

BECOMING THE MARKET LEADER IN EXECUTIVE PROGRAMS IN  
KAZAKHSTAN: PROSPECTS AND CHALLENGES.

BY

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THESIS

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## Abstract

The general outlook of the Executive education market in Kazakhstan is positive: more people are investing in education and career development. However, due to economic instability in the country, people now are more concerned about obtaining value for money. In other words, their criteria for choosing an educational program will be the quality of education they are getting for the price they are paying.

The Nazarbayev University Graduate School of Business (NUGSB) believes it is offering high quality educational programs and add considerable value for the tuition fees charged. Still the enrollment is below expectations, particularly in the executive programs. The purpose of this research is to understand the discrepancies between the planned forecast and the actual numbers of enrollment in the NUGSB degree and non-degree programs designed for executives. The external factors like global recession and decrease in commodity prices that has resulted in the devaluation of Kazakh tenge by more than 100% are the reasons on the surface. But are there any other explanations for the low enrollment and/or can we do better in attracting and increasing the number of enrollees in NUGSB programs?

To address this research problem, concepts and tools from selected EMBA courses were applied to diagnose the reasons for the less than projected enrollment in the NUGSB programs. A review of the relevant literature was conducted to identify the current trends and best practices of the market of

education. In addition, a survey of key stakeholders was administered to understand program's strengths and challenges to generate ideas for continuous improvement.

Based on the analysis of data, a variety of recommendations are offered, including getting accreditation, hiring Faculty and staff with demonstrated iprovision of applicable knowledge. In addition, the Alumni association of the NUGSB can serve as a platform for business people to exchange ideas, share their knowledge and expand their personal and professional networks. The report concludes with the implementation plan in which the process owners are identified along with specific actions to be taken within a defined period of time.

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## 1. Introduction and problem statement

I believe that the new university... should be created as a national brand, harmoniously combining Kazakhstani identity with the best international educational and scientific practice."

N.A.Nazarbayev

President of the Republic of Kazakhstan, 2009

NU is relatively young educational institution that was founded in 2009. Its purpose is to help realize the ambitious goal of President Nazarbayev to elevate Kazakhstan among the ranks of the world's 50 most competitive countries. According to NUGSB strategic plan, such a large-scale transformation requires developing the next generation of globally minded business leaders who will become drivers of social and economic development in Kazakhstan in 21<sup>st</sup> century. The role of the next generation of leaders, managers, and professionals is elaborated in President Nazarbayev's Annual State of the Nation address:

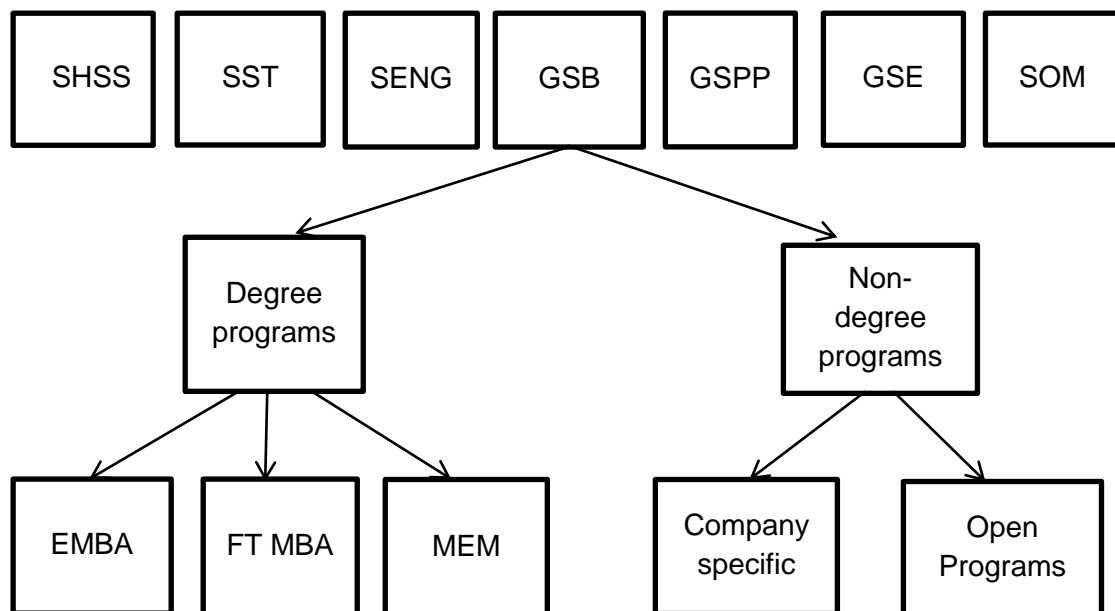
"Kazakhstan 2050" strategy to transform Kazakhstan into a knowledge-based diversified economy driven by the private sector can be fulfilled through the Development of small and medium enterprises and the new model of public private partnership: "Strong business – strong state".<sup>1</sup> (President Nazarbayev, 2016).

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<sup>1</sup> President N, Nazarbayev annual state of the nation address on December 15,

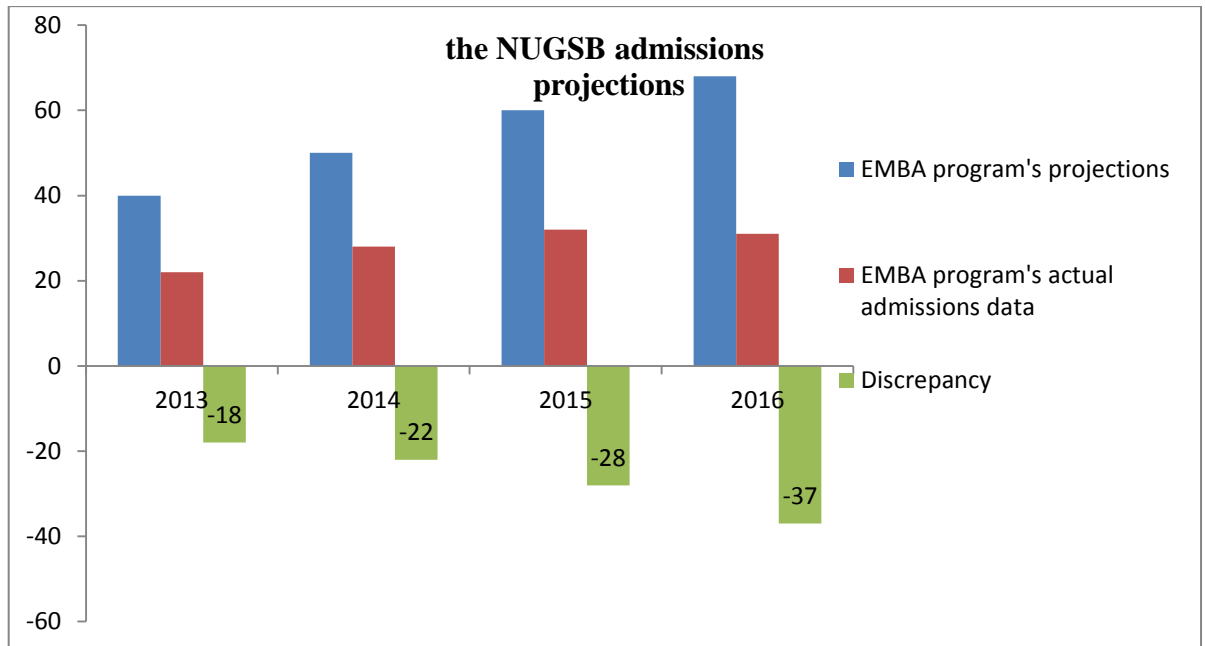
To realize the President Nazarbayev's vision, the NUGSB was founded in 2013 in strategic collaboration with a globally-ranked Duke University's Fuqua School of Business. This collaboration was intended to help design the curriculum, the systems and processes necessary to attract, recruit, and select students. Fuqua School of Business also provides teaching capacity while recruitment of the NUGSB own faculty is taking place.

The school has grown organically and now offers both degree and non-degree programs. An illustration of its organizational structure is below.



*Figure 1.* Partial organization chart of NU schools.

However, the NUGSB after nearly 4 years of operation has yet to reach its enrollment targets, particularly, with respect to its Executive degree and non-degree programs as it seen in the figure 2 below.



*Figure 2.* The NUGSB admissions projections.

The awareness about the NUGSB is gradually growing but given the unstable economy in Kazakhstan, the number of qualified applicants leaves much to be desired. The tuition fee for the NUGSB MBA and open-enrollment programs are the highest in Kazakhstan. This is because of the aspirations of the university, the decision to be strategically positioned as a role model for other schools, and the collaboration with international schools that are highly ranked in their domains of expertise to ensure that standards of high quality in program design and delivery are adhered to. As such, the School is gaining a reputation of high academic excellence.

Being both a student of the Executive MBA program and the employee of the NUGSB gives me a unique opportunity to “wear two hats” and to have a prospective of both participant and the observer. I had a chance to observe an experience of delivering a program as a customer and a representative of the

School at the same time. Therefore, this research is mainly focused on EMBA program with an eye to impact the further increase of the NUGSB enrollment.

In view of the current context, the purpose of this thesis is to better understand the discrepancies of enrollment with the indicative forecast of the NUGSB and to explore what can be done to increase the number of executive participants in the degree and non-degree programs. That is, once the causes of low enrollment are clearly understood, alternatives to address this problem will be generated from a specific set of recommendations and an implementation plan offered.

## 2. Methodology and data collection

To address this research problem, selected literature, materials, concepts, and tools drawn from various EMBA courses will be reviewed and applied to conduct a comprehensive situational analysis. The EMBA courses of particular relevance to this project are Marketing, Strategy, Strategic Marketing, and Quantitative Tools for Managers.

