

KARAGANDA ECONOMIC UNIVERSITY OF KAZPOTREBSOYUZ



APPROVE

Rector of Karaganda Economic University of  
Kazpotrebsoyuz, D.e.s, Professor

E.B. Aymagambetov

Approved by the Academic Council  
Minutes number № 10 25.06. 2019.

ADMISSION EXAMINATION PROGRAMM

EDUCATIONAL PROGRAM D072 «MANAGEMENT»

Level: doctoral program (DA)

Reviewed and discussed at the meeting of  
the department

Head of the Department of management  
and innovation, doctor PhD, associate  
professor Orynbasarova Y.E.

(signature)

Minutes number 10 dated 30.05. 2019.

KARAGANDA 2019

## **DISCIPLINE «STRATEGIC MANAGEMENT»**

### **Topic 1. The essence and content of strategic management**

The modern concept of strategy. Content of strategic management and its place in the system of management of the organization. The main objectives of strategic management. Company strategy development process. Trends in the development of strategic management concepts

### **Topic 2. Development of company strategy**

Principles for developing an effective organization development strategy.. Goals of the organization, priorities of goals, time intervals of goals and their measurement. Formation of a strategic vision and the choice of a strategic position. Traditional and modern approach to understanding strategy. Factors shaping the strategy. Approaches to the task of developing a strategy

### **Topic 3. Features of the strategy of business units**

Definition and selection of the scale of activity of business units. Features and benefits of one business strategy. The coordinates of products, the geographical coordinate, coordinate stakeholders, organizational coordinate. The concept of competitive advantage, background and explicit advantages

### **Topic 4. Corporate strategy: management of business package**

Features of the corporation's development strategy. The logic of corporate diversification. Coordinates of corporate scale. Methods of measuring the scale of activity: expansion and contraction. Types of diversified company strategy: corporate strategy. Business strategy, functional strategy, operational strategy

### **Topic 5. Analysis and assessment of the external environment of the organization**

The objectives of the analysis of the external environment. Methods of analysis of the external environment of the organization and methods of management analysis of its strengths and weaknesses. Map and analysis of strategic groups. Economic indicators characterizing the industry. PEST - analysis. Analysis of the competitive environment. The model of the five forces of Porter M.

### **Topic 6. Analysis and assessment of the internal environment of the organization**

The purpose of the analysis of the internal environment of the company. Tools for analyzing the internal environment of the organization. Identify the strengths and weaknesses of the organization. Evaluation of the competitive position of the company. Evaluation of the effectiveness of the current strategy. Strategic and financial indicators of the company. Concept of value chain concept. Cost analysis by activity

### **Topic 7. Competitive company strategies**

Cost leadership strategy. The nature and life cycle of competitive advantage. Innovative strategies: offensive strategies, defensive strategies. A strategy of wide differentiation. Cost optimization strategy. Focused strategies on a narrow market. Competitive advantage concept

### **Topic 8. Corporate diversification strategies**

The concept of diversification, its goals. Motives and criteria for diversification. Diversification strategies. Strategies for entering a new industry. Diversification strategies to related industries. Diversification strategies in unrelated industries. Coagulation and liquidation strategies. The strategy of restructuring, recovery and saving

### **Topic 9. Strategic analysis of diversified companies**

The process of strategic analysis of diversified companies. Portfolio analysis of diversified companies. Diversified portfolio valuation using matrix analysis. Matrix «Growth/share» Boston Consulting Group. Matrix «industry attractiveness / position in competition» McKinsey-General Electric. Hofer/A.D.Little industry life cycle matrix

### **Topic 10. Strategy implementation**

Reallocation of resources in accordance with the budget and personnel policy of the new strategy. Leading the strategy execution process. The main stages of the implementation cycle. Factors for successful implementation of the strategy. The role of management in the implementation of the strategy. The role of the organizational structure in the implementation of the strategy. The role of the human factor in the implementation of the strategy

### **Topic 11. HR management strategy**

The essence of strategic personnel management. Formation of personnel management strategy at different stages of organization development. Human potential strategy. Elements of personnel management strategy. The relationship of personnel management strategy and development strategy of the organization. Motivation of staff in the implementation of the strategy.

### **Topic 12. Strategic change management**

The essence of strategic change and its main objectives. Crisis management. Change management. Strategic change research. Forced method of making changes. Adaptive change. Resistance control. Comparison of methods and selection of a suitable method.

