

The way out of the current situation is to see the importance of such work by the heads of higher education institutions. The presence in the staffing of the Internet marketer, designer, content manager, operator is more important today than the successful work of entire units of the usual nature. We believe that the websites of Kazakhstan universities form a positive opinion of the international community throughout the higher education system of the Republic of Kazakhstan. In this regard, we consider that the Ministry of Education and Science of the Republic of Kazakhstan should take into account and conduct a permanent monitoring of universities' websites as an element of assessing educational competitiveness at the national and international levels.

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PROJECT MANAGEMENT IN KAZAKHSTAN

Abstract. The topic of the project management is essential for the increase of effectiveness of economy in the country. The purpose of this study

is to analyze main problems of the development of project management in Kazakhstan.

The article considers: the processes of formation of project management in various countries, including Kazakhstan; reasons for the need of applying project management in Kazakhstan; reasons that show the importance of using the methodology of project management, which subsequently influence the success of the company; and the main barriers on the way of development of project management. As the main source of methodology, the data were collected from various sources including articles, news and study guides. After the analysis of project management in Kazakhstan, it can be concluded that there is a need to develop project management methodologies and apply them in the country. The limitation to this work is the small amount of statistical data available on project management for Kazakhstan.

Key words: project management, project management in Kazakhstan, project management methods.

Аңдатпа. Жобалық менеджмент тақырыбы ел экономикасының тиімділігін арттыру үшін өте маңызды. Осы зерттеудің мақсаты Қазақстандағы жобалық менеджменттің дамуына қатысты негізгі мәселерді талдау болып табылады.

Осы мақалада Қазақстанмен қоса көптеген басқа мемлекеттердің жобалық менеджменттерінің қалыптасу үдерістері; Қазақстандағы жобалық менеджментінің қажеттілігі жайлы негіздер мен дәлелдер; компанияның жетістікке жетуіне әсер ететін жобалық басқару методологиясының қолдану маңыздылығы және жобалық менеджментті дамыту жолында кездесетін негізгі кедергілер қарастырылады. Методологияның негізгі дереккөзі ретінде берілген ақпараттар мақалалар, жаңалықтар мен оқулықтар сияқты түрлі дереккөздерден алынған. Қазақстанның жобалық менеджментті талдаудан кейін, жобалық менеджменттің методологияны дамыту және оны елде қолдану қажеттілігі туралы қорытынды жасауға болады. Қазақстандағы жобалау менеджментінің дамуына қатысты статистикалық көрсеткіштердің аздығы бұл саланы толықтай зерттеу мүмкіншілігін шектейді.

Кілт сөздер: жобаларды басқару, Қазақстандағы жобаларды басқару, жобаларды басқару әдістері.

Аннотация. Тема управления проектом имеет важное значение для повышения эффективности экономики в стране. Целью данного исследования является анализ основных проблем развития управления проектами в Казахстане.

В статье рассматриваются: процессы формирования управления проектами в разных странах, включая Казахстан; причины

необходимости применения управления проектами в Казахстане; причины свидетельствующие о важности использования методологии управления проектами, которые впоследствии влияют на успех компании; и основные препятствия на пути развития управления проектами. В качестве основного источника методологии данные были взяты из различных источников, включая статьи, новости и учебные пособия. После проведенного анализа управления проектами в Казахстане можно сделать вывод о необходимости разработки методологий управления проектами и их применения в стране. Ограничением для этой работы является небольшое количество доступных статистических данных по управлению проектами в Казахстане.

Ключевые слова: проектное управление, проектное управление в Казахстане, методы проектного управления.

A terminology of project management has been existed for a long time from construction of pyramids in Egypt to the industrial revolutions in Europe and United States. However, this term was not in usage until 1950's when some firms started to create techniques and tool of project management such as the Program Evaluation and Review Technique, Critical Path Analysis and Du Pont. Nowadays, implementation of tools and techniques using the computer software in planning of the project have made this discipline as the way to truckle problems, finding new opportunities and made it demanded for individuals as well as in organizations [1].

Questions have been emerged why there is so much concentration made to the project management? Are there any similarities between project management and operational management? There are enough similarities between them, but there are obvious differences to consider a project management as a separate discipline. Projects are more time scheduled [2].