Among secondary sources of data collected, information and key insights drawn from a review of the relevant literature will be examined. A situational analysis of the educational industry in Kazakhstan with respect to NUGSB's executive programs will be conducted. Application of selected tools including PESTEL and Porter's Five Forces framework will result in an understanding of external environmental factors that may be contributing to the low enrollment and can also be driving forces for change. Such an analysis should also result in the identification of opportunities and threats in the educational industry about which NUGSB should be aware. Program participants (past and present) will also be surveyed to assess their satisfaction with executive program offerings and to capture their suggestions regarding marketing and recruiting initiatives. External environmental analysis can also result in the identification of Industry Key Success Factors that business schools aspiring to leadership positions should strive to address.

Similarly, selected tools can assist in the analysis of the internal organization, including the value chain, to determine whether or not there are

sufficient core competences to match Industry Key Success factors, which is essential to achieve and sustain a competitive advantage. NUGSB archives, including admissions data, and other internal NUGSB documents, such as the Strategic and marketing plan, will be reviewed and analyzed.

Furthermore, an internal organizational analysis should result in identification of strengths and weaknesses. Collectively, the output of an external environmental analysis and an internal organizational analysis are input for a SWOT table and a 3-C analytical summary. Opportunities and Threats reside in the external environment and are based on a timeframe from the present to the future, whereas strengths and weaknesses are a result of an internal organizational analysis and are based on a timeframe from the past to the present. Both contextual analyses should help explain why actual enrollment in NUGSB's executive programs falls short of expectations as the basis for generating alternatives and specific recommendations to address this problem.

### 3. Situational analysis

#### **3.1 Analyzing the External Environment.**

PESTEL is a useful tool for examining the macro-environment to identify forces driving change in the industry as well as opportunities and threats– in this case, the educational industry. The illustration in Table 1 below summarizes key observations about each of the PESTEL elements. It is evident that the macro environment has strong impact on the educational industry; Political factors are very positive given that the University is a beneficiary of strong Government support, influence and investments. The reduction of commodity prices and the devaluation of the local currency, which is now floating against western currencies, raise concerns and affect recruitment initiatives as prospective new international faculty members may be less willing to work in a country with an unstable economic situation. Socio-cultural factors are positive because of the population growth and increasing quality of life. However, potential customers are inclined to pursue scholarships like Bolashak which enables them to study abroad and gain international experience, rather than studying at Nazarbayev University and also, there are increasing numbers of Kazakhs leaving the country – the so-called brain drain that is attributable to the unstable economy. Nazarbayev University has an autonomous status and academic freedom. However, this fact does not diminish the level of bureaucracy affecting new hiring of both faculty and staff, approvals of budgets

and other organizational issues that constrain growth and the ability to respond quickly to environmental opportunities and threats

**Table 1. Performed PESTEL analysis.**

<p><b>Political</b> Government grants and support Autonomy of NU Brain drain Bureaucracy</p>	<p><b>Economic</b> Devaluation of kzt Low commodity prices Unemployment rate Crisis influencing the SME development</p>	<p><b>Socio-cultural</b> Importance of education in Kazakhstan Population growth Increasing of the lifestyle level Employment patterns</p>
<p><b>Technological</b> Positive impact of technology advancements on a learning process Impact of internet Good quality control</p>	<p><b>Environmental</b>  No environmental impact detected</p>	<p><b>Legal</b>  Legal and bureaucracy constraint</p>

It is also important to understand the dynamics of the industry environment as it also affects the realization of NUGSB's strategic goals. To this end, an application of Porter's 5-Forces framework can yield insights regarding industry dynamics as well as opportunities and threats. According to the table 2, it is evident that nearly all of the forces are moderate to high in magnitude, suggesting that competition in this industry is quite strong, and with as many competitors as there are, buyers have considerable bargaining power. In NUGSB's case, suppliers (visiting faculty who teach in executive programs) also have high bargaining power (Figure 2) Though distance learning programs may be a competitive threat due to low cost and flexibility, they are not a viable substitute for face-to-face classroom instruction.

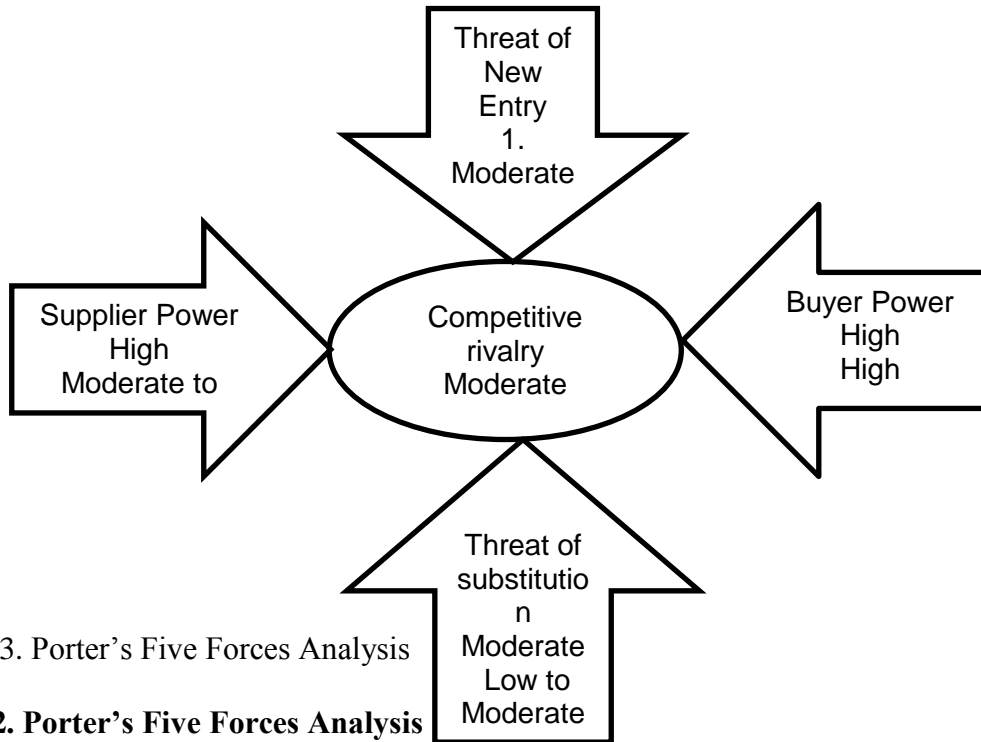


Figure 3. Porter's Five Forces Analysis

Table 2. Porter's Five Forces Analysis

Force	Rate	Comments	Recommendations
Threat of substitution: EMBA	Low to Moderate	EMBA program can be substituted by self-development options and/or distance learning	The positive word of mouth can bring new and returning customers. The variety of courses should be in tune with the market requirements and trends.
Open-enrollment programs	Low to Moderate	Studying by oneself or postponing the option for professional development for uncertain period of time.	
Competitive rivalry EMBA	Moderate	Partnership with Fuqua makes the competition with local Universities moderate. Although there are more affordable options, NUGSB has a high reputation of academic excellence and few competitors in EMBA market. Simultaneous translation provides higher range of customers.	International accreditation will bring a Faculty quality and Reputation value given that only few business schools are accredited in Kazakhstan
Open enrollment programs	High	Variety and similar prices	
Threat of new entrants: EMBA	Moderate	Large economies of scale. High barriers for other Universities of entry because of administrative operations, facilities, administrative policies. High costs to launch new Universities, high quality is needed for similar programs. Strict conditions to be accredited.	To avoid threat of new entrants the NUGSB shall focus on their segment and position itself as an unique program that gives its customers new skills and financial independence
Open enrollment programs	From moderate to high		
Suppliers' power: EMBA	High	Dependence on partner. The quality of programs depends entirely on Faculty. Complicated procedure of hiring new Faculty	Visiting Faculty members would allow more flexibility and freedom
Open enrollment	Moderate to high		
Buyer power EMBA	High	Our customers can be very price sensitive. Given that there are a lot of other suppliers, customers may choose other programs if the quality is not that important, and because of the lack of awareness about the NUGSB offerings and MBA programs in particular.	More aggressive recruiting and marketing campaign. Discounts and scholarships to loyal customers
Open enrollment	High		

### **3.2 Analyzing the internal environment.**

**Competitive analysis.** The market of MBA programs is relatively new to Kazakhstan and is occupied by different universities (Appendix A). Tuition fees for MBA Programs in Kazakhstan range from 1 500 000 kzt to 1 000 0000 tg. (Appendix 1), but we will focus on KIMEP, KBTU, ALMA, and UIB because they are the most recognizable institutions to offer similar programs and service in Kazakhstan with a similar range of potential customers, tuition fees and format. Key differences tend to be credentials of faculty, language of delivery, and part-time format.

There is also a possibility to earn the degree abroad, either through a distance learning program or studying full time in an international university.

The tuition fee for the NUGSB EMBA program is the highest in Kazakhstan but the School offers different types of volume discounts. (Appendix B)

**Open enrollment programs.** The market of Open Enrolment and training programs is occupied by NU, Moscow Business School, Corporate Institute “Samruk-Kazyna”, Ernst and Young. The trainings are also conducted by other business organizations, not related to the market of Business Schools.

Costs of short term courses in Kazakhstan range from 20000 kzt per day to 120000 kzt per day (appendix 3). Costs of open enrollment programs at the NUGSB – 150000 per day with an attendance rate – about 100 participants annually.

Statistical data from the Ministry of National Economy is provided in Table 3 (<http://www.stat.gov.kz/>). The upper class population is 887.66, whereas we need to find the ways of reaching those potential customers. No information is available regarding the level of education but these numbers are an incentive to learn more about interests and needs of potential customers and ways of reaching them.

