

# Decision of the FIBAA Accreditation and Certification Committee



10<sup>th</sup> Meeting on June 21, 2023

## PROGRAMME ACCREDITATION

<b>Project Number:</b>	22/038
<b>Higher Education Institution:</b>	Kenzhegali Sagadiyev University of International Business
<b>Location:</b>	Almaty, Kazakhstan
<b>Study Programme:</b>	Economics and Management (Bachelor of Business and Management)
<b>Type of Accreditation:</b>	Initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decision:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programme is accredited with one condition.

Period of Accreditation: June 21, 2023, until June 20, 2028.

- Condition: UIB includes up to date recommendations on literature in all syllabi of the Economics and Management programme (see chapter 3.3).

Proof of meeting this condition is to be supplied by March 20, 2024.

The FIBAA Quality Seal is awarded.



**FOUNDATION FOR INTERNATIONAL  
BUSINESS ADMINISTRATION ACCREDITATION**

FIBAA – BERLINER FREIHEIT 20-24 – D-53111 BONN

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## Assessment Report

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**Higher Education Institution:**

Kenzhegali Sagadiyev University of International  
Business, Almaty, Kazakhstan

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**Bachelor programme:**

Economics and Management

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**Qualification awarded on completion:**

Bachelor of Business and Management

# General information on the study programme

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**Brief description of the study programme:**

The UIB Bachelor programme Economics and Management comprises four years / eight semesters of study. It has a workload of 242 ECTS credits. The full-time programme is sub-divided into eight modules and includes 62 courses out of which 18 are elective courses. Graduates achieve the degree “Bachelor of Business and Management”.

The study programme aims to train students who as graduates will be competent in evaluating current market situations, analysing the financial and economic situation of enterprises and making effective management decisions. They also shall be able to collect, process and analyse data, predict the development of socio-economic processes using modern analytical computer programmes. Moreover, graduates shall possess the skills of organisational work and management activities, and a critical and analytical thinking.

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**Type of study programme:**

Bachelor programme

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**Projected study time and number of ECTS credits assigned to the study programme:**

Four years / 242 ECTS credits

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**Mode of study:**

Full-time

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**Didactic approach:**

Study programme with obligatory class attendance

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**Double Degree programme:**

Optional

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**Scope (planned number of parallel classes) and enrolment capacity:**

Four groups with 30 students

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**Programme cycle starts in:**

Winter semester, start date: September 1

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**Initial start of the programme:**

2016

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**Type of accreditation:**

Initial accreditation

# Procedure

A contract for the initial accreditation of the Bachelor programme Economics and management (Bachelor of Business and Management) was made between FIBAA and Higher Education Institution: Kenzhegali Sagadiyev University of International Business, Almaty, (UIB) on April 1, 2022. On June 30, 2022, UIB submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel<sup>1</sup>. The HEI has agreed with the chosen experts. The panel consisted of:

**Karl-Peter Abt**

German Chamber of Industry and Commerce, Bielefeld, Germany  
Chief executive (ret.), Consultant  
(Economics, Management Consulting, Logistics)

**Anika Bittner**

Hamburg University of Technology, Germany  
Doctoral Candidate  
(Behavioral Economics)

**Prof. Dr. Rainer Kuehl**

University of Giessen, Germany  
Professor at the Institute of Agricultural and Food Business Management  
(Institutional Economics, Microeconomics and Competition Analysis)

**Dr. Saule Kemelbayeva**

KAZGUU University, Almaty, Kazakhstan  
Dean KAZGUU Business School  
(Economics and Econometrics, Labour Economics)

**Prof. Dr. Marco J. Menichetti**

University of Liechtenstein, Liechtenstein  
Professor of Business Administration, Banking and Financial Management  
(Business Administration, Corporate Finance, Asset and Wealth Management)

**Prof. Dr. Peter Thuy**

IU International University of Applied Sciences, Bad Honnef / Bonn, Germany  
Professor of Economics and Service Management  
(Economics, Tourism Management, Service Management)

FIBAA project manager:

Dr. Birger Hendriks

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<sup>1</sup> The panel is presented in alphabetical order.



The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference. The online conference took place on February 6 to 8, 2023 via the video conferencing tool *Zoom*. The same cluster included an appraisal of the Bachelor programme Corporate Finance (Bachelor of Business and Management), and the Master programme Financial Management (Master of Economic Sciences). At the end of the online conference, the panel has given brief feedback on its first impressions to representatives of UIB.

The assessment report based on this was delivered to the HEI for comment on May 25, 2023. The statement on the report was given up on June 1, 2023. It has been taken into account in the report at hand.

## Summary

The Economics and Management programme offered by Kenzhegali Sagadiyev University of International Business, Almaty, Kazakhstan fulfils with one exception the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on June 21, 2023, and finishing on June 20, 2028, on condition. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The panel members identified need for improvement regarding the following aspects: including in the syllabi up to date recommendations on literature. They recommend the accreditation on condition of meeting the following requirement:

- **Condition:** UIB includes up to date recommendations on literature in all syllabi of the Economics and Management programme (see chapter 3.3).

Proof of meeting these conditions is to be submitted by March 20, 2024.

The panel members also identified several areas where the programme could be further developed:

- adding relative numbers in the grading distribution table (see chapter 3.2);
- engaging more guest lecturers from foreign universities as well as from business (see chapter 3.3);
- widening and intensifying the cooperation with foreign universities (see chapter 4.3);
- creating a procedure on evaluating the partnerships as part of the quality assurance system (see chapter 4.3).

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are criteria in which the programme exceeds the quality requirements:

- Skills for employment (see chapter 3.6);
- Practical business experience of faculty (see chapter 4.1);
- Student support by faculty (see chapter 4.1);
- Career counselling and placement service (see chapter 4.5).

# Information

## Information on the Institution

Kenzhegali Sagadiyev University of International Business (hereinafter “UIB”) is a private institution of higher education located in Almaty, Kazakhstan. It was founded in 1992 and currently has about 4,800 students, 191 full-time and 60 part-time members of teaching staff.

According to its self-evaluation report (SER<sup>2</sup>, UIB forms an innovative scientific and educational environment with stable academic traditions to ensure the activities of a qualified team that carries out fundamental and applied research for the needs of society, as well as providing high-quality educational services for students in accordance with international standards.

Its mission elements are defined as follows: generating knowledge, training in-demand and successful specialists with modern competencies and actively influencing the socio-economic development of Kazakhstan in a changing world<sup>3</sup>.

The values of the University have been defined as follows: Respect for individuals and equality; quality of graduate training; academic freedom and responsibility; reliability of scientific results; ethical behavior and zero tolerance for corruption; collegiality of decisions; openness; transparency and trust; social responsibility; flexibility and efficiency.

In its Development Programme (Strategy) for 2019 to 2023, UIB sets the following goals in the field of quality: Providing conditions for the dynamic development of the University as a multidisciplinary HEI that could effectively contribute to solving the problems of personnel, scientific, methodological and information technology support for the innovative development of the national education system, and contribute to the implementation of strategic plans of the State in the field of education, social and youth policy. During the online conference UIB informed the panel that a working group has started to develop a new strategy for the years to come.

Realising these conditions requires the achievement of the following strategic goals (Clause 9 of the Development Programme):

Goal 1: Achieving high quality training of competitive personnel.

Goal 2: Ensuring the integration of science, education and production, creating conditions for the commercialization of the results of scientific activity.

Goal 3: Social responsibility for the civil, patriotic education of young people and the spiritual and moral qualities of the team members (faculty, staff and students).

Goal 4: To become one of the best business universities in Central Asia and the third English-speaking university in Almaty.

UIB has organised cooperation with foreign and national partners, among them the Higher School of Business – National Louis University in Nowy Sacz, Poland. With this university, UIB concluded

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<sup>2</sup> See SER, p. 4

<sup>3</sup> <https://uib.edu.kz/en/missiya-universiteta/> - last seen on February 15, 2023.

an agreement on selectively conducting the Bachelor programmes “Corporate Finance” and “Economics and Management” for individual students as double degree programmes.<sup>4</sup>

UIB’s Faculty of Basic Higher Education<sup>5</sup> includes the Language Center and four departments: Department of Social Sciences and Humanities, Department of Management and Business, Department of Finances and Accounting, and Department of Business Informatics. The Economics and Management programme belongs to the Department of Finances and Accounting. Each department is run by a Head, who in turn reports to the Dean, then to the Vice-Rector for educational and methodological work. The Vice-Rector reports to the President of the University of International Business.

## Further development of the programme and statistical data

In 2018 with the introduction of a new classifier of specialties of higher and postgraduate education, the University further developed the study programme "Economics" to "Economics and Management".

The study programme is offered in three languages in parallel: in Russian, Kazakh and English. According to UIB<sup>6</sup>, the contingent of students has grown significantly and their number was 132 students (as of 02/28/2022). The number of students who studied the programme in the Russian language was 80 students, in the Kazakh language 38, and in the English language 14. In 2021-2022, there were 40 students accepted as first-year students. International students are also showing interest in this programme.

UIB intends to increase the number of practitioners reading specialised courses, which aims at expanding the competencies of graduates and adapting them to market conditions. Also, it is planned to increase the number of students studying in English and a more active participation of students in academic mobility programmes.

### Statistical data Economics and Management

		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
<b>Study Places offered by HEI</b>		48	28	17	33	52
<b>Applicants</b>	$\Sigma$	55	30	22	39	64
	f	30	16	15	25	40
	m	25	14	7	14	24
<b>Application rate</b>		114,58%	107,14%	129,41%	118,18%	123,08%
<b>First-Year Students</b>	$\Sigma$	48	28	17	33	52
	f	24	17	13	21	32

<sup>4</sup> As for this accreditation procedure and corresponding to UIB’s self-evaluation report, the double degree alternative will be left out of consideration. Accordingly, this accreditation does not include the double degree alternative.

<sup>5</sup> See Annex 1: Organisational structure of UIB (2023).

<sup>6</sup> See SER p. 8 f.

<i>(accepted applicants)</i>	m	24	11	4	12	20
Rate of female students		50.00%	60.71%	76.47%	63.64%	61.54%
Foreign Students	$\Sigma$	1	1	0	0	1
	f	0	1	0	0	1
	m	1	0	0	0	0
Rate of foreign students		2.08%	3.57%	0	0	1.92%
Percentage of occupied study places		100,00%	100,00%	100,00%	100,00%	100,00%
Graduates	$\Sigma$				54	16
	f				31	12
	m				23	4
Success rate <i>(students who finished their studies)</i>					88,89%	57,14%
Dropout rate <i>(students who dropped their studies)</i>					11,11%	42,86%
Average duration of study		4	4	4	4	4
Average grade of final degree					81,2	80

## Appraisal

The panel welcomes that UIB further developed the programme during the last years. The statistics show that during the last three to four years the number of study places was increasing corresponding to the trend of the numbers of applicants. The statistical data show the development of a cohort starting in 2016.

# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk Criterion)

The qualification goals of the Economics and Management programme and the relevant students' qualifications upon graduation are the following:

- Self-development and commitment to ethical values and a healthy lifestyle.
- Achieving professional competencies in the areas of economy and business at the macro-, meso- and micro levels.
- Developing personal qualities necessary for the effective solution of problems in the field of professional activity.
- Skills of organisational work and management activities, and critical and analytical thinking. Graduates are able to adapt to dynamically changing professional and social conditions in their activities.
- Evaluating current market situations, analysing the financial and economic situation of enterprises and making effective management decisions. Graduates are able to collect, process and analyse data, predict the development of socio-economic processes.

UIB defines the learning outcomes for the programme Economics and Management as follows:

1. Use knowledge and skills in their professional and social activities; set goals and formulate tasks related to the implementation of professional functions.
2. Use economic tools for decisions of economic and organisational nature in the context of the digitalisation and assess its effectiveness.
3. Assess the legal aspects of economic activities and their impact on the functioning and development of a market economy, taking into account the legal consequences of changes in the legislation.
4. Use knowledge of economic theory, the basics of management and special disciplines for professional activities, understand and interpret the economic meaning of social phenomena and problems in the field of organisation, planning and management.
5. Form the conceptual foundations of doing business, the financial and economic policy of economic entities, work out a development strategy and principles of work in various areas of economic activities.
6. Organise your work on a scientific basis, master computer methods for collecting, storing and processing information used in the field of professional activities.
7. Possess the skills of analytical and critical thinking, generate original ideas, competently interpret specific facts and quantitative economic indicators, and give an expert assessment of the phenomena of public life.

The objectives of the "Economics and Management" programme were developed in accordance with the National Qualification Framework of Kazakhstan.

As to the target group, UIB aims at training

- Professional business managers who possess the skills of organisation and management activities, a high level of critical and analytical thinking, able to effectively adapt to dynamically changing professional and social conditions of activity;
- specialists competent in evaluating current market situations, analysing the financial and economic situation of enterprises and making effective management decisions, who are able to collect, process and analyse data, predict the development of socio-economic processes using modern analytical computer programmes.

## Appraisal:

The qualification objectives of the programme are explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality.

The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation. They take into account the requirements of the national qualification framework.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1* Objectives of the study programme (Asterisk Criterion)			X		

## 1.2 International orientation of the study programme design (Asterisk Criterion)

The international orientation of the study programme is reflected in its goals and objectives, in its content and in the description of competencies. Particular attention is paid to the issues of economic development, management and entrepreneurial orientation from an international point of view. Students receive theoretical knowledge about the development of the international economy, entrepreneurship, foreign management experience in such courses as the World Economy and International Business, Regulation of Economic Processes in the WTO and the EAEU, and a Special Course: Business Practice. Also, attention is paid to train the students' development of analytical skills by using internationally recognised application programmes and programming languages such as Python basics and R-programming, Financial modelling in MS Excel, Data analysis and forecasting in economics. Moreover, the content of the programme includes courses of Business and Technology (ACCA<sup>7</sup>), Management Accounting (ACCA), Financial Accounting (ACCA), which are the initial structural elements of the international programme accreditation by ACCA.

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<sup>7</sup> Association of Chartered Certified Accountants (ACCA).

## Appraisal:

The panel is convinced that the programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2* International orientation of the study programme design (Asterisk Criterion)			X		

### 1.3 Positioning of the study programme

In the educational market of Almaty, the Economics and Management programme is offered at UIB only. Other universities in Almaty are conducting programmes in economics and management that are different and that do not integrate such an interdisciplinary approach in the content. The programme combines the two areas of economics and management and by that expands the level of acquired competencies of graduates.

The University carefully studies the programmes that are available in the educational market of Kazakhstan (outside Almaty) and foreign countries. The difference of the Bachelor programme Economics and Management from similar programmes of other Kazakhstan's universities can be found in the comprehensive coverage of economic and managerial areas, the presence of a significant module aimed at developing the graduate's analytical abilities and skills in applying digital technologies in the implementation of professional tasks. UIB has the view<sup>8</sup>, that the competitiveness of the programme is achieved due to the practical orientation of the content, and the training of specialists in economics and management analytics. Proficiency in English shall provide the opportunity to participate in international mobility at foreign partner universities.

The set of these learning outcomes and competencies allows graduates to find occupations in the job market. According to the State Center for the Payment of Pensions, the percentage of employed graduates was in 2018-2019 around 76.5 %, in 2019-2020 up to 96 %, and in 2020-2021 it was 62.5%.

Students and graduates find jobs in companies cooperating with the Career and Professional Development Center: Nestle Food Kazakhstan, Halyk-Life JSC, The Coca-Cola Almaty Bottlers, Magnum Cash & Carry LLP, JTI, Halyk Insurance Company JSC, Halyk Finance, Freedom Finance, Air Astana, Kazpost JSC, Takeda Kazakhstan LLP, Ramada Hotel, Philip Morris KZ, Kazpost JSC, PepsiCo, Tele2 Kazakhstan Mobile Telecom-Service, Almaty Microfinance Organization, CEECATCapital "(Data from the Career Center).

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<sup>8</sup> See self-evaluation report (SER) p. 23.



In its strategy "Development Program of the University of International Business for 2019-2023" UIB defined its mission as follows: generation of knowledge, training of sought-after, successful specialists with modern competencies and actively influencing the socio-economic development of Kazakhstan in a changing world.<sup>9</sup> The programme objectives comply with these strategic goals of UIB that are achieved with high employability of graduates and who are able to contribute to solving the problems of both the state economy as a whole and individual enterprises.

## Appraisal:

The reasons given for the positioning in the educational market of this study programme are plausible although the panel would not categorise this programme including its curriculum as unique, also because of the fact that nationwide three other universities offer similar programmes.

The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plausibly set forth.

The study programme is convincingly integrated into the HEI's overall strategic concept. The study programme's qualification goals are in line with the HEI's mission and strategic planning.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		

<sup>9</sup> See SER p.30.

## 2. Admission

In 2020, UIB published a document with the title “Admission Regulations to study at the UIB for educational programs of higher and postgraduate education”. It describes and regulates in detail UIB’s principles and procedures for admission. These internal regulations are based on and take into account the rules of admission approved by the Ministry of Education and Science of the Republic of Kazakhstan (MES). In 2021, MES updated these rules which stipulate in detail the procedures, criteria and responsibilities for the admission to higher education programmes. The entrance examination was centralised across the country. HEIs no longer arrange examinations and are separated from admission. After documents’ submission applicants have to register at the database of the National Testing Center (NTC) of the MES and at the scheduled time take online (written) examinations on the NTC platform in terms of a UNT (Unified National Test)<sup>10</sup>.

The performance of this test also serves as a competition for eligibility to receive a state educational grant. The test is administered and scored by the NTC<sup>11</sup> and published on their website to ensure transparency. Then, candidates apply directly to the University Admission Committee with supporting documents.

Persons with secondary, technical and vocational or post-secondary education are allowed to participate in the competition for the award of an educational grant of higher education at the expense of the republican budget or the local budget and (or) enrolment in fee-paid education.

Admission of international students is based on an admission test conducted by the University Admission Committee. Foreign students who have graduated from educational institutions in Kazakhstan can be admitted to the University based on this test. Foreign students who have graduated from higher education institutions outside Kazakhstan can be admitted based on this test and are subject to certification of their qualifications prior to commencement of their studies. Those students who have international language certificates, if they wish, are automatically enrolled in subjects with the English language of instruction. Others have to undergo a language test.

For prospective Bachelor students, the following selection procedure has been developed:

1. passing the UNT (Unified National Testing) for a score of at least 50,
2. applying to a preferred university (including a state educational grant),
3. collection and submission of the established package of documents for admission (advertising brochure "University of International Business").

A successful application leads to an “Agreement on Providing Educational Services to the UIB Student”, concluded between the University and the applicant, about essential aspects of the studies.

Applicants can apply for a consultation by indicating their full name, phone number and e-mail<sup>12</sup>. They can also obtain information about state grants and the rules for applying for participation in

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<sup>10</sup> Secondary school leaving examination and entrance exam for HEIs

<sup>11</sup> <https://kursiv.kz/news/obrazovanie/2021-04/kakie-novovvedeniya-poyavilis-v-processe-ent-v-2021-godu>

<sup>12</sup> <http://uib.edu.kz/bachelor/>

the grant competition. Admission of prospective students and master students to UIB is conducted offline and online. Applicants are given a tour of the university. The same tour can be obtained online by watching the UIB Guide video.

A personal dialogue between the applicant and the University Admission Committee is possible from May 25 to August 25 of the current year from Monday to Friday from 09:00 am to 6:00 pm, on Saturday from 10:00 am to 5:00 pm. In the admission committee, applicants in any mode (virtual and in-person) can get complete information in particular about study programmes and learning paths and learn about their career prospects. Requests are received from all communication channels (e-mail, social networks, website), including calls to the call center. The University quickly responds to incoming requests from prospective students through the electronic section Consultation ([www.uib.edu.kz](http://www.uib.edu.kz))<sup>13</sup>. The specified source contains the number of the call center, the information is presented in four languages (Kazakh, Russian, English, Chinese).

Also, UIB is on social networks such as Instagram, Facebook, YouTube. Counselling options are varied depending on the needs of the target group, separately for Bachelor and Master programmes.

UIB offers the study programme in three languages: Russian, Kazakh and English. Applicants can choose the language of instruction. Before the academic year starts, the student takes a test to determine the level of knowledge of the language of instruction and is assigned to groups according to the selected department. The staff of the language center provides recommendations to students with insufficient language level.

In addition to monolingual groups studying in Russian or Kazakh, UIB is gradually increasing the number of students studying in English-speaking groups. As for the proficiency of the English language incoming applicants take a test to determine their level. Testing is carried out in an online format, available on the UIB website<sup>14</sup>. The test database is formed by the teaching staff of the language center, updated annually by 20–30%. Based on this test, the level of English language proficiency of the student is determined. After that, groups are formed according to their knowledge of English in five levels: Elementary, Pre-Intermediate, Intermediate, Upper-Intermediate, Advanced. Levels from Elementary to Upper-Intermediate inclusive are taught in general English according to the Model Curriculum. Transition from level to level of English is possible on the basis of the initiative of the teacher and the student. Second year students of the programme move on to study the course of "Business English". Third year students study "Professional English" in their direction.