### **Topic 13. The role of culture in the implementation of the strategy of the organization**

The concept of corporate culture and its origins. Creating climate and culture supporting strategy. Strength and types of corporate culture. Exercise strategic

leadership. Setting the system of values and ethical standards. Maintain the ability of the internal environment of the organization to adapt and change

#### **Topic 14. Features of strategic management in kazakhstan**

Strategic management in the economy of the Republic of Kazakhstan. Problems of strategic management. Trends in the development of Kazakhstan's strategic management. The main factors determining the effectiveness of strategic business management in Kazakhstan. Strategies for entering new industries and competition in foreign markets. Ensuring the competitive advantages of companies in the global economy.

#### **Topic 15. State development strategy in the context of global integration**

The need for an economic management strategy. Planning and forecasting of the economy. Strategic management and increasing its importance for the effective development of the economy. Issues of ensuring the competitiveness of the national economy, the foundations of strategic government

### **LIST OF RECOMMENDED LITERATURES**

1. Забелин П.В. Основы стратегического управления. Учебное пособие - М.: 2007г.
2. Зайцев Л.Г. Стратегический менеджмент Учебник - М.: Экономист, 2006г.
3. Прокопчук Л.О. Стратегический менеджмент Учебник СПб.: 2004г.
4. Баринов В.А., Харченко В.А. Стратегический менеджмент Учебное пособие - М.: Инфра-М, 2005г.
5. Зуб А.Т. Стратегический менеджмент: теория и практика Учебное пособие - М.: 2008г.
6. Томпсон А.А., Стрикленд А.Дж. Пер. с англ. /Под ред. Зайцева Л.Г., Соколовой М.И. – М.:2009
7. Стратегический менеджмент. Искусство разработки и реализации стратегии Учебник - М.: Банки и биржи, ЮНИТИ, 2008г.
8. Петров А.Н. Стратегический менеджмент Учебник для ВУЗов - СПб., 2005г.
9. Фатхутдинов Р.А. Стратегический менеджмент Учебное пособие - М.: 2005г.
10. Сазерленд Д. Стратегический менеджмент. Ключевые понятия - Днепропетровск, 2005г.
11. Винокуров В.А. Организация стратегического планирования на предприятии - М.: 2006г.
12. Крутова Н.Ю., Круглов М.И. Стратегический менеджмент. Учебник 2007г.
13. Балабанов И.Т. Основы финансового менеджмента - М.: Финансы и статистика, 2004г.

14 Забялин П.В., Моисеева Н.К. Основа стратегического управления Учебное пособие - М.: Маркетинг, 2008г.

15 Клифф Боумэн Основы стратегического менеджмента Пер. с англ. - М.: Биржи и банки, 2007г.

16 Поршнева А.Г. и др. Управление организаций. Учебник - М.: Инфра, 2008г.

17 Мамыров Н.К. Менеджмент - Алматы: Экономика, 2008г.

18 Фатхутдинов Р.А. Стратегический менеджмент Учебник для ВУЗов - М.: ЗАО «Бизнес-школа», 2009г.

### **Questions on the discipline «STRATEGIC MANAGEMENT»**

1. The modern concept of strategy.
2. Content of strategic management and its place in the system of management of the organization
3. The main objectives of strategic management
4. Company strategy development process.
5. Trends in the development of strategic management concepts
6. Principles for developing an effective organization development strategy.
7. Goals of the organization, priorities of goals, time intervals of goals and their measurement.
8. Definition and selection of the scale of activity of business units
9. Features and benefits of one business strategy.
10. The concept of competitive advantage, background and explicit advantages
11. Features of the corporation's development strategy.
12. The logic of corporate diversification. Coordinates of corporate scale.
13. Types of diversified company strategy: corporate strategy.
14. Business strategy, functional strategy, operational strategy
15. The objectives of the analysis of the external environment.
16. Methods of analysis of the external environment of the organization and methods of management analysis of its strengths and weaknesses.
17. Map and analysis of strategic groups. Economic indicators characterizing the industry. PEST - analysis. Analysis of the competitive environment. The model of the five forces of Porter M.
18. The purpose of the analysis of the internal environment of the company
19. Tools for analyzing the internal environment of the organization
20. Evaluation of the competitive position of the company. Evaluation of the effectiveness of the current strategy.
21. Strategic and financial indicators of the company
22. Concept of value chain concept.
23. Cost leadership strategy.
24. The nature and life cycle of competitive advantage. Innovative strategies:

offensive strategies, defensive strategies.