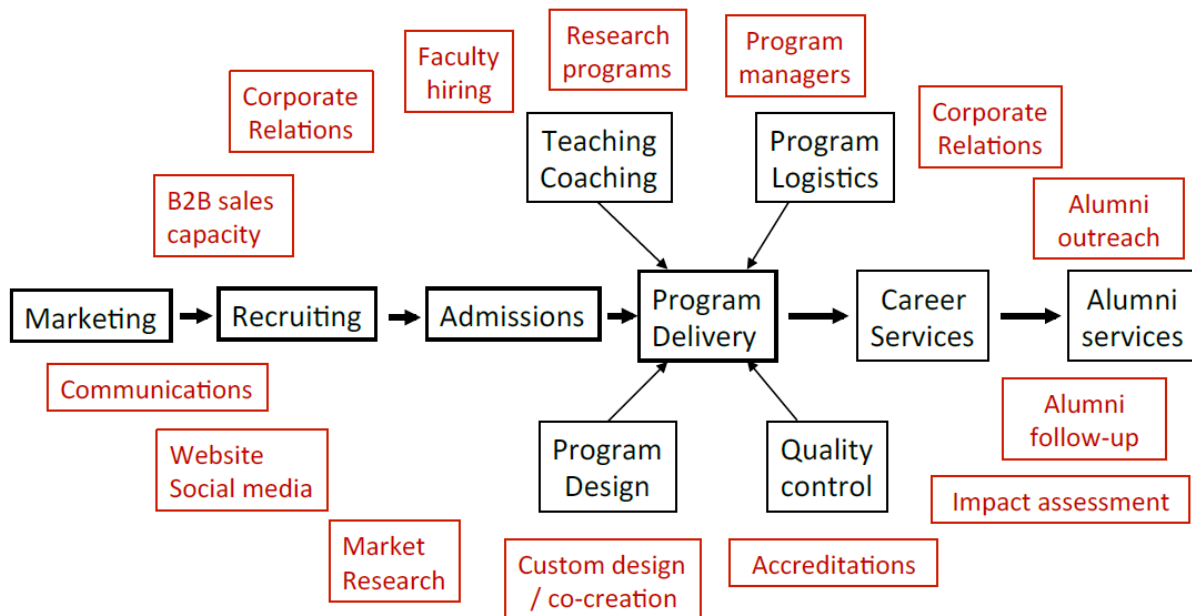
Table 3. Statistical data

Main socio-economic indicators	Data
Population (1.05.2016, thsd. person)	17 753,2
Rate of unemployment (September 2016, %, estimated data)	5,0
The average monthly wage assessment (September 2016, tenge, estimated data)	139 279
Upper class in Kazakhstan:	5%/ 887.66

NUGSB has a clear vision and mission, both of which seem to fit the demands, constraints, and opportunities in the market relatively well. Its strategy is Focused Differentiation, meaning that it competes by offering high quality, and thus, higher-priced degree and non-degree programs to targeted market segments.

Business processes illustrated in the NUGSB value chain in Figure 3 are the following: marketing creates awareness and interest to MBA offerings, admissions recruit and select the most qualified applicants, faculty members ensure the academic quality, program managers and teaching assistants control

the program delivery and program logistics. Career service assists in placing the FTMBA graduates.



*Figure 4. NUGSB value chain*

The value chain (in figure 4 ) is configured to support the business level strategy which again is focused differentiation, and the corporate level strategy of growth, which in essence, is increasing the scope and scale of operations. NUGSB's value proposition of academic excellence depends on the quality of people involved: Staff, faculty, students and academic associates (Teaching assistants). However, given that NUGSB is a relatively young organization, some elements of the value chain are more developed than others. Key strengths are program design, admitting qualified students, program delivery, and assisting those students in need to find jobs following program completion. EMBA students are sponsored by their companies or are self-sponsored so it is only the occasional EMBA student who has utilized NUGSB Career Services.

Many other elements of the value chain are in an early stage of development and pose challenges for NUGSB. Regulations regarding the staffing plan and budget constraints affect the ability to hire staff when they are needed, resulting in long delays in filling positions. Hiring faculty is a challenge given the geographic location and the country's economic circumstances, as mentioned previously. There are many applicants to faculty positions but few meet the qualifications (PhD from an accredited Business School, a record of research publications or demonstrated research potential). There are questions regarding the effectiveness of marketing efforts in reaching our targeted audiences and clearly communicating program value propositions. The Marketing department of the NUGSB is represented by a part-time director for business development and a marketing manager. Therefore the School faces the following challenges: lack of a sufficient marketing budget, insufficient number of staff, there is no system in place to monitor competitors' activities, and NUGSB is not yet eligible to apply for Accreditation until three FTMBA cohorts are graduated. The 3 C's analysis in table 4 below provides more detailed information about the NUGSB current situation.

**Table 4. Three C's analysis**

Company	Competitors	Customers
✓ Academic excellence and quality of programs; ✓ Government support - investments and autonomy. ✓ Strategic collaboration with Fuqua School of Business; ✓ Modern technologies;	✓ Competitors - KIMEP, KBTU, ALMA and Narkhoz have more affordable tuition fees and flexible in terms of duration, schedule and content. ✓ Big variety of educational programs. ✓ The majority have accreditations. ✓ Based in Almaty, where the market is bigger	✓ Top managers of national, multinational companies and entrepreneurs, ✓ Age 30-55 ✓ Mostly based in Astana and Almaty ✓ Willing to obtain business knowledge without interruption from work. ✓ Some have no English skills ✓ Come mostly from the word of mouth, HR and social media. ✓ Majority obtain companies sponsorship ✓ Interested in expanding the network

SWOT analysis in Table 5 is provided to summarize the output of external environmental analyses as Opportunities and Threats as well as the output of internal organizational analyses as strengths and weaknesses.

The objective is to capitalize on internal organizational strengths to pursue external environmental opportunities and develop strategies to ward off threats while addressing weaknesses. Key **strengths** indicated should be amplified and become visible; **weaknesses** can be diminished by specific plans of actions (more detailed description is provided in recommendations). External analysis shows that Kazakhstan is undergoing significant changes and obstacles, nevertheless, conditions for doing business in Kazakhstan are improving. The macro-environment in the country is supported by removing administrative barriers and processes simplifications and providing more favorable conditions for doing business. The NUGSB can bring value in innovative, industrial and

entrepreneurial environment in Kazakhstan by creating a platform for business people. The majority of entrepreneurship programs focus on preparing future entrepreneurs (we can see it from the correlation of entrepreneurs on EMBA programs). Therefore the school should strengthen its focus on current entrepreneurs, those already facing the challenges of growing business, increasing expertise and knowledge about Kazakhstan laws and regulations.

**Table 5. SWOT analysis**

<p><b>STRENGTH</b></p> <p>Government support</p> <ul style="list-style-type: none"> <li>- High quality of programs and service</li> <li>- Program design</li> <li>- High admissions standards</li> <li>- Corporate relation</li> <li>- High customer service</li> <li>- Quality of the Faculty</li> <li>- Autonomy of NU</li> <li>- Positive word of mouth</li> <li>- Modern facilities and technology</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- Insufficient NUGSB Faculty size</li> <li>- Inadequate research infrastructure</li> <li>-</li> <li>- High quality researchers may lack local expertise and skills to make the course understandable and interesting for participants</li> <li>- Not accredited</li> <li>- Limited marketing budget</li> <li>- Bureaucracy in NU</li> <li>- Limited number of international students</li> <li>- Alumni association is not organized</li> <li>- Lack of awareness and low promoting impact</li> </ul>
<p><b>OPPORTUNITY</b></p> <p>Demand for short, non-degree programs</p> <p>Demand for custom programs of companies</p> <p>Dual degree programs with Duke</p> <p>Demand for joint programs with other NU Schools</p> <p>Ongoing demand for programs and research in Entrepreneurship</p> <p>Demand for different format programs (Part-Time, Online)</p>	<p><b>THREATS</b></p> <p>Unfavorable economic conditions</p> <ul style="list-style-type: none"> <li>- Low currency rate (negative impact on hiring a new faculty)</li> <li>- Increased competition in Astana</li> <li>- Poor policy for inviting visiting professors</li> <li>- High price sensitivity of customers and willingness to find grants and more affordable options</li> </ul>

#### 4. Key findings: Analysis of Program Participants Data

Since the launch of the NUGSB Executive MBA program, 148 candidates applied to the EMBA program. 101 applicants were enrolled and 8 students deferred or withdrew (Figure 5-6).

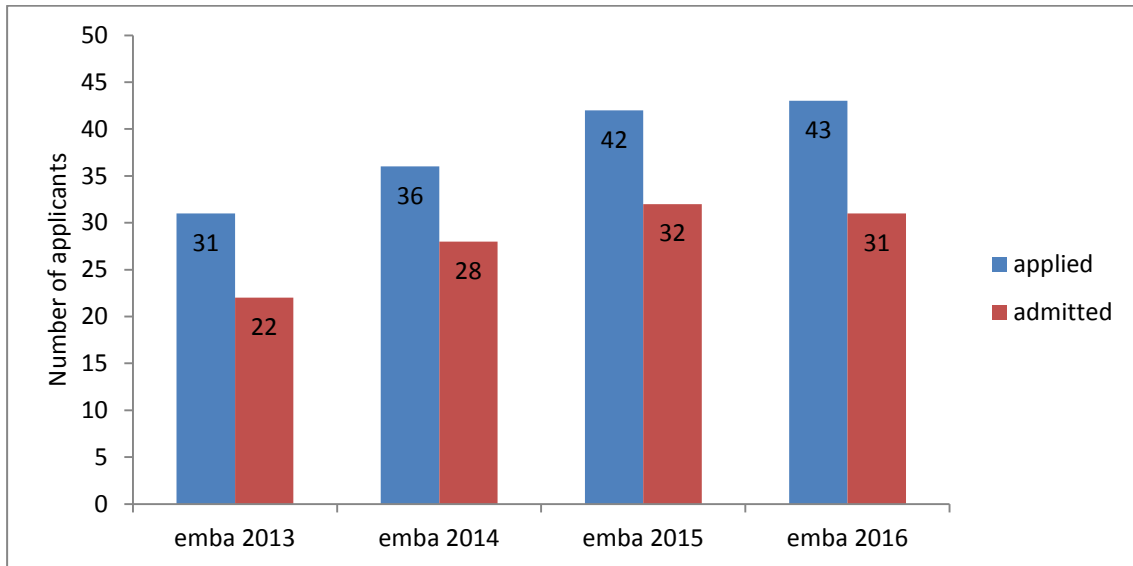


Figure 5. Data on EMBA admission number since year 2013.

