

«Mukhametzhan Tynyshbayev ALT University» JSC



I APPROVE

Chairman of the «ALT University» JSC

M.S.Zharmagambetova

**Decision of the Academic Council of
«ALT University» JSC**

from " 30 " 05 2025 year (Protocol № 10)

**The interview program for applicants to the Master's degree program
Group of educational programs
7M04172 - Marketing and Business Analytics**

Almaty, 2025

The program of the entrance exam was discussed and received a positive decision at the meeting of the Department of Transport Services and Business, Protocol No. 9 on April 21, 2025.

**Head of the Department of «Department of
Transport Services and Business»**



R.D. Mussaliyeva

The program of the entrance exam was reviewed and recommended at the meeting of the Council of the Institute of Logistics and Business, protocol No. No.5 dated April 29, 2025.

**Chairman of the SI "Logistics and
Business"**



G.S. Musaeva

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1. 1. The purpose of the interview

Admission to the Master's degree program 7M04173 - Economics and Management at ALT Mukhamedzhan Tynyshpayev University on a paid basis is based on the results of an interview. Persons who have at least 5 years of experience in a managerial position in the field of an educational program in the state or civil service, or at least 10 years of professional experience in the field of an educational program, are allowed to participate in the interview. The interview is conducted in order to assess the level of theoretical and practical training, professional competencies and motivation of the applicant to study for a master's degree.

2. The procedure for conducting the interview

An interview for applicants to the Master's degree program is conducted within 30 minutes. During this period, the applicant answers the questions of the admissions committee, approved by the President–Rector of the University.

At the choice of the applicant, the interview can be conducted in Kazakh, Russian or English. The interview is conducted in person or remotely with the mandatory use of video communication. The video is stored in the university archive for up to three years.

Candidates may be asked additional questions related to both the content of the interview and other sections related to the program profile.

Applicants who fail to attend the interview for a valid reason (illness or other documented circumstances) are allowed to be interviewed on another day according to the approved schedule.

The interview protocols are sent to the executive secretary of the admissions committee immediately after the procedure is completed. All controversial issues related to the interview are considered in accordance with the legislation of the Republic of Kazakhstan.

3. Interview evaluation criteria

The interview is conducted on the basis of an approved protocol of the established sample, which records the questions asked and the answers of the applicant, as well as the final assessment.

Candidates are evaluated according to the University's internal system based on a number of criteria reflecting the applicant's level of training, professional experience and motivation. The final decision of the commission is made collectively and is formalized in the form of a protocol signed by all members of the commission.

The passing score is not set in numerical terms — the decision of the commission determines whether the candidate meets the requirements for graduate studies.

The interview protocols of the enrolled applicants are stored in their personal files.

Table 1 - Interview evaluation criteria

Criteria	Descriptors	Scores
Motivation	The reasonableness of the reasons for admission to the program, the choice of university, the understanding of the goals and prospects of professional and personal growth.	sufficient/ insufficient
Research competence	Possession of basic research skills necessary for scientific and analytical activities in the field of the educational program.	sufficient/ insufficient

Creativity	The ability to propose non-standard solutions, demonstrate a creative approach to the analysis of tasks and problems.	sufficient/ insufficient
Communicativeness	The ability to express your thoughts clearly and logically, to argue your point of view, to draw conclusions.	sufficient/ insufficient
Decision of the committee		sufficient/ insufficient

4. Interview questions

1. Explain the concept of elasticity of supply and demand, the need to calculate these indicators for the company.
2. Discover the relationship between the main macroeconomic indicators. The relationship between unemployment and inflation.
3. What is the difference between Keynesian and neoclassical approaches to economic policy?
4. Explain the concept of regression analysis and its application in economics. What are the prerequisites for regression analysis?
5. Modern theories of international trade: advantages and disadvantages.
6. The main instruments of monetary policy. What tools are used by the National Bank to stabilize the economy?
7. Organization and planning of wages at the enterprise. What factors influence labor productivity?
8. The role of institutions in economic development. How do institutional changes affect economic growth?
9. Taxes and taxation. What is the difference between progressive and proportional taxation?
10. Factors contributing to the economic growth of the country: the main obstacles and ways to solve them.
11. Reveal the content and interrelation of the main functions of management: planning, organization, motivation and control.
12. Compare the advantages and disadvantages of different organizational structures (for example, linear-functional, divisional, matrix). Which one, in your opinion, is the most effective in the modern digital economy, and why?
13. Describe the key theories of motivation (for example, A. Maslow's hierarchy of needs, F. Herzberg's two-factor theory, V. Vroom's theory of expectations). How can a manager use these theories to create an effective staff motivation system?
14. What is SWOT analysis and what is its role in strategic planning? Demonstrate the use of this tool using the example of any company you know (or a hypothetical startup).
15. Define the concept of "business process". What is the essence of the process approach to managing an organization and what are its advantages over the functional approach?

