

Approved

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2025



### **PROGRAM**

of the entrance exam

for the educational programs

**7M04105 – Management in legal practice (Executive MBA)**

**7M04109 – Strategic management (Executive MBA)**

**7M04110 – Health Care Management (Executive MBA)**

**7M04111 – Management in Education (Executive MBA)**

Taldykorgan 2025

## **1. BASIC PROVISIONS**

The program is designed to prepare for the entrance examination for the master's educational programs 7M04105 – Management in Legal Practice (Executive MBA), 7M04109 – Strategic Management (Executive MBA), 7M04110 – Health Care Management (Executive MBA), 7M04111 – Educational Management (Executive MBA), which belong to the educational program group M072 – Management and the training direction 7M041 – “Business and Management”.

This program describes the purpose, objectives, content, form, procedure, basic requirements for the examinee's answers, assessment criteria and the main literature that is recommended for reading in preparation for the entrance exam.

Applicants who have mastered an educational program of higher education and/or postgraduate education, close in direction to this educational program and have management work experience are allowed to take the entrance tests.

The entrance exam is aimed at determining the level of preparation of the applicant in accordance with the requirements of the state educational standard of postgraduate education, in order to identify the readiness of applicants to master the master's program.

The entrance exam is held in two stages:

The first stage is an interview held on the Zoom platform. The interview (personal interview) is conducted by the examination committee on questions from the list, to confirm professional and managerial experience and ability to study at the master's level.

The second stage is a comprehensive exam. The form of the comprehensive exam is oral using examination tickets. Each examination ticket contains three questions. The first question is on economic theory, the second question is on management, the third question is on personnel management.

Applicants taking the entrance exam must demonstrate deep theoretical knowledge, be able to present the material logically and reasonably. The answer to the question posed must be complete and deeply reveal the essence of the question. Coverage of related issues is welcome, but does not replace a complete and accurate answer to the question posed.

The results of the entrance exam are assessed on a 100-point scale each stage. Persons who scored at least 150 points on the results of the entrance exams are admitted to the EMBA educational programs.

## **2. PURPOSE AND OBJECTIVES OF THE ENTRANCE EXAM**

Purpose of the entrance exam is to determine the basic readiness of applicants to perform professional tasks established by the state educational standard of postgraduate education, as well as the selection of the most capable and prepared applicants for research and management activities.

Objectives of the entrance exam:

- to assess the ability and readiness of future undergraduates to search, select, synthesize and concretize information;
- to identify the quality of analytical training in the field of business and management, which allows you to navigate the flow of scientific and technical

information and ensure the implementation of innovative achievements of science and technology in your practice;

- to assess the applicant's readiness to use modern information resources in the learning process;

- to identify the applicant's motivational readiness to study under the educational programs 7M04105 – Management in Legal Practice (Executive MBA), 7M04109 – Strategic Management (Executive MBA), 7M04110 – Health Care Management (Executive MBA), 7M04111 – Educational Management (Executive MBA).

### **3. BASIC REQUIREMENTS FOR THE EXAMINEE'S ANSWERS**

At the entrance exam, the applicant must show:

- ability to analyze the organizational structure and socio-economic processes in organizations of all forms of ownership;

- the ability to use the basic management tools of general management carried out in organizations in the course of economic activity;

- the ability to apply innovative approaches in the management of business processes at the enterprise and the implementation of its effective strategy;

- knowledge of terminology, the content of basic concepts related to the subject area of social partnership;

- knowledge of methods and tools for analyzing the internal and external environment of a organization;

- knowledge of the theoretical foundations of economics: microeconomics, macroeconomics, statistics and accounting, the ability to apply general economic theories;

- knowledge of the basic concepts of enterprises, their classification; opening and closing of enterprises, gross revenue and costs; accounting and economic profits, net cash flow, variable and fixed costs;

- knowledge of methods of development and implementation of marketing programs, the ability to analyze the external and internal environment of an organization, identify its key elements and assess their impact;

- the ability to analyze and summarize the information received, draw conclusions, competently using scientific terminology.

### **4. CONTENT OF THE ENTRANCE EXAM PROGRAM**

1. Interview form – orally according to an approximate list of interview questions. The time allotted for the interview does not exceed 20 minutes. The interview is conducted on the Zoom platform

2. The form of the comprehensive exam – orally on examination tickets. Each exam ticket contains three questions. The first question is on economic theory, the second question is on management, and the third question is on personnel management.

The incoming student gets 40 minutes to prepare for the answer. Then the applicant answers the questions defined in the ticket, as well as additional questions from members of the admissions committee. The members of the examination committee shall

give points in accordance with the evaluation criteria given in paragraph 5 of this program.

