

УО «Алматы Менеджмент Университет»



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УПРАВЛЯТЬ СОБОЙ – УПРАВЛЯТЬ БИЗНЕСОМ – УПРАВЛЯТЬ ВРЕМЕНЕМ

Сборник статей магистрантов
Магистранттарының мақалаларының жинағы
Collection of articles by Master Program students

Выпуск 6

Алматы, 2016

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Содержание

<i>№</i>	<i>Автор</i>	<i>Название статьи</i>	<i>Научный руководитель</i>	<i>Стр.</i>
1	<i>Алиева Л. С.</i>	Финансовая модель предприятия	Косолапов Г.В., к.э.н., доцент	5
2	<i>Ахмуллаев Н.И.</i>	Управление проектами в условиях неопределенности и риска	Никифорова Н.В., д.э.н., профессор	9
3	<i>Бердалиева Ж.М.</i>	Глобализация международных финансовых рынков и ее влияние на экономику Казахстана	Исахова П.Б., д.э.н., профессор	14
4	<i>Жалғас Л.Т.</i>	Разработка и внедрение систем управления проектами на предприятии	Залученова О. М., к.э.н., доцент	16
5	<i>Кайбалдиева Л.Б.</i>	Особенности и механизмы управления экологическими проектами в Казахстане	Масакова С.С., к.э.н., доцент	19
6	<i>Каримжан Е.Б.</i>	Разработка и совершенствование электронного маркетинга на предприятии	Давлетова М.Т., к.э.н., доцент	23
7	<i>Крылова Д.С.</i>	Стратегический подход к финансовому пролированию в коммерческой организации	Чивазова А.З., к.э.н., доцент	26
8	<i>Кузенбаева М.Д.</i>	Теоретические оспекты выбора модели управления запасами в логистических процессах компании	Бодаубаева Г.А., к.э.н., доцент	30
9	<i>Маженов Р.К.</i>	Особенности становление и развития проектного управления в Казахстане	Исентаева Г.К., к.э.н., доцент	33
10	<i>Нургалиева Б.С.</i>	Развитие интернет - маркетинга: оценка перспектив и рисков компании	Закирова А.Т., к.э.н., доцент	38
11	<i>Умерзакова Д.К.</i>	Система управления рисками в логистике закупок	Ахмеджанова А.Х., к.э.н., доцент	41
12	<i>Юсупов У.Н.</i>	Методы эффективного управления изменения в организации	Залученова О. М., к.э.н., доцент	47
13	<i>Abileva A.</i>	Problems of project implentation managment	S. Masakova	49
14	<i>Azhibayeva K.A</i>	The WTO vs. the Customs Union	Davar Arash	52
15	<i>Baltabayeva R.</i>	Organization promotional activities of Mitsubishi Motors Company in Kazakhstan market for the period 2014-2015	Davar Arash	57
16	<i>Diaz A.</i>	Advances and challenges in Research Management in Higher Education. The case of Kazakhstan	S. Masakova	61
17	<i>Dyussenova A.Z.</i>	The role of decision making in the success of business	G. Isentayeva, Davar Arad	64

18	<i>Goncharova I.Yu.</i>	Kazakhstani system of financial management: essentials for change	O. Zaluchyonova, A. Salimbayeva	67
19	<i>Goncharova I.Yu.</i>	Crisis financial management: Ways to survive	O. Zaluchyonova, A. Salimbayeva	70
20	<i>Kim A.</i>	Company's financial growth development strategy	A. Chivazova	73
21	<i>Kopbayeva L.</i>	Analysis and evaluation of the financial position of an economic entity	A. Karshalova	77
22	<i>Kozybagarov A.</i>	The rationale for the development of public-private partnership in the tourism sector		82
23	<i>Kunayeva A.</i>	Value-added tax and sales tax, their difference, pros and cons of the Replacement of one tax by another	Zh. Elubaeva	85
24	<i>Nazyrov R.</i>	Marketing in fashion retail. Start your own business using marketing strategy	O. Zaluchyonova K. Abdykhalykov	88
25	<i>Nurtazina M.</i>	Theoretical aspects of economic entities' sustainability analysis	A. Karshalova	95
26	<i>Otarbayeva A.</i>	Financial analyses of JSC "IC "Kommesk-Omir"	A. Karshalova	98
27	<i>Rakhimberdinova A.</i>	The Essence of Innovation Management	Davar Arad	102
28	<i>Sharshankulova Z.</i>	Talent Management: Main Recourse of Organizational Performance	O. Zaluchyonova	105
29	<i>Uvaliyeva D.</i>	Organizational Life-cycle	Davar Arad	109
30	<i>Zhanzakova Aigul</i>	Life-cycle in Innovative projects	O. Zaluchyonova, Davar Arad	112