Students having a TOEFL or IELTS certificate are exempted from testing. Based on the level of their certificate, the level and direction of training is determined. If the certificate is higher than 6.0, an opportunity is given to study a second foreign language (Chinese, French, Korean, German, Turkish, Spanish, Italian).

The admission procedure is described and documented in the Rules for admission to study at UIB for educational programs of higher and postgraduate education (edition 5, 2020), which can be

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<sup>13</sup> See SER p. 35.

<sup>14</sup> <https://uib.test.kz>, <https://moodle.uib.kz>

viewed and downloaded on the University website<sup>15</sup>. Applicants for participation in the competition for the award of an educational grant of higher education at the expense of the republican or local budgets, or for studying under the state educational order at the expense of the republican budget, must have a certificate of the UNT, conducted from June 20 to July 5 of the current year.

The UNT certificate is the receipt of a decision on admission to a university in writing. After this stage applicants have to choose a university and an educational programme in accordance with the exams they have passed. Prospective students enrolling in a university online will receive a confirmation by mail, a list of necessary documents, as well as a link to the platform for signing an agreement for the provision of educational services.

## Appraisal:

The admission requirements are defined and comprehensible. The national requirements are presented and taken into account. Applicants can directly turn to a student counselling service, or to whatever other helpdesk at the university, for clarification of specific questions, of personal aptitude, of career perspectives. Personal dialogue between applicants and the HEI is provided by defined office hours, by telephone and via e-mail.

The selection procedure is transparent and ensures that qualified students are admitted.

The admission requirements (required language proficiency level or required result in a concrete language test) and preparatory language courses ensure that students are able to successfully complete the study programme (courses, additional literature, utilisation of counselling services and extracurricular activities).

The admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1* Admission requirements (Asterisk Criterion)			X		
2.2 Counselling for prospective students			X		
2.3* Selection procedure (if relevant)			X		
2.4(*) Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5* Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6* Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		

<sup>15</sup> <https://uib.edu.kz/abiturient/>

### 3. Contents, structure and didactical concept of the programme

#### 3.1 Contents

Economics and Management is a four-year Bachelor programme with a workload of 242 ECTS credits. It provides a basic professional training. The curriculum includes the following thematic modules:

- "General": Social and Humanitarian (Module 1), Information - Mathematical (Module 2), Language (Module 3); Personal Development (Module 4).
- "General professional "(Module 5)
  - Economic (Module 5.1),
  - Accounting (Module 5.2),
  - Entrepreneurial (Module 5.3),
  - Management (Module 5.4)
- "Professional" (Module 6)
  - Professional in Specialty (Module 6.1),
  - Practices (Module 6.2)
- Specialty Development (Module 7)
- Final Attestation.

As already mentioned above<sup>16</sup>, UIB offers the study programme in Russian, in Kazakh and English in parallel groups. The necessary language skills for teaching a course in English, Russian or Kazakh are assessed during the hiring process for lecturers<sup>17</sup>. The University presented a list for all courses individually assigned to lecturers and the relevant language, Kazakh, Russian and English.

Structure and content of Bachelor programme Economics and Management											
Year	Cycle of courses	Name of the course	ECTS Credits	Semester							
				1	2	3	4	5	6	7	8
	<b>Semester 1</b>										
<b>1st year</b>	General course (obligatory)	History of Kazakhstan (Module 1)	5	5							
	General course (obligatory)	Psychology (Module 1)	3	3							
	General course (obligatory)	Kazakh (Russian) Language 1 (Module 3)	5	5							
	General course (obligatory)	Foreign Language 1 (Module 3)	5	5							
	General University course (obligatory)	Economic Theory, Microeconomics (Module 5.1)	5	5							

<sup>16</sup> See chapter 2.

<sup>17</sup> See below chapter 4.1.

	Basic University course (obligatory)	Fundamentals of Law and Anti-corruption Culture (Module 1)	5	5							
	General course (obligatory)	Physical Culture	2	2							
	<b>Total semester 1</b>		<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Semester 2</b>										
	General course (obligatory)	Information Communication Technologies (in English) (Module 2)	5		5						
	General educational course (obligatory)	Foreign Language 2 (Module 3)	5		5						
	General course (obligatory)	Kazakh (Russian) Language 2 (Module 3)	5		5						
	General course (obligatory)	Cultural Studies (Module 1)	3		3						
	General course (obligatory)	Fundamentals of Sociology and Political Science (Module 1)	3		3						
	University basic course (obligatory)	Introduction to Research Methods (Module 5.1)	3		3						
	University basic course (obligatory)	Mathematics in Economics (Module 2)	5		5						
	General course (obligatory)	Physical Culture	2		2						
	University basic course (obligatory)	Educational Practice (Module 6.2)	1		1						
	<b>Total semester 2</b>		<b>32</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2 <sup>nd</sup> year	<b>Semester 3</b>										
	General course (obligatory)	Philosophy (Module 1)	5			5					
	University basic course (obligatory)	Foreign Language 3 (Module 3)	5			5					
	University basic course (obligatory)	Kazakh /Russian language 3 (Module 3)	3			3					
	University basic course (obligatory)	ACCA Business and Technology (Module 5.2)	3			3					
	University basic course (obligatory)	Management (Module 5.4)	4			4					
	University basic course (obligatory)	Statistics (Module 5.2)	4			4					
	University basic course (obligatory)	Macroeconomics (Module 5.1)	4			4					
	General course (obligatory)	Physical Culture	2			2					
	<b>Total semester 3</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Semester 4</b>										
	University basic course (obligatory)	Foreign Language 4 (Module 3)	5				5				
	University basic course (obligatory)	Kazakh (Russian) Language 4 (Module 3)	3				3				

3 <sup>rd</sup> year	University basic course (obligatory)	ACCA Financial Accounting (Module 5.2)	5				5				
	University course (obligatory)	Micro-Macro Analysis (Module 5.1)	5				5				
	University basic course (obligatory)	Econometrics (Module 2)	4				4				
	University basic course (obligatory)	Finance (Module 5.1)	3				3				
	General course (obligatory)	Physical Culture	2				2				
	University basic course (obligatory)	Production Practice (Module 6.2)	3				3				
	<b>Total semester 4</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Semester 5										
	University basic course obligatory	Foreign Language 5 (Module 3)	5				5				
	University basic course (obligatory)	ACCA Management Accounting (Module 5.2)	5				5				
	University basic course (obligatory)	State Regulation of Economy (Module 5.1)	4				4				
	University basic course (obligatory)	World Economy and International Business (Module 6.1)	3				3				
	University basic course (obligatory)	Enterprise Economy (Module 6.1)	5				5				
	University basic course (obligatory)	Human Resource Management (Module 5.4)	3				3				
	Optional profile course (elective)	Economic Analysis / Management Analysis (Module 6.1)	5				5				
	<b>Total semester 5</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Semester 6										
	University basic course (obligatory)	Foreign Language 6 (Module 3)	5					5			
	University basic course (obligatory)	Special Course 1: Business Practice (Module 5.3)	5					5			
	Optional basic course (elective)	Project Management / Production Management (Module 5.3)	4					4			
	Optional basic course (elective) /	Financial Modelling / Analytical Methods in Management Decision Making (Module 6.1)	3					3			
	Optional Profile course (elective)	Digital Economy / E-Business (Module 6.1)	4					4			
	University basic course (obligatory)	Data Analysis and Forecasting in Economics (Module 7)	4					4			
	University profile course (obligatory)	Production Practice (Module 6.2)	5					5			
	<b>Total semester 6</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>

	Semester 7										
4th year	University basic course (obligatory)	Special Course 2: Business Practice (Module 5.3)	5							5	
	Optional profile course (elective)	Fundamentals of behavioral Economics (Module 7)/ Risk management (Module 7)	3							3	
	Optional basic course (elective)	Economics and Industrial Markets / (Module 6.1) Economics of Sustainable Development (Module 6.1)	4							4	
	University profile course (obligatory)	Economics and Organisation of Investment and Innovation Activities (Module 6.1)	5							5	
	Optional profile course (elective)	Regulation of Economic processes in the Conditions of the WTO and the EAEU (Module 6.1) Economic Security of the Company	5							5	
	University profile course (obligatory)	Basics of Python- and R-Programming (Module 7)	5							5	
	Profile course	Financial Modelling (Module 7)									
	University profile course (obligatory)	Assessment and Analysis of Enterprise Competitiveness (Module 6.1)	4							4	
	Profile course	1 C Accounting (Module 6.1)									
	Optional profile course (elective)	Corporate Governance (Module 5.4)/ Strategic Management (Module 5.4)	5							5	
	<b>Total semester 7</b>		<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>0</b>
	Semester 8										
	University profile course (obligatory)	Pre-graduate practice (Module 6.2)	12								12
	Final Certification	Final Certification (Module)	12								12
	<b>Total semester 8</b>		<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>
	<b>TOTAL programme</b>		<b>242</b>	<b>30</b>	<b>32</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>36</b>	<b>24</b>



The total workload consisting of 2,978 hours in class and 4,282 hours for self-study is mounting up to 7,260 hours, corresponding to 30 hours for one ECTS credit<sup>18</sup>.

According to the State Mandatory Standard of Higher Education of Kazakhstan (GOSO) and based on government orders, UIB has to include “General courses” as well as “University courses”<sup>19</sup>.

Catalogue of elective courses (each box of the curriculum overview above contains two courses):

- Project management
- Production management
- Financial modelling in MS Excel
- 1C Accounting<sup>20</sup>
- Digital Economy
- E-business
- Assessment and analysis of enterprise competitiveness
- Corporate governance
- Strategic management
- Regulation of economic processes in the conditions of the WTO and the EAEU
- Economic security of the company
- Fundamentals of Behavioural Economics
- Risk management
- Economics of industrial markets
- Economics of Sustainable development
- Analytical methods of making management decisions
- Economic analysis
- Management analysis

Students should choose nine disciplines out of these 18 elective courses.

The catalogue of elective courses for each academic year is reviewed by the academic committee and discussed at round tables with employers. Programme leaders organise discussions with students and their interests. Their comments are taken into account while revising and developing the programme content.

In module 5.2 the programme includes three courses that are certified by ACCA. Within these disciplines it is recommended to study for the ACCA exam also.

