

Торайғыров университетінің
ҒЫЛЫМИ ЖУРНАЛЫ

НАУЧНЫЙ ЖУРНАЛ
Торайғыров университета

Торайғыров университетінің ХАБАРШЫСЫ

Экономикалық сериясы
1997 жылдан бастап шығады



ВЕСТНИК

Торайғыров университета

Экономическая серия
Издается с 1997 года

ISSN 2710-3552

№ 3 (2025)

Павлодар

НАУЧНЫЙ ЖУРНАЛ
Торайгыров университета

Экономическая серия
выходит 4 раза в год

СВИДЕТЕЛЬСТВО

о постановке на переучет периодического печатного издания,
информационного агентства и сетевого издания
№ KZ93VPY00029686

выдано
Министерством информации и коммуникаций
Республики Казахстан

Тематическая направленность
публикация материалов в области экономики, управления,
финансов, бухгалтерского учета и аудита

Подписной индекс – 76133

<https://doi.org/10.48081/LBWF7904>

Бас редакторы – главный редактор
Давиденко Л. М.
доктор PhD

Заместитель главного редактора
Ответственный секретарь

Гребнев Л. С., *д.э.н., профессор*
Шеримова Н. М., *доктор PhD*

Редакция алқасы – Редакционная коллегия

Шмарловская Г. А.,	<i>д.э.н., профессор (Беларусь);</i>
Кунязов Е. К.,	<i>доктор PhD, доцент;</i>
Алмаз Толымбек,	<i>доктор PhD, профессор (США);</i>
Мукина Г. С.,	<i>доктор PhD, ассоц. профессор, доцент;</i>
Дугалова Г. Н.	<i>д.э.н., профессор</i>
Алтайбаева Ж. К.,	<i>к.э.н.</i>
Мусина А. Ж.,	<i>к.э.н., ассоц. профессор, доцент;</i>
Титков А. А.,	<i>к.э.н., доцент;</i>
Сапенова Ж. К.	<i>технический редактор.</i>

За достоверность материалов и рекламы ответственность несут авторы и рекламодатели
Редакция оставляет за собой право на отклонение материалов
При использовании материалов журнала ссылка на «Вестник Торайгыров университета» обязательна

© Торайгыров университет

<https://doi.org/10.48081/ZXVD5609>

***S. S. Tleuberdieva¹, N. M. Kalmanova², N. M. Sherimova³,
A. A. Argyngazinov⁴, B. N. Issabekov⁵**

^{1,5}L. N. Gumilyov Eurasian National University,
Republic of Kazakhstan, Astana.;

²Caspian university, Republic of Kazakhstan, Almaty.;

³Toraighyrov University, Republic of Kazakhstan, Pavlodar.;

⁴Academy of Public Administration under the President of the
Republic of Kazakhstan, Astana.

¹ORCID: <https://orcid.org/0000-0001-7841-2572>

²ORCID: <https://orcid.org/0000-0002-0510-092X>

³ORCID: <https://orcid.org/0000-0003-4482-8531>

⁴ORCID: <https://orcid.org/0000-0003-2754-5433>

⁵ORCID: <https://orcid.org/0000-0003-3864-8884>

*e-mail: tleuberdieva@yandex.ru

MAIN IMPROVEMENT DIRECTIONS OF CORPORATE CULTURE AND OPTIMIZATION OF INNOVATIVE ACTIVITIES

In modern market conditions, every organization needs to improve the development of innovative technologies of corporate culture. The proper creation and implementation of this culture contributes to improving the organization's performance.

In this article, the authors analyzed the main directions for improving corporate culture and optimizing innovative activities. An analysis of innovative activities was conducted using the example of LLP «InterPress Astana», and various definitions of organizational and corporate culture were presented that most fully describe their essence and content. The article examines the services provided by LLP «InterPress Astana» and outlines the main components of the organization's corporate culture. The authors of the article conducted a SWOT analysis, based on which the potential for the development and implementation of innovative projects was determined, and the results in the areas of innovation were discussed.

The scientific research identified the main ways to improve the corporate culture and optimize the innovative activities of LLP «InterPress Astana».

Keywords: corporate culture, innovative activity, organizational culture, innovation, optimization.

