



APPROVED»

Member of the Board – Vice

Rector of Academic Affairs

Al-Farabi KazNU»

Kazmagambetov A.G.

2025

**The program of
the entrance exam for the group of educational programs of the Faculty of
Al-Farabi Business School on the MBA and EMBA
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:

- ✓ «7M04106 EMBA – Business Administration»
- ✓ «7M04107 MBA – 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:

List of questions in the discipline "Management"

1. Describe modern trends in the development of the world economy based on consideration of the evolution of international economic integration.

2. Reveal the essence and content of the management of an international organization that is under the influence of a constantly changing external environment, clarifying the role of the modern management paradigm

3. Determine the role of the head of the lower, middle and higher levels in the organization.

4. Define the concept of "management ethics" and "social responsibility of business".

5. Bring out the features of career management in modern conditions and evaluate the effectiveness of career management.

6. Characterize the concepts of "vision", "mission", "goals" as necessary landmarks of strategic management of the organization, giving examples of successful and unsuccessful formulations of these concepts.

7. Reveal the essence of leadership. Explain the differences between management and leadership.

8. Explain what are the sources of power of leaders and the tactics of influence on people that they use.

9. Describe the management decision-making styles and name the rules for effective decision-making in turbulent conditions.

10. Describe digitalization of management in modern organizations

11. Determine the factors that affect the process of information exchange in your organization

12. Describe the situations in which today you can effectively use the motivation of the gingerbread type.

13. Define charisma and present the concept of charismatic leadership. Describe ethical and unethical charismatic leadership.
14. Justify the necessity of establishing partnership relations between the leader and the group in order to achieve the set goal
15. Evaluate and analyze the external environment of specific organizations using the PEST-analysis method.
16. Consider modern trends in ethical international business in order to achieve successful international company operations
17. Compare the American, Japanese and European models of management and demonstrate the possibilities of their use in a modern company
18. Explain the concept of "professional communication" by considering the required skills of a modern manager who strives for effective communication.
19. Describe the concept of strategy and its role in the management of a modern organization.
20. Use the SWOT analysis of any company to form a strategy for its development.

List of questions in the discipline "Organization of business"

1. Determine the conditions necessary for business development in society
2. Explain the essence and content of the concepts "business" and "entrepreneurship".
3. Describe the main stages of creating your own business
4. Describe the process of creation and state registration of business entities.
5. Describe the peculiarities of business organization in various legal forms.
6. Why are there entrepreneurial risks? How to avoid or reduce influence?
7. Explain the necessity and essence of legal regulation of business.
8. Explain the concept and types of individual entrepreneurship.
9. Describe the advantages and disadvantages of small business from the point of view of social and economic efficiency.
10. Explain the role of small business in the innovative development of the economy.
11. Describe the directions and forms of state support for small businesses.
12. Reveal the nature and content of infrastructure supporting small business.
13. Explain the concept of venture business. Describe your role in the modern economy.
14. How do you determine the needs of your business in financial resources? In what ways can you attract additional financial resources?
15. Reveal the essence of the transaction, contracts and describe their types.
16. Make a step-by-step description of the procedure for presenting a business plan.
17. How is recovery of loss-making enterprises carried out?
18. Reveal the goals and types of business analysis: strategic and operational. Principles and methods of evaluating business efficiency.

19. Describe the productivity of work as an indicator of ensuring the efficiency of the organization's activities.
20. Having defined the concepts of SWOT-analysis and PEST-analysis, justify the difference in tasks that determine the necessity of their application

List of questions to identify personal qualities:

1. How would you characterize the leader? Do you fit this description?
2. Tell us why we would never have guessed, even after studying your documents.
3. Tell us about serious changes in the organization that you managed.
4. Tell us about a situation when other team members did not agree with you at the beginning of work on the project, but as a result changed their decision.
5. "Why do you want to get an MBA?" and "Why did you choose KazNU?"
6. Tell me about the two most useful tips you've ever received? Why do you think the most useful is exactly it?
7. Can you achieve your goals without an MBA?
8. You successfully cope with your current job. Why do you need an MBA?
9. What three tips would you give to people who want to succeed in work?
10. Can you name a project during which your analytical skills were demonstrated?
11. Why did you choose a job at your current company?
12. Share your strongest professional experience today.
13. How would your friends describe you?
14. Complete the following task: "One of the workers at staff meetings usually takes the position of confrontation. What methods of influencing this employee could you propose?"
15. Complete the following task: "During the business interaction with you, your employee "left himself", not accepting your comments about the next project. You cannot allow a subordinate to behave like this, because it undermines your authority. What are you doing?" /
16. Complete the following task: "Write the dialogue "supervisor-subordinate". During a business conversation, the manager gives a production task to a subordinate, and the subordinate refuses to fulfill it.
17. Complete the following task: "How do you apologize: to your manager, for being late: to your business partner, for having to cancel a previously scheduled meeting with him; before the client because his order was not completed on time; in front of his colleague for not keeping his promise to help him."
18. Complete the following task: "You have to hold a meeting due to an unforeseen situation." What preparatory work should you do to ensure the effectiveness of the meeting?
19. Complete the following task: "It happens that at meetings people do not listen to each other, and the discussion of the problem turns into a discussion of the personal positions of the meeting participants, and specific arguments of one or another of them are ignored by those

present. How should you behave in this situation?"

20. Complete the following task: "Formulate several compliments to your colleague. What psychological techniques did you use when composing a compliment?"

2.3. Recommended reading list for preparation:

1. Griffin Ricky W. Management, 12-basylym. — Almaty: Ultiyk audarma burosy, 2018. — 768 b.
2. Mescon M. H., Albert M., Khedouri F.: Fundamentals of management. Classic edition. — M.: Williams Publishing House, 2021. — 672 p.
3. Daft R. Management. 12th ed./translated from English. edited by S.K.Mordovin. — St. Petersburg: St. Petersburg, 2017. — 800 p.
4. Drucker P.: Encyclopedia of management. — M.: Williams Publishing House, 2019. — 432 p.
5. Novak U., Iacocca L., Career manager— M.: Publishing house "Potpourri", 2022. — 528 p.
6. I. K. Adizes Change management without shocks and conflicts — M.: Alpina Publisher, 2022. — 259 p.
7. I. K. Adizes Management styles — effective and ineffective — Moscow: Alpina Publisher, 2022. — 200 p.
8. Drucker P.: Management practice. — M.: Williams Publishing House, 2015. — 416s.
9. Kuratko Donald F. Entrepreneurship: theory, process, practice. — Almaty: Public Foundation "National Translation Bureau". - 2019- - 514 S.
10. Cheberko E.F. Fundamentals of entrepreneurial activity. The history of entrepreneurship : textbook and workshop for universities / Moscow : Yurayt Publishing House, 2023. — 405 p
11. Chase Richard B., Aquilano Nicholas J., Jacobs Robert F. Production and operational management. 10th edition. Publishing house: Dialectics, 2019
12. Moshella D.: A guide to the digital future: Industries, organizations and professions — Alpina Publisher, 2019. — 440 p.
13. Baksht K. A.: Building a service business: from "zero" to market dominance. Moscow: publishing house Peter Trade, 2019. — 496s.
14. Gorfinkel V.Ya. Entrepreneurship. — M.: UNITY, 2018.

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:

Number of points	Compliance criteria
90-100 points «Excellent»	All competencies required for the entrance exam have been mastered. A comprehensive answer has been provided to two theoretical questions:

	<ul style="list-style-type: none"> - Scientific terminology has been correctly utilized. - All necessary features, elements, grounds, and classifications have been accurately named and defined to substantiate the arguments. - The main viewpoints accepted in scientific literature regarding the discussed issue have been indicated. - Own position or viewpoint has been argued, and the most significant research problems in this field have been identified. - The practical problem has been solved correctly with all necessary explanations.
75-89 points «Good»	<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"> - All necessary features, elements, classifications are named, but there is an error or inaccuracy in the definitions or concepts. - There are shortcomings in argumentation, factual or terminological inaccuracies are present, but they are not significant. - Some insights into possible research problems in the field are expressed. - The practical problem is partially solved with incomplete explanations provided.
50-74 points «Satisfactory»	<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"> - Only some grounds, features, characteristics of the phenomenon under consideration are named and defined. - Significant terminological inaccuracies are present. - Own viewpoint is not presented. - No insights into possible research problems in the field are provided. - The practical problem is not solved.
0-49 points «Unsatisfactory»	<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:

Number of points	Compliance criteria
<p>90–100 points "Excellent"</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>80–89 points "Good"</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>75–79 points "Satisfactory"</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>0–74 points "Unsatisfactory"</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>