The special courses Business Practice 1 and 2 in module 5.3 are compulsory for the 6th and 7th semesters. The courses aim at forming knowledge and skills on creating a business based on a new business idea, creating a team, compiling a capitalization table, and searching for investors.

Moreover, the Economics and Management programme provides three other types of professional practice: educational, production (Industrial) practice and pre-graduate practice. They are required

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<sup>18</sup> Based on the calculation of UIB.

<sup>19</sup> See above in the curriculum.

<sup>20</sup> 1 C is a mass-market software developer.

by the Government as part of the “State Mandatory Standard”<sup>21</sup>. The purpose of the educational practice (2nd semester) is to acquire practical skills in the application of information technologies in Business Analytics, Big Data and semantic search text analytics. The students do their educational internship at the University of International Business. During the production (industrial) practice (4th and 6th semesters), the student acquires skills and knowledge for professional activity in all areas in real production conditions. Students can take production (industrial) and pre-graduate internships in enterprises of diverse types of activities. The Pre-graduate practice (8th semester) enables students to gain knowledge of writing and defending the thesis. During the internship, students collect materials for research, conduct the necessary analysis, as well as obtain and consolidate the skills of writing a thesis.

The final certification is in the final module that completes the educational programme by graduation theses, which contains analysis of economic problems at the micro and macro levels, proposals for their solution, recommendations for improving management at enterprises and assessment of the economic efficiency of the proposed measures. Some of the proposals developed in graduation works find practical application, which is confirmed by implementation acts.

The official name of the study programme as well as degree awarded upon the successful graduation are determined according to the requirements of higher and postgraduate education and approved by an Order of the Minister of Education and Science. The content and name of the programme correspond to each other. Concept, goal, and the intended competencies meet the criteria for training specialists in the fields of economics and management.

In order to transform theoretical knowledge into practical skills and their integration, the programme includes practice-oriented courses, using practical cases. The responsible department invites practitioners from operating companies as well as guest lecturers (one-time lectures). The experts share with students how to apply theoretical knowledge of the course to the practical requirements of the companies. Moreover, lecturers use various methods of integrating theoretical and practical aspects in the training: practical examples, exercises, case studies, project work and practical research. The list of methods is selected in accordance with the specifics of the discipline.

The programme includes an interdisciplinary approach. interdisciplinary thinking is asked with courses that belong to the Module 1, such as “Psychology”, “Fundamentals of Law and Anti-corruption Culture”, and “History of Kazakhstan”. The course “Fundamentals of Sociology and Political Science” introduces the history and current state of sociology, the main methods of sociological research. It includes topical problems of the social existence of the individual, personal identity; family sociology, behavioural sociology.

Academic integrity issues such as (dis-)honesty, plagiarism, and research ethics are embedded in the University Regulation on Academic Policy<sup>22</sup>. Additionally, ethical aspects are reflected in modules and courses such as: “Fundamentals of Law and Anti-Corruption Culture”, “Culturology”, “Human Resource Management” and “Fundamentals of Behavioural Economics”.

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<sup>21</sup> According to separate information by UIB.

<sup>22</sup> As of 2020.

The University actively promotes an anti-corruption structure. Questionnaires are placed on the Moodle portal, where students can express their opinion about the instructor. On the UIB portal, the student can contact the university management (Legal Counsel, Compliance Service, Quality Assurance Center). Ethical implications (for example, economic or legal ways of thinking and acting) are communicated to students through discussion seminars on topical issues of ethical conduct at the University.

As far as the elective courses are concerned, students develop projects in the preparation of which instructors are encouraged to consider aspects of ethics, since ethical aspects are an important part of the qualification objectives of the programme.

As far as methods and scientific practice are concerned, there are courses such as “Introduction to Scientific Research Methods”<sup>23</sup> and “Pre-graduate Practice” that are aiming at equipping students with the knowledge and skills necessary to conduct research.

In profile courses within the framework of the UIB “Regulation on conducting independent scientific work of students” (ROS), students must conduct research work. The instructor of the course develops one topic of a general nature. The topic must be within the scientific direction approved by the university for each study programme. Research groups are formed with 2–4 students. The formation of groups is aimed at developing the communication and organizational abilities of students.

The implementation of ROS involves four stages: literature review, research proposal, data collection and analysis. The final work must be designed according to the requirements, and also be presented in the form of a presentation for a wide audience. After the presentations of the group, each member of the group independently draws up the conclusions in the form of a report, which is evaluated by the instructor.

The process of conducting interim and final assessments of students is regulated by the relevant UIB rules<sup>24</sup>. The exams are conducted mainly in a written form. It can be case studies, assignments, essays, but also quizzes. In the fall session of 2021-2022 academic year, it accounted for 67 % of the total number of exams. For UIB, this type of exam is preferable because it can make sure that the student has achieved all the necessary learning outcomes and acquired the necessary skills and competencies. The syllabi reflect the assessment criteria and include information on the midterm and final exams. For courses taught according to ACCA, the final exam contents go through an annual verification process by ACCA Global.

The thesis is called the final certification. For the Bachelor's degree, the final certification is regulated by the State Education Standard (paragraph No. 14). The required final exit assessment has a workload of 12 ECTS credits and is conducted in the form of writing and defending the Bachelor thesis (project). The goal of the final assessment is to evaluate the programme learning outcomes achieved and competencies acquired.

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<sup>23</sup> According to the SER (p. 56), this course has been introduced into the curriculum in 2022/2023.

<sup>24</sup> “Regulations on the ongoing monitoring of progress, intermediate and final assessment of students”, Edition 9, 2021.

Students can apply to the Appeal Commission and get clarifications about the results of the examination session (Minutes of the UIB Appeal Commission).

## Appraisal:

The curriculum adequately reflects the qualification objectives of the study programme. The contents of the modules/courses are well-balanced, logically connected and oriented towards the intended learning outcomes. The areas of specialisation with optional electives enable students to acquire additional competences and skills. The panel welcomes that UIB also includes courses in the programme that are certified by professional bodies. During the online conference students underlined that for them these certifications are an advantage for their employability.

The degree and programme name correspond to the contents of the curriculum and the programme objectives.

Theoretical questions are, where possible, explained by means of practical examples.

There is evidence that the programme qualifies for interdisciplinary thinking.

The panel welcomes that ethical implications (for example those of economical or juridical ways of thinking and acting) are appropriately communicated.

Students acquire methodological competences and are enabled to do scientific work on the required level.

All exams, as they are defined for the modules/courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats.

The final theses are evaluated based on previously published and coherently applied criteria, rules, and procedures.

The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1 Contents					
3.1.1* Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2* Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3* Integration of theory and practice (Asterisk Criterion)			X		
3.1.4 Interdisciplinary thinking			X		
3.1.5 Ethical aspects			X		
3.1.6* Methods and scientific practice (Asterisk Criterion)			X		
3.1.7* Examination and final thesis (Asterisk Criterion)			X		

## 3.2 Structure

Projected study time	4 years, 8 semesters
Number of Credit Points (CP)	242
Workload per CP	30 hours
Number of modules/courses	8 modules, 62 courses (including 18 elective courses)
Time required for processing the final thesis and awarded CP	2 months
Number of contact hours	2,978

The duration of the Economics and Management programme is four years. The programme has a workload of 242 ECTS credits. The study programme is divided in 8 modules out of which 4 modules (1 - 4) contain the general courses whereas 3 modules (5 – 7) offer courses for specialisation. In terms of credits, the share of compulsory courses in the programme mounts up to 80 % (193 ECTS credits), the share of elective courses is 15 % (37 ECTS credits) and 5 % is allotted to the final attestation. The programme includes 44 compulsory courses and 18 elective courses.

For the entire period of study equal to 8 semesters, students must collect not less than 240 ECTS credits. In each semester, students as a rule do not master more than eight courses, including practice. The number of ECTS credits in each semester varies from 24 to 36. An even distribution of courses and credits helps to build a learning system that promotes the systematic development of knowledge by students. In each course, students undergo practical training. Thus, in the first year, an educational practice is planned, equal to 1 ECTS credit, in the second and third years: production (3 and 5 ECTS credits) and in the fourth year, pre-diploma practice, equal to 12 credits. The modules are divided into courses.

UIB has elaborated a syllabus for every course which serves as information for students as well as for faculty. It provides all necessary information and detailed descriptions such as the course title, credit hours, course description, information about the instructor, assessment description, semester schedule/plan, the prerequisites for the course (if applicable), intended learning outcomes, methods of assessments, recommended course readings, teaching and learning methods. The syllabus template is used by all UIB instructors.

For all programmes, the University issues the Diploma Supplement according to EHEA<sup>25</sup> standards and in English. However, relative numbers in the grade distribution table are lacking.

The assessment regulations<sup>26</sup> for the courses and for the final examination describe the criteria and procedure. Instructors are required to provide detailed feedback on student assignments.

These documents establish, among others, the following principles and rules:

- Checking the level of knowledge of students is conducted using various forms of tests and exams.
- Educational achievements (knowledge, abilities, skills and competencies) of students are evaluated in points on a 100-point scale corresponding to the internationally accepted letter system with a digital equivalent (positive marks, in descending order, from "A" to "D", and "unsatisfactory" - "FX", "F").
- UIB recognises relevant qualifications and periods of study awarded by foreign universities in accordance with the Lisbon Recognition Convention.
- Achieved learning outcomes and positive grades received by students at previous levels of education and in other formal education organisations are recognised by UIB with transfer of credits procedure.

The just mentioned grading system is outlined in each of UIB exams regulations - from A to F - and includes a description of what characterizes each grade level. Course syllabi include information about the distinct types of assessments including the midterm and the final course assessment as well as the grading with a grading table:

Letter grade	Digital Equivalent	Percentage	Traditional Evaluation
A	4.0	95-100	Excellent
A-	3.67	90-94	
B+	3.33	85-89	
B	3.0	80-84	Good
B-	2.67	75-79	
C+	2.33	70-74	
C	2.0	65-69	Satisfactory
C-	1.67	60-64	
D+	1.33	55-59	
D	1.0	50-54	

<sup>25</sup> European Higher Education Area

<sup>26</sup> Rules for the Organization of the Educational Process on Credit Technology of Education; Regulations on the Control of Progress of Intermediate and Final Attestation of Students; Academic policy of UIB.

FX	0.5	25-49	Non-satisfactory
F	0	0-24	

According to the regulatory documents, the educational process within one academic year is conducted on the basis of the academic calendar, which is approved by the decision of the UIB Academic Council. The academic calendar reflects the periods of training sessions, intermediate and final certification, professional practices and other types of educational work during the academic year. The academic period has a duration of 15 weeks per semester and consists of two semesters. Each academic period ends with a period of intermediate certification of students.

