions: Motivation

Motivation function. Personnel as a strategic resource. Motivation as the activation of the reserve capabilities of an employee. The process of managing motivation based on the information function and the study of the personality of the employee. Modern theories of motivation.

10. Management Functions: Control

Control function. The objective need for management control. Control technology: selection of the control concept, determination of the purpose of control, compliance with control standards, control methods, scope and scope of control.

11. Team management. Theories of Leadership, Power, and Influence.

The concept and varieties of leadership style, the factors of its formation. Autocratic, democratic and liberal leadership styles. Four styles of people-oriented Likert guidance. Two-dimensional interpretation of leadership styles focused on work and on the person. Characteristics of leadership styles according to the managerial lattice of R. Blake and D. Mouton.

12. Personnel Management.

HR management methodology. The personnel management system of the organization. The essence and tasks of personnel management. The concept of personnel policy. Development and implementation of personnel policies in the company. Training management. Recruitment and placement of personnel. Use of personnel.

13. Payment and incentives.

Rational use of labor potential. Staffing, adaptation and staff development. Employee career planning. Personnel management through organizational structure.

14. Production as an object of management.

Operational production management. Production as one of the three basic functions of any organization. Production managers and their competencies. Management of various production systems using production management functions. Principles of production management: unity of command, optimal distribution of responsibilities, optimal number of levels, information security of the head, availability of control, unity of primary information, optimality of the information load, interest of the contractor as a result.

15. Quality control.

Methodological foundations of quality management. Quality as an economic category. Quality as an object of management. Systematic product quality management. Classification of quality management methods. Qualitology and qualimetry. Product Certification. The principles of certification. Organization and management of certification typical certification schemes established by ISO. Innovation Management. Innovation and innovation process. Innovation process as an object of management. Innovative strategy. Conceptual model of innovation management. Special knowledge infrastructure model: intermediate institutions, research institutes, companies, educational institutions. Collaboration in the process of adding value. Innovation planning. The staff of innovative companies and management features. Financing innovation. Investing in new technologies. Investing in the creation of new markets. Mergers and strategic alliances based on a combination of new key technologies. State innovation policy. National innovation systems and trends in innovation development management. Methods of state influence on innovation. The effectiveness of innovation. Risks in innovation.

16. Innovation Management.

Innovation and innovation process. Innovation process as an object of management. Innovative strategy. Conceptual model of innovation management. Special knowledge infrastructure model: intermediate institutions, research institutes, companies, educational institutions. Collaboration in the process of adding value. Innovation planning. The staff of innovative companies and management features. Financing innovation. Investing in new technologies. Investing in the creation of new markets. Mergers and strategic alliances based on a combination of new key technologies. State innovation policy. National innovation systems and trends in innovation development management. Methods of state influence on innovation. The effectiveness of innovation. Risks in innovation.

17. Crisis management.

Definition of crisis management. Functions and factors of crisis management. Types of crisis management. Problems of crisis management. Diagnosis of crisis situations. Crisis management strategies and technologies. Development of an anti-crisis organization strategy. Implementation of anti-crisis strategy. Crisis management technologies. Bankruptcy and bankruptcy. Prevention of insolvency. The main preventive (preventive) measures for crisis management. Socio-economic consequences of insolvency. Bankruptcy Procedures. The main directions of state regulation of crisis and unstable situations in a market economy: regulatory and legislative; methodical; informational; organizational; social; personnel, etc.

Discipline "Project Management"

1. Project Management: Concept

The subject, purpose and objectives of the course "Project Management". Continuous activities and project activities: general and differences. Projects and programs. For projects. Link project management to overall management. Triplet of project success: terms, quality and budget. Project participants. Conflict of interests of project participants. Personal qualities of the project manager.

2. Project life cycle and structure

Project life cycle. Project management processes. Project success. Phases of the project. Project portfolio management. Project stages: initiation, execution, completion. The interconnection of groups of project processes: initiation, planning, execution, control and completion.

3. Project Management Organizational Structures

The principles of building organizational structures for project management. The relationship between the customer, the executive organization and the project team. Functional organizational structure. Matrix organizational structures. Design oriented structure.

4. Project management concept development

Project initiation. Methods and criteria for selecting a project. Assessment of the economic efficiency of investments in the implementation of projects. Methodological provisions for assessing the economic efficiency of investment projects. Performance Evaluation Criteria. Calculation of commercial effectiveness. Calculation of budget efficiency.