25. Innovative strategies: offensive strategies, defensive strategies. A strategy of wide differentiation. Cost optimization strategy. Focused strategies on a narrow market.

26. The concept of diversification, its goals. Motives and criteria for diversification.

27. Diversification strategies.

28. Strategies for entering a new industry.

29. Diversification strategies to related industries. Diversification strategies in unrelated industries.

30. Coagulation and liquidation strategies.

31. The strategy of restructuring, recovery and saving

32. The process of strategic analysis of diversified companies

33. Portfolio analysis of diversified companies.

34. Diversified portfolio valuation using matrix analysis.

35. Matrix «Growth/share» Boston Consulting Group. Matrix «industry attractiveness / position in competition» McKinsey-General Electric.

36. Hofer/A.D.Little industry life cycle matrix

37. Reallocation of resources in accordance with the budget and personnel policy of the new strategy. Leading the strategy execution process.

38. The main stages of the implementation cycle. Factors for successful implementation of the strategy.

39. The role of management in the implementation of the strategy. The role of the organizational structure in the implementation of the strategy.

40. The role of the human factor in the implementation of the strategy

41. The essence of strategic personnel management. Formation of personnel management strategy at different stages of organization development.

42. Human potential strategy.

43. Elements of personnel management strategy.

44. The relationship of personnel management strategy and development strategy of the organization.

45. Motivation of staff in the implementation of the strategy.

46. The essence of strategic change and its main objectives

47. Crisis management. Change management.

48. Strategic Change Research

49. Resistance control.

50. The concept of corporate culture and its origins.

51. Creating climate and culture supporting strategy. Strength and types of corporate culture.

52. Exercise strategic leadership.

53. Setting the system of values and ethical standards.

54. Maintain the ability of the internal environment of the organization to adapt and change

55. Strategic management in the economy of the Republic of Kazakhstan.

56. Problems of strategic management. Trends in the development of

Kazakhstan's strategic management.

57. The main factors determining the effectiveness of strategic business management in Kazakhstan.

58. Strategies for entering new industries and competition in foreign markets. Ensuring the competitive advantages of companies in the global economy.

59. The need for an economic management strategy.

60. Issues of ensuring the competitiveness of the national economy, the foundations of strategic government

## **DISCIPLINE «CORPORATE MANAGEMENT»**

### **Topic 1. Corporations as an effective form of integration in a market economy**

The main features of a modern corporation. The procedure for the creation and registration of corporations. Kazakhstan corporations in the modern economy. Stages of corporate governance. Organization of a single financial, investment and credit activities. Financial and consolidated financial statements. Corporate investment policy.

### **Topic 2. The concept and types of corporations, their classification**

Corporate structures: essence, attributes and features. Formation of corporate structures. Participants of corporate relations. Types of corporate-integrated structures and their characteristics. The advantages and disadvantages of corporations in comparison with other organizational and legal forms of management

### **Topic 3. Corporation in the international economic system**

International movement of financial and industrial resources. Foreign direct investment and transnational corporations. The basic principles of transnational corporations. Kazakhstan and transnational corporations. The global market for foreign investment.

### **Topic 4. Corporate Associations and Monopolization Issues**

Monopolistic trends and monopolies. Features imperfect competition. The main forms of monopoly associations. The need for state antitrust policy

### **Topic 5. Features of the organization management of the corporation**

The concept of corporate governance and its characteristics. Modern corporate governance models. Legal aspects of corporate governance. The role of corporate governance in strengthening the foundation of the country's long-term economic development and ensuring its competitiveness in the global market.

### **Topic 6. Corporate conflicts**

The concept of corporate conflict. Causes and participants of conflicts. Types of corporate conflicts. Raiding as a type of corporate conflict. Corruption as a social phenomenon

### **Topic 7. Corporate Process Management enterprise integration**

Political and economic prerequisites for the formation and development of corporate governance in Kazakhstan and its role in the development of the national economy. Problems and conditions for the integration of banking and industrial capital. The order of formation of financial and industrial groups. Management of financial and industrial groups



### **Topic 8. Corporate governance mechanism**

Organizational management structure of the corporation. Board of Directors, its composition and structure. The main elements of the corporate governance mechanism. International Management Standards