In addition to winter and spring semesters, UIB departments are allowed to introduce a summer semester (with the exception of the graduation course) with a duration of at least 6 weeks to meet the needs for additional training, to eliminate academic debts or differences in curricula, or to study other academic disciplines.

The requirements for the feasibility of the study load of students are fixed by the “Regulations on the system for assessing the study load and assessing the knowledge of students”. The opinion of students is taken into account both when signing a learning agreement after an interview at the Admissions Committee, and in the process of monitoring the feasibility of the study load during the academic year and taking measures to optimise the study load. The number of subjects studied in each semester does not exceed eight. The number of exams corresponds to the number of studied subjects.

As far as the examinations are concerned, in the case of student's illness or special circumstances, if supporting documents are available, it is possible to take this into account and grant additional possibilities such as retaking exams within the established (permitted) terms. Passing an examination session on an individual schedule is allowed if a supporting certificate is provided: on illness, in connection with the birth of a child, with the death of close relatives, in connection with a business or educational trip, and for other valid reasons. Detailed information on this item is described in the section "Knowledge Assessment and Learning Outcomes" of the UIB Academic Policy (<http://moodle.uib.kz>).

The University prohibits any act of discrimination against members of its community – students, employees, faculty members based on the race, colour, sex, national origin, religion, social status, disability or any other individual factors. More details are described in the internal regulations that are based on the respective orders by the Ministry of Education and Science of Kazakhstan.<sup>27</sup> Based on the principle of equal access students with disabilities are provided with academic support throughout the entire period of study. The principle of non-discrimination also applies to students in special circumstances. The main emphasis is placed on the academic success of undergraduates and graduates.

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<sup>27</sup> Such as: Order No. 237 dated June 08, 2020.

## Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of modules and courses and assigns credits per course on the basis of the necessary student workload. Practical components are designed and integrated in such a way that credits can be acquired. The course descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide.

The panel welcomes that UIB edits Diploma Supplements in the English language that correspond to the EHEA standards. It recommends adding the relative numbers in the grading distribution table.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study programme is designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention; the recognition of periods of practical work – insofar intended – is also clearly defined.

The feasibility of the study programme's workload is ensured by a suitable curriculum design, by a plausible calculation of workload, by an adequate number and frequency of examinations, by appropriate support services as well as academic and general student counselling.

UIB ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal requirements throughout the programme and examinations. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2 Structure					
3.2.1* Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2* Study and exam regulations (Asterisk Criterion)			X		
3.2.3* Feasibility of study workload (Asterisk Criterion)			X		
3.2.4 Equality of opportunity			X		



### 3.3 Didactical concept

The didactical concept of the programme is shaped by a commitment to academic freedom and increasing the role of faculty in the academic decision-making process. The lecturers' choice of appropriate teaching and learning methodology is outlined in the syllabus. The concept aims to achieve a balance between the acquisition of knowledge and skills. This means that various teaching methods are used such as lectures, case studies and discussions, business games, experiments, group discussions and presentations.

In each training course, there is a category ROS<sup>28</sup>, which aims to involve independent research work of students. Within the course framework, students perform research in structure and content corresponding to scientific requirements. The main goals and objectives of the ROS are: 1) Involving students in independent research activities; 2) the formation of independent thinking of students; 3) identifying the most talented students; 4) Assistance in the formation of the intellectual potential of the UIB.

Students of undergraduate and graduate programmes can take an active part in the creation of the educational process: the programme developers, when updating the programme annually, take into account the wishes of students. They have the opportunity to build an individual learning path by choosing elective courses on the <https://front.uib.kz/> platform, drawing up an individual curriculum.

The educational process is integrated with the MOODLE educational platform<sup>29</sup>. Here, announcements are posted as well as educational material for each course and week: lectures, video lectures, tests, practical tasks, study guides, and links to additional sources. Students can upload assignments to the MOODLE platform, receive feedback from the instructor in the form of comments, and are evaluated.

The course requirements include completing assignments (Individual Work of Students (IWS) and Individual Work of Students with Instructors (IWSI). IWS is designed for independent study of certain topics, performing individual assignments, preparing for tests, writing essays, reports. It is intended for the work of a student under the guidance of an instructor and is aimed at receiving colloquia, control, course, settlement and graphic, semester and other types of work, and for individual consultations.

Course materials are developed in accordance with the learning outcomes that are presented in the syllabus. According to UIB, the study materials are constantly updated in accordance with the development of new didactic concepts. The updating is monitored through mutual attendance of classes and controlled by the Quality Assurance Center.

All course materials are freely available through <http://moodle.uib.kz>. Students can download them (lecture materials - presentations, collections of problems with formulas, and also electronic textbooks for the course). However, some syllabi do not give any recommendations on literature, some recommendations on books are not up to date.

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<sup>28</sup> See above chapter 3.1.

<sup>29</sup> <https://moodle.uib.kz>

In the learning process, lecturers from professional and related fields are regularly invited, which allows students to receive new knowledge from professionals, develop their skills and competencies. The guest lecturers mostly represent national employers:

Employers of guest lecturer	Topic of the lecture
DataSight	Fundamentals of research methods in social sciences and business
National Bank of the Republic of Kazakhstan	Master class on “Overview of the main problems and trends in the development of the payment market in Kazakhstan”

Also, academic lecturers (professors) from foreign countries were invited in 2021–2022 academic year, such as from:

- University of Camerino, Italy,
- University of Southern Denmark,
- University of Berkeley, USA,
- European Institute of Applied Science and Management, Prague, Czech Republic.

## Appraisal:

The didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. Students are encouraged to take an active role in creating the learning process.

During the online conference, the panel was informed that the lecturers, based on further training for digital teaching, were able to improve the didactics of digital courses during the Covid-19 pandemic. The panel welcomes these efforts that might be used in the future as well.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. However, the panel notes that recommended literature in the syllabi is not always up to date or even not included. In this situation, students are not sufficiently encouraged to engage in further independent studies.

Therefore, the panel recommends the following condition:

UIB includes up to date recommendations on literature in all syllabi of the Economics and Management programme.

Guest lecturers are invited and contribute to the students’ qualification process with their special experience, either from professional practice or scientific work, but also, for example, from culture and politics. However, the panel recommends UIB engaging more guest lecturers from foreign universities as well as from business.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2* Course materials (Asterisk Criterion)				Condition	
3.3.3 Guest lecturers			X		
3.3.4 Lecturing tutors					X

## 3.4 Internationality

International content is actively implemented with issues of international economic relations, the organisation of international business, and the cooperation within the WTO<sup>30</sup>. Moreover, the EAEU<sup>31</sup> are studied, as well as the activities of other international organisations. Students study disciplines such as “Regulation of economic processes in the conditions of the WTO and the EAEU”, and “World economy and international business”, where they become acquainted with the country-specific features of economic development, using practical examples. Moreover, international content is manifested in the areas of scientific research of students, in the themes of theses, where there is often included a section on the study of international experience.

Providing foreign lecturers and student mobility allows students to gather intercultural experiences. The student body includes foreign (incoming) students and up to about 2 % of the first-year students.

Few faculty members graduated from universities in foreign countries (UK, Russia) or had the opportunity to study abroad, to work at a foreign university as lecturer or to stay there for an internship. The necessary language skills for teaching a course in English, Russian or Kazakh are tested during the hiring process<sup>32</sup>.

Learning a foreign language is an important and integral part of the preparation of students of the Economics and Management programme. A foreign language is studied in the language module, during the first 6 semesters. The number of credits in one semester allocated to a foreign language is 5, for the entire period of study the foreign language covers 30 ECTS credits. There are some courses that are studied in English for advanced education on the elements of ACCA<sup>33</sup>: Business and Technology (ACCA), Financial Accounting (ACCA), and Management Accounting (ACCA). The volume of the language module is 46 credits, 30 credits are assigned to the English language.

<sup>30</sup> World Trade Organisation

<sup>31</sup> Eurasian Economic Union, which includes Armenia, Belarus, Kazakhstan, Kyrgyzstan.

<sup>32</sup> See below chapter 4.1

<sup>33</sup> See curriculum above in chapter 3.1.

## Appraisal:

International contents are an integral part of the curriculum. Students are thus prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment.

The panel notes that the international composition of the student body corresponds to the programme concept. The measures taken to promote internationality are goal-oriented. Also, the panel members welcome that UIB intensifies its efforts to increase the number of foreign students which can be supported by the fact, that the whole study programme is taught in English also.

The international composition of the faculty (teachers from different countries, teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The measures taken are goal-oriented.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2 Internationality of the student body			X		
3.4.3 Internationality of faculty			X		
3.4.4 Foreign language contents			X		

## 3.5 Multidisciplinary competences and skills (Asterisk Criterion)

The Economics and Management programme contains courses such as Psychology, Management, Human Resource Management as well as Fundamentals of Behavioral Economics, which deal with other disciplines rather than economics.

The course of Psychology introduces for example the analysis of the methodological basis of modern psychology, students receive the necessary basic knowledge, the implementation of which will contribute to the formation of a competent specialist. The course of "Human Resource Management" comprehensively examines inter alia the main aspects of human resource management, the concepts and philosophy of this activity, the theory of corporate culture, personnel policy and human resource planning strategies.

In addition, students' practical communication and public speaking skills are developed by group work, independent student's work with the Instructor, and ROS in the format of projects, speaking to an audience with reports and presentations. By completing ROS tasks in groups and conducting collaborative research, students develop communication skills, as well as skills for cooperation and conflict resolution.

According to UIB<sup>34</sup>, communication and public speaking skills, as well as conflict resolution skills are important elements of the student training. Proof of this is the activity of youth organisations within the framework of the CAS (Center for Academic Support) UIB, which help achieve the expected learning outcomes and career growth of the students. UIB has such youth organisations as UIB Youth Center that organises live broadcasts on psychological topics and the development of soft skills. This center conducts such work as the development of emotional intelligence and communication skills, moreover leadership skills, self-branding, etc.

## Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module/course descriptions. This is supported by means of suitable didactical and methodological measures.

The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		

## 3.6 Skills for employment / Employability (Asterisk Criterion)

The Center for Career and Professional Development is conducting systematic work to expand the network of strategic partners of UIB. To date, the University has more than 600 permanent business contacts with leading state, financial, scientific, international and private institutions, organisations, companies and firms, in some cases based on long-term cooperation agreements. This aims to promote the employment of the students and graduates of the University by organizing events, such as guest lectures, company presentations and Open Days (excursions for students), Job Fairs.

