



**«APPROVED»**

**Member of the Board – Vice  
Rector for Academic Affairs  
NJC «Al-Farabi KazNU»**

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**2025**

**The program of  
the entrance exam for the group of educational programs of the Faculty of  
Al-Farabi Business School on the DBA  
for foreign citizens to study on a paid basis**

**1. General Provisions**

1.1 The program was drawn up in accordance with the Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018, No. 600 «On approval of the Model Regulations for admission to studies in educational organization, implementing educational programs of technical and vocational education» (hereinafter – the Standard Rules).

1.2. Kazakh National University named after al-Farabi accepts individuals who have completed higher education programs for postgraduate education programs (master's degree).

1.3. Entrance exams are conducted in the form of interviews for the following educational programs:

- ✓ «8D04106» – Business Administration»
- ✓ «8D04107» – Business Administration»

1.4. For the organization and conduct of entrance exams for the admission of foreign applicants, an examination subject commission for the academic year is established by the rector of al-Farabi Kazakh National University.

The examination commission for the admission exams of foreign applicants to KazNU includes employees of the Office of Internationalization and Recruitment (hereinafter referred to as the Office) and the teaching staff of KazNU.

1.5. If a foreign applicant who meets the above-mentioned requirements is unable to come to the University for the entrance interview, they have the option to take it in an online format.

1.6. Entrance exams in the form of oral interviews for the admission of foreign applicants are evaluated on a 100-point scale. For admission to the master's program on a fee-paying basis, a minimum of 75 points is required for the academic and pedagogical track (2 years) and a minimum of 50 points for the specialized track (1-1.5 years).

1.7. Based on the results of the entrance exam, an interview protocol is drawn up in the established form. The interview protocol is signed through the "Salem office" system by the chairman and all present members of the commission and transferred to the DIR.

1.8. The decision on admission is reviewed by the competition commission for the enrollment of foreign applicants and documented by a protocol through the "Salem office" system. The results of the entrance exam are announced on the day of the exam.

1.9. Retaking the entrance exam is not allowed.

1.10. Appeals regarding the results of the interview are allowed within 24 hours.

## **2. Conducting the entrance exam in 2024:**

2.1 The interview is conducted in Russian, Kazakh, and English languages. The oral interview also includes questions aimed at assessing the applicant's ability to learn, creative activity, critical thinking, and personal qualities.

2.2. An indicative list of interview topics:

- 1 The essence and contents of strategic management.
- 2 Strategic advantages and disadvantages of different organisational structures
- 3 Factors shaping management strategies
- 4 Strategy development. Mission, objectives, value chain design.
- 5 Business unit strategy: pursuit of competitive advantage
- 6 Key factors of company success
- 7 Effectiveness of current strategy and SWOT - analysis of the company
- 8 Management of Financial Resources of the Company.
- 9 Strategic Cost Analysis and features of the Value Chain Model
- 10 Company's External Environment: Macro and Micro Environment, Industry and Competitive Analysis
- 11 Cost Leadership Strategy and its Application
- 12 Strategy of differentiation of the company: types, conditions of its appliance
- 13 Optimal cost strategy and conditions for its application
- 14 Objectives and object of strategic management
- 15 Innovation strategies and conditions for its application
- 16 Strategies of entering new areas of activity
- 17 Diversification into related sectors: advantages and disadvantages
- 18 Strategy of diversification into unrelated sectors: advantages and disadvantages
- 19 Key factors for successful strategy implementation
- 20 Role of culture and strategic leadership in strategy implementation
- 21 Structure the strategic capacity of the organisation.
- 22 Development of strategic objectives.
- 23 External factors of strategic management.
- 24 Strategic management and changes in the structure of the enterprise.
- 25 Strategic change and the stages of the organisation's life cycle.
- 26 Internal factors which determine the development of strategy.
- 27 Strategies in international markets. Multinational and global strategies.
- 28 Key factors which determine the effectiveness of strategic management.
- 29 Designing strategic decisions relating to organisational development.
- 30 Orientation of the organisation towards the customer as a core strategic principle.
- 31 Stimulating creativity in organisational development strategy.
- 32 Essence of the strategy of innovative technological development of the organisation.
- 33 Distinguishing and organising the strategic planning process at corporate and business levels.
- 34 Strategies of new products market development and their use in domestic practice.
- 35 Analysis, evaluation and planning of optimal market share of the firm in the target market.
- 36 Leadership, influence, power and their characteristics.
- 37 Peculiarities of organization of strategic management in small and medium enterprises.