Introduction

The process of integrating innovation into corporate culture requires a deep understanding of how cultural aspects influence the adoption and implementation of new ideas and technologies including developing strategies to overcome resistance to change, removing barriers between departments and levels of management, and establishing a reward system to incentivize innovation. In addition, it is important to recognize the role of leadership in creating and sustaining a culture that is open to innovation, where leaders act not only as agents of change, but also as role models in innovative behavior.

Thus, the study of the relationship between corporate culture and innovation in an organization provides opportunities for the development of effective management practices that contribute to the creation of a favorable innovation climate. This, in turn, can contribute to increasing the competitiveness of the organization and its ability to adapt and develop sustainably in a dynamically changing world.

In today's market conditions, every organization needs a corporate culture. The correct creation and implementation of this culture contributes to the improvement of the organization's productivity. Thanks to the corporate culture, the organization acquires a unique image in the minds of business partners and consumers, with its help achieving competitive advantages.

Materials and methods

In the process of work, theoretical analysis of legislative and regulatory acts on the research topic, descriptive and statistical method, comparative analysis, dialectical method.

Results and discussions

Corporate values are enshrined in the norms of corporate conduct. There are values that are in line with the company's founding principles, and there are ones which are at odds. They need to be distinguished and controlled because a company that values and manages its corporate culture is more likely to use it as its strengths.

Values can be material (profit growth, investments) and in some companies they are paramount. There are also intangible values (image, quality of work, etc.). In this approach, the values and elements of corporate culture are developed by a limited group of people and "descended" to the rest of the participants in a

compulsive form. The role of the “creator” is usually played by the management staff or an authoritarian leader. In certain historical periods (for example, during the revolution and civil war in our country), workers acted as an authoritarian group, imposing new values on the management by force [1]. However, the culture of «equality and justice» at that time had no economic and social justification, and therefore the «reconquered» enterprises almost always became unviable. Table 1 presents the various definitions of organizational/corporate culture that we believe best describe their essence.

Table 1 – Authors’ definitions of the concept of «Corporate culture».

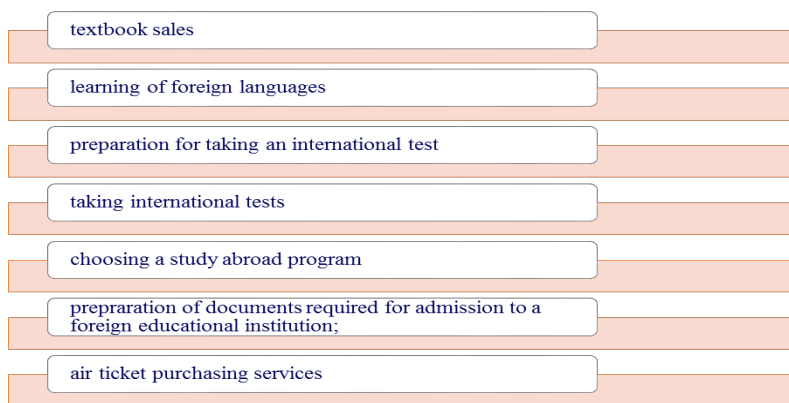
Author	Definition
Schein E.	«Organizational culture is a system of collective basic ideas acquired by the group when solving the problems of adaptation to the external environment and internal integration, which have proven their effectiveness and therefore are considered as a value and are transmitted to new members of the group as the correct system of perception, thinking and feeling in relation to these problems» [2].
C.Handy	suggested that corporate culture reflects the overall values and beliefs of the organization, which influence how people behave at work [3].
G Hofstede	He investigated how workplace values are driven by cultural differences, and developed a model for measuring cultural dimensions that influences corporate culture [4].
T.Y. Bazarov	«Organizational culture is a complex set of assumptions that are accepted without evidence by all members of a particular organization and that set the general framework of behavior adopted by the majority of the organization; It manifests itself in the philosophy and ideology of management, value orientations, beliefs, expectations, norms of behavior, regulates human behavior and makes it possible to predict human behavior in critical situations» [5, pp. 86-93].
E.A. Kapitonov, G.P. Zinchenko, A.E. Kapitonov	«Corporate culture is a factor of innovative transformations that bring human resources to the forefront» [6].
Y.M. Lotman	«Culture is a complex semiotic system, its function is memory, its main feature is accumulation; Culture is something common to a collective, a group of people living simultaneously and connected by a certain social organization; Culture is a form of communication between people» [7].
Note: Source [2, 7]	

Definitions of corporate culture proposed by various authors emphasize its multidimensionality and importance in the context of organizational management and innovation. Edgar Schein singles out corporate culture as a system of basic collective ideas that are important for adaptation and integration within the group.