#### **4.1 Content of the sample list of interview questions**

##### **1. Questions about the chosen university and program**

1. Why did you choose our university?
2. What attracted you to the Higher School of Law and Economics?
3. Why did you choose this particular educational program?
4. What are your academic and career goals?
5. How will our university and educational program help you achieve these goals?
6. Have you applied to other universities?
7. What will you do if you don't enroll in our university?
8. Why should we take you to study?

##### **2. Questions about the information you provided about yourself**

1. Where did you study before?
2. What gave you training in these institutions?
3. Why did you not want to continue studying at the university where you studied before?
4. Do you have any experience studying your chosen specialty?
5. Which subjects, of those that you studied in the past, were most interesting to you?
6. Why did you decide to change your academic direction? (if you are going to study in a new specialty)
7. What additional courses or programs have you attended?
8. Do you have any work experience?
9. Why did you decide to return to study again?
10. Do you have any extracurricular achievements that you are proud of?

##### **3. Questions about personal characteristics and qualities**

1. What are your strengths?
2. What are your weaknesses?
3. What do you consider your main achievement in life at the moment?
4. Tell us how you achieved your goal?
5. Are you a loner or do you like to work in a team?
6. What role do you usually assume in a team?
7. What role do you prefer to perform during teamwork on a particular project?
8. What are your main interests?
9. What are you interested in and plan to do in the near future, besides studying?
10. Can our university help you develop your interests and hobbies?

##### **4. Questions about career goals and future plans**

1. Who do you see yourself in 10 years?
2. Who would you like to work in the future?

3. Why did you choose this profession?
4. How are you going to develop your career in the chosen direction?
5. How can our university help you in developing your career?
6. Do you plan to study further after completing the program you are applying for?
7. Are you considering further studies at our university?
8. Do you want to return to live and work in your country after graduation?
9. What will you do if you cannot build a career in the intended field?

#### **4.2. Requirements for academic disciplines included in the comprehensive exam program**

Requirements for the academic discipline "Economic theory"

As part of the preparation for this module of the comprehensive exam program, the applicant must:

To know: characteristics of economic phenomena in society; laws of the economy of society; fundamental issues of economics; laws of functioning of the market economy; basic economic theories.

Be able to: identify patterns of economic events; analyze economic activity; determine the type and characteristics of the market; apply in practice the basic theories and laws of economics.

Have the skills to: analyze economic events and phenomena in society; identify factors affecting economic growth; determine the level of economic development; determine the policy of economic development.

#### **Requirements for the academic discipline «Management»**

In preparation for this module of the comprehensive exam program, the applicant must:

To know: basic terms and concepts methods, principles, management functions, the main stages of rational problem solving and factors influencing managerial decision-making.

Be able to: diagnose the levels and methods of managerial decision-making on the example of a specific situational task.

Have the skills: application of levels and methods of managerial decisions of the role of managers in medical organizations comparative characteristics of the main leadership styles.

#### **Requirements for the academic discipline «Personnel management»**

In preparation for this module of the comprehensive exam program, the applicant must:

To know: the concept of personnel of the organization; the personnel management system of the organization; the organizational structure of personnel management, strategic personnel management; the system of planning work with the personnel of the organization; the process of recruitment, selection, hiring and admission of personnel.

Be able to: correctly use the basic definitions, characterize the role of a person in the organization, management styles, personnel management system.

Have the skills to: solve cases; coordinate the personnel management system and the goals facing the organization.

#### **4.3. Questions of the entrance exam in the disciplines included in the program of the entrance exam**

##### **Questions on the academic discipline «Economic theory»**

1. The subject of economic theory. Micro- and macroeconomics. Normative and positive economics.
2. Economic resources, their limitations. Factors of production.
3. Demand. Factors and demand function. The law of demand. A change in demand and a change in the amount of demand.
4. Offer. Factors affecting the offer. The law of supply. A change in the offer, a change in the value of the offer. The slope of the curve.
5. Production costs: external and internal; constant and variable; average total, constant and variable. Graphical representation.
6. Signs of pure monopoly. Conditions for the existence of a monopoly. Natural monopolies. Price discrimination.
7. Capital supply. Savings. Demand for capital (borrowed funds). Percent. Nominal and real interest rates.
8. Current discounted value. Internal rate of income. Net discounted value. Investment decision-making.
9. The IS-LM model. Interaction between monetary and fiscal policy.
10. The main macroeconomic indicators.
11. Property relations as the basis of management.
12. Characteristics of various economic systems.
13. Money and its place role in the market economy.
14. The law of supply and demand.
15. Types of monopolies and their characteristics. Oligopoly and monopolistic competition.
16. The theory of the economic cycle.
17. The place of the state in solving the issue of economic equilibrium. Multiplier of autonomous expenses.
18. Keynesian theory of economic regulation.
19. Theories of adaptive and rational expectations.
20. Theories of economic growth.