UIB annually holds meetings with the partner employers, students, and graduates to discuss the programme content. During the discussion, adjustments and recommendations are made. UIB Career Center is working to form a base of industrial and pre-diploma practice for students, in order to consolidate their theoretical knowledge. They can acquire practical skills as well as experience in professional and organisational work.

The Career Center on the Moodle platform constantly updates vacancies and internships, students can get acquainted with the places where they can undergo practice (internships) and interviews, with further employment. During their study period, the students of the 3rd and 4th semesters try to find a job in the areas of their training and the specialty being taught, where our students apply for a regular job after graduation. The senior students can combine their studies with work,

<sup>34</sup> See SER p. 102

depending on the direction of their training: managers, assistant accountants, assistant financial analysts, assistants to the economic department, sales manager.

Professional experience of teaching staff helps maintain the theory-practice relationship and thereby increases employability. The Leadership Development Programme further contributes to this goal.

## Appraisal:

The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its courses. The curriculum includes as part of the Module 6 several courses on practice relating to production, education and business.

In addition, the programme enables the students to actively apply the acquired skills in new areas of work and to develop them further. The programme is systematically oriented towards meeting the anticipated requirements of the dynamic job market and makes use of the results of graduate evaluations.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6* Skills for employment / Employability (Asterisk Criterion)		X			

## 4. Academic environment and framework conditions

### 4.1 Faculty

In 2021-2022 academic year, 62 lecturers were involved in teaching in the Economics and Management programme, among them three full professors and 23 associate professors. There are 57 full-time employees and 5 part-timers. 92 % are full-time teachers.

	Economics and Management
Total staff	62
Full-time	57
Part-time	5
Practitioners *	9
Full professors	3
Associate professors	23
Assistant professors	-
Lecturers	36
Doctoral degree (Doctor of Sciences, Candidates of sciences, PhD)	26
Master degree	36

UIB has installed a formal process of full-time teaching staff hiring, which is outlined in internal special regulations<sup>35</sup>. The hiring process is conducted by competition with qualification requirements. Teaching positions occupied in the course of the competition include the following positions: professor, associate professor, senior lecturer, lecturer and practitioner. All candidates applying to fill any teaching staff positions in UIB must meet the qualification requirements for the positions of employees of higher educational institutions. This also includes the required language skills as the programmes are taught in three languages. The competition includes a number of successive stages which are inter alia:

- Publication of an announcement in the media and Internet resources of UIB;
- The participant submits documents and a presentation of syllabi (the presentation should contain a full lecture course of the taught disciplines in the respective language) for consideration of the department;
- Competitive selection and summing up the results of the competition (can also be carried out remotely);
- Determining the terms and conditions of the contract/agreement;
- Conclusion of contracts with applicants who have successfully passed the competition;
- Issuance of an order by the President of UIB on hiring teaching staff.

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<sup>35</sup> “Regulations on organisation and conduct of a competition for vacant positions of teaching staff”. As of 2021, that are in accordance with the Law of the Republic of Kazakhstan on Education.

The UIB “Competitive Contract Commission” functions under the Vice-Rector for Educational and Methodological Work as the Chairman as a hiring committee with members drawn from the administrative and academic staff. The contestant who received the largest number of votes from the members of the committee is considered to have successfully passed the competition. UIB will then negotiate an agreement with this candidate. The UIB President finally decides upon the employment<sup>36</sup>.

After the conclusion of an employment contract with the teaching staff members, UIB offers them winter and summer refresher courses, which in turn contain different topics. As an example, one of the summer refresher courses in 2021 was on "Improving the Efficiency of the Implementation of Educational Services in Universities".

At the same time, the teaching staff of the department actively participates in various activities aimed at improving skills as well as exchanging experience in doing research. To improve the academic qualifications of the teaching staff, the departments participate in various research (Research Report of the department). Afterwards, the results of these studies also form the basis of the teaching activities.

The quality of teaching is monitored by the Quality Assurance Center throughout the academic year. The information collected is used during the Contract Competitive Commission for the extension of the employment contracts with teaching staff for a period of one or three years, depending on the results achieved in terms of the quality of teaching and the level of the teacher’s progress in developing additional skills and knowledge.

Also, annual reports of all departments are written at the end of the academic year, the results of activities are summed up. This information is brought to the attention of the teaching staff at the Academic Council.

Nine teachers are practitioners. They have experience in creating and managing their own companies, in corporations and / or government organisations, or entrepreneurships. The main part of the teaching staff are researchers who gathered research experience and developments in the field of science. The composition of the teaching staff consisting of full-time and part-time teachers have to make sure full compliance with both academic standards and the requirements of professional practice.

Integration of practice into the educational process and its connection with the theoretical base is one of the requirements for the training of qualified specialists. In this regard, one of the strategic criteria in providing the University with the teaching staff is the active involvement in the educational process of representatives of the business community.

Full-time and part-time instructors of the Finance and Accounting Department have the necessary practical experience in the specialty, and in the profile of the disciplines they are teaching. The head of the department, when distributing academic hours and the workload, also considers the availability of a particular instructor with the necessary practical experience to teach a particular discipline.

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<sup>36</sup> Ibid., see paragraph 9.



The University annually passes a programme accreditation in the National Chamber of Entrepreneurs "Atameken". One of the criteria affecting the rating is the practical experience of the teaching staff.

The cooperation between teachers is conducted in different formats, depending on the goal. When developing and updating educational programmes, meetings of developers are regularly held both independently and with the invitation of employers and student representatives as part of round tables once a year during the university holidays (January-February).

The amendments in the educational programmes are needed because of the changes in the requirements of the Ministry of Education and Science of the Republic of Kazakhstan, the labour market, and the development of sciences. Changing the programmes as part of the teacher cooperation is conducted according to the established action plan:

- Analysis of the study programme (October),
- Discussion about findings at the department (November),
- Further discussion at the Scientific and Methodological Council (SMC) (December),
- Discussion with employers at round tables (January-February),
- Approval of the programme at the Academic Council of the Academic Council.

To monitor the quality of teaching, cooperation in terms of mutual attendance of classes is provided. The information about visiting a colleague's class is recorded in the logbook and special sheets of mutual visits. The activity is conducted based on the Schedule of Mutual Visits.

Academic support for students is provided by the Registry Office, the Youth Policy Center, the International Department, and the Library. Social support for students is provided by the Department of Marketing, the Center for Youth Policy, by student organisations within the University, and a medical center.

All teachers (full-time and part-time) are always ready to provide students with advice and assistance in the educational process. At the beginning of each semester, the instructors must provide students with a syllabus for the discipline they teach. The syllabus includes contact information such as email address and mobile phone number of the instructor.

Also, the teachers should provide information on weekly office hours when students can get additional advice on the subject, process, and other additional issues. Information about weekly office hours and contact details of the teachers is also posted on the information stand of the department. If there is a need for additional assistance for the students, the teachers meet with them by appointment outside the office hours. The students are satisfied with the support they receive from the teachers, as evidenced by their positive comments and feedback.

In addition, some faculty members also serve as student advisors. Advisors can be teachers of the graduating department, providing the functions of an academic mentor for a student in the relevant specialty, assisting in choosing a learning path (forming an individual curriculum) and mastering the educational programme during the period of study. The list of advisors is approved by the Dean of the Faculty. Every advisor is responsible for a group of students throughout the course. Advisors

conduct organisational, methodological, and consulting work during the procedure for registering students for the study of disciplines and help students determine individual areas of study during the annual formation of an individual curriculum, determine the direction of their scientific research and to choose scientific supervisors for the graduation theses/projects, and assist in finding a place for internships.

If the students have questions regarding the educational and methodological process, they can contact the Registrar's Office for advice. Also, they can ask the Head of the Department, the Dean or the University administration for support and assistance in solving administrative issues.

## Appraisal:

The structure and number of the faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programme. The HEI verifies the qualifications of the faculty members by means of an established procedure. Specific measures for the further qualification of the faculty members are implemented.

The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programme. The HEI verifies the qualifications of the faculty members by means of an established procedure. The HEI ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. Specific measures for the further qualification of the faculty members are implemented.

The practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice. The faculty members have above-average business experience and use them in their teaching activities.

The faculty members cooperate with each other for the purpose of tuning the modules/courses towards the overall qualification objectives. Meetings of all those teaching in the programme take place regularly.

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully. The faculty members are available for the students outside the specified office hours as well. The students are "fully content" with the support they receive.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty		X			
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended learning/distance learning programmes)					X

## 4.2 Programme management

The Director of the programme functions as the Head of the Department who plays a significant role in the organisation of the programme, facilitating communication and assisting students and faculty members.

The Programme Director's responsibilities are defined by the official Job Description. This includes inter alia to achieve the compliance of the programme content with the state educational standards; to determine pedagogically justified methods and means of teaching; to introduce the improvement of the educational process and improvement of quality of the student training to the Faculty Council.

The Programme Director's initiative to systematically develop the programme and to reach out to all relevant groups is as follows:

- Formation of the Academic Committee
- Creation of working groups, appointment of group coordinators
- Holding round tables with the invitation of employers
- Conducting the Educational and Methodological Council
- Assistance to the Department of Academic Affairs in the preparation of curricula.

In terms of administrative support UIB has a clear distribution of powers and responsibilities for the educational management, for scientific and information support, international development and partnership, personnel issues, security department, legal department, record keeping and archive department. This is conducted based on internal regulations<sup>37</sup>.

Electronic service support is provided through: <http://support.uib.kz> , <https://moodle.uib.kz> ,

<sup>37</sup> Regulations on the Selection and Hiring of Administrative Staff, Edition 2019; Qualification requirements for administrative and managerial personnel, edition 2, 2020.

<https://teams.microsoft.com> .

The administrative and managerial staff consists of 130 employees at University level. This includes the President of UIB, Rector, Vice-Rectors, and Heads of departments.

The administrative units within UIB help students in particular with registration, course materials (including the online course management programme), information technology, and library resources. The administrative support also includes faculty.

## Appraisal:

The programme director coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The HEI offers the administrative staff opportunities for continuous professional development.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)			X		
4.2.2 Process organisation and administrative support for students and faculty			X		

## 4.3 Cooperation and partnerships

According to UIB, the University cooperates with 13 national and 19 foreign universities, such as Dankook University (South Korea) and University of Dunaújváros (Hungary). UIB International Department promotes the establishment and further development of research, exchange and educational contacts with foreign partners, as well as advises university staff on international partnerships, develops and systematises data on existing and potential international partners. UIB presented cooperation agreements to the panel.

