

**NON-PROFIT JOINT STOCK COMPANY KAZAKH NATIONAL AGRARIAN RESEARCH
UNIVERSITY**

THE DEVELOPMENT PLAN OF THE EDUCATIONAL PROGRAM

ECONOMICS

FOR 2024-2028

Recommended by the Academic Committee

Higher School of Business and Law

Protocol №10 of 12.06.2024 y.

Reviewed at the meeting of the Department of
«Management and Organization of agribusiness»

Protocol №11 of 31.05.2024 y.

Almaty, 2024

CONTENT

№	Name of the component	Page
1	Passport of the educational program development plan (EP)	3
2	Analytical justification of the program	4
3	Characteristics of the problems that the EP development plan is aimed at solving	6
4	The main goals and objectives of the EP development plan	8
5	Expected final results of the implementation of the development plan of the EP	8
6	Measures to reduce the impact of risks for EP	8
7	List of activities of the EP implementation plan	8
8	The mechanism of implementation of the development plan of the EP	10
9	Assessment of the socio-economic effectiveness of the implementation of the development plan of the EP	10
10	Graduate Model	10
11	Risks of an educational program	11
12	SWOT – Analysis	11

1. Passport of the educational program development plan

1	The grounds for developing a development plan for the EP	The development program of the non-profit joint-stock company "Kazakh National Agrarian Research University" for 2024-2028 The development program of the Department "Management and organization of agribusiness" named after H.D.Churin for the period 2024-2028.
2	The main developers of the EP development plan	Beisenova G.Sh., Candidate of Economics, Professor Saurukova A.K., Candidate of Economics, Associate Professor Employer: Chairman of the Board of KazNII of Economics of Agroindustrial Complex and PCT LLP: B.Rustembayev
3	Deadlines for the implementation of the EP development plan	2024 – 2028 year
4	Volume and sources of financing	The State budget and the contractual framework
5	Expected final results of the implementation of the EP development plan	training of highly qualified competitive economic personnel for the Republic of Kazakhstan, and primarily for the agricultural sector of the economy in accordance with the requirements of domestic and international standards.

1. Analytical justification of the program

2.1 Information about the educational program

The content of the Economics educational program is established by the following documents:

- License to conduct an educational program KZ89LAA00031870, valid for an indefinite period, date of issue 08/05/2021;

The state mandatory standard of higher and postgraduate education. Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2. Registered with the Ministry of Justice of the Republic of Kazakhstan on July 27, 2022 No. 28916;

- Professional standard: "Activities in the field of planning and analysis of company resources" Appendix No. 85 to the order of the Deputy Chairman of the Board of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" dated 12/26/2019 No. 263;

- Professional standard: "Management of a small (medium) company" Appendix No. 95 to the order of the Deputy Chairman of the Board of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" dated 12/26/2019 No. 263.

The purpose of the educational program 6B04101- Economics is to train specialists of a new formation with professional knowledge, skills and abilities in the field of economics, capable of making effective decisions on the activities of enterprises and organizations of different levels of all sectors of the economy.

The Master's degree program offers scientific and pedagogical (2 years) and specialized areas (1 and 1.5 years).

The purpose of the educational program 7M04101-Economics is to train highly qualified scientific and pedagogical personnel in the field of national economy and business, competitive in the labor market, possessing analytical, research, and leadership qualities for developing and making decisions at all levels of economic relations.

The purpose of the educational program 7M04115 - Economics is to train highly qualified economists who have the competencies to carry out economic analysis of the activities of business units, who are able to formulate and practically solve modern economic problems, and carry out management activities.

There are 2 educational trajectories in the master's degree program No. 1 "Business analytics in

agriculture", No. 2 "Innovative Economics".

The purpose of the educational program 8D04101-Economics is to train specialists with a high level of professional culture, competitive in the modern labor market, with fundamental educational, methodological and research training, ready to join the ranks of scientists and obtain a PhD degree.

The purpose of the educational program 8D04114 -Economics is to train highly qualified specialists, competitive in the international labor market, professional elite with a high level of general and professional culture, capable of self-development, social adaptation.

The doctoral program includes educational trajectories No. 1 "Agribusiness in the WTO" and No. 2 "National Economy and Globalization".