- 38 Development of financial planning in the system of strategic management.
- 39 Strategic decision-making under conditions of predictable instability: conceptual approaches and techniques.
- 40 Strategic and Evolutionary Management: Comparison of Strategies of American, Kazakhstani and Japanese Organisations.

### 2.3 List of recommended literature:

- 1. Zub, A.T. Strategic management: textbook and practical work for universities - 4th edition, revised and extended - M.: Publishing house "Yurite", 2020. - 375 c.
- 2. Thompson A.A., Peterf M., Gamble J., Strickland A.J.: Strategic Management. Creating competitive advantage. - M.: Williams, 2019. - 800 c
- 3. Strategic management. Creating competitive advantage. - M.: Williams, 2019. - 800 c.
- 4. Porter M. Competitive Advantage: How to Achieve High Performance and Ensure Its Sustainability. Translated from English - M.: Alpina Business Books, 2018. - 715 c.
- 5. D. Campbell, J. Stonehouse, B. Houston Strategic Management: Textbook / Translated from English by N.I. Almazova. - Moscow: Prospect Publishing House Ltd, 2018, 336 p.
- 6. Daft, R. Management: textbook for Master of Business Administration trainees: [translation from English] / Richard Daft. - 10th ed. - St. Petersburg [et al]: Peter, Peter Press, 2018. - 655 c.

### 2.4. List of issues in the discipline of Human Resource Management

- 1. Human resource management as a system.
- 2. Brief description of the main elements of human resources management system.
- 3. Management theory about the role of a person in the organisation.
- 4. State system of human resource management. Principles and methods of human resource management.
- 5. A set of objectives of organisation and human resource management.
- 6. Functions of human resource management service.
- 7. The organisational structure of human resource management.
- 8. Factors determining the organisational structure of human resource management.
- 9. Human resource policies of the organisation.
- 10. Human resource management strategy as the basis of human resource policy.
- 11. The place of human resource policy in the development of management decisions.
- 12. Methodological basis for the preparation of personnel policy of an organisation.
- 13. Essence, goals and objectives of human resource planning.
- 14. Operational plan of work with personnel.
- 15. Personnel requirement planning.
- 16. Rules for setting planning objectives: focus of objectives, vertical alignment of objectives, horizontal alignment of objectives.
- 17. Structure of planned personnel indicators: planned goals of the organization, planned indicators of departments and positions, key performance indicators, additional indicators.
- 18. Recruitment goals and objectives.
- 19. Methods of recruitment
- 20. Organisation of staff recruitment. Compliance with legal regulations during recruitment.
- 21. Induction (orientation): essence, purpose, objectives, forms.
- 22. Organisation of staff career guidance management.
- 23. The essence, goals and stages of adaptation of the personnel. Types and content of adaptation of personnel depending on the object and subject of management.

24. Technology of adaptation management process.
25. Information support for the adaptation management process. 26.
26. The essence, objectives, alternatives and stages of training (retraining and professional development) of personnel in the organisation.
27. Organisational structure and functions of the training units. Stages of training.
28. Training methods: rotation of labour,
29. The essence of personnel appraisal and business evaluation.
30. Main stages of business appraisal in current, periodic appraisal of personnel.
31. Concepts of professional and organisational career, career progression. 32.
32. Principles of business career management.
33. The essence of career and professional advancement of an employee.
34. Planning and organisation of work with the personnel reserve. Control over work with the personnel reserve.
35. Essence of personnel motivation.
36. Methods of traditional personnel performance appraisal.
37. Performance appraisal of personnel management.
38. Personnel management performance.
39. Efficiency of personnel management.
40. The economic nature of personnel costs