### **Topic 9. Corporate Relations**

The structure and composition of participants in corporate relations. Rights and obligations of shareholders. Corporate culture. Transparency and disclosure

### **Topic 10. Corporate strategy: concept, development stages, types**

The essence and role of corporate strategy. Types of corporate strategies. The development of strategic management. Corporate relationship issues

## **LIST OF RECOMMENDED LITERATURES**

1. Послание Республики Казахстан Н. Назарбаева Народу Казахстана «Новые возможности развития в условиях четвертой промышленной революции». Астана, Аккорда, 10 января 2018 года. – Режим доступа: Официальный сайт Президента Республики Казахстан <http://www.akorda.kz/ru/>
2. Корпоративное управление Яновская О.А. Никифорова Н.В. Алмата «Экономика» 2005г. 320с.
3. Корпоративный менеджмент Мазур И,И, Шапирол В.Д. М. 2008г.
4. Корпоративные конфликты: причины их возникновения и способы преодоления М 2006г.
5. Кукура С.П. Теория корпоративного управления М 2009.
6. Росинский В.И. Основы корпоративного управления Ростов н/Дону, изд-во «Феникс» 2006г.-с.252.
7. Иванова Е.А. Шишкина Л.В. Корпоративное управление Ростов н/Дону, изд-во «Феникс» 2007г.-с.256.
8. Корпоративное управление: казахстанский контекст. учебное пособие. Под общей редакцией Филина С.А. Алматы, 2009г.- с.372
9. Корпоративное управление /перевод с английского М.: Альпина Бизнес Букс, 2007г.- с. 222.
10. Формирование и развитие корпоративной экономики Кошанов К.К. Рамазанов А.Б Рузанов Е.Т. Алматы 2003г.
11. Анискин Ю.П. Корпоративное управление инновационным развитием М. 2007г.
12. Орехов С.А., Кришталь В.В. Управление корпорацией. Курс лекций. –
13. М.: Московский государственный университет экономики, статистики и информатики, 2006.
14. Орехов С.А., Селезнев В.А. Теория корпоративного управления. Курс лекций. - М.: МЭСИ, 2004.
15. Кашанина Т.В. Корпоративное право. М.: Высшая школа, 2006.

16. Храброва И.А. Корпоративное управление. М.: Изд. "Альпина", 2012г. С.98
17. Черезов А.В., Рубинштейн Т.Б., Корпорации. Корпоративное управление- М.: ЗАО Издательство Экономика, 2006-478 с.
18. Абрамова С.Г. О понятии корпоративной культуры Москва 2013г.

### **Questions on the discipline "CORPORATE MANAGEMENT"**

1. The concept of corporate governance and its content
2. Corporate governance objectives
3. Historical background of the transition to corporate governance standards
4. Objects and subjects of corporate governance
5. Management Relations in Corporate Governance
6. Principles of corporate governance and their characteristics
7. The role of the corporate governance system in strengthening the foundation of the country's long-term economic development and ensuring its competitiveness in the global market.
8. The concept of corporate governance and its characteristics
9. Political and economic prerequisites for the formation and development of corporate governance in Kazakhstan and its role in the development of the national economy
10. Trends in corporate governance in Kazakhstan
11. Features of the formation and development of corporate governance in Kazakhstan
12. Corporate ownership structure: concentrated (insiders) and dispersed (outsiders)
13. Internal and external mechanisms of an effective corporate governance system
14. Key Corporate Governance Sims and Their Characteristics
15. Internal and external mechanisms of an effective corporate governance system
16. Key Corporate Governance Sims and Their Characteristics
17. Legislative and regulatory framework of corporate governance abroad and in Kazakhstan
18. The procedure for registration of corporations in Kazakhstan and abroad
19. Foundation documents and their contents.
20. Common Pavilions of Corporate Names
21. Formation of the mission and philosophy of the corporation
22. Formation of the core values of the corporation, the most significant norms of employee behavior and basic principles of management
23. Purposes and principles of internal corporate governance
24. Purposes and principles of internal corporate governance
25. The main foreign corporate governance models: Anglo-American, German, Japanese