2.2 Information about students

Currently, 45 students are studying under the educational program 6B04101- Economics, 24 of them in the state language and 7 in Russian, 14 in multilingual. According to the general education grant – 1 student, according to the grant of the Akim of the Almaty region 6 students and 38 students on a contractual basis. According to the educational program 7M04101-Economics, 5 undergraduates are studying, 2 of them on a general education grant. According to the educational program 8D04101-Economics, 4 doctoral students, 1 general education grant are studying on a paid basis. Over the past three years, we have observed a positive trend in the contingent of students studying Economics.

Academic year	6B04101 Economy						7M04101 Economy			
	Total	Including					Total	Including		
		kaz	russ	multilingual	grant	contractual		multilingual	grant	contractual
2022-2023	27	19	8		1	26	6	6	1	5
2023-2024	45	24	7	14	1	44	5	5	2	3
2024-2025	40	24	13	3	10	30	4	4	-	4
2025-2026	48	26	15	7	12	36	6	4	2	4
2026-2027	56	30	17	9	14	42	8	5	3	5
2027-2028	60	32	19	9	15	45	10	7	3	7

Academic year	8D04101 Economy			
	Total	Including		
		multilingual	grant	contractual
2022-2023	4	4		4
2023-2024	5	5	1	4
2024-2025	4		2	2
2025-2026	5		3	2

2.3 Internal conditions for the development of EP

For the preparation of bachelors, undergraduates and doctoral students, the department has modern classrooms, technical training facilities, visual and demonstration materials. 32 classrooms with 870

seats are involved, of which 11 lecture halls. The department has classrooms (№401, 405, 413, 414, 417 aud.), which are equipped with technical training tools: LED screens.

The provision of educational programs with educational and methodological complexes of disciplines is 100%. Educational and methodological documents on the OP have been developed in accordance with regulatory documents. Working curricula, academic calendars, OP, catalogs of elective subjects have been developed.

The financial resources of the department are provided by the university budget, as well as research and international projects in which the teachers of the department actively participate.

Information resources are at the disposal of the OP and are represented by the library (including electronic publications), access to the Internet for all students and teaching staff, access to the local network of the university. There are open WI-FI zones.

The personnel of the OP is fully staffed, according to the staffing table. The provision of educational programs with educational and methodological complexes of disciplines is 100%. The teaching staff of the department have personal computers and free Internet access.

2.4.Характеристика окружающего социума

The priority direction in the development of the educational program is student-centered learning, revealing his individual abilities, forming the student into an active and interested participant in the educational process. The basis of the educational environment is its social component, in relation to the 90-year-old traditions and image of KazNAIU, mutual responsibility, moral and emotional climate; social support for students, extracurricular activities (sports sections, scientific communities, etc.). One of the key components is also an intellectual development environment: modern technologies of developmental learning (interactive teaching methods), a system of elective courses in various areas of educational programs to acquire knowledge on a particular topic, a system of intellectual competitions of various levels (subject and interdisciplinary Olympiads, contests, tournaments, intellectual marathons, games, etc.), a system of support for gifted students. All the components of the structure of the educational environment are open, there is an opportunity to realize oneself, which leads to increased motivation for educational activities, develops communication skills

All conditions for professional internships have been created at the department: methodological recommendations, programs have been developed, the content of which corresponds to the goals and objectives of training specialists; long-term and short-term contracts for conducting internships have been concluded; during the internship, managers from the university and the practice base conduct constant consultations with the student, direct, help to conduct professional activities, after graduation they gather and the reporting documentation of the students is analyzed, work is underway to summarize the results of the practice. The final assessment of the practice is defined as the assessment of the head of the practice from the enterprise 100% and the assessment of the head of the practice from the department for the protection of the report 100%.

The result of satisfaction of students, teaching staff and employers with the places, conditions and content of practices, as well as the level of students and teachers, is the opinion and feedback from organizations providing bases for internships. After completing a certain type of internship, students are surveyed in order to identify an assessment of student satisfaction with places and organization of internship, and managers of practice bases are surveyed in order to assess satisfaction with the level of training of students.

The Department of Management and Organization of Agribusiness named after H.D.Churin and the Department of Practice and Employment conduct monitoring of the internship, monitoring the quality of its organization. As a result of monitoring by the Department of Practice and Employment and the department, recommendations are being formed to improve the organization of all types of practice.