Charles Handy focuses on the reflection of shared values and beliefs, Geert Hofstede on the impact of cultural differences on work values, and T. Y. Bazarov, E. A. Kapitonov, G. P. Zinchenko, A. E. Kapitonov, and Y. M. Lotman expand the understanding of corporate culture, linking it with innovative transformations, the semiotic system, and social organization. We consider the term «corporate» in the sense of «unifying, connecting», and «corporation» as a form of organization of labor communities with its own specific features.

Corporate culture is not only the culture of corporations; it can be applied to other organizations. It can be said that corporate culture is a way of life, thinking, and acting of the team, and hence it is presented as an all-pervasive phenomenon that directly affects the life of the organization as a whole. If we can say that an organization has a «soul,» then that «soul» is the corporate culture. Thus, corporate culture is a key factor that contributes to innovation and sustainable development of organizations, emphasizing the importance of human resource management and the internal social environment [8].

InterPress has been operating in the educational market of Kazakhstan since 1998. The company provides a wide range of services in the field of education and training abroad Picture 1.



Picture 1 – Services in the field of education and training abroad

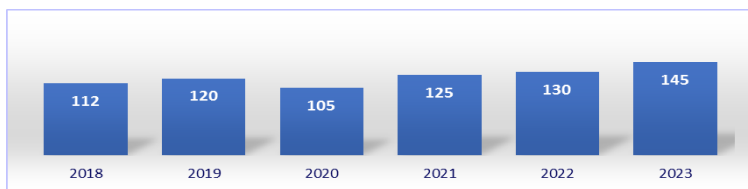
The organizational structure of InterPress Astana LLP, which specializes in the distribution of educational materials and language education, is multi-level and branched, which allows it to adequately respond to the requirements of the educational market of Kazakhstan and Central Asia. The company is managed by the CEO, who directs the strategic development of the company and coordinates

the work of all departments. In his activities, the director is assisted by assistants, who act as a link between management and other employees [9].

The management of educational programs occupies a key place in the structure. This unit is responsible for the quality and relevance of educational materials, interacts with international organizations to maintain global standards of education. The methodical department within this structure is engaged in the development and updating of programs and manuals, ensuring their compliance with the latest trends in the field of foreign language learning. Distribution and logistics are vital components that ensure the uninterrupted supply of educational materials to all training centers and schools in the company's network. Cooperation with global publishers, quality control and timely delivery are on the shoulders of this department. Marketing and promotion play an important role in attracting new customers and maintaining interest in the company's products. The marketing department develops and implements advertising campaigns, while the events department organizes participation in international conferences and exhibitions, promoting the brand in the educational market. Customer support and service ensure a high level of customer satisfaction by providing advice and assistance in product selection. The finance department is responsible for accounting and financial planning, while the human resources department handles the recruitment and development of personnel. The IT department maintains internal systems and develops new educational technologies.

Vertical management in InterPress Distribution is characterized by a strict hierarchy and clear lines of accountability from the CEO to ordinary employees, which in turn ensures an effective distribution of responsibilities and quick communication between management levels [10].

InterPress-IH is the only language center in the Central Asian region that received accreditation in 2007 as a training center. Our center offers courses for internationally recognized teaching certificates, such as Cambridge CELTA (The Certificate in English Language Teaching to Adults www.celta.kz), IHC (The International House Certificate in Teaching English) On-line, IHCYLT (The International House Certificate in Teaching Young Learners and Teenagers). In addition to regular seminars for its own teaching staff, InterPress-IH conducts professional trainings for teachers of English in Kazakhstan. Number of employees of InterPress Astana LLP for 2018-2023 is shown in Picture 2.

