

**Түйін сөздер:** цифрландыру, постиндустриалды қоғам, АКТ, цифрлық Қазақстан, адами капитал, инновациялық экожүйе, білім беру.

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### **Digital transformation of universities on the example of Kazakhstan**

**Abstract.** The article discusses the importance of digital transformation in education by studying the post-industrial society, the state program "Digital Kazakhstan" and the report on the global competitiveness index of the world economic forum. The main difficulties are identified, assessing the current situation in Kazakhstan in the field of digitalization, especially in the field of education.

**Key words:** digitalization, post-industrial society, ICT, digital Kazakhstan, human capital, innovation ecosystem, education.

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### **BEHAVIOURAL APPROACH IN MANAGEMENT**

**Abstract.** *Managers get things done by working with people. The field of study that researches the actions of people at work is called Organizational Behaviour. Much of what managers do today when managing people – motivating, leading building trust, working with a team, managing conflict, and so forth – has come out of OB research.*

**Keywords:** *behavioral approach, motivation, management, organization, interest*

The behavioral approach to understanding the organization arose as a result of experiments conducted in 1924 in Hawthorne at the factory of WESTERN ELEKTRIC (sometimes written in the textbooks of Hawthorne as Hawthorne). The purpose of these experiments, conducted by Mayo, Rothlisberger, and Dixon, was to study the effect of lighting, rest periods, payment methods, and other factors on the productivity of factory workers. The result of these studies was the discovery of the Hawthorne effect. The surveyed employees identified six main factors that influenced their returns (in order of importance):

1. Small group size
2. Type of manual
3. Earnings
4. Novelty of the situation
5. Interest in the results of the experiment

6. Attention to those in the test room

Another result of the research was the identification of the dependence of productivity on the ideology that the group of observed workers adhered to. This group set its own performance standards, and each participant adhered to them, and not officially accepted at the factory. At the same time, unofficial norms could be both higher and lower than official ones. This allowed us to draw the following conclusions:

1. Organization is more than just a collection of individuals. This is a social system where people have friends and enemies, as well as their hopes, fears and aspirations.

2. The level of productivity depends not only on management standards, but also on social norms established in each group.

3. Non-economic incentives are often no less important than economic ones. Friends and interpersonal relationships are an important part of an individual's work.

4. Workers do not always respond as individuals acting alone. Groups often make decisions, even if they are not recognized parts of the formal organization.

The behavioural approach has largely shaped how today's organizations are managed. From the way that managers design jobs to the way that they work with employee teams, to the way that they communicate, we see elements of the behavioural approach. Much of what the early OB advocates proposed and the conclusions from the Hawthorne studies have provided the foundation for our current theories of motivation, leadership, group behavior and development, and numerous other behavioural approaches.

# REFERENCES

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**Баймухамедова Ж.А., Саден К.Е.**  
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**Поведенческий подход в управлении**

**Аннотация.** Менеджеры добиваются успеха, работая с людьми. Область исследования, которая исследует действия людей на работе, называется Организационным поведением. Много из того, что менеджеры делают сегодня, когда управляют людьми - мотивация, ведение доверия, работа в команде, управление конфликтами и т. д. - стало результатом исследований ОБ.

**Ключевые слова:** поведенческий подход, мотивация, управление, организация, интерес.

**Баймұхамедова Ж.А., Саден К.Е.**  
**Ғылыми жетекші: Омаров Г.Б.**  
**Мінез-құлықты басқару тәсілі**

**Аңдатпа.** Менеджерлер адамдармен жұмыс жасау арқылы жетістікке жетеді. Жұмыстағы адамдардың іс-әрекеттерін зерттейтін зерттеу саласы Ұйымдастырушылық мінез-құлық деп аталады. Бүгінгі таңда менеджерлердің адамдарды басқаруда жасайтын іс-әрекеттерінің көпшілігі - мотивация, сенімді қалыптастыру, топтық жұмыс, қақтығыстарды басқару және басқалары - ОБ зерттеулерінің нәтижесі.

**Кілт сөздер:** мотивация, ұйым, қызығушылық, басқару, мінез-құлық.

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## GENERATION Y AND HOW TO MANAGE THEM

**Abstract.** *In this article we will talk about the features of managing the generation of "next" or, as they are also called, "Millennials."*

*Generation Y (people born in 1981-2000, or millennials) is rapidly changing the landscape of corporate culture. According to experts, by 2025 approximately 3/4 of the total workforce will belong to this generation. And now, the leaders of commercial organizations should have an action plan that would simplify work with millennials.*

**Key words:** *Generation Y, millennials, management, labour, economics, labour market, employment.*

Millennials, also known as Generation Y (or simply Gen Y), are the demographic cohort following Generation X and preceding Generation Z. Researchers and popular media typically use the early 1980s as starting birth years and the mid-1990s as ending birth years, with 1981 to 1996 a widely accepted defining range for the generation.

Millennials are sometimes referred to as "echo boomers" due to a major surge in birth rates in the 1980s and 1990s, and because millennials are often the children of the baby boomers. This generation is generally marked by their coming of age in the Information Age, and they are comfortable in their usage of digital technologies and social media. Millennials are often the parents of Generation Alpha.

The revolution was shaped by the millennials or generation Y. Also known as digital natives, millennials are those born between 1982 and 1994 and technology is part of their everyday lives: all their activities are mediated by a screen. The concept of on and off is completely integrated into their lives. However, they were not born into it; they migrated to the digital world from the analogue one in which they were living.

Unlike previous generations, because of the economic crisis, the world requires them to be better trained to get a job, as competition is increasing. Unlike their parents, Generation X, digital natives are not satisfied with the world around them and are ambitious and want to achieve their goals. However, the millennial generation is labelled as being lazy, narcissistic and spoilt. In fact, in 2014, Time magazine labelled them as the me-me-me generation.

Starting from early life, Generation Y are more likely to stay on in full-time or further education than those who went before; the number of graduates more than doubled between 1984 and 2013. Older generations were more likely to leave school at an earlier age, sometimes with no qualifications - something which is now very rare. Jobs market: After education, Generation Y are heading into an unpredictable jobs market. The employment rate is good, but many are in part-time work or self-employed, and they have faced the largest falls in real average earning in the wake of the 2008 recession. According to the most recent set of labour market statistics, just over 71% of 16 to 34-year-olds are in employment, 5.7% are unemployed and 24.7% are economically inactive - many of them students or carers.