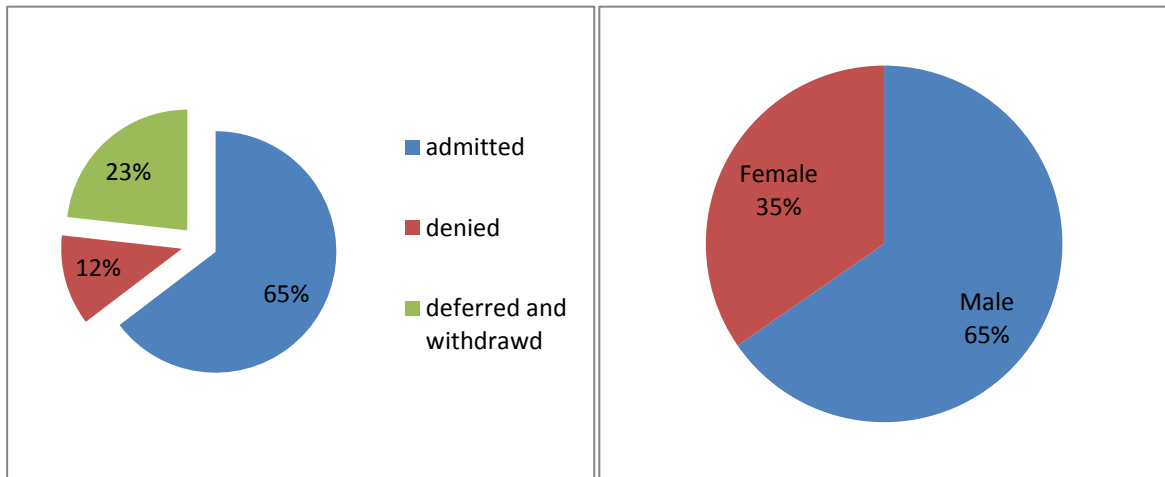
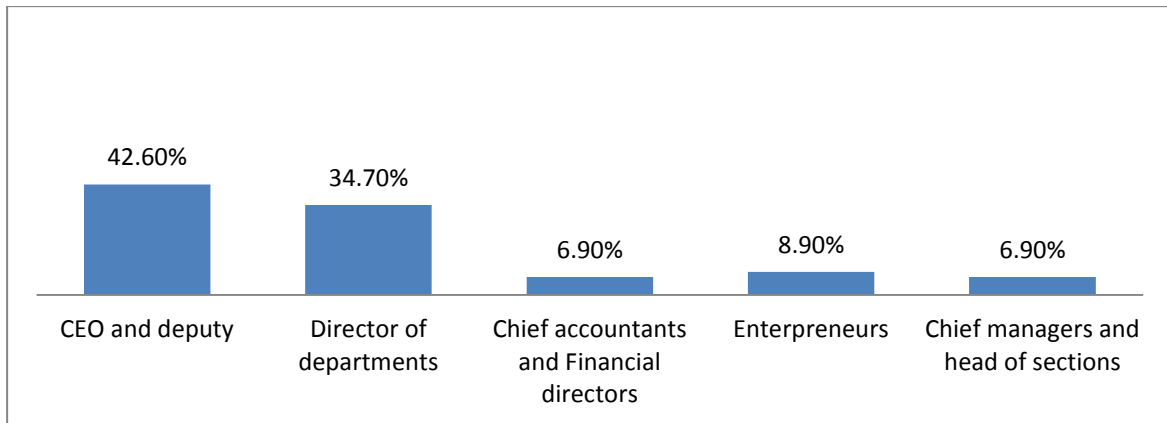


Figure 6. a) Percentages of admitted, deferred, denied students; b) Gender distribution



*Figure 7.* Positions of admitted candidates for years 2013-2016

**Executives and senior managers are a** strategically important stakeholder group. It is believed that they not only are key decision-makers in public and private sector companies, they also influence, if not control, resource allocation decisions, such as deciding which of their staff they will send to what programs for management development. Students and graduates are represented with high level positions (figure 7); therefore, they are the focal point of this study and were surveyed to query them about their satisfaction with the program and other relevant issues of concern.

The survey questions were designed to learn about what they liked and disliked about the EMBA program and the developmental needs of Executives in open-enrollment courses so that the program portfolio could be broadened accordingly.

**The limitations** of this survey are that it was taken by both students and graduates, therefore, some questions like the overall quality, content and the Duke residency couldn't be answered by EMBA 2016-2018 students, given that

they just joined the program. It was conducted in Russian language for critical value.

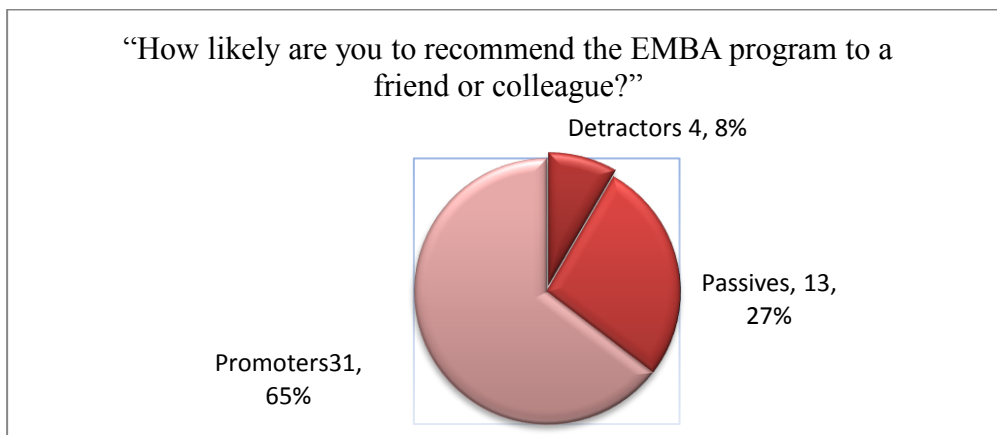
The aggregated survey results (Appendix B) showed that 37% out 50 respondents - are decision makers and 45% of the respondents' opinions are considered during the decision making process about professional development in their companies.

The survey was completed by 50 students out of 93 current students and graduates with 50% respondent rate. The survey was conducted anonymously to encourage the respondents to be honest and reliable. A summary of demographic data follows:

- Age – 35.9 years (range between 30 to 55);
- As evident in the graph 4 the majority (77.3%) of participants occupy positions of director levels or higher;
- 35% of participants are female;
- Average years of work experience – 12.4 years.

It's important to understand that other than entrepreneurs, participants are sponsored by their companies. Entrepreneurs are self-sponsored and discounts (referred to as scholarships) offered range from 25% to 35%. To help build its infrastructure and improve managerial skills of their employees, Nazarbaev University provides full coverage of tuition and most other expenses. Twenty-nine percent of all participants are NU employees.

48% of the respondents (Appendix B) learned about the program from word of mouth. 18% from social media and the rest is almost evenly divided among the information sessions, HR of their companies and the other sources (not specified). It means that word of mouth should be strengthened by building a strong relationship with the NUGSB.



*Figure 8.1.* Survey results

In analyzing responds to the question: “Would you recommend the program to your friends/colleagues/relatives?” I applied the Net Promoter Score metrics which measures the company effectiveness.<sup>2</sup>

Net Promoter Score (NPS) = % Promoters - % Detractors = 54% NPS

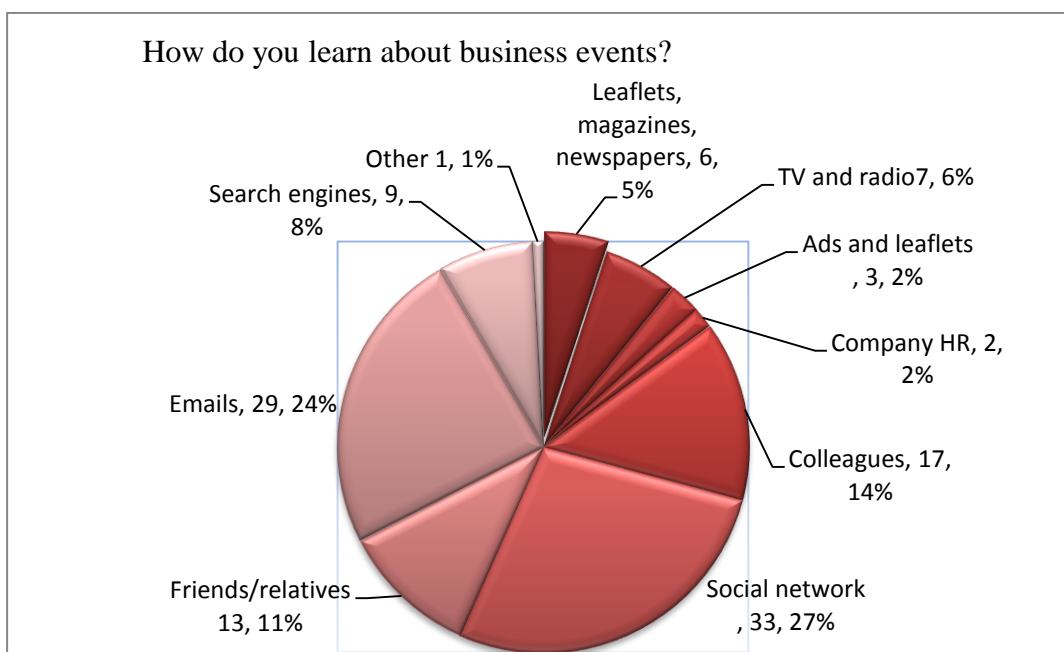
Detractors	4	9%
Passives	13	28%
Promoters	29	63%