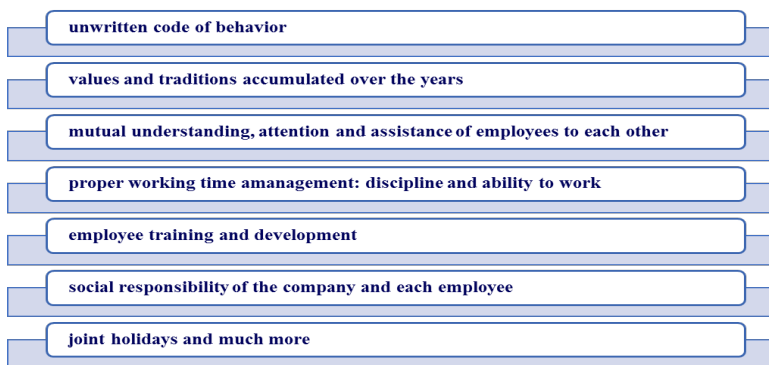


Picture 2 – Number of employees of InterPress Astana LLP for 2018–2023

As of January 1, 2024, the number of employees of InterPress Astana LLP was 145 people, which indicates significant growth and development of the company, which entails increased attention to the organizational culture and internal environment. The corporate culture at InterPress Astana is focused on creating a favorable atmosphere that contributes not only to the professional growth of each employee, but also to the development of their personal qualities. The basis of this culture is the company's values: the desire for innovation, openness to change, respect for each employee and client, as well as support for team spirit.

InterPress Astana LLP pays considerable attention to corporate culture

Picture 3.



Picture 3 – Main components of the corporate culture of InterPress Astana LLP

Note: compiled by the author

An important part of corporate culture is feedback between employees and management. InterPress Astana LLP strives to create an environment where everyone feels heard and their opinion is important, which is achieved through

regular meetings between management and employees, surveys and questionnaires to assess the level of satisfaction and identify potential areas for improvement.

The innovative activities of InterPress Astana LLP play a key role in its strategic development and strengthening its position in the market of educational services and products. In recent years, the company has significantly expanded its range of offerings and introduced a number of advanced technologies aimed at improving the quality of education and training.

Table 2 – Innovation activities of InterPress Astana LLP

Direction of innovation	Description	Expected Results
Digital educational resources	Development and implementation of electronic textbooks, interactive assignments.	Improving the availability and quality of education.
Interactive learning platforms	Creation of platforms for online courses with gamification elements.	Increasing the motivation of students, improving the assimilation of the material.
Platforms for teachers	Developing tools for teachers to create their own materials.	Simplifying the preparation for classes, improving the quality of teaching.
Analytics & performance monitoring	Implementation of systems for analyzing and tracking student progress.	Optimization of the educational process, personalization of training.
Artificial intelligence in learning	The usage of AI to adapt educational material to the needs of the student.	Personalized approach to learning, improved results.
International cooperation	Development of partnerships with leading educational institutions.	Exchange of experience, improvement of quality standards of educational services.
Note: Compiled by the author		

The company is also actively engaged in social responsibility, participating in educational and charitable projects in Astana, which not only has a positive effect on the image of InterPress Astana LLP, but also strengthens the sense of pride of employees in their place of work.

Innovation and corporate culture at InterPress Astana LLP are closely interrelated, as the culture of openness, the encouragement of creativity and the desire for continuous development are the foundation for innovative activities. A corporate culture that supports the exchange of ideas and provides employees with opportunities for professional growth creates a favorable environment for innovation and continuous improvement of products and services. Thus, investments

in the development of corporate culture strengthen the innovative potential of the company, ensuring its sustainable development and competitiveness in the market.

In order to identify the main areas for improving the corporate culture and optimizing the company's innovative activities, a SWOT analysis of the corporate culture and optimization of innovative activities of InterPress Astana LLP was carried out:

Table 3 – SWOT analysis of the activities of InterPress Astana LLP

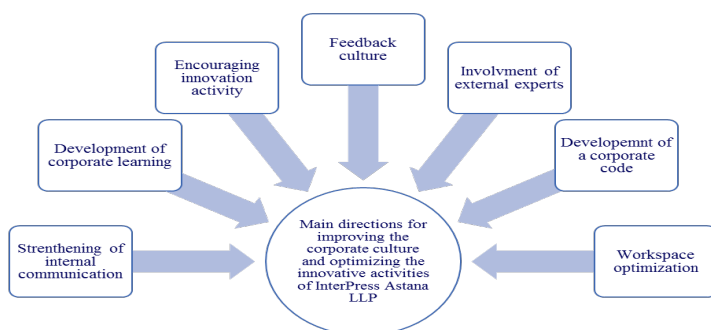
Strengths	Weaknesses
qualified personnel; availability of highly qualified specialists capable of generating and implementing innovative ideas; experience in implementing innovative projects; growth in the company's innovation costs; A culture of mutual support, openness and encouragement of creativity among employees.	lack of systematic support for innovation; inadequate funding and resources; Existing culture is not always conducive to innovation; employees fear failures, which inhibits their activity; the presence of gaps in internal communication that prevent the effective exchange of ideas; Staff resistance to innovation in favour of traditional ways of working; lack of a well-structured system for collecting, evaluating, and implementing new ideas.
Possibilities	Risks
implementation of training programs for professional development; development of partnerships with external innovation centers; reorientation of the budget to support innovative projects; introduction of a system of rewards for innovation; Creating a clear system for employee suggestions.	unpreparedness of part of the team for innovations; rapid changes in market requirements and conditions; possible financial crises that reduce investment opportunities; the risk of rapid obsolescence of current decisions; the problem of attracting and retaining talented innovators; Potential regulatory constraints.
Note: Compiled by the author	

SWOT analysis of the corporate culture and optimization of innovation activities of InterPress Astana LLP emphasizes that the company has significant potential for the development and implementation of innovative projects, relying on the creativity of employees and the experience of successful innovations in the past. However, barriers to meaningful innovation include uneven management support, limited resources, existing corporate culture, and a lack of competence in

some areas. To overcome these weaknesses and minimize threats, the company will have to pay attention to formalizing the processes of submitting and implementing ideas, strengthening motivation and support for innovation at all levels, as well as intensifying external cooperation and employee training. The development and implementation of these areas will allow the company not only to strengthen its strengths, but also to open up new opportunities for innovative growth and improvement of its position in the market.

To improve the corporate culture and optimize the innovative activities of InterPress Astana LLP, an educational institution, the following main directions can be proposed (Picture 4):

The above areas can help InterPress Astana create a more innovative and productive working environment, as well as strengthen the corporate culture that contributes to the personal and professional growth of employees.



Picture 4 – Main improvement directions of corporate culture and optimization of innovative activities

Conclusion

The process of innovation transition into corporate culture requires a thorough study of the influence of cultural aspects affecting the adoption and implementation of new ideas and technologies. The analysis of InterPress Astana LLP conducted by the authors in detail shows that the company has a high-quality potential for the development and implementation of innovative projects. Obstacles to innovative activities are favorable support from administrative and management personnel, lack of material resources, the existing corporate culture and the lack of meaningful results in decision-making. To improve the corporate culture and optimize the innovative activities of InterPress Astana LLP, an educational institution, the

following main areas can be proposed: feedback culture, encouraging innovation activity, involvement of external experts, development of corporate learning, strengthening of internal communication, development of a corporate code, workspace optimization.

REFERENCES

- 1 **Кулиманов, А.А.** Проблемы формирования эффективной корпоративной культуры в Республике Казахстан – 2016. – № 2 (26). С. 334–337.
- 2 **Магаева, С. С., Сауранова, М. М.** Управление персоналом как инструмент формирования корпоративной культуры на предприятиях Казахстана – 2013. – №. 5 – С. 85–88.
- 3 **Shamsudin, S., Velmurugan, V. P.** A study on the drivers of corporate culture impacting employee performance in IT industry //International Journal of Professional Business Review: Int. J. Prof. Bus. Rev. – 2023. – Vol. 8. – № 2 – P. 13.
- 4 **Gorton, G.B., Zentefis, A. K.** Social progress and corporate culture // Industrial and Corporate Change. – 2023. – Vol. 32. – № 3 – P. 733–754.
- 5 **Скульмовская, Л. Г., Клименко, А. А.** Корпоративные ценности как фактор развития корпоративной культуры – 2009. – № 4 – С. 101–105.
- 6 **Хасанова, М. Г.** Значение ценности в корпоративной культуре – 2013. – № 22 – С. 189–195.
- 7 **Shevchenko, I. L.** Corporate Culture as a Mechanism of Corporate Governance in Russian Companies // Bulletin of South Ural State University. – 2016. – № 4 (10) – P. 116–121.
- 8 **Zvereva, T. V.** Foundations, Principles, Signs and Elements of Corporate Culture. – 2009 – P. 1–13.
- 9 InterPress Language Center in Almaty [Electronic resource]. – <https://www.interpress.kz>
- 10 **Uysal, H. H.** A critical review of the IELTS writing test //ELT journal. – 2010. – Vol.64. – №. 3.– P. 314–320.