5. Project planning

The project schedule. The sequence of project planning. Decomposition of the content. Hierarchical structure of work (WBS). Definition of operations. Operations and operations relationships. Development of a work schedule.

6. Project Team Management

Team management. Formation and development of the project team. The principles of team building. Description of the project team. Key qualities of a project manager. Development and motivation of the project team. Psychological aspects of personnel management.

7. Project cost management

Basic principles of project cost management. Estimation of the project cost.

Development of the project budget. Ranges of accuracy of estimates. Development of the project budget. Project cost management methods.

8. Project risk management

The essence and concept of risk in the project. Classification of risks. Project risk management. Risk management methods in projects. Features of risk management in innovative projects.

9. Project quality management

The concept of project quality and the stage of project quality management. Project Quality Planning. Quality Assurance Process. Quality control process.

10. Analysis and monitoring of project implementation

Project control content. Monitoring current performance against the baseline. Decision Making Processes. Earned value analysis. Quality of dissemination of information: communication skills.

11. Project Communications

Project communications management. Information technology project management. Integrated Decision Support Information Systems. Project management software. Software analysis.

12. Completion of the project

Project completion processes. Forms of exit from the project. Completion of the contract. Types of completion of the project. Administrative completion of the project. Actions to complete. Official transfer of project results to the customer

Discipline "Human Resource Management"

1. Human resources management and business development strategy.

The concepts of "human resource management" (HRM). General and specific goals of human resource management. Stages of development of the concept of human resource management. Differences in human resource management and personnel management (UP). The characteristic of personnel decisions and their classification according to various criteria: functional, production, content of decisions made and their role in managing the organization, degree of strategic orientation. Human Resource Management Functions. Correlation of the concepts of "mission", "strategy", "politics" and "lines of activity". Levels of development and implementation of the strategy. Choosing a human resource management strategy. The main factors that determine the strategy of human resource management. Organization life cycle and human resource management. Features of personnel management in small enterprises. Environment and features of human resource management. Human Resource Management Policy. The purpose, content and main stages of the development of the personnel policy of the organization.

2. Human Resource Management Service.

Human Resource Management Service Functions. The main roles of HRM service employees and their content. Powers of the personnel service and line managers. The main stages of the personnel decision-making procedure. Conditions affecting the adoption of personnel decisions: external, organization-dependent and employee-dependent. The relationship of the financial condition of the organization and personnel decisions. Personnel, methodological and legal support of the HRM service.

3. Culturological features of the adoption of personnel decisions.

The concept of "national culture". Development of views on national governance features. G. Hofstede's research and the criteria proposed by him that determine the status of the development of society and production, especially its management: individualism / collectivism distance of power, risk avoidance, attitude to the role of women in society. Five-level system of quantitative assessments of the analyzed indicators. Description of national characteristics of Kazakhstan. The main socio-cultural values of Kazakhstan. Research by an international consultant from France D. Bollinger. Comparative characteristics of national characteristics of Kazakhstan, Russia and the USA. Similarities of national features of Kazakhstan with other countries. The hierarchy of managerial values in Kazakhstan and other countries. The problem of cultural shock, its main stages. Features of human resource management in Kazakhstan.

Globalization and human resource management. Foreign experience in human resource management: international HRM parameters, factors causing differences in HRM practices in different countries. Human Resource Management in the countries of the European Union, USA, Japan. The main directions of HRM in international companies. The need to develop an international personnel strategy. Consideration of the national factor in international business, classification of relations between the parent and subsidiary companies. The three main strategies for managing cross-cultural differences are: ignore, minimize, and maximize utilization. Characteristics of a global manager.

4. Recruitment.

Human Resource Planning and its main stages. Staff planning - Markov method. The main stages of recruitment and selection of personnel. General criteria for evaluating the effectiveness of decisions to attract and select staff. Requirements that facilitate the search for candidates and the adoption of a final decision. Groups of requirements for candidates depending on the importance of taking them into account when making final decisions. Defining requirements for future candidates through key competencies. Requirements for the psychological characteristics of the employee. The Myers-Briggs Grill. Factors affecting the recruitment process. The logic of choosing a candidate organization. Internal and external sources of recruitment: their advantages and disadvantages. Selection of private recruitment agencies: general and specific criteria for evaluating the services they provide. The pros and cons of engaging private agencies. Principles of work with the agency. The basic principles of posting information about employment.

Admission to the political public service. Requirements and restrictions for admission to public service.

