Al-Faraby Kazakh National University
Higher School of Economics and Business
Department of Management

PROGRAMM AND
METHODICAL **RECOMMENDATIONS FOR RUNNING OF FINAL EXAM IN DISCIPLINE**

ID 105590 "Management analysis and forecasting"

on the educational program Management, Innovation Management

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(Ф.И.О., ученая степень, ученое звание, должность)

The program of methodical **recommendations for the final exam in the discipline " Management analysis and forecasting " were considered and approved at a meeting of the department " Management "**

Protocol № ---- _ from «--- » ------2026

Introduction

The relevance and practical significance of the academic discipline "Managerial Analysis and Forecasting" are due to the fact that the study and solution of modern approaches in managerial analysis and forecasting is the most urgent task of business management both from the position of finding effective approaches to management with minimal costs and profit maximization in combination with development forecasting. In this regard, studying and passing the exam in the discipline "Managerial Analysis and Forecasting" seems especially relevant for students of the Educational Program 8D04105 Innovative Management, 8D04106 Management, 1st year doctoral students, English department. The exam will be conducted written, in an offline format.

Software topics for exam preparation

1 The role of management analysis in making management decisions: industry specifics.
2. Topic Methods and techniques of strategic management analysis.
3. Topic Methods and techniques of operational and current management analysis.
4. Topic Management analysis of responsibility centers: key assessment indicators.
5. Topic Fundamental performance indicators.
6. Topic Alternative performance indicators.
7. Topic Behavioral thinking in management analysis: risk appetite criteria.
8. Topic Management analysis of costs: cross-assessment.
9. Topic Non-budgetary management in making management decisions.
10. Topic Uncertainty and risk in decision making.
11. Topic Forecasting and modeling in making management decisions. Role, approaches and key methods
12 Topic Forecasting and modeling tools in making management decisions.
13. Topic Forecasting and modeling in management decision making: testing
14. Topic Forecasting and modeling in management decision making. Application: visualization, interpretation

As a result of studying the discipline, the student should be able to:
- learn and apply alternative methods of management analysis and forecasting of socio-economic processes based on classical and modern scientific concepts of management analysis
- apply methods of environmental diagnostics, analyze and systematize information for making management decisions, forming organizational structures, implementing changes in the organization, control, organizational culture, conflict management, criteria for assessing management activities for sustainable development
- possess the skills of processing business information, using the basic methods of analyzing financial and non-financial indicators necessary for economic forecasting.

- identify the conditions that determine cost design and approaches to management analysis and managing the life cycle of a business/project/product
- apply risk assessment and management techniques; assess the impact of macro- and microfactors on the conditions for implementing the principles of sustainable development and uncertainty

Program topics and questions for exam preparation

1. The role of management analysis in making management decisions: industry specifics .
2. The purpose, objectives and role of management analysis
3. Methods and techniques of strategic management analysis.
4. Strategic management analysis: features, methods and key tools
5. Methods and techniques of operational and current management analysis.
6. Operational and current management analysis: key methods and techniques
7. Management analysis of responsibility centers: key evaluation indicators.
8. Identification of responsibility centers: object-by-object management analysis
9. Fundamental performance indicators.
10. Identification of fundamental performance indicators: sources of information, approaches to analysis and evaluation
11. Alternative performance indicators.
12. Identification of alternative performance indicators by research profile
13. Behavioral thinking in management analysis: risk appetite criteria.
14. Managing behavioral thinking and risk appetite in management decisions
15. Management analysis of costs: cross-assessment.
16. Cost-based pricing strategy. Target cost management
17. The influence of TQM\ Just in Time\ ABC in cost management
18. Non-budget management in making management decisions.
19. Conditions for implementing the principles of non-budget management
20. Uncertainty and risk in decision-making.
21. Identification of uncertainty and risks of the research object
22. Forecasting and modeling in making management decisions. Role, approaches and key methods
23. The influence of forecasting and modeling on making management decisions of the research object.
24. Data collection, preparation for forecasting
25. Forecasting and modeling tools in making management decisions.
26. Application of forecasting and modeling on the research object
27. Forecasting and modeling in making management decisions: testing
28. Testing the results of forecasting
29. Forecasting and modeling in making management decisions. Application: visualization, interpretation
30. Visualization and interpretation of forecasting results

Format of the offline written exam in the discipline "Management Analysis and Forecasting"(according to schedule)

The exam will be conducted offline based on the results of 15 weeks of written training on the Univer IS platform.

The OFFLINE exam consists of answering questions on answer sheets prepared in advance by the dean's office. The answer sheet is placed in a sealed envelope and opened by the invigilator at the beginning of the exam, when the scheduled exam time arrives. The schedule must be made known to students and committee members in advance.

Postgraduate students taking the exam must arrive en masse 10 minutes before the exam start time, presenting an ID or passport (ID cards and photocopies are PROHIBITED) and signing the attendance sheet. Examinees receive their answer sheets, sit down, and prepare for 10-15 minutes. They are allotted up to 15 minutes to answer. The exam is monitored by committee members and is video-monitored. At the end of the exam, the postgraduate student returns the answer sheet and answer sheet to the invigilator. The lecturer checks the answers according to the assessment criteria, makes a decision on each examinee and records it in the protocol, after which he enters the scores into the final report in the university information system.

During the exam, the student must provide complete answers to the questions asked and demonstrate the achievement of the following learning outcomes:
- demonstrate systemic understanding of the main categories of management analysis and forecasting;
- show an understanding of the connections between the theoretical foundations and modern practice of management analysis and forecasting, through a demonstration of examples of the influence of external and internal conditions (circumstances) on making management decisions
- analyze reporting forms;
- use knowledge of the most important methods and tools for conducting management analysis and forecasting.