ADVANCES AND CHALLENGES IN RESEARCH MANAGEMENT IN HIGHER EDUCATION. THE CASE OF KAZAKHSTAN

Abstract

Research Management appears as a fundamental instrument of modernization in higher education institutions. As the volume and deepness of research increase, all the figures involved in the process (Government, university, industry, researchers) play a fundamental role in the management, promotion and development of the research activity. The "Law on Science of the Republic of Kazakhstan" offers a frame and a challenge in the Kazakhstan case. The purpose of this article is to study, analyze and value the steps forward given in the last decade in the research management in Kazakhstan. It will consider the efforts of the whole academic community, as well as the lights and shadows of this will of actualization and internalization that the Research Management implies. As long as the government economic strategy is based on a strong research and development sector, as well as in a solid tertiary education, the intersection between both forces remains as a key factor of development.

Introduction

Modern universities and higher education institutions (HEI) concentrate a potential research power; translate in policies, rules and requirements of research production. These traditional means are now swelled by the demands of global accreditation systems, which are expression of the effort of internalization of the universities. They usually suppose a high quantity increase in the research production, as a consequent sign of improvement in the quality. In this context, management of research rises as a cardinal tool to guarantee and promote that quality, and is growing in importance in the light of the knowledge society (Välimaa & Hoffman, 2008) and consequently in a more and more globalized higher education system (Neave, 2002).

Kazakhstan is facing also this process and it is realizing the importance of Research Management. The HEI present the optimal atmosphere for this management, in terms of resources, capabilities, interest and possibilities of promotion. But also the Government holds the role of a facilitator and a promoter of this management. The Law on Science of the Republic of Kazakhstan (2011), in its 9th article "Scientific activity of higher educational establishments" defines that "the principal type of activity, being carried out by higher educational establishment together with educational is scientific, science-technical and innovative, including right realization for intellectual property objects, and also conducting research and experimental engineering work".

The law uses the term "Administration" in a way that permits understand it as a synonym of Management, and it fixes eleven principles in which Research Administration is based. We will try to analyze these fields and the way they find application in the real research activity of the Kazakh HEI. The law defines its particular approach to the characteristics and priorities of the research management. These principles sign clear directives to the research supported by the state. Also, these principles suppose improvements regarding the activity (research in itself), the subject (personnel, researches, economic and innovative agents), and the object (projects, programs, training).

The general principles according to which the administration of scientific and science-technical activity should be based are as follows (Law on Science, Article 17, 2): "1) priority of scientific and (or) science-technical activity with the aim of increasing competitiveness of the national economy; 2) transparency, objectiveness and equality of the subjects of scientific and (or) science-technical activity while receiving state support; 3) economic efficiency and effectiveness of state support of the subjects of scientific, science-technical and innovative activity; 4) development of priority directions of fundamental and applied research; 5) objectiveness and independence of the expertise of scientific, science-technical projects and programs; 6) integration of science, education and manufacture; 7) high qualified personnel on priority science and science-technical activity training; 8) development of international scientific and science-technical cooperation; 9) stimulation of technologies commercialization in economy priority sectors by giving preferences; 10) encouragement and conditions creation for private entrepreneurship subjects for participation in the development of scientific, science-technical and innovative activity; 11) stimulating knowledge acquisition and transformation in technologies and their transfer to the economy".

Priority of scientific activity

The HEIs should lead the process in which they can receive more consideration on their role in innovation policies, as well as the ones that suppose a development of science. This is a concrete issue to give priority to the scientific activity. There are many ways to achieve this purpose, and one not to

be scorn is the inclusion and participation of these institutions in bodies that advise the government. This tool can play good deals in the future, as long as it can integrate research and teaching, and link research, innovation and educational policies.

There is a program on Formation and Development of the National Innovation System of the Republic of Kazakhstan for 2005-15. It defines the national innovation system as a one including mechanisms of generation, dissemination and commercialization of knowledge. The concern of scientific and educational institutions, in particular HEIs, appears as a key and important element of this system (OECD, 2007).