5. Отбор персонала.

Основные этапы отбора: предварительный отбор, интервью, тестирование и др. Основные источники информации для предварительного отбора кандидатов. Принятие решения на стадии на стадии предварительного отбора претендентов. Возможные варианты интервью. Структурированное и неструктурированное, поведенческое и ситуационное интервью. Типичные ошибки и предубеждения при принятии решений по итогам интервью. Виды тестов и их назначение. Конфликт интересов кандидатов при приеме на работу и интересов работодателей. Устная и письменная форма предложения занять вакантное место. Способы проверки информации о кандидатах. Цели адаптации работников на новом месте. Общая ориентация и специфическая ориентация. Прием на работу административного государственного служащего. Оформление личных дел государственного служащего.

6. The selection of staff.

The main stages of selection: pre-selection, interviews, testing, etc. The main sources of information for the preliminary selection of candidates. Decision making at the stage of preliminary selection of applicants. Possible interview options. Structured and unstructured, behavioral and situational interviews. Typical mistakes and prejudices when making decisions based on interview results. Types of tests and their purpose. Conflict of interests of candidates for employment and interests of employers. Oral and written form of the offer to take a vacant place. Ways to verify candidate information. The goals of adaptation of workers in a new place. General orientation and specific orientation. Employment of an administrative civil servant. Registration of personal files of a civil servant.

7. Evaluation of staff.

Personnel planning: mathematical and heuristic methods, profile comparison method. Personnel assessment in the system for evaluating the effectiveness of personnel decisions. The four most common situations that signal a problem. Assessment tasks, object selection and personnel assessment methods. MBO method. Pareto law. SMART principle. Subjects of personnel assessment. "The principle of 360 degrees." Difficulties and problems in the process of personnel assessment. Ways to overcome subjectivity in the assessment of staff. Bringing decisions to the performers: recommendations. Assessment of compliance with the position of public servant.

8. Compensation policy.

Remuneration system: direct, indirect and intangible forms. Internal and external compensation. The determining role of material compensation and their types. External equality in payment. Three main strategies in the field of wages: their advantages and disadvantages. The content of salary reviews. Internal equality in pay: content of work performed and employee potential. The main factors of scoring (HAY-GROUP approach). OZK system. National features in the ratio of wages. Remuneration of workers of the Republic of Kazakhstan, supported by the state budget.

9. Encouragement of employees. Benefits for company employees.

Forms and systems of wages: conditions for their application. Individual and collective forms of employee incentives. Commission payments: advantages and disadvantages. Bonus forms for managers and specialists. Differentiation of powers of HR managers and line managers in the field of remuneration and labor stimulation. Forms of providing benefits and compensations: rigid, flexible and mixed.

10. Staff training.

Determining the need for training and its consideration in three aspects: the organization as a whole, a specific workplace and employee. Staff development planning. Nage Officer Qualification Orders Portfolio. Portfolio of staff orders for Odiorna. Staff development planning. Nage Officer Qualification Orders Portfolio. Portfolio of staff orders for Odiorna. Setting specific learning goals. Forms of personnel training advantages and disadvantages. Personnel training methods: advantages and disadvantages. The rules that underlie an effective learning process.

11. Career planning.

The concept of a career in the narrow and broad sense of the word. The main factors affecting the career growth of employees of the organization: external, organizational and personal. Career Management Policy. Holland career choice scheme. Stages of career growth. Career challenges. Self-esteem of the employee and the stages of individual career planning. The role of the leader in planning the career growth of his employees. Objectives and place of work with a reserve in HRM. Types and principles of reserve formation. Stages and methods of working with the reserve. Forms of work with a reserve.

12. Evaluation of the effectiveness of the implementation of personnel decisions.

The main functions of evaluating the effectiveness of personnel decisions. Economic and social efficiency in the field of HRM. Three components of the approach to assessing the effectiveness of personnel decisions. Valuation objects in the field of HRM. Principles for evaluating the effectiveness of personnel decisions. Evaluation of personnel decisions from the standpoint of: object, subjects and results. Economic and social results of personnel decisions. Quantitative and qualitative indicators for evaluating the results of personnel decisions. The sequence of evaluation. The role of the personnel service in assessing the effectiveness of personnel decisions. Evaluation of effectiveness: recruitment and selection of personnel, decisions to reduce staff, staff training programs. The indicator of lost profits during the assessment of decisions made in the field of personnel training.