Over the past three years, on various programmes of the academic mobility (double diploma, academic mobility, Erasmus +) 125 students went abroad. To date, 58 foreign students from Uzbekistan, Kyrgyzstan, Tajikistan, Azerbaijan, Ukraine, Turkey, Germany, Israel, Afghanistan, and China are studying at the University.

Relating to double degree options UIB has concluded agreements with:

1. Wyższa Szkoła Biznesu - National-Louis University, Poland;
2. University of Bedfordshire, UK;
3. Solbridge International School of Business, South Korea;
4. Plekhanov Russian University of Economics, Russian Federation. There are currently 6 students enrolled in a double degree programme.
5. Ningbo University, China;
6. University of Dunaújváros (Hungary).

The Center for Career and Professional Development (CCPD) is systematically working to expand the network of strategic partners of UIB. To date, the University has more than 600 permanent contacts with entities of business and public institutions:

- Government, such as Akimat of Almaty, the Committee of the State Income of Almaty, JSC 'Unified Accumulative Pension Fund';
- Banks and public accountants, such as National Bank, Second Tier Banks, Big4<sup>38</sup>;
- Scientific institutions, such as the Institute of Economics of the Committee of the Ministry of Education and Science of the Republic of Kazakhstan;
- Private institutions, organisations, companies and firms with which long-term cooperation agreements have been concluded (according to the Annual Report Career Center).

The CCPD establishes these partnerships with companies and employers to promote the employment of students and graduates by organising events at the University, for guest lectures, company presentations and Open day (excursions for the students), Job Fairs.

Moreover, UIB organises round tables with employers, who are included in the Academic Committee: Agency for Regulation and Development of the Financial Market of Meetings with BIG4 representatives on employment opportunities. UIB also organises Open Days with the participation of employers, such as JSC "First Heartland Jýsan Bank", Center for Support of Entrepreneurs, ACCA – regional representative, and the Chamber of Auditors of the Republic of Kazakhstan.

The cooperation with business companies aims at providing the places for internships. For this purpose and for improving the chances of employments UIB organises annual regular job fairs. Moreover, employers send job vacancies, which are proposed to students through Moodle platform (about 500 companies cooperate with UIB).

Employers participate in the reviewing process of the study programme (such as JSC Bereke Bank, JSC Kazakhtelecom, Representative Office of LLC COTTONCLUB).

## Appraisal:

The scope and nature of cooperation with HEI, other academic institutions and networks relevant for the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. Such activities contribute to the development of the students' qualification and skills. However, the panel recommends UIB widening and intensifying the cooperation with foreign universities. Moreover, the panel recommends creating a procedure on evaluating the partnerships as part of the quality assurance system.

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<sup>38</sup> PwC, KPMG, Ernst & Young, and Deloitte.

The scope and nature of cooperation with business enterprises and other institutions relevant to the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students' qualification and skills.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

#### 4.4 Facilities and equipment

As the on-site visit was replaced by an online conference, UIB made available to the panel photos of its building, rooms, and the library as well as descriptions in the self-evaluation report thereof.

The University has 65 classrooms equipped with branded personal computers and laptops, of which 15 classrooms are computer classes and laboratories. There are about 300 seats in the computer classes, and more than 3000 seats in the classrooms. UIB offers WIFI throughout the University buildings free of charge.

The presence of a fiber-optic connection to the Internet at a speed up to 200 Mbit/s allows organising scientific conferences online with all regions in Kazakhstan, as well as with other places around the world.

Over the past two years, computer equipment has been upgraded in accordance with the recommendations of the Ministry of Education and Science of the Republic of Kazakhstan. Now, more than 60% of the computer equipment in the classrooms and computer classes has been replaced with a new one. Every year planned replacement and upgrade of the computer equipment are carried out.

Since 2021, with "Electronic Dean's Office" a new integrated system for digital management of the educational process has been developed based on the Moodle platform. The main function of the "Electronic Dean's Office" is the storage and processing of information about the courses and its participants, as well as the automation of interaction between the three participants in the educational process: Administration - Teachers - Students.

In addition, the service management system GLPI<sup>39</sup> offers advice or troubleshooting support within an acceptable waiting time. Complaints and questions of the students are answered in a timely manner and in full. If students wish to receive answers offline, they can directly contact the technical support specialists from the IT Department for getting advice on the IT equipment. Support and counselling can also be provided at the Youth Center. Additional support is provided to the students outside of the working hours by the staff of the Academic Support Center. For students with disabilities, there are special conditions for training in two areas: software and hardware.

The total UIB library fund, including electronic publications, contains 317,759 items, of which 95,437 items are in the state language, 63,581 items in English, and 158,939 items in Russian. The volume of the fund of basic scientific and methodical literature (including electronic and magnetic media) is formed considering the list of disciplines of curricula and the contingent of the students studying these disciplines. The library fund covers the curricula and programmes of all specialties, requests from departments, as well as the user requests. Applications of the departments for the purchase of educational and additional literature are formed according to the list of recommended literature specified in the syllabi of the teachers for a particular discipline or for research topics. The library fund is periodically updated. Every year the University allocates funds for the purchase of new literature, subscriptions to periodicals, subscriptions to electronic resources.

In 2021, the library was completely re-equipped with new computer hardware and an electronic system for recording and issuing books<sup>40</sup>. For distance learning and audio-video conferencing, the conference room is furnished with special conference equipment.

The library closely cooperates with major domestic publishing houses, such as: Publishing Center of the Association of Universities of the Republic of Kazakhstan, Publishing Center "Academy", Publishing House "Lantar Trade", "Kazakh University", "Lem", "Jurist", "NurPress", "Kazakh Encyclopedias", Gylym, ENGLISH BOOK LLP, Polygon International, as well as with Russian and foreign publishing houses such as Yurait, Infra-M, UNITY, Piter, Wiley Plus, Oxford University Press, Pearson, Macmillan, Oxford.

Every year, the library subscribes to periodicals of Kazakhstan and foreign publications. For the year 2022, 22 newspapers and 38 magazines have been chosen.

The library is open to visitors daily, without breaks, on weekdays, according to the library's work schedule. Opening hours are from Monday to Saturday from 08:00 to 20:00. This schedule considers the needs of the students.

For online visits, the library website [www.lib.uib.kz](http://www.lib.uib.kz) operates, which allows to quickly find information on the library fund, information resources of the library, and receive digitised

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<sup>39</sup> [www.support.uib.kz](http://www.support.uib.kz)

<sup>40</sup> MARK, which is based on wireless RFid technology. Linux and Windows Server distributions are installed on the servers.

documents from the electronic library. The content of the library fund is disclosed through the Electronic Catalogue and the Electronic Library of the University.

The University library under the national subscription of the Ministry of Education and Science has access to the electronic databases Scopus, Web of Science, Science Direct. According to the annual subscription of the University, access to the resources is open: to RMEB, EBSCO, "Best Profi", including the system "Yurclub", Read.kz - the electronic library system of KazNU. Along with this, the site also presents electronic resources, including international ones, among them EBS Polpred (periodicals), EBS Yurayt, Lan, Znanium, IPR Books. Students have access to specific scientific articles and publications of international publishers such as JP Morgan, International Monetary Fund, and BMI.

On the website of the library, there is an opportunity to find new acquisitions of literature and periodicals. First-year students can find a section on the library website that provides instructions for using library resources and textbooks in electronic format.

All scanned educational materials and other electronic resources are available around the clock on the library website to registered students, master students, doctoral students and teaching staff of UIB. Readers can access the library website from home (including dormitories, hostels) by registering with their login and password issued to visit the UIB educational portal and open the full texts of the necessary materials.

Qualified library staff is ready to provide the necessary advice for the students on the use of library resources. The library website contains a phone number and an e-mail address where the students can ask questions about obtaining access to the library resources, receiving electronic documents from the library fund by e-mail.

## Appraisal:

Since the online conference was conducted replacing an on-site visit, the panel did not have the opportunity to visit the University's buildings. Instead, UIB provided photos and descriptions of its premises and facilities. Based on the materials provided, the panel formed the view that a smooth running of programmes is ensured regarding the capacities for teaching, research, studies, and administration.

The quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date.



	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4 Facilities and equipment					
4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2* Access to literature (Asterisk Criterion)			X		

## 4.5 Additional services

To support the transition to employment the Center for Career and Professional Development (CCPD)<sup>41</sup> has a focus on interaction with companies on practical training, internships and employment. On the UIB Moodle-platform students can find internships employment vacancies. They can also individually apply to the CCPD and the corresponding department, where their wishes and preferences are always considered when compiling a list of employers before planning the next employment event.

Twice a year, the CCPD holds Job Fairs inviting employers to the University. It also provides preliminary advice to the students, assists in compiling a résumé. Counselling students also includes training in résumé writing skills.

Since 2020, due to quarantine, the job fairs have been held online in accordance with the schedule during a week. The students could ask questions of interest to internship/paid internship/employment companies on Instagram. In 2021, the CCPD, together with the Marketing Department, recorded a series of interviews with partner companies. All processed interviews were posted on Instagram IGTV.

The administrative staff providing employment services of the CCPD includes 59 employees, among them the heads of the departments and the curators of the groups Finance and Accounting, Management and Business.

The UIB Alumni Association “Altyn Otau” is a voluntary public association created on the basis of joint activities of graduates, students, teachers and administration of UIB<sup>42</sup>. The main goals of this Alumni Association are: strengthening the corporate spirit among students and graduates of the university of all generations; promoting the social contacts between each other; increasing the efficiency of using the intellectual potential of University graduates and the possibilities of UIB in training and retraining personnel in demand of the labour market.

The UIB Alumni Association creates a database of UIB graduates, promotes the provision of high-quality education, the development of effective forms of improving the professional, economic, legal qualifications and cultural level of UIB graduates, as well as improving their functional and personal qualities. It helps the University develop effective forms of organisation of the educational

<sup>41</sup> See also above chapter 4.3.

<sup>42</sup> See “Regulations on the Alumni Association of UIB LLP”, 2020: <https://uib.edu.kz/>

process and scientific research and contributes to the improvement and development of cultural and educational work with the students.

#### Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. The HEI provides sufficient resources.

In addition, career counselling and placement services are offered to the students and graduates on an individual basis. Such activities are planned on a long-time basis, performed regularly, and are actively marketed. Sufficient staff is available for this purpose. Students have access to the HEI-wide corporate network. The HEI brings its graduates in contact with representatives from business enterprises at regular events.