##### **Questions on the academic discipline «Management»**

1. Management levels. Subject and object of management.
2. Management as social management.
3. Modern system of views on management (new paradigm).
4. Organization as an object of management. Formal and informal organizations.
5. External and internal environment of the organization.
6. Horizontal and vertical division of labor
7. Organizational management structures; their types and characteristics.

8. Documents regulating organizational aspects of enterprise management.
9. Management functions: concept, place in the system of management categories, their relationship.
10. Planning as a management function.
11. Organization as a management function, delegation of authority.
12. Motivation as a function of management.
13. Theories of motivation and their application in management practice.
14. Control as a management function.
15. The content and features of managerial work.
16. Management objectives, their characteristics.
17. Management decisions, their classification.
18. Methods of decision-making.
19. Leadership style, power and leadership.
20. The essence, elements and stages of the communication process.

### **Questions on the academic discipline «Personnel Management»**

1. The essence and classification of personnel management methods
2. Composition of functional subsystems and functions for personnel management
3. The concept, essence, main elements of the personnel policy of the organization
4. Personnel, regulatory, methodological, legal information support of the personnel management system
5. The place and role of personnel policy in the organization
6. The system of strategic personnel management of the organization
7. The essence, goals and objectives of personnel planning
8. Types of personnel planning. Types of personnel requirements
9. Planning of the company's personnel costs
10. Operational plan of work with personnel
11. Stages of strategic planning development
12. Content of the recruitment system
13. Internal and external sources of recruitment
14. Stages and classification features of the recruitment process
15. Structure and content of the general principles of recruitment
16. Traditional and non-traditional methods of personnel selection
17. Principles and forms of personnel selection
18. Personnel selection system and its methods
19. Stages, forms and types of personnel adaptation
20. The role of the management service in the development of measures for career guidance and adaptation of personnel

## **5. CRITERIA FOR EVALUATING THE RESULTS OF A COMPREHENSIVE EXAM**

90-100 points. Assessment «excellent»:

1. Correct and complete answers to all theoretical questions are given and the answers have a fundamental scientific basis in the field of training;

2. Demonstrated a systematic understanding of management activities and demonstrated the ability to critically analyze, evaluate and synthesize new and complex ideas in the management process;

3. The applicant is able to formulate and solve modern scientific and practical problems in the field of management;

4. The applicant presents the material competently in compliance with the logical sequence.

70-89 points. Assessment «good»:

1. Correct, but incomplete answers to all theoretical questions are given, insignificant errors or inaccuracies in definitions and issues of organization management are allowed;

2. Demonstrated competence in the field of management and the ability to solve managerial tasks at their own level, but minor mistakes were made in solving them;

3. Demonstrated skills and abilities to integrate existing and new social knowledge for setting scientific tasks and solving managerial problems arising in the organization;

4. The applicant presents the material competently in accordance with the logical sequence, but with minor errors.

50-69 points. The assessment is «satisfactory»:

1. The answers to the theoretical questions are correct, but not complete, inaccuracies in the formulations and logical errors are allowed.

2. The essence of managerial activity in the organization is revealed;

3. Demonstrated limited skills and ability to solve managerial problems arising in the organization;

4. The material is presented correctly, but the logical sequence is broken.

Less than 50 points. Rating «unsatisfactory»:

1. Answers to theoretical questions contain gross errors and are incomplete;

2. The ability to solve managerial tasks has not been demonstrated;

3. There are no skills and abilities to solve managerial problems arising in the organization;

4. The material is presented inconsistently.

## **LIST OF RECOMMENDED LITERATURE**

### **I. Basic literature**

1. Aaker D. A. Strategic market management: production-pract. ed. / D.Aaker; [per. from English. E. Vinogradova]. - 7th ed. - St. Petersburg, 2013. - 495 p.

2. Averchenkov V. I. Innovation management / V. I. Averchenkov, E. E. Vainmaer. - Moscow: Flinta, 2015. - 293 p. - The same [Electronic resource]. - Access mode: ibooks to access info. resources require authorization.