13. Audit of human resources management.

Varieties of audit of personnel work of the organization. The reasons for the increasing value of the HRM audit. Stages of the audit. Analysis of the compliance of personnel processes with the strategies and goals of the organization. The audit parameters of personnel processes, the audit parameters of the organizational structure, the audit parameters of personnel and personnel potential. HR budget utilization rates. Parties involved in the audit of the personnel service of the organization. The content of the written report on the results of the audit.

5. List of recommended literature:

5.1 Discipline "Management"

Main literature:

1. Meskon i dr. Osnovy menedzhmenta. M.: «Delo», 2016.
2. Korotkov E. M. Menedzhment: uchebnik dlya akademicheskogo bakalavriata / E. M. Korotkov. - 3-ye izd., pererab. i dop. — M.: Yurayt, 2018. — 566 s.
3. Kubayev K.Ye. Teoriya i praktika menedzhmenta // Pod red. Prof. Kubayeva K.Ye. Almaty: Kazak, universiteti, 2005.
4. Vikhanskiy, A.I. Naumov. Menedzhment. M.: «Vysshaya shkola», 2011.
5. Gerchikova. Menedzhment. M.: «Banki i birzhi», YUNITI, 2011.
6. Glukhov. Osnovy menedzhmenta. Uchebno-spravochnoye posobiye. SPb.: «Spetsial'naya literatura», 2008.

Additional literature:

1. Atvater, Istvud. YA Vas slushayu. M.: Ekonomika, 2009.
2. Biznes i menedzher. M.: "Azimut Tsentr", 2005.
3. Glushchenko V.V. Menedzhment: sistemnyye osnovy. M., 2008..
4. Dzh. Ml. Greyson, K. O*Dell. Amerikanskiy menedzhment na poroge KHKHI veka. M.: "Ekonomika", 2010.
5. Geygs B. Biznes so skorost'yu mysli - M.: EksMO - Press, 2011 – 480.

5.2 Discipline "Project Management"

Main literature:

1. Mukhtarova KS, Dzhulaeva A.M., Nurseytova G.B., Kupeshova S.T., Baibulova D.B. Project management: Cossack University, 2013. - 240 p.
2. Petrol C. Management of the PMBOK Guide 2000, www. Project bureau.ru. - 78 c.
3. Shapiro V.D. et al. Project management. Textbook for universities - St. Petersburg. DvaTrI, 2011.
4. Mazur I.I., Shapiro V.D., Olderogge N.G. Project Management - M.: Omega-L, 2009. - P. 664.
5. Boronina, L. N. Fundamentals of project management: [textbook. manual] / L. N. Boronin, Z. V. Senuk; M-in education and science Ros. Federation, Ural. Feder. un-t - Yekaterinburg: Publishing House Ural. University, 2015.-- 112 p.
6. Project management: fundamental course [Text]: textbook / A. V. Aleshin, V. M. Anshin, K. A. Bagrationi, et al.; under the editorship of V. M. Anshina, O. N. Ilyina; Nat researched University "Higher School of Economics". - M.: Publishing. House of the Higher School of Economics, 2013. - 620s.
7. Information technology for project management: Textbook / Svetlov N.M., Svetlova G.N. M.: FGOU VPO RGAU – MSHA them. K.A. Timiryazev, 2012.
8. Computer technology for project management: Workshop for graduate students in the direction of "Management" / N.M. Svetlov. Moscow, 2009.
9. Models and methods for managing project portfolios / Matveev AA, Novikov DA, Tsvetkov AV M.: PMSOFT, 2010.-- 206 p.
10. Michael Newell. Cost estimates of the project // "Director of IP." - No. 2. - 2002.

Additional literature:

1. Zadachi raspredeleniya resursov v upravlenii proyektami / P.S. Barkalov, I.V. Burkova, A.V. Glagolev, V.N. Kolpachev. – M.: IPU RAN, 2002. – 65 s.
2. Metody agregirovaniya v upravlenii proyektami / S.A. Barkalov, V.N. Burkov, N.M. Gilyazov. – M.: IPU RAN, 2009. – 55 s.
3. Modeli i metody mul'ti proyektного upravleniya / V.N. Burkov, O.F. Kvon, L.A. Tsitovich. - M., 2007 (Preprint / Institut problem upravleniya). – 62 s.
4. Tipovyye resheniya v upravlenii proyektami / D.K. Vasil'yev, A.YU. Zalozhnev, D.A. Novikov, A.V. Tsvetkov. M.: IPU RAN (nauchnoye izdaniye), 2003. 75 s.
5. Bykovskiy V.V., Mishchenko Ye.S. i dr. Uchebnoye posobiye. Upravleniye innovatsionnymi proyektami i programmami. – M.: Izd. TGTU 2011.
6. Upravleniye proyektami: Tolkovyy anglo-russkiy slovar'-spra-vochnik/ pod red. V.D. Shapiro. – M.: Vysshaya shkola, 2000.
7. Baldin K.V. Upravleniye riskami. – M. YUNITI, 2005.
8. Ivanov A.A., Oleynikov S.YA, Bacharov S.A. Risk-menedzhment. – M., 2008