According to these priorities, we can check the funding of R&D activities in Kazakhstan at the following table:

Dynamics of GDP growth and the funding of R&D activities in Kazakhstan¹

Indicator	Year					
	2000	2001	2002	2003	2004	2005
GDP (billions KZT)	2600	3251	3776	4612	5870	7457
Percentage of GDP for R&D	0.18	0.22	0.25	0.25	0.25	0.29
Budget expenses for R&D (bil. KZT)	1,9	2,8	4,0	4.9	7,3	11,0
Budget share in total R&D expenses (in %)	4,04	39,4	41,7	42,2	50,0	51,2

In this table is showed how the financing of R&D during the period 2001-05 has increased 3.1 times, while the rise of GDP for the same period is 1.8 times. Anyways some global considerations suggest that the percentage of GDP invested in R&D activities remains low by international standards.

Integration of research, education and industry

One of the factors considered a key tool of Research Management is the integration between research and education. The already mentioned Law on Science proposes this objective among others, as a principle to follow in the Administration of research. There are several ways to guarantee this integration. Probably one of the most important points to be deducted immediately is the need to connect, to integrate, the teachers' activity as lecturers, with their dimension as researches. In this sense, gets particular importance the load of the teachers, and the consequent possibilities to do research. Overloaded teachers by contract are driven to neglect the importance of research and development of their fields. This is a particular improvement that should be considered in managing the work of research of the lecturers in the HEI (OECD, 2007).

According to Bektaş and Tayauova, there are also some problems to be considered in the cooperation between University and Industry. Sometimes the structure of the HIS' stays in a theoretical level, and forgets to consider the needs and priorities that the industrial and commercial sector looks for (2014). This problem requires a stimulation of technologies commercialization in economy priority sectors, as the Law on Science proposes. This incentive can be considered one of the main concern of the research activity, as well as a source of inspiration for the research teams.

One of the risks in managing the research activity consists in place the efforts of planning and running just around the acquisition of standards, whenever this theoretically should bring goodwill and renown. These objectives always respond to the need and perspective of international recognition, which is one of the requirements of a modern, competent HEI. In the case of Kazakhstan this supposes a crucial tool, as long as there are in the country a clear concern about the integration into the European Higher Education Area, and also the consequent mutual recognition of documents on education with the countries that are considered members of the Eurasian Economic Community (Assylbekova, A., Kalanova A., 2015). The fix of clear and real measurements, independent from any concern and secondary objective, could provide a good measure of the quality and the range of the integration we are talking about.

In these cases become even more important to stimulate the knowledge acquisition and transformation

¹ USD 1 is equivalent to c. KZT 125.

Source: Suleymenov E. Z., E. A. Galanz and N. V. Vassileva (2006), "Dinamika nauchnotekhnicheskogo potentsiala Respubliki Kazakhstan za 2001-2005 gg" (Dynamics of the Science and Technical Potential of Kazakhstan for 2001-2005), Ministry of Education and Science, Almaty.

in technologies, in a way that permits a proper translation into the economy.

Characteristics of the Research Activity

The Law on Science offers a quality approach to the own research activity. It establishes particular features in order to measure the performance of the Research Activity. These are: objectiveness and independence, transparency, equality of subjects and research activity. Even though these values are, under certain cases, assured while receiving state support, we consider the advantage that supposes the fulfillment of these principles for any research activity promoted in the country, also for the one that the HEI promote in development of their own strategies, not always framed into a republic program or policy.

In order to ensure the real and better use of the support given by the government to the research activity, some measures of efficiency and effectiveness should be created. In education, this administration gives slow results (Katsu, S. 2014), and also the efforts to link this research with the education process.

The key factor for this efficiency is to promote a management in which the resources, the plan and the objectives can be used in a professional and global manner. Some research authorities can promote rules, policies and frames, giving to the research community a sense of organization, control and regulation, in which values such as authorship, contribution, innovativeness and responsibility can bring the desired changes to the economic activity. But there is another key factor that supposes an invigorating energy, and that is the development of international cooperation. According to unified standards, the Kazakh scientific community should join the international programs and initiatives, precisely by promoting the bilateral co-operation with foreign HEIs and research institutions. Of course, this is a policy which is welcomed and supported in both the national and institutional levels. This way, the country is able to increase the role of the research and higher education sectors while following and meeting the economic and social goals of the country.

Conclusions

Kazakhstan shows a very high potential on developing the research, focusing its efforts on the HEI, all around the country. The particular way in which the entire academic community potentiates and strengthens these efforts should be accurately revised. This role of the Research Management can follow the principles proposed by the Government in the Law on Science, specifically according to the characteristics of the Research Activity, the integration of research, education and industry, and the priority of scientific activity, which should be clearly reinforced.

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