26. The main economic features that led to the formation of corporate governance models
27. The main economic features that led to the formation of corporate governance models
28. Comparison of the main foreign corporate governance models
29. Methods of disclosure. Main forms of information disclosure
30. The main characteristics of the disclosed information
31. Information about the company. Employee Information
32. The main groups involved in the corporate governance process
33. Protection of shareholders' rights and interests
34. Factors affecting the behavior of managers. The discrepancy between the interests of owners (shareholders) and managers.
35. Lenders, employees of the company and partners of the company, regional and local authorities
36. Organizational management structure of a corporation
37. Board of Directors and factors increasing its role in the company's activities
38. Board of Directors, its composition and structure.
39. The main types of board of directors are: supervisory and governing board
40. The executive body of the corporation and its functions
41. External and internal company vulnerabilities for hostile takeovers
42. The main methods of protection against hostile takeovers: political, economic, administrative
43. The main methods of protection against hostile takeovers: political, economic, administrative
44. Company Vulnerability Factors for Bankruptcy
45. The role and place of the mission in the strategy of the corporation.
46. Corporate strategic mission
47. Target orientation of the corporation
48. Advantages and disadvantages of a wide and narrow approach in the formation of a strategic mission
49. Strategic planning in a corporation.
50. Strategic Planning Methods
51. The main objectives of cash flow management corporation.
52. Factors Affecting Corporation Cash Flows
53. Financial cycle management
54. Financial cycle optimization. Cash Flow Analysis
55. Concept and types of investments
56. Basic principles of formation of corporate strategy in the field of investment and securities
57. Types of investors and their characteristics.
58. The objectives of the company when entering the stock market
59. The concept and content of corporate culture. Specific cultural values
60. Types of cultures: the culture of the task and the culture of the individual

## **DISCIPLINE «MANAGEMENT OF BUSINESS COMMUNICATIONS »**

### **Topic 1. Theory of communication processes**

Theoretical foundations of communication processes. The essence of communication and communication processes. Models of communication process. The main personal communication model. The effectiveness of the use of communication processes. Perception of information.

### **Topic 2. Marketing communications and communication tools**

The essence of marketing communications. Internal programs and communication tools. External programs and communication tools. Integrated marketing communications. Theoretical and methodological aspects of the study of the phenomenon of advertising.

### **Topic 3. The essence and the main elements of the strategy**

Strategy definition. Components and choice of marketing strategy.

### **Topic 4. Marketing communications strategy**

The value of a communication strategy. Components of marketing communications strategy.

### **Topic 5. Theory and practice of public relations**

The concept and role of "public relations" (PR). Advantages and disadvantages of PR. The concept of the public in OL. Types of programs PR. Office PR . PR Tools

### **Topic 6. Psychology of communications**

The concept of personality and its basic properties. Communicative qualities in the composition of the potential of the individual. Ethics of business communications. Types of ethical norms and rules. Professional ethics.

### **Topic 7. Oral and visual communications**

Public speech Aspects of communication and barriers of misunderstanding. Visual support for oral presentation.

### **Topic 8. Written communications**

Communicative and management activities through documents. Standards and ethical standards in the implementation of written communications.

### **Topic 9. Information and psychological war in business**

Evolution of the theory and practice of information and psychological wars (IPV). Promotion and advertising in the IPV system. The main characteristics and features of advertising technologies. Formation of the state information policy. Factors affecting the propaganda of information and psychological wars. The purpose of establishing information and psychological wars.

## **Topic 10. Business benchmarking technologies**

History, current state and prospects for the development of intelligence activities in business. System and benchmarking program. Benchmarking technology. Basic principles of benchmarking. Classic TQM model. Planning a benchmarking project.