The Project Management Institute (PMI) defines project as «a temporary endeavor undertaken to produce a unique product, service, or result» [3]. It means that project can be done at once time, otherwise it would be an operational work, with specified start and end time, established budgets, and clearly established scope.

Refers to Maylor [4], every project is unique, means that the project has not been implemented before. The project has some characteristics, for instance, some degree of novelty regarding to place, periods, project teams. Project face risks means that there are some degree of uncertainty that should be mitigated by project managers in order to complete established goals.

As a scientific discipline, project management began to form, starting from the middle of the last century. Where exactly the beginning of the formation of project management as a science was laid, the opinions of specialists differ. Some consider the development of the aerospace and defense industries in the United States as a push to the top the emergence of a new

science, while others point to the rapid development of the construction industry in the UK [5].

As for the Commonwealth of Independent State (CIS), in the CIS project management began to develop actively in various areas about 10-20 years ago. Funtov highlights the main reasons for this lag: first, the information vacuum that existed in the CIS countries until the mid-1990s; and secondly, caution and skepticism, which by custom are different companies of these countries, who hardly perceive and implement any innovations [6].

In China the usage of Project management approaches started in the 1980s from construction industry. Large-scale development program of Project management started in 2005 in China. According to the program 600000 people must be trained in Project Management and 100000 of them must get PMP certification. In 2005 3000 individuals have been trained and about above 1200 received a certification. Analyzing strong development of China's economy we can observe signs of Project Management application [7].

In considering Republic of Kazakhstan, according to the state level goals the country plans to be among the 30 most developed countries of the world and have a high level of welfare. In this regard, it's important to use project management methods and tools that can be considered as a one of the criterion of the development in regard to innovations.

In the global Project Management survey were identified two new performance levels-champions-organizations with 80 percent or more of projects being completed on time and on budget, and achieving goals and business intent, and having high benefits realization maturity the second one is underperformers: organizations with 60 percent or fewer projects being completed on time and on budget, and meeting original goals and business intent—and having low benefits realization maturity. Obviously, champions have high success rate and enjoy business results. Project success also depends on the clearly defined strategy implementation through the projects. In Figure 1 it is shown that starting from 2011 the trend is up warded means more projects are meeting their origin goals within the budget.

In additions, one of the important criterions to success is to provide training and development. Having the talent in the company to implement initiatives successfully is ability that gives a competitive advantage in organizations to direct through changes. Executive sponsorship is the top driver of projects to meet the company's goals. They know details of the projects and its connection to the strategy. More than three-quarters of projects at champion organizations have actively engaged sponsors. Today most of companies use Agile approaches to the projects because the world is changing very quickly. Kevin Giebel, Engineering Manager said «The first and foremost challenge we have is trying to integrate agile into our existing project management framework» [9].



Fig.1. Project Performance Metrics

Source: PMI's PULSE of the Profession Success rates rise, 2017.

Planned actions of the Government of the Republic of Kazakhstan to improve the economic situation in the country, the growing credit rating and the active integration of Kazakhstan into the world economy are achieved through the implementation of state and international programs and projects. The application of the latest management technologies should contribute to the further development of the state, business and society. According to leading international experts, the wide application of modern technologies for project and program management will make it possible to improve the overall efficiency of the country's economy by at least 15-20%. The large-scale application of the project management will make it possible in a relatively short time (2-3 years) to significantly accelerate the solution of a number of tasks identified by the Government of the Republic of Kazakhstan as priority [10].

However, the process of using project management shows slow dynamics in Kazakhstan. It is essential outline the reasons for this. At present in Kazakhstan more than 60% of state projects and programs are implemented with a time violation and deviations from the results. For the republic, the application of professional project management in the formation of national innovation systems, the implementation of social projects, the creation of high-tech industries in subsoil use, construction, and the field of information and communication technologies is especially important. One of the most important troubles regarding to the development of project management in Kazakhstan is shortage of highly qualified professional project managers. Up to now there are many certifications for project managers and specialists in project management on international and national level. In order to create a community of qualified

professionals with the same management culture, one professional language, and some approaches to implement the projects.

The main deterrent presence of the development of project technologies and increasing the technological maturity of organizations and companies is the lack of national standards for Project Management. The first standardized project activity has been in 1980th. The basis for the each standards is the standards on Project Management Institute (PMI)-The Guide to the Project Management Knowledge. Many countries apply it without having their own national standards. In Republic of Kazakhstan there are no any national standards there by country needs in the adaption of the standards.