REFERENCES

- 1 **Kulimanov, A. A.** Problema formirovaniya effektivnoy korporativnoy kul'tury v respublikі kazakhstan [Problems of formation of effective corporate culture in the Republic of Kazakhstan]. – 2016. II (XXVI). P. 334–337.
- 2 **Magaeva, S. S., Sauranova M.M.** Kad kak instrumenti formirovaniya korporativnoy kul'tury na predpriyatiyakh kazakhstanakh [Personnel management

as a tool for the formation of corporate culture at enterprises of Kazakhstan]. – 2013. – № 5 – P. 85–88.

3 **Shamsudin, S., Velmurugan, V. P.** Studium de rectoribus culturae corporatis impacting in IT industriam operariorum operarum // International Journal of Professional Business Review: Int. J. Prof. Rev. Rev. – 2023. – Vol. 8. – №. 2 – P. 13

4 **Gorton, G. B., Zentefis, A. K.** Socialis progressionis et corporis culturae // Industrial et Corporate Change. – 2023. – Vol. 32. – № 3. P. 733–754.

5 **Skulmovskaya, L.G., Klimenko, A.A.** Korporativnye tsennosti kak faktor razvitiya korporativnoy kul'tury [Corporate values as a factor in the development of corporate culture]. – 2009. – № 4. P. 101-105.

6 **Khasyanova, M.G.** Znachenie tsennosti v korporativnoy kul'tury [Valor valorum in cultura corporatorum]. – 2013. – No 22. P. 189–195.

7 **Shevchenko, I. L.** Corporate Cultura sicut Mechanismus Corporate Regiminis in Companiis Russicis // Bulletin Universitatis Civitatis Uralis Meridionalis. – 2016. – № 4 (10). P. 116–121.

8 **Zvereva, T. V.** Fundationes, Principia, Signa et Elementa Corporate Culturae. – 2009 – P. 1–13.

9 InterPress Language Center in Almaty [Electronic resource]. – <https://www.interpress.kz>

10 **Uysal, H. H.** A Critica recognitione IELTS scripto examinis //ELT Acta. – 2010. – Vol. 64. – 3 – P. 314–320.

Received 05.06.25

Received in revised form 08.08.25

Accepted for publication 19.08.25

*С. С. Тлеубердиева¹, Н. М. Калманова², Н. М. Шеримова³,
А. А. Аргынгазинов⁴, Б. Н. Исабеков⁵

^{1,5}Л. Н. Гумилев атындағы Еуразия ұлттық университеті,
Қазақстан Республикасы, Астана қ.;

²Caspian university, Қазақстан Республикасы, Алматы қ.;

³Торайғыров университеті, Қазақстан Республикасы, Павлодар қ.;

⁴Қазақстан Республикасы Президентінің жанындағы Мемлекеттік басқару академиясы, Қазақстан Республикасы, Астана қ.

05.06.25 ж. баспаға түсті.

08.08.25 ж. түзетулерімен түсті.

19.08.25 ж. басып шығаруға қабылданды.

КОРПОРАТИВТІК МӘДЕНИЕТТІ ЖЕТІЛДІРУДІҢ НЕГІЗГІ БАҒЫТТАРЫ ЖӘНЕ ИННОВАЦИЯЛЫҚ ҚЫЗМЕТТІ ОҢТАЙЛАНДЫРУ

Қазіргі нарықтық жағдайда әрбір ұйым корпоративтік мәдениеттің инновациялық технологияларын дамытуды жетілдіруді қажет етеді. Бұл мәдениетті дұрыс құру және енгізу ұйымның тиімділігін арттыруға көмектеседі.

