

**КЕНЖЕҒАЛИ САҒАДИЕВ  
АТЫНДАҒЫ ХАЛЫҚАРАЛЫҚ  
БИЗНЕС УНИВЕРСИТЕТІ**



**УНИВЕРСИТЕТ  
МЕЖДУНАРОДНОГО БИЗНЕСА  
ИМЕНИ КЕНЖЕҒАЛИ САҒАДИЕВА**

**APPROVED**  
**Chairman of the Academic**  
**Council**  
**Makhmetova A.M.**  
**15 April 2025.**

**PROGRAMME OF THE ENTRANCE EXAMINATION TO THE  
DOCTORANTURE  
(BLOCK OF ESSAYS, EXAMINATION QUESTIONS ON THE PROFILE)  
EDUCATIONAL PROGRAMME "8D04102 MANAGEMENT"**

**Almaty, 2025**

The program of entrance exam in doctoral studies (essay block, exam questions on the profile) is made on the basis of the Model rules of admission to training in educational organizations implementing professional training programs of postgraduate education, approved by the Decree of the Government of the Republic of Kazakhstan on October 31, 2018 (with amendments and additions), for conducting entrance examinations in doctoral studies in the educational program: 8D04102 "Management".

The programme was discussed and received a positive decision at the meeting of the Department of "Management and Business" (Minutes № 8 from "15" April 2025).

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## **1. General provisions**

This programme is designed to conduct the entrance examination for doctoral studies in the educational programme 8D04102 "Management". The purpose of the exam is to assess the level of theoretical and practical training of applicants, their ability to independent research work, as well as their outlook in the field of modern problems in the field of management at the national and global levels.

General requirements for applicants:

- A thorough understanding of the fundamental theories and concepts in the field of management.
- Ability to critically analyse current issues and trends in the management sector in Kazakhstan and the world.
- Skills in the application of quantitative and qualitative methods of analysis.
- Ability to formulate research hypotheses and propose solutions.
- Mastery of academic writing and citation style.

## **2 Sample list of essay topics and exam questions**

### **2.1 Sample topics for an essay**

#### **Sustainable development and ESG**

- Transformation of Corporate Governance in Transition to Green Economy: Case Studies of Kazakhstani Companies
- The role of digital technologies in promoting sustainable management practices in Kazakhstan
- Institutional barriers and drivers of ESG initiatives implementation in SMEs in Kazakhstan

#### **Innovation and digitalisation**

- Innovative approaches to HR management in the context of digital transformation of organisations in Kazakhstan
- The role of data and analytics in management decision-making in Kazakhstan's digital economy
- Change Management in Kazakhstani Companies in Digital Transformation: Strategies, Barriers and Successes

#### **Strategic management**

- Management of strategic stability of Kazakhstani companies in the context of global and regional challenges
- The role of the cluster approach in the strategic development of entrepreneurship in Kazakhstan
- Institutional Strategies for Supporting Startups and Innovative Enterprises in Kazakhstan: From Conception to Scale-up

#### **Human capital management and HR**

- Impact of digitalisation on transformation of HR practices in Kazakhstan: challenges and opportunities for human capital development
- The role of corporate culture in shaping employee loyalty in the context of increasing labour mobility in Kazakhstan

#### **Corporate governance and culture**

- Cross-cultural aspects of management practices in international and transnational companies operating in Kazakhstan
- Influence of national values and mentality on the formation of effective leadership styles in Kazakhstani organisations
- Institutional factors of formation of modern corporate ethics in Kazakhstani companies

#### **Organisational change and leadership**

- Organisational Transformation Management in Kazakhstani Companies: Barriers, Drivers and Successful Practices
- The role of leadership and organisational identity in shaping employees' innovative behaviour in Kazakhstan

#### **Institutional aspects and barriers**

- The role of institutional environment in the formation of industrial innovation development ecosystem in Kazakhstan
- Strategic management of innovation projects within the framework of public-private partnership: Kazakhstan practice and international experience



**The recommended length of an essay is 700-800 words.**

**Evaluation Criteria:**

- Depth and comprehensiveness of the topic.
- Logical and reasoned presentation.
- Presence of critical analysis and original ideas.
- Use of current literature and sources.
- Adherence to academic style and formatting requirements.
- Ability to defend your point of view during an interview.