Practice bases for EP 6B04101/7M04101/7M04115/8D04101/8D0414 - The economy is represented by: Kazakh Scientific Research Institute of Economics of the Agro-industrial Complex and Rural Development LLP, Department of Economics and Budget Planning of the Alakol district Akimat, "PSKOV KAPSTROYPROEKT" LLP, GU Department of Economics and Budget Planning of the Ili

district Akimat, KSU Office of Akim of Kenessky rural district, GU Office of Akim of Pervomaisky rural district, Department of Economics and Finance of Akimat Shardara district of Turkestan region, Department of Economics and Budget Planning of the Akimat of the Aral district of Kyzylorda region, GU Apparatus of akims of Shalkar district, KSU Apparatus of akims of Karakemersky rural district, LLP "Genezis-LTD", LLP "GrandVictory-S", PC "Pobeda" and others.

2.5 Information about teaching staff implementing the educational program

The implementation of the bachelor's degree program in the direction is provided by scientific and pedagogical personnel in accordance with the requirements of the State Educational Standard of the Republic of Kazakhstan and "Qualification requirements for educational activities of organizations providing higher and (or) postgraduate education, and a list of documents confirming compliance with them." The list of scientific and pedagogical workers involved in the implementation of this program is presented in the certificate of staffing of the educational process and staffing levels.

The personnel potential of the department is 23 people, including 4 part-timers, of whom: doctors of Economics - 4, candidates of Economics – 8, PhD – 2, masters of Economics - 9.

The degree of the department is 64.7%, the average age of teaching staff is 50 years. According to the master's degree of the faculty and doctoral studies, the academic staff is 100.0%. In general, the faculty is fully provided with a high-quality staff of teaching staff.

The training is conducted by experienced teaching staff with extensive scientific and pedagogical work experience. Leading scientists with extensive experience in state economic structures, Gosplan teach at the OP: Doctor of Economics, Professor Kerimova U.K., Doctor of Economics, Professor Akimbekova G.U., Doctor of Economics, Professor Mizanbekova S.K.

6 teachers of the department have been awarded the title of "Best University Teacher" in different years: Professor Kerimova U.K., Prof. Shalgimbayeva K.B., prof. Mizanbekova S.K., Prof. Kayyrbaeva A.E.

To improve the quality of teaching, foreign scientists from leading universities of the world are also involved, so in 2024 Professor E.Zimbroff University of Nebraska (USA). Teaching staff of the Department of Management and Organization of Agribusiness named after H.D.Churin, according to the qualification requirements, undergo advanced training in the disciplines taught. **It is necessary to list the main advanced training courses, for example, IT competence courses, Artificial Intelligence, etc.**

Teachers Ismailova A.K., Kaparova R.B., Nurgozhaev A.S. have IELTS and TOEFL certificates, which gives them the right to teach classes in English.

In the 2023-2024 academic year, the university provided access to the COURSERA international platform, teachers Kurbanbayeva A.A., Zhangirova R.N., Saurukova A.K., Kuralbayeva R.E., Nurgozhaev A.S., Kabi Sh.M., Eltaeva K.E., Dzhumabaeva A.M. took courses in the taught disciplines "Enterprise Economics", "Business Planning", "Business management", etc.

All professional information regarding teaching staff is available and posted on the KazNARU website: <https://www.kaznaru.edu.kz/department/70>

2.6. Characteristics of the achievements of the EP.

The scientific research work of the faculty consists

in the implementation of scientific projects on grant financing, applied targeted financing of the Ministry of Education of the Republic of Kazakhstan, Ministry of Agriculture of the Republic of Kazakhstan;

provision of consulting services and works to agricultural producers;

publications of scientific articles; monographs in publications and presentations at scientific conferences.

According to the results of the research of teaching staff for the 2023-2024 academic year, 32 scientific papers were published, including:

- in scientific journals of the Scopus database -3;

- in journals recommended by the CCSON of the Ministry of Internal Affairs of the Republic of Kazakhstan -8;
- in scientific journals and conferences of the Republic of Kazakhstan – 19;
- in international scientific and practical conferences and journals (outside the country) - 6; including – in scientific journals and conferences of the RSCI base -1;
- monographs -3.

The teaching staff of the department are the heads and executors of scientific research at the national level. To date, the department is working on 3 projects:

1. For grant financing for 2021-2023, the AR09259262 project "Public-private partnership in the grain products and processing complex as the basis for intensive development of the agro-industrial complex". The scientific supervisor is K.M. Tireuov, Academician of the National Academy of Sciences of the Republic of Kazakhstan. The total amount of financing is 38,496,254 tenge. (completed)

2. For grant financing for 2022-2024, the AR14869793 project "Organizational and economic mechanism for the sustainable development of enterprises of the agro-industrial complex feed industry using innovative and digital technologies.". The scientific supervisor is S.K. Mizambekova, Doctor of Economics, Professor." The total amount of financing is 47,498,943 tenge.