Бұл мақалада авторлар корпоративтік мәдениетті жетілдірудің және инновациялық қызметті оңтайландырудың негізгі бағыттарын қарастырды. «InterPress Astana» ЖШС инновациялық қызметіне талдау жүргізіліп, олардың мәні мен мазмұнын барынша толық сипаттайтын ұйымдық және корпоративтік мәдениеттің түрлі анықтамалары қарастырылды. Сонымен бірге «InterPress Astana» ЖШС көрсететін қызметтерге зерттеу жүргізіліп, ұйымның корпоративтік мәдениетінің негізгі құрамдас бөліктері ұсынылды. Мақала авторлары SWOT талдау жасап, оның негізінде инновациялық жобаларды дамыту және іске асыру әлеуеті айқындалды және инновация бағыттары бойынша нәтижелер қаралды. Ғылыми зерттеуде корпоративтік мәдениетті жетілдірудің және «InterPress Astana» ЖШС инновациялық қызметін оңтайландырудың негізгі жолдары анықталды.

Кілтті сөздер: корпоративтік мәдениет, инновациялық белсенділік, ұйымдық мәдениет, инновация, оңтайландыру.

**С. С. Тлеубердиева¹, Н. М. Калманова², Н. М. Шеримова³,
А. А. Аргынгазинов⁴, Б. Н. Исабеков⁵*

^{1,5}Евразийский национальный университет имени Л. Н. Гумилева,
Республика Казахстан, г. Астана.;

²Caspian university, Республика Казахстан, г. Алматы.;

³Торайгыров университет, Республика Казахстан, г. Павлодар.;

⁴Академия государственного управления
при Президенте Республики Казахстан, г. Астана.

Поступило в редакцию 05.06.25.

Поступило с исправлениями 08.08.25.

Принято в печать 19.08.25.

ОСНОВНЫЕ НАПРАВЛЕНИЯ СОВЕРШЕНСТВОВАНИЯ КОРПОРАТИВНОЙ КУЛЬТУРЫ И ОПТИМИЗАЦИИ ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ

В современных рыночных условиях каждая организация нуждается в совершенствовании развития инновационных технологий корпоративной культуры. Правильное создание и внедрение этой культуры способствует повышению эффективности работы организации.

В данной статье авторы проанализировали основные направления совершенствования корпоративной культуры и оптимизации инновационной деятельности.

Был проведен анализ инновационной деятельности на примере ТОО «InterPress Astana», представлены различные определения организационной и корпоративной культуры, которые наиболее полно описывают их сущность и содержание. В статье исследованы услуги, оказываемые в ТОО «InterPress Astana», даны основные составляющие корпоративной культуры организации. Авторами статьи сделан SWOT анализ, на основе которого был определен потенциал развития и реализации инновационных проектов и рассмотрены результаты по направлениям инновации. В научном исследовании выявлены основные пути совершенствования корпоративной культуры и оптимизации инновационной деятельности ТОО «InterPress Astana».

Ключевые слова: корпоративная культура, инновационная деятельность, организационная культура, инновации, оптимизация.

Теруге 19.09.2025 ж. жіберілді. Басуға 30.09.2025 ж. қол қойылды.

Электронды баспа

34,01 Мб RAM

Шартты баспа табағы 17,4

Таралымы 300 дана. Бағасы келісім бойынша.

Компьютерде беттеген: А. К. Мыржикова

Корректоры: А. Р. Омарова, Д. А. Кожас

Тапсырыс № 4475

Сдано в набор 19.09.2025 г. Подписано в печать 30.09.2025 г.

Электронное издание

34,01 Мб RAM

Усл.п.л. 17,4. Тираж 300 экз. Цена договорная.

Компьютерная верстка: А. К. Мыржикова

Корректорлар: А. Р. Омарова, Д. А. Кожас

Заказ № 4475

«Toraighyrov University» баспасынан басылып шығарылған

Торайғыров университеті

140008, Павлодар қ., Ломов к., 64, 137 каб.

«Toraighyrov University» баспасы

Торайғыров университеті

140008, Павлодар қ., Ломов к., 64, 137 каб.

8 (7182) 67-36-69

e-mail: kereku@tou.edu.kz

www.vestnik.tou.edu.kz

www.vestnik-economic.tou.edu.kz