

1. Ability to analyze and synthesize
2. Ability to use logical and critical thinking for solving problems
3. Ability to model, design and forecast
4. Ability to carry out research applying appropriate methods
5. Ability to take initiatives and entrepreneurship
6. Ability to innovate
7. Ability to develop general knowledge
8. Ability to learn including autonomous learning
9. Ability to communicate interactively and receive feedback
10. Knowledge of the professional field
11. Ability to communicate in official state, Russian and foreign languages
12. Ability to communicate in official state, Russian and foreign languages
13. Ability to lead people and work in a team
14. Ability to manage information

The following are the 30 general competences chosen as most important for all Central Asian degree programmes:

15. Ability to use information and communication technologies
16. Social responsibility
17. Ability to follow a healthy lifestyle
18. Ecological and environmental responsibility
19. Knowledge of the laws
20. Ability to prevent and resolve conflicts
21. Patriotism and preservation of own cultural values
22. Tolerance and respect for others
23. Commitment to quality results
24. Flexibility
25. Ability to apply knowledge in practice
26. Orientation toward the needs of the user
27. Ability to work autonomously
28. Ability to adapt to change
29. Ability to make decisions
30. Time management

Full information is available on the www.tucahea.org website



This 'Pocket Guide' gives a short summary of the competences required for one Subject Area. Engineering, Environmental Protection, History, Language, and Law.

ers, and have formulated Guidelines and Reference Points for 8 important Subject Areas: Business and Management, Economics, Education, Working together, 34 Central Asian Universities, 8 European Universities and the five Ministries responsible for Higher Education in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan have consulted more than 20,000 academics, graduates, students and employers, and have formulated Guidelines and Reference Points for 8 important Subject Areas: Business and Management, Economics, Education, the necessary competences for future employment, personal culture, and citizenship.

The goal of the TuCAHEA Consortium is to create the premises for a Central Asian Higher Education Area: visible, respected, and compatible with higher education areas in other parts of the world. TuCAHEA uses Tuning methodology to provide tools to ensure that graduates have

Ten steps for designing new degree programmes or improving existing ones

1. Is there a need? Determine, consulting stakeholders, whether there is really a need for the proposed course of study.
2. Define the profile and the key competences. Find out what competences are actually useful for employment, personal culture and citizenship (see inside this guide for a list).
3. Define the learning outcomes indicating the most important competences (choose around 10 key competences with reference to the cycle level indicators; see inside this guide).
4. Decide whether to 'modularise' (course units can be of a random number of ECTS credits, or else of a set number, e.g. 5, hence "modularised").
5. Define the learning outcomes and the key competences in each module or course unit (the lists of competences inside this guide will help).
6. See how those competences can best be formed and assessed, using a variety of approaches to learning, teaching and assessment.
7. Check that all the key generic and subject specific competences have been taken into account.
8. Describe the programme and the course units, indicating the learning outcomes in terms of competences.
9. Check for balance.
10. Implement, monitor and improve.



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Tuning
cahea

Towards a Central Asian Higher Education Area

**BUSINESS AND
MANAGEMENT**

Pocket Guide

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Subject Specific competences for Business and Management degree programmes:

1. Ability to develop and implement a strategic, operational and tactical business plan
2. Monitoring, controlling and reporting skills
3. Self-management
4. Entrepreneurship and innovation skills
5. Conflict management skills
6. Risk management skills
7. Ability to use IT effectively for business
8. Ability to maintain effective relationships with stakeholders (government, institutions, customers, suppliers...)
9. Financial management skills (fundraising; investment projects; accounting...)
10. Marketing management skills (marketing research; marketing planning...)
11. Human resources management skills (recruiting, motivating, retributing...)
12. Commercial abilities
13. Ability to design manufacturing processes
14. Ability to manage logistic processes
15. Consulting skills
16. Ability to interact in internal and external environments (taking into account social, political, economic, legal, cultural aspects)

Key Competences for Business and Management in Central Asia

| General competences | Subject specific competences |
|---|--|
| GC1 Ability to use logical and critical thinking | SC1 Ability to develop and implement strategic, operational and tactical business plan |
| GC2 Ability to take initiatives and entrepreneurship | SC2 Process management skills |
| GC3 Ability to learn including autonomous learning | SC3 Ability to maintain effective relationship with stakeholders (government, institutions, customers, suppliers, etc.) |
| GC4 Ability to communicate in official state, Russian and foreign languages | SC4 Financial management skills |
| GC5 Ability to lead people and work in a team | SC5 Marketing management and commercial skills |
| GC6 Ability to use informational and communicational technologies | SC6 Human resources management skills |
| GC7 Ability to apply knowledge in practice | SC7 Risk management skills |
| GC8 Orientation towards the needs of the user | SC8 Ability to interact in internal and external environments (taking into account social, political, economic, legal, cultural aspects) |
| GC9 Ability to adapt to change | |
| GC10 Time management | |
| GC11 Commitment to quality results | |
| GC12 Social responsibility | |

Business and Management - Learning outcomes

| Competences | BACHELOR | MASTER | PHD |
|--|---|--|---|
| Ability to develop and implement a strategic business plan | Be able to design or take part in developing a business plan | Be able to design and develop a strategic business plan | Be able to design, implement and control a strategic business plan in a complex, intercultural and international environment |
| Process management skills | Be able to manage processes of simple production using the appropriate IT tools | Be able to manage processes of complex and technological production using innovative IT tools | Be able to manage processes of complex production in multinational and/or multi-sectorial areas in non-ordinary conditions |
| Ability to maintain an effective relationship with stakeholders (government, institutions, customers, suppliers, etc.) | Be able to set up effective relationships with different customers and suppliers | Be able to set up effective relationships with specific customers and other institutions on a national and international level | Be able to set up effective relationships with all the stakeholders (including research groups) on a national and international level |
| Financial management skills | Be able to manage simple accounting and finance issues | Be able to manage and audit complex accounting and finance issues on national level | Be able to manage and audit complex accounting and finance issues on national and international level |
| Marketing management and commercial skills | Be able to design and implement a basic marketing and commercial plan | Be able to develop and implement a marketing and commercial plan in a national and international level using new marketing strategies and IT tools | Be able to develop and implement a marketing plan in a national and international level with a multidisciplinary approach, forecasting and innovating |
| Human resources management skills | Be able to use basic theories and models of motivation, leadership and personnel management | Be able to design a plan to select, promote, define, motivate and develop human resources to improve company results and also to organize groups in an effective way | Be able to create and lead a team and also be able to improve your own leadership |
| Risk management skills | Be able to use basic qualitative and quantitative methods for risk management | Be able to use modern methods of financial management to solve strategic and tactical problems | Be able to use methods of multidisciplinary analysis on different sectors in a changing market environment and be able to create new ones |
| Ability to interact in internal and external environments (taking into account social, political, economic, legal, cultural aspects) | Be able to interact in internal and external environments in a simple way | Be able to interact in internal and external environments (taking into account social, political, economic, legal, cultural aspects) in a complex way | Be able to interact in internal and external environments in an international, complex, global and changing world |