3. On grant financing for 2023-2026, the project "Effective system of macroeconomic instruments for state regulation of innovative development of the agro-industrial complex of the Republic of Kazakhstan" Scientific supervisor - Kalykova B.B., Doctor of Economics, Professor. The total amount of financing is 66,305,298.5 tenge.

The total amount of research funding under the grant of the Ministry of Internal Affairs of the Republic of Kazakhstan amounted to 152,300,495.5. Based on 1 PPP, the amount of research funding amounted to 5,220,853.96 tenge. Teachers and undergraduates of the department participate in each of the projects.

2 scientific circles have been created at the Department of Management and Organization of Agribusiness: "Economist" and "Manager".

Teaching staff of the department actively prepare students to participate in international and national Olympiads and research and development competitions:

The teacher Omarkulova M.B. prepared students for participation in the international competition of scientific papers topic: "KazNAIU agricultural fairs: how to develop agribusiness and mutually beneficial partnership" Diploma of the III degree, February 13 - May 12, 2023, Moscow. Teacher Kaparova R.B. prepared students to participate in the II subject Republican student subject Olympiad, certificate of al-Farabi Kazakh National University, 2023. Students Akhmetov K., Sokolenko V. took the 3rd place in the XVI RSPO, in 2024, held at the University of Narkhoz under the guidance of teacher Saurukova A.K. Senior lecturer Nurgozhaev A.S. as the scientific director of the Research and Development project received the 3rd place in the republican research and Development Competition, Astana, 2024, K.Kulazhanov University. Teachers also participate in international scientific and practical conferences: Beisenova G.Sh. On May 30, 2024, the international conference on technology transfer "Silk Road 2024" was held in Xinjiang Province (China), where she spoke at the plenary session. Saurukova A.K. made a presentation at the international conference on May 16-18, 2024. Balekesir University (Turkey).

3. Characteristics of the problems that the development plan of the EP is aimed at solving, and the justification for the need to solve them.

To date, there are the following problems with the implementation of the EP:

- lack of joint and double degree programs with leading universities in the world;
- insufficient proficiency of students and teaching staff in professional English;
- a decrease in the proportion of teaching staff with an academic degree who provide OP due to their age;
- aging of the staff, the average age is 50 years;
- reduction of the OP contingent;

- low availability of educational and methodological literature in a foreign language;
- the lack of an established system for creating electronic textbooks and training programs;
- low publication activity of students and faculty of the department for the publication of scientific articles in journals with an impact factor.

4. The main goals and objectives of the EP development plan.

The main purpose of the educational program development plan is to improve it in accordance with the vision, mission and strategies of the university aimed at forming competitive economic personnel in demand in the sectors and spheres of the economy of Kazakhstan and in the global scientific and educational space, as well as for the development of a socially oriented, highly cultured and competent personality.

5. The expected final results of the implementation of the development plan of the EP.

Training of highly qualified competitive economic personnel for the Republic of Kazakhstan, and primarily for the agricultural sector of the economy in accordance with the requirements of domestic and international standards.

6. Measures to reduce the impact of risks for EP

- Increase in the number of students, effective career guidance;
- full provision of educational and methodological literature;
- to expand the practice bases, conclude contracts with business entities for practical training and further employment;
- dual training to register the implementation, list the bases UP TO
- timely planned purchase of modern equipment.

7. List of activities of the EP implementation plan

№	Events	2024	2025	2026	2027	2028
1	Improving the PLO of bachelor's, master's and doctoral studies, taking into account the opinions of potential employers	+	+	+	+	+
2	Drawing up a plan for the publication of textbooks, manuals and methodological recommendations for educational programs	+	+	+	+	+
3	Active implementation of academic mobility of students and teaching staff	+	+	+	+	+
4	Expanding scientific cooperation and partnerships with leading foreign universities and research centers, attracting leading foreign scientists to carry out scientific research and give lectures to students	1	1	1	2	2
5	Equipping classrooms with modern equipment	+	+	+	+	+
6	Submission of applications for the competition on scientific projects of the Ministry of Agriculture, Ministry of Internal Affairs of the Republic of	1	1	1	2	2

