

AL-FARABI KAZAKH NATIONAL UNIVERSITY
Higher School of Economics and Business
Department of Management

METHODICAL RECOMMENDATIONS FOR CONDUCTING PRACTICAL
CLASSES FOR DOCTORAL STUDENTS
On the course
Managerial Analysis and Forecasting

Almaty 2026

Introduction.

Practical classes are important for mastering educational materials. They provide an understanding of the main ideas, theory and study of experience in the field of scientific research using analysis and forecasting tools.

Practical classes on the course Managerial Analysis and Forecasting are a type of training for a qualified specialist, the result of which is the completion of assignments, communication between students and the teacher. Practical classes are part of training and education, as well as the development of methodological and practical skills.

The purpose of practical classes is to study the course "Managerial Analysis and Forecasting" and gain knowledge in the field of managerial analysis and forecasting in the process of making managerial decisions.

Practical classes are part of the educational process along with the lectures attended.

The goals are as follows:

- development of creative professional thinking necessary for future research;
- the possibility of professional use of the acquired knowledge;
- study of scientific research;
- skills of analysis, forecasting, visualization and interpretation;
- development of skills of intellectual problem solving, substantiation of one's point of view and presentation of evidence.

The teacher solves the following tasks during practical classes:

- repetition of educational materials;
- control;
- pedagogical communication.

These methodological recommendations for conducting practical classes are developed for an interactive basis, setting tasks and researching problems using the Internet. All types of work are aimed at developing practical skills during classroom studies and independent work of doctoral students.

Practical classes include discussion, solving cases and problems, completing assignments, etc.

Practical class 1. The purpose, objectives and role of management analysis

Practical class 2. Strategic management analysis: features, methods and key tools

Practical class 3. Identification of responsibility centers: object-by-object management analysis

Practical class 4- Identification of fundamental performance indicators: sources of information, approaches to analysis and evaluation

Practical class 5. Identification of alternative performance indicators according to the research profile

Practical class 6. Managing behavioral thinking and risk appetite in management decisions

Practical class 7. Cost-based pricing strategy. Target Cost Management
Practical Session 8. The Impact of TQM\ Just in Time\ ABC in Cost Management
Practical Session 9. Conditions for Implementing the Principles of Non-Budget Management
Practical Session 10 Identifying Uncertainty and Risks of the Research Object
Practical Session 11. The Impact of Forecasting and Modeling on the Management Decision-Making of the Research Object.

Practical Session 12. Data Collection, Preparation for Forecasting
Practical Session 13. Application of Forecasting and Modeling on the Research Object
Practical Session 14. Testing the Forecasting Results
Practical Session 15. Visualization and Interpretation of the Forecasting Results

Topic 1. Discussion of the role of research on the topic of scientific interests of doctoral students
(2 hours)

Plan

1. Analysis of the goal, objectives and study of the role of management analysis
 - 1) The essence of management analysis
 - 2) Reveal the functions of management analysis
 - 3) Study of the role of management analysis
2. Discussion of the given topic between teams (exchange of questions).
3. Debate on questions asked by the teacher
4. Discussion of the question "What role does management analysis play in business development?"
- 5 Solving problems, discussing cases

Practical lesson 2

Topic 2. Strategic management analysis: features, methods and key tools
(2 hours)

Study the proposed cases. Consider the features of management cases in different areas.

The doctoral student must:

1. Create a glossary - a brief explanation of terms and concepts on this topic.
2. Determine the features, methods and key tools
3. What methods and tools of management analysis will you use in the research.
- 4 Solving problems, discussing cases

Practice 3

Topic 3. Identifying responsibility centers: object-by-object management analysis
. Critical discussion of recognition features: self-assessment and external assessment. (2 hours)
Studying the main recognition criteria. Studying applicability in scientific research.

The doctoral student must:

1. Outline the criteria for recognizing responsibility centers.
2. Formulate a development strategy for their research object
3. Outline the research objectives and problems in implementing this strategy
4. Formulate the criteria for recognizing the responsibility centers of their object
5. Indicate applicability in scientific research.
- 6 Solving problems, discussing cases

Practice 4.