The state sector is undergoing significant changes. The situation in the world, as well as within a single country is changing at a tremendous speed: the goals are being more ambitiously, and the tasks are becoming ever larger and budgets are being reduced. At the same time, the priorities of the society are shifting: consumers of public services demand results, quality, and speed. In Kazakhstan, the issue of introducing project management into the activities of public authorities has become quite topical and has already been said by Prime Minister B. Sagintayev, but the pace, speed and scope of this process are not high. Resistance to the new is a natural human reaction. Not all quickly want to adapt to the changes, for them being on the same flow is the most comfortable zone. The status of Project Management in the country is still low. The main reason is insufficient attention to this issue by the authorities. Since all the transformations in the Republic of the last twenty years are under the control and with the support of the state the lack of such support contributes the innovation to failure or sluggish development [11].

In spite of the troubles, the country is on the way to the changes. Last ten years of project management practice are actively promoted in Kazakhstan, primarily thanks to the activities of non-governmental organizations. A recognized center of competence in the project management is the association «Union of Project Managers of the Republic of Kazakhstan» (hereinafter – «UPM RK», Union), operating in the country since 2003. The Union actively interacts with state structures, representatives of the business community and the civil sector. Since 2008 on the initiative of the UPM of the Republic of Kazakhstan, the academic preparation of undergraduates and doctoral candidates in the field of «project management» has been started in the republic. In that year the first master's degree was opened in the Kazakh National Technical University. K.I. Satpayev. UPM RK acted as the co-developer of the necessary documents: the state standard of education in this specialty, the standard work plan and standard programs of disciplines. Today, magistracy is already in five universities in Kazakhstan: two - national and three leading private. For these years 66 specialists - masters of economic sciences in the specialty «project management» have been trained. In December 2013 the first defense of a doctoral dissertation on this specialty

took place. In Kazakhstan workers can get the two most popular international certificates to confirm the experience and skills of the project manager: PMI® certificate - Project Management Institute and certificate IPMA - International Project Management Association. Up to now about 950-1100 people are certified by IPMA in Kazakhstan. According to the PMI system about 80 people have valid certificates Project Management Professional (PMP®) and Certified Associate in Project Management (CAPM®).

According to the analysis we can conclude that in order to quickly adapt to the changes in the world, country needs have strong standards of project management to meet goals through effectively managed projects. There are still obstacles in the development of project management in Kazakhstan. Since the success of the projects depends on the using methodologies of project management it is essential to develop project management on a state and private level.

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BEHAVIORAL FINANCE: EFFECTS ON FINANCIAL DECISION MAKINGS OF ENTREPRENEUR IN KAZAKHSTAN

Abstract. The purpose of this study was to further explore differences between entrepreneurs decision-makings. However, rather than focusing on previously examined individual differences, this study examined differences in the decision-making processes used by entrepreneurs. Building on nonrational decision-making models from behavioral decision theory, we asserted that entrepreneurs are more susceptible to the use decision-making biases and heuristics than are managers in large organizations. The use of biases and heuristics may also offer some help in explaining why entrepreneurs sometimes make bad managers. Whereas the use of cognitive biases may be beneficial in some circumstances, it can lead to major errors in others. Although research has yet to establish performance implications, it is possible that the more extensive use of heuristics in strategic decision-making may be a great advantage during the start-up years. However, it may also lead to the demise of a business as a firm matures.

Key words: behavioral finance, decision making, culture effect.

Аңдатпа. Осы зерттеудің мақсаты одан әрі іскерлік белсенділіктің шеңберінде қабылданатын шешімдердің арасындағы айырмашылықтарды зерттеу болып табылады. Алайда, оның орнына бұрын талқыланған жеке айырмашылықтарға назар аудара отырып, осы зерттеу кәсіпкерлер шешім қабылдау барысында айырмашылықтарды зерттейді. Шешім қабылдау теориясы, мінез-құлық теориясы үлгілерінде негізделген. Сол себептен кәсіпкерлер ірі ұйымдардың басшыларына қарағанда шешім қабылдау барысында сезімтал екенін байқалады. Осындай ауытқулардың зерттеуі арқылы кәсіпкерлер кейде нашар менеджерлер болатынын тусінікті болады. Когнитивті пікірлерді қолдану