	Kazakhstan, etc. as well as those commissioned by regional secs and business entities					
7	Publication of scientific articles in journals included in the Web of Science and Scopus databases, in scientific journals with an impact factor	2	2	3	4	5
8	Passing an independent national specialized accreditation on EP		+			
9	Post-accreditation monitoring	+	+	+	+	+
10	Participation in the national OP ranking among universities of the Republic of Kazakhstan	+	+	+	+	+
	Preparation and participation of students in Republican subject Olympiads on OP 6B04101 - Economics	+	+	+	+	+
	Participation of representatives of potential stakeholders as experts on	4	5	6	7	9
	Conclusion of contracts with specialized enterprises for the passage of production and research practice by students	5	10	13	15	20
	The share of graduates of the educational institution employed in the first year after graduation (from the total number of graduates)	53%	55%	60%	65%	70%
	The number of students participating in the program of internal and external outgoing academic mobility	1	1	2	3	4
	The number of students participating in the program of internal and external incoming academic mobility	1	1	2	3	4
	Improvement of infrastructure and material and technical base (opening of educational laboratories)		1			1

8. The mechanism of implementation of the development plan of the EP

Legislative and regulatory acts: The Law of the Republic of Kazakhstan "On Education" dated July 27, 2007 No. 319-III;

1. The State Program for the development of Education of the Republic of Kazakhstan for the years
2. The program for the development of the non-profit joint stock company "Kazakh National Agrarian Research University" for 2024-2028

9. Assessment of the socio-economic effectiveness of the implementation of the development plan of the EP

As a result of the implementation of the OP development plan, it is expected to ensure socio-economic effects:

- improving the quality of professional education and, as a result, the competitiveness of specialists in the field of soil science and agrochemistry;
- training graduates who meet the needs of potential employers;
- increasing the role of employers in the training of professional personnel;

- increasing the demand for qualified personnel, optimizing their age structure;
- expanding the opportunities for professional self-realization of young people;
- preventing the outflow of promising teaching staff to other industries;
- updating the educational and material base (educational, laboratory, computer and technological base that meets modern requirements and standards).

10. The graduate model of this EP.

As a result of the training, the graduate must:

	6B04101 - Economy	7M04101/7M04115/ - Economy	8D04101/8D0414- Economy
Be able to:	<ul style="list-style-type: none"> - develop and justify options for effective business solutions; - express and justify their position on the choice of methods for solving the tasks set; - analyze the economic situation that arises when solving the task and choose the optimal tactics from an economic point of view; - analyze and process information from various sources; - solve non-standard tasks, predict economic processes; - professionally solve practical issues of economic activity of an enterprise and organization, choose options for the most effective development of an economic entity; - interpret and apply legal norms to specific production situations, legally correctly qualify facts and circumstances. 	<ul style="list-style-type: none"> - integrate the knowledge gained in the framework of studying different disciplines, use them to solve analytical and managerial tasks; - apply scientific methods of cognition in professional activities; - analyze the activities of economic facilities, make scientifically sound conclusions; - evaluate the effectiveness of projects taking into account the uncertainty factor; - to make a forecast of the main socio-economic indicators of the enterprise, industry, region and the economy as a whole; - conduct a professional conversation in an international environment in a foreign language, maintain a conversation on a wide range of scientific, technical and pedagogical issues; - to summarize the results of research and analytical work in the form of a dissertation, scientific article, report, analytical note, etc. 	<ul style="list-style-type: none"> - to organize, plan and implement the process of scientific research; - analyze, evaluate and compare various theoretical concepts in the field of economic research and draw conclusions; - to conduct independent scientific research, characterized by academic integrity, based on modern theories and methods of analysis; - generate your own new scientific ideas, communicate your knowledge and ideas to the scientific community, expanding the boundaries of scientific knowledge; - to choose and effectively use modern research methodology; - to apply quantitative and qualitative methods of analysis in making managerial decisions, to build economic, financial and organizational management models; - to find and evaluate new market opportunities and formulate a business idea in the field of foreign economic activity.
To know and understand:	<ul style="list-style-type: none"> - fundamental problems of the functioning of the economy, the mechanism of action and manifestation of economic laws, as well as the main features of the leading schools and areas of economics; - the main events of world and domestic economic history, the course of ongoing reforms in the light of the implementation of the Strategy "Kazakhstan - 2050", development trends in the field of modern business. 	<ul style="list-style-type: none"> - the economic laws of the market economy and the forms of their manifestation, the processes of globalization and internationalization taking place in the modern world; - the main trends in the development of modern business; - the fundamental foundations of all functional areas of management activity at the enterprise level; - the current state of the economic, political, legal, cultural and technological environment of the global business partnership. 	<ul style="list-style-type: none"> - current trends, directions and patterns of development of Kazakh science in the context of globalization and internationalization; - methodology of scientific knowledge; - achievements of world and Kazakh economic science; - social responsibility of science and education; - perfect foreign language for scientific communication and international cooperation.