## **2.2 Content and topics of the examination questions**

The examination covers key areas of management practice, divided into three main blocks which include the following topics and disciplines:

### **Block 1: Fundamental concepts and theories of management**

**Innovation Management:**

- Evolution of innovation models (from open to co-creation)
- Classifications of innovation (Schumpeter, Tidd, cluster approach, etc.).

**Strategic Management:**

- Classic and modern models (Porter, Ansoff, Agile)

**Human Capital Management and HR:**

- Inclusion, motivation (Z-generation, Maslow, Alderfer)

**Organisational culture and values:**

- Corporate values, norms, cultural dynamics

**Corporate Governance:**

- Theories of the corporation (agency, stakeholder)
- International models (Anglo-Saxon, Asian, etc.)

**Theories of competitive advantage:**

- Theories: resource-based, competence-based, knowledge-based

**Crisis Management:**

- Theories and phases of response (Greiner, Foster)

**Social and behavioural aspects in an organisation:**

- Power, conflict, identity
- Evolution of social control
- Group dynamics, norms and rituals

**Management theory and practice:**

- Weberian bureaucracy and its contemporary critique
- Rational-legal domination in modern conditions

### **Block 2: Current issues in the development of management practices at the national level**

**Innovation Management:**

- Innovative architecture and policy
- KPIs and strategic innovation management

**Strategic Management:**

- Strategic flexibility, adaptation in a VUCA environment
- KPIs, sustainable metrics

**Human Capital Management and HR:**

- Evolution of HR in the context of digitalisation
- Human Development, Lifelong Learning
- Emotional intelligence, burnout, cognitive load

**Organisational culture and values:**

- The role of culture in innovation and quality
- Mechanisms of value transmission and impact on productivity

**Corporate Governance:**

- Role of the Board of Directors, digitalisation of governance

**Quality Management:**

- Influence of culture on quality

#### CSR and ESG

- Evolution of CSR, institutional aspects
- Metrics and project performance

#### Crisis Management:

- Typology of crises
- Post-crisis recovery and creative destruction

#### Management theory and practice:

- Adaptation of institutions, flexible structures

### Block 3: Current Trends in Management Science and Practice

#### Innovation Management:

- Business-model, architectural, service innovations
- Risks of radical innovation

#### Strategic Management:

- Behavioural aspects and meaning-making
- Macro- and micro-environment, Big Data, predictive analytics

#### International business and globalisation:

- Mergers and acquisitions, strategic alliances
- Market entry strategies, risks of global competition
- Internationalisation, institutional barriers

#### Quality Management:

- TQM, Lean Six Sigma, adaptation to Agile
- Internationalisation of standards (ISO, EFQM)

#### CSR and ESG:

- Greenwashing, the role of stakeholders

#### Theories of competitive advantage:

- Platform models, ESG and sustainable benefits

#### Evaluation Criteria:

Completeness and depth of answer: How fully the topic of the question is covered, knowledge of the main concepts, theories and models.

Logical and structured: Clarity of presentation, consistency of arguments, ability to systematise information.

Analytical Skills: Ability to analyse presented data, identify cause-and-effect relationships, draw valid conclusions.

Application of knowledge: Ability to apply theoretical knowledge to practical situations, including specifics of Kazakhstan's management sector and global trends.

Erudition and Critical Thinking: Possession of additional information, ability to critically evaluate different approaches, to operate with up-to-date data and research.

Academic style of presentation: Correctness of terminology, absence of ambiguities.

### 3. Recommended reading

This list is not exhaustive but covers the main areas required to prepare for the exam. Applicants are also advised to read current research articles in leading management journals.

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