<sup>2</sup> <http://www.medallia.com/program-types/>

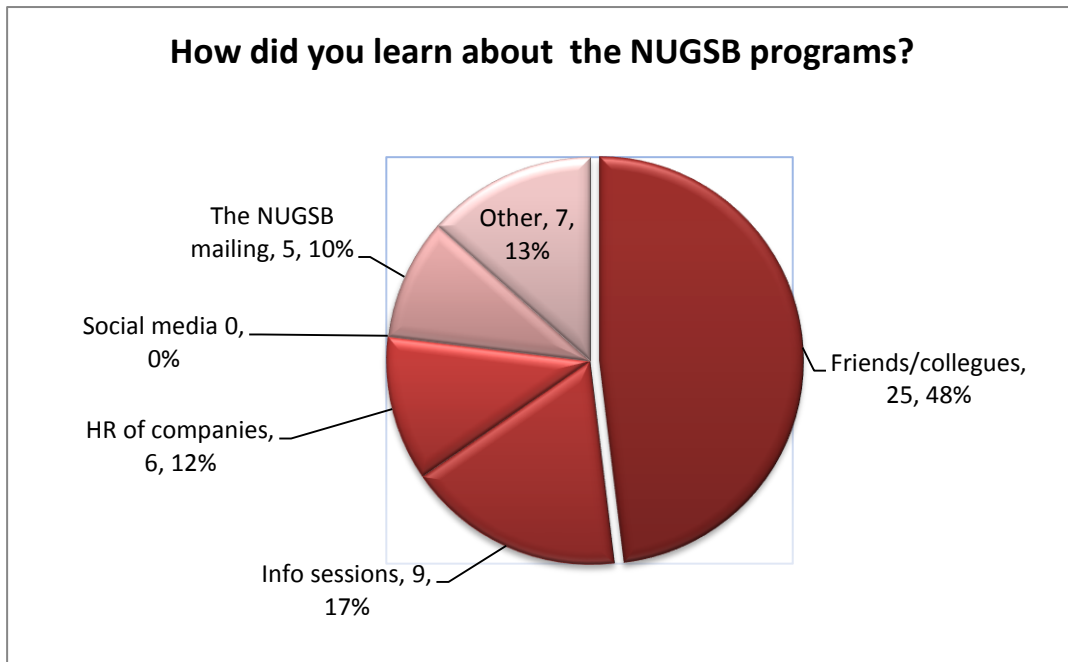


$$\text{NPS} = \% \text{ ☺ } - \% \text{ ☹ }$$

The creator of NPS Fred Reichheld states that promoters can become a marketing department and help companies to conserve their marketing budgets. (see figure 8.1\_) His research shows that this score has a strong positive relationship with a firm's three year growth rate. Information sessions, HR of companies, NUGSB mailing have 10-13% rate. The majority, 33,27% of the respondents learn about business events from social media, 30.25% from word of mouth and 29,24% - from emails. However, the figure 8.2 shows that social media had zero impact on the respondents to the question: "How did you learn about the NUGSB programs?" Therefore, the visibility in social network should be increased.

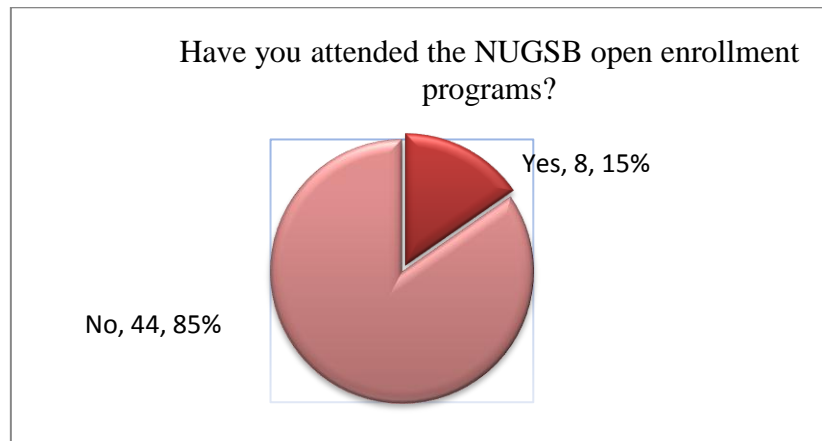


*Figure 8.2. Survey results*



*Figure 8.3. Survey results*

Only 8,15% of respondents attended the NUGSB open enrollment programs:



*Figure 8.4. Survey results*

The summary of open-ended question shows the overall positive picture: the respondents are satisfied with the level of service, technical facilities, and the content of courses. However, there are a small percentage of students and graduates who recommend the School to improve quality of teaching, the

service and find the need to stay in the hotel questionable. Some customers advise to eliminate the thesis project and ask to reconsider the schedule of program, stating that 20 months period is too long. Since the overall level of satisfaction is high, indications are that external factors play a more dominant role than participant satisfaction (or dissatisfaction) in explaining low enrollment in the NUGSB programs.

## 5. Recommendations

The key findings resulting from the extensive analyses above suggest the following recommendations.

**The strengths and opportunities** summarized in the SWOT table can be exploited by engaging in research relevant to Kazakhstan and producing teaching case studies based on Kazakh organizations, engaging with business organizations through executive programs, company-sponsored research projects, organization of events, sponsored chairs, corporate visits, and guest speakers. A variety of educational programs should be developed in tune with the market needs based on intensive market analysis.

**Branding** doesn't only allow your target market to choose your company over the competitor's, but it also helps in getting your prospects to see you as the only company that provides a total solution to the consumer's problem (Kotler & Ketler, 2009). The NUGSB brand needs to be associated with a modern approach reflected by innovative ideas and the investment that brings financial independence and bright careers to its customers. A good motto, logo and other brand attributes should be created and every process and action should be attributed to the School's vision and mission. Branding is particularly important in helping to position a product in the minds of the product's target market and communication of clear **value propositions**. Increasing word of mouth will further promote the NUGSB programs, resulting in a higher number of

applicants. Visibility will also be achieved through presence in the media, professional and academic publications and international conferences.

A good, user-friendly **website** with immediate follow up information is an essential key success factor. The School should use modern technologies by installing an automated call center and email generators to be able to timely respond to phone calls, emails and official letters.

**Price** is an important aspect of positioning. The NUGSB occupies the niche of high quality educational programs for business people, therefore, the tuition fee signals higher quality compared to competitors in Kazakhstan whose prices are considerably lower.

Fees for MBA courses are typically well above the norm for postgraduate taught courses. This is partly because they are expensive to run and partly because they have been expected to make a contribution to other activities within the providing institutions. According to Bock et al. (2014 ) "low fees may denote low quality to some applicants. Academics need to work harder to find the right balance between user and supplier specification." (Does branding Impact student recruitment: a critical evaluation, D.E.Bock et al). The NUGSB should identify ways to provide discounts and scholarships, possibly through mutually beneficial relationships with national and multinational companies.

**Accreditation** from AACSB, AMBA and EQUIS will give the school a mark of high reputation, quality and well recognized standards. All of the above can attract local and foreign students and increase the international exposure.

The third cohort of the NUGSB MBA students will graduate in June, 2017; therefore, the school should start preparations for applying for accreditation.

**Network:** The benefit of having a network is very important and is one of the reasons why the NUGSB Alumni Association should be carefully constructed. Since the graduates of the Program will eventually leave the School at some point of time, the School's goal is to establish a solid relationship with its Alumni. Much work needs to be done as the current alumni are not active or engaged.

**Alumni reunions** will serve as a tool to rejuvenating the relationship, ensuring that graduates will continue learning process by regular knowledge sharing, brainstorming and co-creation efforts. To date, NUGBS has organized only one alumni reunion with about 30% of the alumni attending.

The NUGSB should make it difficult for alumni to walk away from a relationship with the school. The value propositions must be clear and compelling to induce alumni to become engaged in various activities. Unfortunately, the culture of alumni is not well developed in Kazakhstan, therefore, the School should develop a program and a calendar of events dedicated to different topics and goals. It should be positioned as a "By Invitation only" organization that can serve as a platform for entrepreneurs, business people, academics and students to network and form the relationships necessary to grow startup companies in Kazakhstan and share best practices. Nazarbayev University can create a policy to have lifelong access to the library,

NU email and other NU facilities. It's crucial to achieve and sustain Alumni interest as they can play a critical role in many ways to assist NUGSB in realizing its mission and vision.

**Social media marketing** is also a very good tool as we see from the survey results that customers learn about business related events from social media and emails. Positive testimonies and the School's forum can be a good way to send a strong message to potential applicants. Motivational videos, and personal stories of students on their blogs can emotionally connect with our target audience. Attracting a popular blogger/celebrity to the programs through provision of a discount or other benefits could generate more leads to the program.

## 6. Implementation plan

Table 6. Actions to be taken in 2016-2020 years.

Task	Stakeholders	Action	Process owner	Timeframe
Accreditation from AACSB, AMBA and EQUIS	Graduates, academic quality of the NUGSB processes	Initiating the process and organizing the paperwork	Dean of the NUGSB	2017-2018
Faculty hiring	Management of the University, agencies	Find recruiting agencies and networks	Dean, Associate Dean	On-going
Activating the Alumni Association	Students, graduates and staff	Organize different activities, procedures and reunions	Director/Senior manager for Alumni relationship	2016-2017
Increasing visibility in social network	Students, graduates and staff	Executive director, HR manager	Hiring additional marketing manager with special skills	2016-2017
Internationalization	Potential applicants, students and staff	Attending international fairs and conference, hiring agents in countries with complicated access to social media, for instance in China and India	Executive director, director for business development, marketing and admissions managers	2016-2020
Improving IT implementations and developments	Management of the University, Staff	Improving the website design, online interaction with interested candidates, call center, portal...	NULITS, relevant NUGSB managers	On-going

## 7. Conclusions

The purpose of this thesis was to investigate the reasons for the problem of low enrollment in NUGSB's executive programs and try to identify the internal and external factors that could explain the poor results. It is clear that both external environmental and internal organizational factors warrant attention. The executive programs are of particular importance due to their prominence in our portfolio and the potential impact on other programs.