3. Adizes I. K. Managing change: production-pract. ed. / I. K. Adizes; [per. from English. V. Kuzin]. - St. Petersburg, 2014. - 223 p.
4. Adizes I.K. Leader development. How to understand your management style and communicate effectively with carriers of other styles = eng. Leading The Leaders: How To Enrich Your Style of Management and Handle People Whose Style Is Different From Yours. - M.: "Alpina Publisher", 2015. - 259 p.
5. Adizes I.K. Management styles. Effective and ineffective = English. Leading Management/Mismanagement Styles: How to Identify a Style and What to Do about It. - M.: "Alpina Publisher", 2012. - 200 p.
6. Adizes I.K. Mastering Change: The Power of Mutual Trust and respect in Personal Life, Family Life, Business and Society. - St. Petersburg, 2014. - 224 p.
7. Barysheva A.V. Innovative management: textbook. allowance / A.V. Barysheva, K. V. Baldin, M. M. Ishchenko. - 3rd ed. - Moscow: Dashkov i K, 2012. - 384 p. - Access mode : ibooks to access info. resources require authorization.
8. Vesnin V. R. Management: textbook. / V. R. Vesnin. - 4th ed., revised. and additional - Moscow: Prospect, 2011. - 613 p.
9. Vesnin V. R. Management in schemes and definitions: textbook. allowance / V.R. Vesnin. - Moscow: Prospect, 2012. - 125 p.
10. Goncharenko L.P. Risk management / L.P. Goncharenko, S.A. Owl. - Moscow: KNORUS, 2011. - 215 p. - The same [Electronic resource]. - Access mode: ibooks to access info. resources require authorization.

## **II. Additional literature**

1. Gorelik O.M. Production management: adoption and implementation of managerial decisions: textbook. allowance / O. M. Gorelik. - 2nd ed. - Moscow: KNORUS, 2015. - 272 p. - The same [Electronic resource]. - Access mode: ibooks to access info. resources require authorization.
2. Grigoriev M.N. Logistics. Basic course: textbook. / M.N. Grigoriev, S.A. Uvarov. - Moscow: Yurayt, 2011. - 782 p.
3. Daft R.L. Management.// 8th edition., St. Petersburg. -2009.- 800 p.
4. Dezhkina I.P. Harmonious management / I.P. Dezhkina, G.A. Potasheva. - Moscow: INFRA-M, 2010. - 93 p. - The same [Electronic resource]. - Access mode: ibooks to access info. resources require authorization.
5. Dmitriev A.V. Conflictology: textbook. / A. V. Dmitriev. - 3rd ed., revised. - M.: Alfa-M, 2013. - 336 p.
6. Gilad B. Competitive intelligence. How to recognize external risks and manage the situation: translation. ed. / B. Gilad. - St. Petersburg, 2010. - 320 p.
7. Dombay K. Abyroy management. Reputation and PR management. - Almaty, 2014. - 350 p.
8. Doroshenko E. V. Long-term labor relations as a principle of production management in the modern economy: abstract of... cand. economy Sciences: 05.02.22 / E. V. Doroshenko; Center. econ.-mat. Institute of RAS. - Moscow, 2012. - 20s.

9. Zharkovskaya E.P. Anti-crisis management: textbook. / E.P. Zharkovskaya, B.E. Brodsky, I.B. Brodsky. - 7th ed., Rev. and additional - Moscow: Omega-L, 2011. - 467p.

10. Zaika I.T. Documentation of the quality management system / I.T. Zaika, N.N. Gitelson. - Moscow: KNORUS, 2011. - 186 p. - The same [Electronic resource]. - Access mode: ibooks to access info. resources require authorization.

11. Zinoviev V.N. Management: textbook / V.N. Zinoviev, I.V. Zinoviev. - Moscow: Dashkov i K°, 2010. - 477 p.

12. Ivanova T.Yu. Theory of organization: textbook. / T. Yu. Ivanova. - 4th ed., erased. - Moscow: KnoRus, 2012. - 428 p.

13. Ignatov V.G. Management Theory: textbook. allowance / V.G. Ignatov, L.N. Albastova. - Moscow; Rostov-on-Don: March, 2012. - 463 p.

14. Isaev D.V. Corporate governance and strategic management. Information aspect: monograph. / D. V. Isaev. - Moscow: State University Higher School of Economics, 2015. - 219 p.

15. Kanke A.A. Fundamentals of logistics: textbook. allowance / A.A. Kanke, I.P. Koshevaya. - Moscow: KnoRus, 2010. - 576 p.

16. Kartashova L. V. Organizational behavior: textbook. / L.V. Kartashova - Moscow: INFRA-M, 2016. - 156 p.

17. Kartashova L.V. Human resource management: textbook. / L.V. Kartashova. - Moscow: INFRA-M, 2010. - 235 p.

18. Kaznachevskaya, G.B. Management: textbook / G. B. Kaznachevskaya. - Rostov-on-Don: Phoenix, 2014. - 452 p.

19. Knyshova E.N. Hospitality management: textbook. allowance / E.N. Knyshova, Yu.M. Belozerov. - Moscow: Forum: INFRA-M, 2010. - 512 p.

20. Kogdenko V.G. Company value management. Value-oriented management: textbook. for bachelors and masters / V.G. Kogdenko, M.V. Miller. - Moscow: UNITI, 2015. - 447 p.

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