#### 2.5. List of recommended literature:

1. Gorbunova M. Y. Human Resources Management and Psychology of Management (textbook). - M.: Vldos-Press Publishing House, 2020. - 224 c.
2. bazarov T.Yu. Personnel Management. Practical Training Manual for Students of Higher Education. - M.: UNITY-DANA, 2019. - 239 c.
3. Mkrtichyan G.A., Petrova O.V. Organizational Behavior. Tutorial. - Nizhny Novgorod: NNSU Publishing House, 2019. - 237 c.
4. Alaverdov A.R. Personnel Management: Textbook / A.R. Alaverdov, E.O. Kuroedova, O.V. Nesterova. - Moscow: MFPU Synergy, 2019. - 192 c.
5. M. Armstrong, The Practice of Human Resource Management. 10th edition, Peter-2018.
6. Safonova N.M. Leadership and team building: textbook. - Naberezhnye Chelny: Print Gallery Publishing House, 2018. - 66 c.

#### 2.6. List of Issues in the Corporate Governance Discipline

1. Disclose the concept of corporate governance and its content. Describe the objectives of corporate governance
- Identify the objects and subjects of corporate governance
- Describe the managerial relationship in the system of corporate governance
4. Disclose the content of the principles of corporate governance and their characteristics.
5. Describe the objective prerequisites for the formation of a shareholder form of business organisation.
6. Define the essence and content of the foundations of a joint-stock business form
7. Define the essence and content of the role of financial and industrial groups (FIGs)
8. Describe the characteristics of different types of FIGs
9. Disclose the essence and content of the organisation and financing of FIGs
10. Describe the organisational structure of FIG management
11. Disclose the concept of corporate governance and its characteristics
12. Identify the sources of corporate governance needs
13. Characterise the benefits of the corporate governance system

14. Describe the main models of corporate governance system
15. Describe the political and economic prerequisites for the establishment and development of corporate governance in Kazakhstan
16. Describe the peculiarities of formation and development of corporate governance in Kazakhstan
17. Disclose the essence of corporate ownership structure: concentrated (insider) and dispersed (outsider).
18. Describe the advantages and disadvantages of the insider system in terms of corporate governance
19. describe the advantages and disadvantages of an insider system in terms of corporate governance
20. Identify the main problems of corporate governance
21. Disclose the concept of "corporation", describe its essence and content.
22. Describe the distinctive features of corporations
23. Describe the advantages and disadvantages of corporations in comparison with other organisational and legal forms of management
24. Describe the types of corporate-integrated structures and their characteristics
25. Analyze the legal and regulatory framework of corporate governance abroad and in Kazakhstan
26. Describe the registration procedure for corporations in Kazakhstan and abroad
27. Describe the organizational-legal forms of corporate business
28. Describe the goals and principles of internal corporate governance
29. Describe the role and place of mission in corporate strategy. The strategic mission of a corporation. The main components of the corporation's mission.
30. Disclose the essence and content of the corporation's survival, growth and development strategy.
31. Describe the methods of information disclosure. The main forms of information disclosure.
32. Describe the main groups of participants in the corporate governance process
33. Describe the role of the board of directors and identify the factors that enhance its role in corporate governance.
34. Describe the tasks and functions of the board of directors, its composition and structure
35. Describe the process for selecting and electing board members. Factors affecting the size of the Board of Directors
36. Describe the procedures for holding general meetings of shareholders
37. Disclose the essence of the general meeting of shareholders: competence, procedure for convening and holding
38. Describe the Anglo-American model of corporate governance
39. Describe the advantages and disadvantages of the German model of corporate governance.
40. Describe the Japanese model of corporate governance.

#### 2.7 List of recommended literature:

1. Corporate Management. /I.I.Mazur et al. -M.: Omega. -Jl.,2019. -376c.
2. Tsugelevich V.N. Corporate Management in an Unstable Market / Edited by N.P. Tikhomirov - M.: Publishing house "Examen", 2019 - 320
3. Raspopov V.M. Corporate Governance: Textbook / M.: Magister, 2019. - 384 c
4. Chase Richard B., Aquilano Nicholas J., Jacobs Robert F. Production and Operations Management. 10th edition. Publisher: Dialectics, 2019.
5. Corporate management of business activity in nonequilibrium conditions: a monograph / Edited by Aniskin Y.P. - Moscow: Omega-L, 2018. - 80 c.