The analyses and findings point to the importance of the whole NUGSB ecosystem – an interconnected web of relationships between NUGSB leadership, faculty, staff, program participants, alumni, and companies. What can be done to embrace the importance of education to leverage key stakeholders and influence both internal and external factors? Several recommendations were offered, some of which are relatively low cost. In closing, to capitalize on the potential benefit of “small wins”, I would like to suggest a prioritization of the following:

- ✓ Leverage the strengths and address the weaknesses that were identified in the value chain through which functional-level strategies are implemented, including the Marketing strategy
- ✓ Expand the “catchment area” outside of Kazakhstan by aggressive campaigns to recruit applicants from foreign markets, particularly in the CIS region, India and China;
- ✓ Provide inducements to increase word of mouth from alumni and current program participants to strengthen the synergy between programs.
- ✓ Escalate the life time value of customers by communicating the value proposition of a mutually beneficial relationship.
- ✓ Carefully develop organizational processes in the NUGSB.

Hopefully, the implementation of these suggested ideas will yield positive results and help move NUGSB forward.

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## 5. Appendices.

### Appendix A. Executive MBA Tuition Fees in Kazakhstan

1	Astana school of management and business(ASMB), г. Astana	SBS Swiss Business School.	
		MBA	6 042 400 tg
		<b>Executive MBA</b>	7 503 200 tg
		Global MBA program	3 021 200 tg
2	KIMEP University, Almaty c.	<b>Executive MBA</b>	2 900 000 tg
3	University of International Business), Almaty c.	<b>EMBA</b> in partnership with International School of Business SolBridge, South Korea;	2 030 000 tg
4	International business school, (КазЭУ им. Т. Рыскулова) Narkhoz	<b>Executive MBA</b> Recidency in UK	2 000 000 tg/year
5	Geneva Business School, Almaty c.	Geneva Business School в	10 238 880 tg
7	AlmaU, Almaty c.	<b>Executive MBA</b> <b>MBA strategic management</b>	2 450 000тг - 12 м. 3 850 000 тг – 24м/
8	Kazakh University of Economics and Finance based on Ryskulov's Business School	<b>Executive MBA</b> – программа разработана специально для руководителей компаний и менеджеров высшего звена управления.	1 750 000
9	Astana business school (Kazakh Law University), Astana	Executive MBA Strategy (Moscow)	2 800 000 tg
		Executive MBA Entrepreneurship ( c. Latvia) optional Part-Time	1 500 000 tg
10	КВТУ, Almaty c.	MBA (oil and gas optional)	1 750 000 tg
			3 000 000 tg
11	PFCA, National Bank, Almaty c.	<b>Executive MBA</b> with concentration in finance (HEC, France, Paris)	3 000 060 tg

Costs of open-enrollment programs in Kazakhstan

## Costs of open-enrollment programs in Kazakhstan

No.	Name of the School	Location	Program	Cost KZT*	Duration	Language	Comments
1	IKBTU	Almaty, Atyrau, Astana	Finince and Managment	180 000	2-3 days	Russian	Broad list of training sessions aimed to Gas & Oil sector
2	EY Bussiness Academy	Almaty, Astana	Trainings in Finance,Audit, Investment, Risk Management, Bussiness Couching, Project Management, MBTI ect.	230 000	2 days	Russian	Discounts are availiabile: early bookings(30% discount), installment payings(50%), group discounts(5%),
			ACCA, CFO, CFA, CIA, PMP	720 000	9 days	Russian	CFA is taught in English remotely(webinars)
			Mini MBA	405 900	5 days	Russian	
3	Moscow Business School	Almaty	Taxes, Audit	103 600	3 days	Russian	Discounts are availiabile: early bookings(30% discount), installment payings(50%), group discounts(10%),
4	Businees Academy " Isker"	Astana	Taxes, Audit, Risk Management, Logistics, Finance,Marketing, Sales Management, IFRS	40 000	2 days	Russian	Broad list of training sessions
5	Academy of Business Education	Almaty mostly, Astana	Budget Management, Sales,HR Management,	80 000	2 days	Russian	
6	RFCA Academy	Almaty	Budget Management, Sales,HR,Finance, Strategic and Risk Management,	80 000	2-3 days	Russian	
			CFA	620 000		English	
7	International Bussiness Academy	Almaty, Astana	Managemnet, Finance, Economics, Controlling	124 000	2 days	Russian	

8	Bureau Veritas Kazakhstan	Almaty	Energy, Risk, Asset, It security, and Quality Management, Railway Industry	120 000	2-3 days	Russian	
9	PWHouse	Almaty, Astana	Trainings in Finance, Audit, Investment, Risk Management, Business Coaching, Project Management, MBTI	170 000	2 days	Russian	
			CPA, ACCA, CFA, CISA, CIA, HR				
10	KIMEP University	Almaty	PRM( Risk Management)	100 000	4 days	English	4 exams (good informative site)
			<u>ADIT(taxation)</u>	from 500 000	24 days	English	3 courses
			Trainings in Finance, Audit, ect	86 700	3 days	Russian	4 courses for specialization FIBAA certificate corporate trainings 1080 000
			Mini MBA	1 040 400	36 days	Russian	<u>FIBAA certificate</u>
11	Caspian University	Almaty					only corporate trainings
12	SDU	Almaty	ACCA for students				
13	Amaty Management University	Almaty	Financial analysis	60 000 - 80 000	2 days	Russian	Variety of programs (Finance, HR, Budget)

## Appendix C Survey results

Default Report, EMBA 2015-2016  
 Executive Education Survey\_Peers  
 October 28th 2016, 6:39 am MDT

**3 - Как Вы узнали о программах Высшей школы бизнеса Назарбаев Университета?**

Answer	%	Count
Знакомые/Друзья/Коллеги	45.00%	9
Информационные сессии, вебсайт	10.00%	2
Отдел кадров Вашей организации	10.00%	2
Фейсбук	0.00%	0
LinkedIn	0.00%	0
Рассылка ВШБ	15.00%	3
Другое	20.00%	4
Total	100%	20

**6 - 1. Посоветовали ли бы программу EMBA Вашим коллегам/друзьям/знакомым? от 1-10, где 1-ни в коем случае, 5-не знаю, 10-несомненно.**

Answer	%	Count
1	0.00%	0
2	5.00%	1
3	0.00%	0
4	0.00%	0

5	0.00%	0
6	0.00%	0
7	5.00%	1
8	40.00%	8
9	5.00%	1
10	45.00%	9
Total	100%	20

**7 - Каким образом Вы узнаете о каких-либо мероприятиях, семинарах, деловых событиях в Казахстане?**

Answer	%	Count
Печатные издания	20.00%	4
Радио и ТВ	15.00%	3
Рекламные раздаточные материалы	10.00%	2
Отдел кадров Компании	5.00%	1
Коллеги/сотрудники	35.00%	7
Социальные сети	70.00%	14
Друзья/родственники	20.00%	4
Email рассылка	55.00%	11
Поисковые системы	20.00%	4
Другое (укажите)	0.00%	0
Total	100%	20

**8 - Принимали ли Вы участие на краткосрочных семинарах, проводимых в Высшей школе бизнеса? Если да, укажите, пожалуйста, на каких.**

Answer	%	Count
Да	21.74%	5
Нет	78.26%	18
Total	100%	23

Обучение предпринимателей в рамках Дорожной карты бизнеса-2020; Программа предпринимательства в рамках ДКБ-2020

**9 - 1. Оцените, пожалуйста, краткосрочные семинары ВШБ 1-10, где 1-плохо, 5-средне, 10-превосходно.**

Answer	%	Count
1	0.00%	0
2	20.00%	1
3	0.00%	0
4	0.00%	0
5	0.00%	0
6	20.00%	1
7	0.00%	0
8	0.00%	0
9	60.00%	3
10	0.00%	0
Total	100%	5

**10 - Какие у Вас есть предложения по улучшению семинаров ВШБ? (Время, длительность, язык обучения, ППС)**

Какие у Вас есть предложения по улучшению семинаров ВШБ? (Время, длительно...

1

Краткосрочный семинар проведен на хорошем уровне

семинар прошел успешно

**11 - Что Вы ожидаете от краткосрочных семинаров?**

Answer	%	Count
Возможность внести вклад в развитие Вашей компании	40.00%	2
Ваш личностный рост	40.00%	2
Метод поощрения сотрудника	0.00%	0
Личностный и профессиональный рост	0.00%	0
Улучшить инвестиционный климат страны	0.00%	0
Другое	20.00%	1
Total	100%	5

**12 - Интересно ли Вам участие на курсах повышения квалификации? Какие из перечисленных ниже семинаров Вы хотели бы посетить?**

Answer	%	Count
Основы финансов для менеджеров	18.18%	4
Финансовая оценка бизнес проектов	22.73%	5
Лидеры предпринимательства и инноваций в Казахстане	18.18%	4

Управление изменениями	40.91%	9
Ключевые навыки лидера	27.27%	6
Навыки эффективного наставничества	13.64%	3
Управление рисками	36.36%	8
Финансы для не финансистов	13.64%	3
Инструменты для HR менеджера	22.73%	5
Управление проектами	45.45%	10
Другое	18.18%	4
Total	100%	22

12\_7\_ТЕХТ - Другое

Другое

Корпоративные финансы; Внутренний контроль

управление персоналом

Управление изменениями

**13 - Принимаете ли Вы решение о направлении Ваших сотрудников на курсы повышения квалификации?**

Answer	%	Count
Да	34.78%	8
Мое мнение учитывается при направлении сотрудников на обучение	47.83%	11
Нет	17.39%	4
Total	100%	23

**14 - Обучались ли сотрудники Вашей организации на семинарах других компаний?**

Answer	%	Count
Да	77.27%	17
Нет	22.73%	5
Total	100%	22

управление рисками, МСФО, Лидерство, ССП

Обучение методам экономического анализа, корпоративного развития

В рамках Фонда СК

**15 - Какие критерии для Вас важны при выборе курсов повышения квалификации. (Стоимость, местонахождение, ППС, длительность, язык обучения, иные критерии)**

Семинары каких организаций являются альтернативой предложениям ВШБ? Почему?