An alumni organisation has been set up with the aim of developing and improving alumni network.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5	Additional services					
4.5.1	Career counselling and placement service		X			
4.5.2	Alumni Activities			X		

#### 4.6 Financing of the study programme (Asterisk Criterion)

As part of the Kazakh national university system, UIB is mainly state-funded. The student body of UIB is financed by the government as well as by tuition fees from applicants' own funds and other sources.

Before the start of the academic year, prices for educational services are determined, incomes are forecast by specialty (Figure Budget). The financial condition of the University and possible financial risks are assessed. The University annually approves the budget for the current academic year.

The budget of the University consists of independent operating budgets of the structural units. The current budget is also formed in the context of the cost items. Before the start of the academic year, prices for the educational services are determined, expenses are forecasted for each specialty.

#### Appraisal:

The panel is convinced that the study programme is funded for the entire accreditation period (until 2028) so that students will definitely be able to complete their studies.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6*	Financing of the study programme (Asterisk Criterion)			X		

## 5. Quality assurance and documentation

UIB's Quality Assurance system (QA) is based on its Strategy<sup>43</sup> as well as on its regulation "Quality Assurance Policy and Standards"<sup>44</sup> and the "Regulations on the system for assessing the workload and assessing students' knowledge"<sup>45</sup>. Its task is enhancing the quality of teaching, research, personnel as well as improving key stakeholders' satisfaction and operational effectiveness. The QA includes both academic and non-academic areas of University functioning. The task of quality management is to review and coordinate the University units' activities that are critical in terms of achieving quality requirements. The QA functions as a dynamic and continuous process, which implies the constancy of the quality assurance process in the form of a continuous repetition of the PDCA (Plan-Do-Check-Act) cycle.

In general, the responsibility for quality assurance lies with all departments of the University. The Quality Assurance Center (QAC) is responsible for developing quality assurance policies and standards oriented at international standards (Environmental, Social, and Corporate Governance (ESG)), as well as for the documentation governing the activities of the University. The QAC monitors the quality and implementation of strategic documents, develops measures to improve the quality system of the University based on the results of internal and external evaluation procedures of the educational programmes.

In addition, the study programmes are annually reviewed and updated at the meetings and round tables with the consistent participation of the developers and employers. Attention is paid to the compliance of the programme with the originally stated goal, also considering the requirements of the labour market. The documentation of the curriculum is conducted on the UIB Educational Portal<sup>46</sup>.

The QAC also monitors the even distribution of the disciplines in a semester. Regarding the number of students, the UIB Admissions Committee draws up an annual recruitment plan. The objective of the QAC is to track the number of students in a group. There should be no more than 30 people, otherwise the group is divided.

The workload of the students is determined at the department and documented (ICP - Individual Curriculum Plan). According to the requirements of the Ministry of Education and Science of the Republic of Kazakhstan, the number of credits in one semester must be at least 30. In April of each year, the students select disciplines. The procedure for ensuring and developing quality also includes the activities of the Monitoring and Appeal Commission. The Commission<sup>47</sup> controls the results of mastering the educational programme. It includes inter alia: Vice-Rector, Director of the Human Resources and Corporate Development Department, Director of the Academic Affairs

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<sup>43</sup> Development Programme (STRATEGY) for 2019 to 2023.

<sup>44</sup> Edition 2, 2021.

<sup>45</sup> Edition 4, 2022.

<sup>46</sup> <http://moodle.uib.kz>

<sup>47</sup> Members are a Vice-Rector, Director of the Human Resources and Corporate Development Department, Director of the Academic Affairs Department, Head of the Center for Academic Support of the Students, Head of the IT Department, President of the Student Government of the UIB, Deputy / Chairman of the Public Foundation "League of Volunteers of Kazakhstan".

Department, Head of the Center for Academic Support of the Students, Head of the IT Department, President of the Student Government of the UIB, Deputy / Chairman of the Public Foundation "League of Volunteers of Kazakhstan".

Faculty and students can participate in the planning and evaluation of the quality assurance and development procedures. A survey of graduates is also conducted (opinion about the university, employment). For example, such survey was conducted in the 2021-2022 academic year in the fall semester.

In 2020, based the "Regulations on the Quality Commission", the Quality Commission (QC) was created, which includes inter alia, according to their official position: Chairman of the Commission (President), Vice-Rectors for Educational and Methodological Work (EMW), Strategy and Innovation (SI), Digitalisation; Director of the Department of Academic Affairs; Head of Quality Assurance Center (aka Executive Secretary); Dean of the Faculty of Basic Higher Education; Director of the Youth Center; Student Government President. Other members are appointed by the President and nominated for a period of one year: one member each from teaching staff, undergraduate students, master student, doctoral student, two graduates; employer.

The evaluation of the curriculum by students is conducted by the QAC and the Marketing Department through questionnaires, surveys ("Teacher evaluated by a student", "Student satisfaction with the quality of educational services"). The first questionnaire contains questions regarding the quality of teaching, competence and experience of the teaching staff.

Along with this, questions are raised regarding the clarity of the formation of goals and the plan of the educational work by the teachers in accordance with the curriculum of the course, the relevance of the educational material.

The results of the survey are considered when certifying the teachers for a new working period (Contract Competitive Commission), as well as in the process of updating the study programme. For this, meetings of the department are held, as well as meetings of the SMC (Scientific and Methodological Council). Mutual attendance of classes by the teachers of a department is conducted in order to control the accurate and complete implementation of the study programme. In addition, the employees of the Registrar's Office and the QAC check the content of classes in MS Teams, both directly through the presence, and by watching a video recording of classes in the Share Point section, if classes are conducted remotely. The QAC also inspects the availability of the course content on the Educational Portal of the University (<http://moodle.uib.kz>).

Questioning the students is conducted on a regular basis (two times a year, after every 15 weeks of study). In particular cases, an extraordinary survey may be conducted. The questions are composed in open and closed formats, students can give both detailed answers and choose one of the answer options. The data from the questionnaires are processed by employees of the Marketing Department and the Quality Assurance Center. Based on the data processing, certain decisions are made (updating the programme, working with human resources). The questionnaire also includes questions regarding the student's workload. This is required by the Regulation on the assessment of students' workload<sup>48</sup>.

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<sup>48</sup> Clause 5: Requirements for the maximum amount of workload of undergraduate students.

Evaluation of the study programme by the teachers is conducted in the areas:

1. Syllabus assessment for the programme disciplines.
2. Evaluation of the teaching methods and techniques.
3. Evaluation of the quality of the formation of the study programme.

The "Syllabus assessment" includes a cross-analysis of the programme disciplines. Based on this, recommendations are prepared to improve the content, task, goals and objectives pursued, list of references and other things.

According to the second point "Evaluation of the teaching methods and techniques", it is practiced conducting open classes and mutual visits by the teachers to each other's classes. In general, the University practices an "open door" policy during classes, which implies the right of third parties to attend classes. The teaching staff, University administration, employers and others can function as third parties. As a result, the teachers with academic experience can adopt the approach of the practitioners, and the latter in turn deepen academic knowledge. To achieve objectivity in the assessment, teachers attend the same lesson (the names of the teachers, the name of the discipline, other parameters of mutual attendance are reflected in the plan of mutual visits). The results of mutual visits are considered at meetings of the Academic Committee. The Contract Competitive Commission members also consider them.

On the third point "Evaluation of the quality of the formation of the study programme", annually at the end of the academic year, a round table is held with the participation of employers and a meeting of the department where the participants exchange their views and experience to improve the programme.

Evaluation of the study programme by employers and third parties is conducted in two main ways: filling out the employer's questionnaire based on the results of the graduate students' internships and the round table with employers. This is held on the relevant educational program with the obligatory participation of employers and other representatives of the business community. The purpose of this round table is to identify the needs and trends of the market and adjust the educational program accordingly to meet these needs. At the same time, this platform is becoming a place for concluding memoranda for the implementation of various joint projects. Based on the results of the programme discussion with the employers, a protocol is drawn up indicating the positive positions and parts of the program that need to be updated, excluded, combined, as well as indicating the methods of updating.

The UIB website contains information about the University's governance structure and organisational structure, its strategy, about quality assurance, national ranking results, professional certifications of the study programmes, institutional and programme accreditations, and programme descriptions. Moreover, the website provides interactive communication with potential applicants. Each school of the University has its own page on the website. Also, information on the composition of the commission on academic quality and various advice is available. The UIB internal regulatory documents are published, updated and stored on its corporate portal. On the main page, it is possible to review local news, useful videos, and visit thematic fora.

In a specialised section, readers can familiarise themselves with the following documents:

- The academic calendar is posted in three languages: Russian, Kazakh, and English.
- The current exam schedule is presented on the website. Course registration Instructions for students with teaching quality evaluation are also posted in this section.
- Policies and regulations are presented, such as: transfer policy, President of the Republic of Kazakhstan scholarship policy, policies of academic leave and course registration, information on grants and dormitories, as well as sample applications.

## Appraisal:

A quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes, and outcomes, has been set up. It takes into account the evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of the student population. Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.

Evaluation by the students is conducted on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process.

Quality control by the faculty is conducted on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.

An external evaluation is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.

The study programme's content, curriculum and examination scheme have been suitably documented and published.

The HEI regularly publishes current news and information – both quantitative and qualitative – about the study programme.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		



# Quality profile

HEI: University of International Business, Almaty  
Bachelor programme: Economics and Management

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
<b>1</b>	<b>Objectives</b>					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		
<b>2</b>	<b>Admission</b>					
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		
<b>3</b>	<b>Contents, structure and didactical concept</b>					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)			X		
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		
3.1.7*	Examination and final thesis (Asterisk Criterion)			X		
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2*	Course materials (Asterisk Criterion)				Condition	
3.3.3	Guest lecturers			X		
3.3.4	Lecturing tutors					X
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2	Internationality of the student body			X		
3.4.3	Internationality of faculty			X		
3.4.4	Foreign language contents			X		
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6*	Skills for employment / Employability (Asterisk Criterion)		X			
4.	Academic environment and framework conditions					
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty		X			
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty			X		
4.3	Cooperation and partnerships					
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion)			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	Criterion for educational and vocational programmes, franchise programmes)					
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)					
4.5	Additional services					
4.5.1	Career counselling and placement service		X			
4.5.2	Alumni Activities			X		
4.6*	Financing of the study programme (Asterisk Criterion)			X		
5	Quality assurance and documentation					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		

## Annex 1