**3. Scale and criteria for evaluating the entrance exam for admission to the master's program (specialized track) for foreign citizens on a fee-paying basis:**

<b>Number of points</b>	<b>Compliance criteria</b>
<b>90-100 points «Excellent»</b>	<p>All competencies required for the entrance exam have been mastered. A comprehensive answer has been provided to two theoretical questions:</p> <ul style="list-style-type: none"> <li>- Scientific terminology has been correctly utilized.</li> <li>- All necessary features, elements, grounds, and classifications have been accurately named and defined to substantiate the arguments.</li> <li>- The main viewpoints accepted in scientific literature regarding the discussed issue have been indicated.</li> <li>- Own position or viewpoint has been argued, and the most significant research problems in this field have been identified.</li> <li>- The practical problem has been solved correctly with all necessary explanations.</li> </ul>
<b>75-89 points «Good»</b>	<p>All competencies required for the entrance exam have been mastered. A correct answer has been provided to two theoretical questions, with minor deficiencies identified in preparation:</p> <p>Scientific terminology is applied.</p> <ul style="list-style-type: none"> <li>- All necessary features, elements, classifications are named, but there is an error or inaccuracy in the definitions or concepts.</li> <li>- There are shortcomings in argumentation, factual or terminological inaccuracies are present, but they are not significant.</li> <li>- Some insights into possible research problems in the field are expressed.</li> <li>- The practical problem is partially solved with incomplete explanations provided.</li> </ul>
<b>50-74 points «Satisfactory»</b>	<p>All competencies required for the entrance exam have been mastered. A correct answer has been provided to two theoretical questions, with minor deficiencies identified in preparation:</p> <ul style="list-style-type: none"> <li>- Only some grounds, features, characteristics of the phenomenon under consideration are named and defined.</li> <li>- Significant terminological inaccuracies are present.</li> <li>- Own viewpoint is not presented.</li> <li>- No insights into possible research problems in the field are provided.</li> <li>- The practical problem is not solved.</li> </ul>
<b>0-49 points «Unsatisfactory»</b>	<p>Not all competencies required for the entrance exam have been mastered. Incorrect answers are provided to two theoretical questions, with significant deficiencies identified in preparation. The practical problem is not solved.</p>

**3.1 Scale and assessment criteria of the entrance examination for admission to the master's program (academic and pedagogical direction) for foreign citizens on a fee-paying basis:**

<b>Number of points</b>	<b>Compliance criteria</b>
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<p><b>90–100 points</b> <b>"Excellent"</b></p>	<p>Demonstrates knowledge of the fundamental processes within the studied subject area; depth and completeness of addressing the issue; logically and sequentially expresses own opinion on the discussed problem; possesses conceptual-categorical framework, scientific terminology; logical coherence of the answer, adherence to the norms of contemporary scientific language.</p>
<p><b>80–89 points "Good"</b></p>	<p>Competent use of scientific terminology; mastery of conceptual-categorical framework; problem-oriented presentation of formulated questions; occasional errors in presenting factual material; incompleteness in presenting scientifically established facts within the scope of questions; logical coherence of the answer, adherence to the norms of contemporary scientific language.</p>
<p><b>75–79 points</b> <b>"Satisfactory"</b></p>	<p>Insufficient use of scientific terminology; inadequate mastery of conceptual-categorical framework; ability to address only one of the problems formulated in the questions; errors in presenting factual material; superficial knowledge of the subject area; violation of logical coherence in the answer, norms of contemporary scientific language.</p>
<p><b>0–74 points</b> <b>"Unsatisfactory"</b></p>	<p>Absence of necessary scientific terminology in the answers; descriptive presentation of discussed issues, inability to identify and present problems; gross errors in presenting factual material; lack of knowledge of historiography of the studied subject area.</p>