Стоимость и местонахождение

Аггау

ППС

Все

Главный критерий - соотношение цена и качество; при выборе важно близость к месту работы, язык обучения, авторитет учебной организации

ППС, язык обучения

Соотношение вышеуказанных параметров

Стоимость, ППС

стоимость, местонахождение, язык обучения

стоимость

Стоимость, и длительность

All

Все вышеперечисленное

Все озвученные критерии

Опыт компании в проведении курсов именно этой тематики

качество преподавания

Лектор и содержание

ППС

Стоимость и преподаватели

22

Вопрос слишком прямой. Может лучше спросить какие критерии дл Вас важны при выборе семинаров, из чего можно сделать вывод о том. что важно для клиента

**Q19 - Какую из нижеуказанных опций Вы предпочтете при отправке сотрудников на повышение квалификации?**

Answer	%	Count
Назарбаев Университет	80.95%	17
КИМЭП	9.52%	2
Ernst&Young	38.10%	8
ALMA	9.52%	2
Курсы, проводимые в других странах	38.10%	8
Другое	33.33%	7

Total | 100% | 21

**Q21 - Оцените, пожалуйста, следующие критерии программы EMBA от 1-10, где 1-плохо, 5-средне, 10-превосходно.**

Question	1	2	3	4	5	6	7	8	9	10	Total										
Длительность программы	0.00%	0	0.00%	0	5.56%	1	5.56%	1	5.56%	1	5.56%	1	27.78%	5	11.11%	2	33.33%	6	18		
Профессорско-преподавательский состав	0.00%	0	0.00%	0	0.00%	0	0.00%	0	5.56%	1	5.56%	1	27.78%	5	27.78%	5	16.67%	3	16.67%	3	18
Возможность применения полученных знаний на практике	0.00%	0	0.00%	0	0.00%	0	5.56%	1	5.56%	1	16.67%	3	11.11%	2	16.67%	3	11.11%	2	33.33%	6	18
Резиденция в Дьюке	0.00%	0	0.00%	0	0.00%	0	0.00%	0	11.11%	2	5.56%	1	16.67%	3	11.11%	2	5.56%	1	50.00%	9	18
Содержание программы (состав и глубина охвата предметов)	0.00%	0	0.00%	0	0.00%	0	0.00%	0	11.11%	2	5.56%	1	11.11%	2	22.22%	4	16.67%	3	33.33%	6	18
Соотношение цена/качество	0.00%	0	0.00%	0	0.00%	0	0.00%	0	22.22%	4	5.56%	1	16.67%	3	16.67%	3	11.11%	2	27.78%	5	18
Необходимость проживания в гостинице	0.00%	0	0.00%	0	5.56%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	5.56%	1	22.22%	4	66.67%	12	18

**Q24 - Оцените, пожалуйста, содержание программы**

Question	1	2	3	4	5	6	7	8	9	10	Total										
Состав предметов	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	11.11%	2	33.33%	6	16.67%	3	38.89%	7	18
Глубина охвата предметов	0.00%	0	0.00%	0	0.00%	0	0.00%	0	11.11%	2	0.00%	0	27.78%	5	22.22%	4	16.67%	3	22.22%	4	18

**Q20 - Что Вы ожидаете от краткосрочных семинаров?**

Answer	%	Count
Возможность внести вклад в развитие Вашей компании	42.86%	3

Метод поощрения сотрудника	0.00%	0
Личностный и профессиональный рост	57.14%	4
Другое	0.00%	0
Total	100%	7

### 5 - Какие Вы можете дать рекомендации по улучшению программы EMBA?

Как мы можем улучшить программу EMBA? Дайте, пожалуйста, Ваши рекомендации

Правильный выбор преподавательского состава. В частности преподавателей НУ. Например: Стратегия, Managirical Economics

more practical approach

Резиденцию в Дьюке можно было провести где угодно учитывая что не было практически связи с Фьюкуа. Можно сократить программу, проводя экзамен в следующую субботу после занятий и исключить некоторые предметы или сделать больше предметна выбор, чтобы можно было сфокусироваться на том, что тебе интересно. Диссертацию считаю лишней. Проект по предпринимательству мог бы заменить защиту.

1) Проживание в отеле считаю нецелесообразным (групповые работы можно было выполнять в течение резиденции за счет увеличения продолжительности резиденции на 1 день); 2) резиденция в Дьюке в том виде, что была у нас, не давала погружения в среду обучения школы бизнеса Фукуа (проживание в отеле и проведение там же обучения); 3) перерывы между предметами можно сократить (слишком большие перерывы)

при приеме внимание обращать на опыт работы на руководящих должностях

Нет предложений

Проводить обучение одного предмета не прерывая, т.е. в течении одной недели.

Перевод материалов на русский язык - улучшить качество

больше участия приглашенных лекторов с других ведущих университетов

Подобрать кейсы более адаптированные на реалии СНГ

English only

Резиденцию в Дьюке было бы лучше организовать на летнее время

Больше профессоров с Дьюка и более четкое содержание

Сократить длительность программы, учесть специфику казахстанских условий бизнеса, сократить количество теоретических азов в курсах

улучшить перевод, чтобы преподаватели не только знали предмет но и умели донести его до студентов.

Убрать нерелевантные курсы и усилить преподавателей по некоторым курсам

Все устраивает

Глубже подходить к выбору преподавателей

Сократить срок программы, необязательность проживания в отеле, можно больше давать практических занятий во время резиденций, можно даже сделать резиденции по 3 дня, экзамен можно проводить сразу на следующей неделе. РЕзиденция в Дьюке должна быть более тесной со Школой бизнеса Фукуа (совместные мероприятия, курсы и т.д.)

Правильный выбор преподавательского состава. В частности преподавателей НУ. Например: Стратегия, Managirical Economics

more practical approach

Резиденцию в Дьюке можно было провести где угодно учитывая что не было практически связи с Фьюкуа. Можно сократить программу, проводя экзамен в следующую субботу после занятий и исключить некоторые предметы или сделать больше предметовна выбор, чтобы можно было сфокусироваться на том, что тебе интересно. Диссертацию считаю лишней. Проект по предпринимательству мог бы заменить защиту.

1) Проживание в отеле считаю нецелесообразным (групповые работы можно было выполнять в течение резиденции за счет увеличения продолжительности резиденции на 1 день); 2) резиденция в Дьюке в том виде, что была у нас, не давала погружения в среду обучения школы бизнеса Фукуа (проживание в отеле и проведение там же обучения); 3) перерывы между предметами можно сократить (слишком большие перерывы)

при приеме внимание обращать на опыт работы на руководящих должностях

Нет предложений

Проводить обучение одного предмета не прерывая, т.е. в течении одной недели.

Перевод материалов на русский язык - улучшить качество

больше участия приглашенных лекторов с других ведущих университетов

Подобрать кейсы более адаптированные на реалии СНГ

English only

Резиденцию в Дьюке было бы лучше организовать на летнее время

Больше профессоров с Дьюка и более четкое содержание

Сократить длительность программы, учесть специфику казахстанских условий бизнеса, сократить количество теоретических азов в курсах

улучшить перевод, чтобы преподаватели не только знали предмет но и умели донести его до студентов.

Убрать нерелевантные курсы и усилить преподавателей по некоторым курсам

Все устраивает

Глубже подходить к выбору преподавателей

Сократить срок программы, необязательность проживания в отеле, можно больше давать практических занятий во время резиденций, можно даже сделать резиденции по 3 дня, экзамен можно проводить сразу на следующей неделе. РЕзиденция в Дьюке должна быть более тесной со Школой бизнеса Фукуа (совместные мероприятий, курсы и т.д.)

Default Report All

EMBA 2013-2016

*Executive Education Survey*

**October 28th 2016, 8:22 am MDT**

**2 - Являетесь ли Вы студентом или выпускником программы Executive MBA в Высшей школе бизнеса?**

Answer	%	Count
Да	97.30%	36
Нет	2.70%	1
Total	100%	37

**3 - Как Вы узнали о программах Высшей школы бизнеса Назарбаев Университета?**

Answer	%	Count
Знакомые/Друзья/Коллеги	50.00%	16

Информационные сессии, вебсайт	21.88%	7
Отдел кадров Вашей организации	12.50%	4
Фейсбук	0.00%	0
Linkedin	0.00%	0
Рассылка ВШБ	6.25%	2
Другое	9.38%	3
Total	100%	32

**6 - 1. Пореккомендовали ли бы программу ЕМВА Вашим коллегам/друзьям/знакомым? от 1-10, где 1-ни в коем случае, 5-не знаю, 10-несомненно.**

Answer	%	Count
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	0.00%	0
6	10.71%	3
7	3.57%	1
8	10.71%	3
9	28.57%	8
10	46.43%	13
Total	100%	28

**7 - Каким образом Вы узнаете о каких-либо мероприятиях, семинарах, деловых событиях в Казахстане?**

Answer	%	Count
Печатные издания	7.41%	2
Радио и ТВ	14.81%	4
Рекламные раздаточные материалы	3.70%	1
Отдел кадров Компании	3.70%	1
Коллеги/сотрудники	37.04%	10
Социальные сети	70.37%	19
Друзья/родственники	33.33%	9
Email рассылка	66.67%	18
Поисковые системы	18.52%	5
Другое (укажите)	3.70%	1
Total	100%	27

**8 - Принимали ли Вы участие на краткосрочных семинарах, проводимых в Высшей школе бизнеса? Если да, укажите, пожалуйста, на каких.**

Answer	%	Count
Да	10.34%	3
Нет	89.66%	26
Total	100%	29

GE Change Acceleration Process

**9 - 1. Оцените, пожалуйста, краткосрочные семинары ВШБ 1-10, где 1-плохо, 5-средне, 10-превосходно.**

Answer	%	Count
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	0.00%	0
6	0.00%	0
7	33.33%	1
8	33.33%	1
9	0.00%	0
10	33.33%	1
Total	100%	3

**10 - Какие у Вас есть предложения по улучшению семинаров ВШБ? (Время, длительность, язык обучения, ППС)**

Какие у Вас есть предложения по улучшению семинаров ВШБ? (Время, длительно...