The answer will be assessed according to the "CRITERIA ASSESSMENT RUBRIC OF THE FINAL CONTROL"
Final control of progress - exam (40% in the final grade)

Exam Form	Brief description of the exam format	Evaluation criteria
Written	The exam has three parts	Part 1 – 40 % Part 2 – 30% Part 3 – 30%

	First part: an open question consisting of two parts, revealing the essence and explaining the functions.	*Open question: Knowledge of the theory of the question - 10 points, reasonable argumentation 10, giving an example - 10, conclusion 10* *Total 40points*
	The second part includes an open question consisting of two parts, revealing the essence of which it is necessary to give an example.	*Task: Correct application of the methodology, solution 10, comments 10 giving an example 10 Total 30 points*
	The third part: to analyze the presented case according to the applied questions	*Situational task: problem -5 (according to the presented case), what problem arises in cost management- 5, what options for their solution can take place 10 (proposed directions), Conclusions - 10. Total 30 points*

Literature:

Main:

1. CIMA P1 Kaplan study text
https://kaplanpublishing.co.uk/cima/professional-operational/management-accounting-p1/study-text

2. CIMA P1 BPP study text
https://learningmedia.bpp.com/product?catalog=ITP12021

3. Operational Management exam-kit
https://kaplan-learning.com/bookshop/cima/professional-operational/management-accounting-p1/exam-kit

4. Management Accounting, 4th Edition
https://www.wiley.com/en-us/Management+Accounting%2C+4th+Edition-p-9780730369424

5. Break-even cost analysis
https://templates.office.com/en-us/breakeven-cost-analysis-tm01116512

6. CIMA Case studies
https://www.cimaglobal.com/Research--Insight/Case-studies/

7 "Analysis of Financial Time Series" (3rd Edition) by Ruey S. Tsay.
https://file-lianxh.oss-cn-shenzhen.aliyuncs.com/Refs/Books/Tsay_2022.pdf

Additional Reading:

8. Dean Frost. Strategic Management: Analysis and Skills in a High Tech Business Environment, Cognella Academic Publishing, 2024. 222p.

9. Alain Ndedi. STRATEGIC FINANCIAL ANALYSIS AND PLANNING (International Journal of Business Management and Research (IJBMR) Book 3) . RIBA Publishing, 2021. p.72

10. Wyn Jenkins, Dave Williamson Strategic Management and Business Analysis . English. 2022. p.280.

Research infrastructure

1 MS Excel

Professional scientific databases

1https://www.scopus.com/

2 https://www.elsevier.com/

3 https://access.clarivate.com/

Internet resources

1. http://elibrary.kaznu.kz/ru
2 https://ru.coursera.org/
3 https://be.kaznu.kz/
4 https://vestnik.turan-edu.kz/

CRITERIA EVALUATION OF LEARNING OUTCOMES
Discipline: "Management analysis and forecasting"

Criteria/score	Descriptors				
	Excellent	Good	Satisfactory	Unsatisfactory	
	90–100	70–89	50–69	25–49	0–24
Knowledge and understanding of course theory and concepts	An "excellent" grade is given for an answer that contains a comprehensive disclosure of all three questions (within the limits of acquired knowledge), a detailed argumentation for each conclusion and statement, is constructed logically and consistently, and is supported by examples from the developed classroom topics.	A "good" rating is given for an answer that contains a complete but not exhaustive coverage of all issues, an abbreviated argumentation of the main points, and allows for a violation of the logic and sequence of presentation of the material. The answer contains stylistic errors and inaccurate use of terms.	A "satisfactory" rating is given for an answer that contains incomplete coverage of the questions proposed in the ticket, superficially argues the main points, allows compositional imbalances in the presentation, violations of the logic and sequence of presentation of the material, and does not illustrate theoretical points with examples from the developed class notes.	Incorrect coverage of the questions posed, erroneous argumentation, factual and verbal errors, assumption of an incorrect conclusion. Ignorance of basic concepts, theories...;	Violation of the Rules for final control.
Application of the selected methodology and technology to specific practical tasks	Complete completion of the educational assignment, a detailed, reasoned answer to the question posed, followed by solving practical problems of the course;	Partial completion of the educational assignment, incomplete, sometimes reasoned answer to the question posed with an incomplete solution to the practical problems of the course; illiterate use of scientific	The material is presented in fragments, in violation of logical sequence, factual and semantic inaccuracies are made, and theoretical knowledge of the course is used superficially.	An irrational method of solving a task or an insufficiently thought-out answer plan; inability to solve problems, perform tasks in general; making mistakes and omissions that exceeds the norm.	Inability to apply knowledge and algorithms to solve tasks; inability to draw conclusions and generalizations. Violation of the Rules for final control.

		language norms in the course;			
Evaluating and analyzing the applicability of the chosen methodology to the proposed practical task, justifying the result obtained	Consistent, logical and correct justification of scientific principles and the applied methodology and technology, literacy, compliance with the norms of scientific language, 1-2 inaccuracies in the presentation of the material are allowed that do not affect the generally correct conclusions (+ visualization of the results of the justification through graphical data).	3-4 inaccuracies in the use of conceptual material, minor errors in generalizations and conclusions are allowed, which do not affect the good overall level of task completion.	Conclusions on the applicability of substantiated scientific provisions are vague and unconvincing; there are stylistic and grammatical errors, as well as inaccuracies in processing the results of a practical solution	The task was completed with gross errors, the answers to the questions were incomplete, the conceptual material and argumentation were poorly used.	The task has not been completed, there are no answers to the questions posed, materials and analysis tools have not been used. Violation of the Rules for Conducting Final Control