### **LIST OF RECOMMENDED LITERATURES**

1. Послание Республики Казахстан Н. Назарбаева Народу Казахстана «Новые возможности развития в условиях четвертой промышленной революции». Астана, Аккорда, 10 января 2018 года. – Режим доступа: Официальный сайт Президента Республики Казахстан <http://www.akorda.kz/ru/>
2. П. Смит, К. Бэрри, А. Пулфорд. Коммуникации стратегического маркетинга: Учебное пособие для вузов.- Издательство: ЮНИТИ-ДАНА, 2011
3. Бернет Дж., Мориарти С. Маркетинговые коммуникации: — интегрированный подход / Перевод с англ. под ред. С. Г. Божук. —СПб: Питер, 2011
4. Спивак В.А. Современные бизнес-коммуникации.- Издательство «Питер», 2013
5. Бердалиев К.Б. и др. Менеджмент: курс лекций. – Алматы, Экономика, 2008
6. Кубаев К.Е. Теория построения систем управления// Транзитная экономика, 2006, №2.
- 7.Нартова Р.Ш., Сапарова Г.К., Доскалиева Б.Б. Менеджмент. Учебно-практическое пособие для ДО. 2007, типография КЭУ
- 8.Общий менеджмент М.: Инфра 2007
- 9.Уткин Э.А. Курс менеджмента. – М.: Зерцало, 2007
- 10.Кабушкин Н. Основы менеджмента. – М. Минск, 2009
- 11.Мескон М. Основы менеджмента. – М.: Дело, 2002
- 12.Лебедев В.Р. Основы менеджмента. – М.: Дело, 2007
- 13.Каренов Р.С. Теория и практика менеджмента. - Караганда, 2008
- 14.Стахова А.Н. Менеджмент: практические ситуации, деловые игры, упражнения. – С-П.: Питер, 2000.
- 15.Поршнева А.Г., Разу М.Л. Менеджмент: теория и практика в России. - М.: 2008.
- 16.Герчикова И.Н. Менеджмент.-- М.:ЮНИТИ,2008
- 17.Глухов В.В. Менеджмент.— СПб: СпецЛит, 2009
- 18.Петрунин Ю.Ю, Борисов В.К. Этика бизнеса.—М.:МГУ им. Ломоносова М.В., 2007
- 19.Таранов П.С. Золотая книга руководителя.—М. Гран, 2009

## **Questions on the discipline «MANAGEMENT OF BUSINESS COMMUNICATIONS»**

1. Basic elements of communication processes?
2. How is the transfer of information in communication?
3. The important task of the marketer in the preparation of sending effective messages?
4. How many key communication tools do Govani think is a communication strategy?
5. What concepts are equally important for understanding Public Publishing?
6. How many functions are performed by Public Release?
7. A term adopted for consulting high-level executives on the company's overall reputation?
8. What is the essence of communication
9. What types of communications are shared in the enterprise?
10. Horizontal communications?
11. External communications?
12. Is ethics this?
13. Is morality this?
14. What does communication ethics imply?
15. Disadvantages of written communications?
16. What is the process of sharing information, experience and information?
17. What does not include the basic characteristics of communication?
18. Which audience include employees, investors, suppliers, dealers and loyal customers?
19. Which people can be attributed to an external audience?
20. What communications do companies rely on?
21. What do downstream communications from managers to employees contribute to?
22. What keys are offered for a successful staff relations program?
23. In what situations is product propaganda important?
24. Public Relations are evaluated using what methods?
25. What event can a company organize to make an important statement to the press?
26. How does corporate advertising differ from publicity?
27. The principle of sufficiency of information?
28. The principle of the quality of information?
29. Is the communication process possible with the following basic elements?
30. Dramatization of local events and exaggeration of facts concerning small groups of people (regional radio and television, scandalous press) - is it?
31. Providing a society with various kinds of information is it?
32. The communication scheme is it?
33. The psychological state arising from frustration, failure to implement any meaningful purpose for a person, need; oppressive anxiety, feeling of tension, hopelessness?

34. What are the most important communication channels?
35. The main institutions of document communication are?
36. What is the level of documentary communication in the field of library, archival, museum activities?
37. Who considers communication as one of the forms of interaction of people in the process of communication, as an informational aspect of communication?
38. Who by communication understands the "recoding process of the verbal to non-verbal and non-verbal to the verbal sphere"?
39. Determine the factor of the characteristics of the communicator: "how much does the presenter understand the issues under discussion and how creative is his work attitude"?
40. Basic personal communication model?
41. The roles of the sender and the recipient in the communication process?
42. Direct and indirect benefits of communication tools?
43. Deliberate and unintended communication?
44. The causes of conflicting communications?
45. Internal programs and communication tools?
46. External programs and communication tools?
47. The value of brands in communications?
48. Give a definition of strategy and its role in the development of communications?
49. Advantages and disadvantages of public relations?
50. The main stages of research and planning of PR?
51. Basic tools used in PR programs?
52. The ethics of business communications?
53. Situational and group factors in managerial communications?
54. Oral communication?
55. The value of the documentation of communications?
56. Ethical aspects of written communication?
57. Features of written communication with foreign partners?
58. Information and psychological factor in the business sphere?
59. The main elements of the communication process?
60. What does communication ethics imply?

Head of the Department  
of management and innovation,  
doctor PhD, associate professor



Orynassarova Y.E.