5.3 Discipline "Human Resource Management"

Main literature:

1. Alaverdov A. R.– Upravleniye chelovecheskimi resursami organizatsii: Uchebnik. – M.: Izdatel'skiy dom Universiteta «Sinergiya», 2017 – 680S.
2. Vesnin V. Upravleniye chelovecheskimi resursami: teoriya i praktika Uchebnik. – M.: Iz-vo Prospekt, 2018. – 689s.
3. Deyneka A. V. Upravleniye chelovecheskimi resursami: Uchebnik dlya bakalavrov/ A.V. Deyneka, V.A Bespal'ko. – M.: Dashkov i Ko, 2013. – 392s.
4. Kartashova L.V. Upravleniye chelovecheskimi resursami: Uchebnik. – M.: INFRA-M, 2017. – 235 s. – (Uchebniki dlya programmy MVA).
5. Isayeva, O. M. Upravleniye chelovecheskimi resursami: uchebnik i praktikum dlya

prikladnogo bakalavriata / O. M. Isayeva, Ye. A. Priporova. — 2-ye izd. — M.: Izdatel'stvo Yurayt, 2016. — 244 s.

6. Maksimtsev, I. A. Upravleniye chelovecheskimi resursami: uchebnik dlya bakalavrov / I. A. Maksimtsev, N. A. Gorelov; pod red. I. A. Maksimtseva, N. A. Gorelova. — 2-ye izd., pererab. i dop. — M.: Izdatel'stvo Yurayt, 2014. — 525 s.

7. Dzhumambayev S.K. Upravleniye chelovecheskimi resursami. — Almaty: Gylym, 2000.

8. Zakon Respubliki Kazakhstan «O gosudarstvennoy sluzhbe» ot 23.07.1999 g. s izmeneniyami i dopolneniyami 19.04.2019 g. — Glava 5. Obespecheniye gosudarstvennykh sluzhashchikh. https://online.zakon.kz/m/document/?doc_id=36786682

9. Ukaz Prezidenta Respubliki Kazakhstan «O yedinoy sisteme oplaty truda rabotnikov organov Respubliki Kazakhstan, soderzhashchikhsya za schet gosudarstvennogo byudzheta» ot 01.01.2004 g. https://online.zakon.kz/document/?doc_id=1046153

Additional literature:

1. Makarova I.K. Upravleniye chelovecheskimi resursami: pyat' urokov effektivnogo HR-menedzhmenta. — M.: Izdatel'skiy dom «Delo» RANKhiGS, 2015. — 424 s.

2. Armstrong M. Praktika upravleniya chelovecheskimi resursami. 10-ye izdaniye. — SPb: Piter, 2012. — 848 s.

3. Armstrong M. Strategicheskoye upravleniye chelovecheskimi resursami M.: INFRA-M, 2002. — 328 s.

4. Grekhem KH.T., Bennet R. Upravleniye chelovecheskimi resursami. Ucheb. posobiye dlya vuzov / Per. s angl. pod red. T. YU. Bazarova i B. L. Yeremina. — M.: YUNITI-DANA, 2003. — 598 s.

5. Antikrizisnoye upravleniye chelovecheskimi resursami/ Pod red. Gorelova N.A. — SPb. Piter, 2010.

6. Yepishkin I.A. Upravleniye chelovecheskimi resursami. Uchebnoye posobiye dlya bakalavrov. —M.: MIIT, 2013. — 157 s.

6. Stat'i v zhurnalakh «Problemy teorii i praktiki upravleniya», «Upravleniye personalom», «Chelovek i trud», «Trud v Kazakhstane», yezhenedel'nike «Delovaya nedelya» i drugih periodicheskikh izdaniyakh.