Topic 4. Identifying fundamental performance indicators: sources of information, approaches to analysis and assessment

(2 hours)

Studying the analysis and justification. Considering the features of the analysis and justification. The doctoral student must:

1. Outline the sources of information for the database.
- 2 Identify fundamental performance indicators: perform calculations based on the research profile
- 3 Solving problems, discussing cases

Practice 5.

Topic 5. Identifying alternative performance indicators for the research profile (2 hours)

Understanding the methods of analysis and their applicability. The doctoral student needs to:

1. Outline the sources of information for the database.
- 2 Identify alternative performance indicators: perform calculations based on the research profile
- 3 Solving problems, discussing cases

Practice 6.

Topic 6. Managing behavioral thinking and risk appetite in management decisions

Understanding behavioral thinking and risk appetite for the research profile (2 hours)

The doctoral student needs to:

1. Identify the factors of behavioral thinking for the research profile.
- 2 Identify the risk appetite for the research profile.
- 3 Solving problems, discussing cases

Topic 7 Cost-based pricing strategy. Target Cost Management

(2 hours)

Understanding the pricing strategy and its impact on management. The doctoral student must:

1. Reveal the features of the cost-based pricing strategy

2. Explain the impact on management and decision-making based on the profile of the study
3. Identify the methods of target cost management.
4. Solving problems, discussing cases

Practice 8

Topic 8. The impact of TQM\ Just in Time\ ABC in cost management

Understanding the basic concepts of strategic management and their application in analysis. The doctoral student must:

1. Reveal the features of TQM and the impact on the management of the research object
2. Explain the impact of Just in Time on management and decision-making based on the profile of the study
3. Identify the role of ABC in the management of the research object
4. Solving problems, discussing cases

Topic 9 Conditions for implementing the principles of non-budgetary management (2 hours)

Understanding the principles of non-budgetary management and their applicability.

The doctoral student must:

1. Reveal the features of the principles of non-budgetary management
2. Explain the applicability or non-applicability of the principles of non-budgetary management
3. Solve problems, discuss cases

Practice 10

Topic 10. Identification of uncertainty and risks of the research object

(2 hours)

1. Reveal the signs of uncertainty of the research object
2. Explain the causes of the origin of risks of the research object
3. Solving problems, discussing cases

Practical lesson 11

Topic 11: The influence of forecasting and modeling on making management decisions of the research object. (2 hours)

Understanding forecasting and modeling and their applicability. The doctoral student must:

1. Reveal the features of forecasting the research object
2. Explain the applicability or inapplicability of forecasting in their research
3. Develop an approach to modeling within the framework of their research
4. Solving problems, discussing cases

Practical lesson 12

Topic 12: Data collection, preparation for forecasting (2 hours)

Application of approaches to data collection, their preparation for forecasting on the research topic. The doctoral student needs to:

1. Determine approaches to collecting data on the object of study
2. Explain the need for their preparation and processing
3. Link the research hypothesis with the forecasting goals within the framework of their research
4. Solving problems, discussing cases

Practical lesson 13

Topic 13. Application of forecasting and modeling to the object of study (2 hours)

Application of forecasting and modeling to the object of study. The doctoral student needs to:

1. Construct a forecast based on the data of the object of study
2. Test the forecast for their research
3. Construct a model within the framework of their research
4. Solving problems, discussing cases

Practical lesson 14

Topic 14. Testing the results of forecasting and modeling. Correcting errors (2 hours)

- 1 Test the results of forecasting and modeling.
- 2 Working on mistakes

Practical lesson 15

Topic 15. Visualization and interpretation of forecasting results (2 hours)

Development of conclusions and recommendations

- 1 Apply the maximum possible methods of data visualization
- 2 Interpretation of forecasting and modeling results
- 3 Development of conclusions and recommendations

Extra SRD - Behavioral thinking in management analysis of the research object: risk appetite criteria

Sources

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