Be competent:	<ul style="list-style-type: none"> - to collect, analyze and process the data necessary to solve the set economic tasks; - to solve standard tasks of professional activity using information and communication technologies, taking into account the basic requirements of information security; - analyze and interpret indicators characterizing socio-economic processes and phenomena at the micro and macro levels, both in Kazakhstan and abroad; - develop measures to ensure a regime of economy, increase the profitability of production, competitiveness of products, labor productivity; - to find new market opportunities and formulate a business idea. 	<ul style="list-style-type: none"> - demonstrate the developing knowledge and understanding gained at the higher education level, which are the basis or opportunity for the original development or application of ideas, often in the context of scientific research; - apply knowledge, understanding and the ability to solve problems in new or unfamiliar situations in contexts and within broader (or interdisciplinary) fields related to the field being studied; - integrate knowledge, cope with difficulties and make judgments based on incomplete or limited information, taking into account the ethical and social responsibility for the application of these judgments and knowledge; - clearly and clearly communicate their conclusions and knowledge and their justification to specialists and non-specialists; - continue your studies on your own. 	<ul style="list-style-type: none"> - to set goals and formulate tasks related to the management, economic and production activities of organizations; - identify reserves for improving the efficiency of organizations and make decisions that are adequate to changes in the market environment; - to draw up a program, to substantiate the relevance, theoretical and practical significance of research work related to economics and economic relations, to compile reviews, to prepare scientific publications; - possess general scientific methodology, logic and technology of conducting research work; - to carry out pedagogical activities, the analysis of educational situations, the definition and solution of pedagogical tasks.
----------------------	--	--	--

11. Risks of an educational program

	Name of the risk	Possible consequences	Management mechanisms and measures
1	Competition in the educational services market	Formation of public opinion about this OP	Creating a recognizable image of the educational program, increasing the number of internal grants and scholarships, positive feedback about this OP, trust, interest, activity of the Alumni Association (appearances in the media), advertising the quality of KazNAIU education to potential employers in order to increase the flow of interesting vacancies for our students and graduates
2	The contingent of students	Reducing the number of students	The implementation of a set of measures aimed at maintaining the contingent, the introduction of more effective forms of career guidance; systematic interaction with graduates after graduation, an increase in practice-oriented training courses
3	Financial crises	Reduced solvency	Providing the opportunity for step-by-step payment of debts, individualization of training, motivation to continue studying, individual and group psychological consultations

12. SWOT – Analysis

<i>S (strength) – strengths</i> - Powerful university infrastructure; - Highly qualified staff of the teaching staff;	<i>W (weakness) – weaknesses</i> - insufficient publication activity of the teaching staff;
--	---

<ul style="list-style-type: none"> - it is included in the 400 universities of the world ranking of the QS agency; -all levels of OP Economics; - international accreditation for 5 years -convenient location of the building; - high level of settlement; - technical security of the AIS Platonus educational process; - electronic document management of ART; - affordable broadband internet; - status of the National Research University; - the presence of a military department; - access to international platforms; - students are fully provided with a hostel; - sports complex; - competitive salary; - private parking for cars; - low tuition fees. 	<ul style="list-style-type: none"> - insufficient participation of students in research and development competitions and Olympiads; - lack of external academic mobility of students; - lack of autonomy in budget allocation; - weak material and technical base;
<p><i>O (opportunity) – favorable opportunities</i></p> <ul style="list-style-type: none"> - academic mobility of teaching staff; - academic mobility of students; - - summer training schools for teachers; - provision of state and local grants; - scientific internships; - active student life. 	<p><i>T (threat) – threats</i></p> <ul style="list-style-type: none"> - Increasing competition from other universities, including foreign branches; - a decrease in the interest of applicants in obtaining higher education; - declining popularity of the OP; - aging of the staff, the average age of the teaching staff is 50 years; - the reluctance of young people to engage in science; - the reluctance of young people to work in the university system.

Dean of the Higher School of Business and Law



D.Azhinurina

Head of the Department "Management and organization of agribusiness" named after H.D.Churin



G.Beisenova