6. Scale for evaluating the results of a comprehensive exam

Letter Grade	The digital equivalent of points	Percentage	Traditional system assessment
1	2	3	4
A	4,0	95-100	Fine
A-	3,67	90-94	
B+	3,33	85-89	Good
B	3,0	80-84	
B-	2,67	75-79	
C+	2,33	70-74	Satisfactorily
C	2,0	65-69	
C-	1,67	60-64	
D+	1,33	55-59	
D	1,0	50-54	Unsatisfactory
F	0	0-49	
I (Incomplete)	-	-	“Discipline is not completed” (not taken into account when calculating GPA)

P (Pass)	-	0-60 65-100	"Read" (not taken into account when calculating <i>GPA</i>)
NP (No Pass)	-	0-29 0-64	"Not set off" (not taken into account when calculating <i>GPA</i>)
W (Withdrawal)	-	-	"Failure to discipline" (not taken into account when calculating <i>GPA</i>)
AW (Academic Withdrawal)			Withdrawal for academic reasons (not taken into account when calculating <i>GPA</i>)
AU (Audit)	-	-	"Discipline is listened" (not taken into account when calculating <i>GPA</i>)

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

Assessment	The criteria	Scale, points
A Fine	<ol style="list-style-type: none"> Given the correct and complete answers to all theoretical questions and answers have a fundamental scientific basis in the direction of preparation. 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. The practical task is completely solved and the ability to effectively solve managerial problems arising in organizations is shown. The student is able to formulate and solve modern scientific and practical problems in the field of management. 	95-100
A- Fine	<ol style="list-style-type: none"> Given the correct and complete answers to all theoretical questions. The practical task is completely solved and competence in the field of management is demonstrated. The material is set out correctly in compliance with a logical sequence. Answers demonstrated the student's ability to successfully carry out research and management activities. 	90-94
B+ Good	<ol style="list-style-type: none"> Given correct but incomplete answers to all theoretical questions, minor errors or inaccuracies were made in the definitions and in questions of managing organizations. The answers of the practical order are correct and showed the ability to solve managerial problems at their level, however, a minor error was made in solving them. Demonstrated skills and abilities to integrate existing and new social knowledge for the formulation of scientific tasks, and solving managerial problems arising in organizations. 	85-89

B Good	<ol style="list-style-type: none"> 1. Given correct but incomplete answers to all theoretical questions, errors or inaccuracies in the definitions and questions of managing organizations. 2. The answers of the practical order are correct and showed the ability to solve managerial problems at their level, however, mistakes were made in solving them. 3. The material is set out correctly with the observance of a logical sequence, but with minor errors. 	80-84
B- Good	<ol style="list-style-type: none"> 1. Given correct but incomplete answers to theoretical questions in the direction of management, errors or inaccuracies in the definitions and issues of managing organizations. 2. The answers of the practical order are correct and showed the ability to solve managerial problems at their level, however, mistakes were made in solving them. 3. The material is set forth correctly in a logical sequence, but with errors. 	75-89
C+ Good	<ol style="list-style-type: none"> 1. The answers to theoretical questions are, in principle, correct, but incomplete, inaccuracies in the formulations and logical errors. 2. The practical task is not fully completed, but for the most part completed. 3. The material is presented correctly, but the logical sequence is broken. 	70-74
C Satisfactorily	<ol style="list-style-type: none"> 1. Answers to theoretical questions are correct, but incomplete, there are inaccuracies in the wording and there are logical errors. 2. The practical task is not fully completed. 3. The material is presented, but the logical sequence is broken. 	65-69
C- Satisfactorily	<ol style="list-style-type: none"> 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. 2. The practical task is not completed. 3. The material is presented inconsistently. 	60-64
D+ Satisfactorily	<ol style="list-style-type: none"> 1. Answers to theoretical questions contain gross errors and student answers are incomplete. 2. The practical task is not completed. 3. In the presentation of the answer, significant grammatical and terminological errors were made, the logical sequence was violated. 	55-59
D Satisfactorily	<ol style="list-style-type: none"> 1. Answers to theoretical questions contain gross errors and student answers are incomplete. 2. The practical task is not completed. 3. The statement of the answer made significant grammatical, terminological errors, the logical sequence is violated. 	50-54
F Unsatisfactory	<ol style="list-style-type: none"> 1. Answers to theoretical questions contain gross errors; 2. The practical task has not been completed; the student's inability to process information has been revealed. 	0-49