5. Recommended literature

5.1 Basic literature

1. Macroeconomic Analysis and parametric Control of a National Economy [Text] / A.A.Ashimov, B.T.Sultanov, Z.M.Adilov, Y.V.Borovski, D.A.Novikov, R.A.Alshanov, A.A.Ashimov.- New York: Springer, 2013.- 288с. ISBN 978-1-4614-4460-2
2. Гусейнов, Р.М. Микроэкономика [Текст]: учебник для бакалавров / Р.М. Гусейнов, В.А. Семенихина.- 2-е изд., стер.- М.: Омега-Л, 2015.- 447с.- (Бакалавр-Магистр). ISBN 978-5-370-03060-4
3. Мухамедиев, Б.М. Микроэкономика [Текст]: учебник / Б.М. Мухамедиев; Утв. МОН РК.- 2-е изд., доп.- Алматы: Қазақ университеті, 2014.- 309с. ISBN 978-601-04-0899-9
4. Паркин, М. Микроэкономика [Мәтін]: оқулық / Майкл Паркин; Батыс Онтарио университеті.- 13 басылым.- Алматы: Ұлттық аударма бюросы, 2020.- 548 б.- (Рухани жаңғыру). ISBN 978-601-7943-87-5
5. Нуреев, Р.М. Курс микроэкономики [Текст]: учебник / Р.М. Нуреев.- 3-е изд., испр. и доп.- М.: Норма: ИНФРА-М, 2019.- 624 с. ISBN 978-5-91768-450-5
6. Пиндайк Р., Рубинфельд Д. Микроэкономика. Пер. с англ.— М: Дело, 2001
7. Гительман Л.Д. Менеджмент, опережающий время [Текст]: Прорыв к цифровой индустрии / Л.Д. Гительман. - М.: СОЛОН-Пресс, 2020. - 300 с. ISBN 978-5-91359-394-8
8. Аманжолов, У.С. Менеджмент в информационных системах [Текст]: учебное пособие / У.С. Аманжолов. - Алматы: Қазақ университеті, 2021. - 204 с. ISBN 978-601-04-494-9
9. Аскаров, Е.С. Инновационный менеджмент [Текст]: учебное пособие / Е.С. Аскаров. - Алматы: Экономика, 2014. - 272 с.
10. Бизнес-планирование в предпринимательской деятельности: учебное пособие / В.Е. Шкурко, Н.Ю. Никитина; Уральский Федеральный Университет.- 3, 326 Кб.- Екатеринбург: Уральского университета, 2018.- 174 с.
11. Слагода, В.Г. Экономическая теория [Текст]: учебник / В.Г. Слагода.- 7-е изд., испр. и доп.- М.: ФОРУМ-ИНФРА-М, 2015.- 368с.
12. Лапуста, М.Г. Предпринимательство [Текст]: учебник / М.Г. Лапуста.- Изд. испр.- М.: ИНФРА-М, 2020.- 384 с.

5.2 Additional literature

1. Розанова М.Н. Микроэкономика: задачи и упражнения: учебное пособие. – М: Юнити-Дана, 2015
2. Гончаренко, Л.П. Менеджмент инвестиций и инноваций [Текст]: учебник / Л.П. Гончаренко. - М.: КНОРУС, 2014. - 160 с.
3. Алмагамбетова, Ш.Т. Основы экономической теории [Текст]: учебное пособие / Ш.Т. Алмагамбетова.- Алматы: КазАТК, 2015.- 102с.
4. <https://www.stat.gov.kz> Бюро национальной статистики Агентства по стратегическому планированию и реформам Республики Казахстан
5. <https://www.un.org/ru/wto/> Всемирная торговая организация
6. <https://www.oecd.org> Организация экономического сотрудничества и развития