Необходимо знание преподавателями и СНГовской специфики..

**11 - Что Вы ожидаете от краткосрочных семинаров?**

Answer	%	Count
Возможность внести вклад в развитие Вашей компании	0.00%	0
Ваш личностный рост	66.67%	2
Метод поощрения сотрудника	0.00%	0

Личностный и профессиональный рост	33.33%	1
Другое	0.00%	0
Total	100%	3

**12 - Интересно ли Вам участие на курсах повышения квалификации? Какие из перечисленных ниже семинаров Вы хотели бы посетить?**

Answer	%	Count
Основы финансов для менеджеров	7.14%	2
Финансовая оценка бизнес проектов	35.71%	10
Лидеры предпринимательства и инноваций в Казахстане	17.86%	5
Управление изменениями	32.14%	9
Ключевые навыки лидера	46.43%	13
Навыки эффективного наставничества	32.14%	9
Управление рисками	39.29%	11
Финансы для не финансистов	10.71%	3
Инструменты для HR менеджера	7.14%	2
Управление проектами	53.57%	15
Другое	14.29%	4
Total	100%	28

Другое

Стратегия

Nothing from the listed is of a particular interest

Project management, Performance management, Supply Chain Management

**13 - Принимаете ли Вы решение о направлении Ваших сотрудников на курсы повышения квалификации?**

Answer	%	Count
Да	42.86%	12
Мое мнение учитывается при направлении сотрудников на обучение	39.29%	11
Нет	17.86%	5
Total	100%	28

**14 - Обучались ли сотрудники Вашей организации на семинарах других компаний?**

Answer	%	Count
Да	78.57%	22
Нет	21.43%	6
Total	100%	28

**15 - Какие критерии для Вас важны при выборе курсов повышения квалификации. (Стоимость, местонахождение, ППС, длительность, язык обучения, иные критерии)**

Семинары каких организаций являются альтернативой предложениям ВШБ? Почему?

язык обучения

оптимальное соотношение цены и качества

ППС

Применимость полученных знаний и отдача от них

Профессор

стоимость, репутация тренера или школы, тема семинара, длительность, время и место проведения

all of the above listed

качество, применимость

Стоимость (на данный момент, поскольку во всех организациях идет процесс оптимизации расходов)

Стоимость, нахождение

Стоимость и эффективность

Все критерии

стоимость, ППС

ППС, стоимость,

Стоимость, длительность, тренер

Стоимость, местонахождение, ППС, длительность, язык обучения

иные критерии

ППС

стоимость, релевантность, применимость

Полезность и стоимость

стоимость, поскольку бюджет ограничен, длительность, местонахождение

ППС, качество, стоимость

содержание и полезность

эффективность, длительность, местонахождение

Содержание программы и стоимость всех затрат на командировку

релевантность, ППС, местонахождение, стоимость

Длительность

релевантность, стоимость, местонахождение

**Q19 - Какую из нижеуказанных опций Вы предпочтете при отправке сотрудников на повышение квалификации?**

Answer	%	Count
Назарбаев Университет	51.85%	14
КИМЭП	0.00%	0
Ernst&Young	44.44%	12
ALMA	3.70%	1
Курсы, проводимые в других странах	48.15%	13
Другое	22.22%	6
Total	100%	27

**Q24 - Оцените, пожалуйста, состав предметов и глубину охвата предметов от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, при необходимости, свои рекомендации**

Answer	%	Count
1	0.00%	0
2	0.00%	0
3	0.00%	0

4	3.57%	1
5	3.57%	1
6	0.00%	0
7	7.14%	2
8	32.14%	9
9	35.71%	10
10	17.86%	5
Total	100%	undefined

**Q20 - Что Вы ожидаете от краткосрочных семинаров?**

Answer	%	Count
Возможность внести вклад в развитие Вашей компании	50.00%	6
Метод поощрения сотрудника	8.33%	1
Личностный и профессиональный рост	41.67%	5
Другое	0.00%	0
Total	100%	12

**Q19 - Укажите, пожалуйста, годы Вашего обучения на программе EMBA**

Answer	%	Count
2013-2014	21.62%	8
2014-2015	35.14%	13
2015-2016	5.41%	2

2016-2018	37.84%	14
Total	100%	37

**Q20 - Оцените, пожалуйста, длительность программы от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, если считаете необходимым, свои рекомендации.**

Answer	%	Count
1	0.00%	0
2	3.23%	1
3	3.23%	1
4	0.00%	0
5	16.13%	5
6	3.23%	1
7	0.00%	0
8	19.35%	6
9	16.13%	5
10	38.71%	12
Total	100%	31

**Q30 - Оцените, пожалуйста, Профессорско-преподавательский состав от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, если считаете необходимым, свои рекомендации.**

Answer	%	Count
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	6.45%	2

6	0.00%	0
7	9.68%	3
8	16.13%	5
9	22.58%	7
10	45.16%	14
Total	100%	31

из тех, кто уже был, Кей - 10, Атану - 4, Джереми - 8

на текущий период мое мнение выше среднего

из 3 предметов что пройдены, 2 профессора были исключительно хороши

Хотелось бы материалов с учётом СНГовской и казахстанской специфики

Уровень ППС очень хороший. Проблема в том, что студенты не подготовлены, основную часть материала не понимают, и даже не стараются понять.

Хорошие преподаватели, при этом думаю, что нужно привлекать больше практиков бизнеса.

два из 3 преподавателей по трем пройденным предметам были просто замечательными!!!! Побольше бы таких преподавателей как Стайс и Петранка

Я обучалась в период преподавания ППС от Duke University и глубоко благодарна им за преподнесенные ими бесценные уроки,

**Q31 - Оцените, пожалуйста, возможность применения полученных знаний на практике от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, если считаете необходимым, свои рекомендации.**

Answer	%	Count
1	3.23%	1
2	0.00%	0
3	0.00%	0
4	3.23%	1
5	3.23%	1
6	6.45%	2

7	9.68%	3
8	41.94%	13
9	19.35%	6
10	12.90%	4
Total	100%	31

1В РК неприменимы

лично мне многое пригодилось в текущей деятельности. Думаю в дальнейшем будет не хуже

нужно больше кейсов из жизни постсоветских стран в первую очередь РФ и РК

Пока не придумала как смогу использовать новые знания на практике. Возможно, мы еще не прошли, то что можно применить на практике.

**Q32 - Оцените, пожалуйста, резиденцию в Дьюке от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, если считаете необходимым, свои рекомендации.**

Answer	%	Count
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	0.00%	0
6	0.00%	0
7	0.00%	0
8	0.00%	0
9	0.00%	0
10	0.00%	0
Total	100%	0

**Q33 - Оцените, пожалуйста, соотношение цена/качество от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, если считаете необходимым, свои рекомендации.**

Answer	%	Count
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	21.43%	6
6	3.57%	1
7	17.86%	5
8	28.57%	8
9	14.29%	4
10	14.29%	4
Total	100%	28

**Q34 - Оцените, пожалуйста, необходимость проживания в гостинице от 1-10, где 1-плохо, 5-средне, 10-превосходно и дайте, если считаете необходимым, свои рекомендации.**

Answer	%	Count
1	3.57%	1
2	3.57%	1
3	0.00%	0
4	0.00%	0

5	14.29%	4
6	0.00%	0
7	7.14%	2
8	3.57%	1
9	28.57%	8
10	39.29%	11
Total	100%	28

#### Есть ли у Вас другие рекомендации по улучшению программы EMBA?

Я считаю, что это лишняя трата денег. Для групповых занятий можно и в универе позаниматься. В гостинице все расслабляются и все равно почти ничего не делают. Также можно было бы и в универе посидеть.

практически нет необходимости, многие участники из Астаны не всегда ночуют в отеле. В этом нет острой необходимости

Больше нравилось в Park Inn

Проживание необходимо, так как есть возможность отстраниться от всех проблем и уделить внимание только учеба. очень точный подход необходимость проживания в гостинице важна. она обеспечивает полный отрыв от каждодневных забот (дома и на работе) и позволяет полностью окунуться в процесс учебы на период учебы

считаю что некоторые наиболее сложные для восприятия модули, как статистика, можно было бы сделать немного длиннее чем 5 дней лекций

считаю, что цену программы можно существенно сократить, если сделать размещение в кампусе университета. Нет никакой необходимости переплачивать за условия отеля Мариотт в условиях Казахстана.

цена на мой взгляд (возможно я ошибаюсь) немного завышена для сегодняшних реалий

Цена адекватная. Вместе с тем, отмечу, что адм-хоз часть университета страдает. На улице дороги не убраны, газоны страшные, мусор валяется, машины припаркованы кое-как, много недоделок в строительстве. Но это замечания в целом к университету.

Нужно убрать тезис из программы, а дать больше возможность сконцентрироваться на иПоскольку прошло только 4 месяца, оцениваю выше среднего, учитывая что достаточно интенсивный курс

срок программы мог бы быть немного сокращен за счет проведения финального экзамена на следующие выходные после окончания учебы по предмету а не через две недели как это сейчас.

Так как мы Class 2015, то было бы логичнее получить дипломы датированные 2015 годом, а не январем 2016.

Программы MBA по длительности более менее похожи, поэтому тяжело давать рекомендации. Принимаем что есть.нтегрированном повторе материалов.

IB РК неприменимы

лично мне многое пригодило в текущей деятельности. Думаю в дальнейшем будет не хуже.