



GOVERNMENT OF MONGOLIA

ACADEMY OF
MANAGEMENT



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General outline

The Academy of Management is a training and research institution vested with the duty of training public and education administrators and business managers, carrying out research and providing consultancy services in the fields of public administration and business development.

It was established in 1924 as the Retraining Institute for state and local government officials and party members and activists. It was reformed into the Academy of State and Social Studies under the State Ikh Hural (Parliament of Mongolia) in 1992 and given new functions and duties in connection with the democratic reform process. In 1994 the Management Development Institute and the Research Centre on State Policy and Social Studies under the Government were merged with the Academy and renamed the Institute of Administration and Management Development, an implementing agency of the Government of Mongolia.

In 1999 IAMD established a Ph.D. program in management. To reflect

the increased academic activities the Institute was renamed Academy of Management.

The Academy of Management is the Mongolian Government's central organization to train, retrain and upgrade the skills of public administrators as well as business managers on an agreed basis with the State Ikh Hural, the President, the Government, the Supreme Court

and other organisations. The Academy also conducts research and consultancy activities on state policy, economic and management issues. The Academy of Management is the only post graduate and post experience management development institution in Mongolia.

Vision:

To be a national center of excellence in delivering world class training for Mongolian State Public Servants and Managers in the XXI century.

The mission of the Academy of Management is to:

- *Build institutional capacity to design and deliver the best postgraduate training courses;*
- *Continue to develop and maintain a national reputation in most activities and establish an international reputation;*
- *Provide high quality education through the development of useful learning;*
- *Enhance the quality of research output;*
- *Ensure that the degree programs remain attractive to a wide range of applicants.*

The core mission of the Academy lies in assisting Government by raising a new generation of administrators and managers for work in conditions of democracy and a market economy, and by equipping them with relevant knowledge and skills.

The Academy's objectives:

- *Develop and maintain a national reputation in most activities;*
- *Maintain the attractiveness of degree programs with a wide range of applicants;*
- *Provide a high quality of education for managers and civil servants;*
- *To seek continuous improvement in the quality of teaching, research and all other activities;*
- *To offer an attractive portfolio of courses which develop the intellectual, creative and personal abilities of managers and civil servants, and provide them with knowledge, understanding, skills and experience;*
- *To enhance research in all departments and to achieve a high level of research in selected areas of activity;*
- *To provide facilities and support systems for all students and staff which will enhance opportunities for educational and personal development;*
- *To enhance wider international links;*
- *To establish the Academy's capacity to efficiently utilize achievements of international and national management thinking in the Mongolian environment and practices.*

The Academy staff is working to achieve these objectives and believes that the Mongolian Government, overseas partners and friends of goodwill support the endeavor.

Organisational structure of the Academy:

Presently the Academy is organisationally divided into eight departments, a Training Division, a Consultancy and Busi-

ness Centre, a Doctorate and Scientific Research Unit, and a Sociology Research Centre.

The Academy has the following departments:

- Public Administration
- Management
- Economics
- Law
- Psychology
- Languages
- Philosophy and Political Science
- Management Systems, Information and Technology

Admission requirements:

Participants in the MBA and MPA programs are selected from successful graduates of the graduate diploma course upon the request of a sponsoring supervising organisation and according to their talents, ability and knowledge. Applicants for the graduate diploma, the one-year basic or two year on-the-job and correspondence courses are required to sit for examinations in June. The examination date is announced in newspapers in May every year.

Assessment:

The Academy's academic year consists of two semesters of 18 weeks each. Depending on the subject, the student's work is assessed throughout each semester by means of assignments, essays, projects, tests and examinations.

Assessment objectives:

- To provide students with feedback on their performance;
- To assure graduates that they meet the standards and expectations of the public service and business community;
- To recognize excellence among students.

Structure of Training Programs: Graduate Diploma Courses

Diploma in Public Administration

This program is for people who have successfully graduated from universities or other higher educational establishments and have at least three years practical experience. It is one-year course for those studying full time. For those government officers who have to study without separation from their work, the Academy offers part time and correspondence training programs for two years, which is equal to the one-year program. The graduates from this program are required to reach a certain level of knowledge in information technology

and English language. Those who have successfully completed the program, passed the exams and defended their diploma thesis will be awarded the Academy's Graduate Diploma.

Curriculum for Graduate Diploma in Public Administration

Module I: Law

Constitutional Law
Administrative Law
Civil Law
International Public Law
Labor Law
State Control

Module II: Public Administration

Theory and Practice of Public Administration
History of Mongolian Public Administration
Public Policy and Policy Analysis
Local Government
Public Financial Management
Civil Service, Human Resource Management

Module III: Management

Management
General Management
Strategic Management
Total Quality Management
Project Management
Leadership

Module IV: Economics

Economics (Macro and Micro)

Module V: Psychology

Management Psychology
Social Psychology
Communication
Ethics in Civil Service

Module VI: Information Technology

Computing
Information Systems
State Information Systems Network

Module VII: Mathematics, Cybernetics

Mathematics
Statistics
Decision-Making Methods

Module VIII: Sociology, Political Science

Sociology
Political Science

Module IX: Languages

Foreign Language
Mongolian Script

Diploma in Business Administration

This graduate diploma program is designed for those who intend to make their future career in business. All participants of this program are required to have a bachelor degree from universities and institutions, and at least three years working experience. The main focus of the program is to train generalists in the field of business administration. Those who complete their courses, pass all exams, defend their diploma thesis will be awarded the Academy's Graduate Diploma.

Curriculum for Graduate Diploma in Business Administration

Module I: Management

Management, Organisation Theory
Business Policy
Production Management
Human Resource Management
Innovation Management
Project Management

Module II: Law, Public Administration

Law
Business Law
Labor Law
Civil Law
International Public Law
Theory and Practice of Public Administration

Module III: Accounting and Finance

Financial Accounting
Cost Accounting
Managerial Accounting
Auditing
Financial Management
Banking

Module IV: Economics

Economics (Macro and Micro)

Module V: Psychology

Management Psychology
Social Psychology
Communication
Business Ethics

Module VI: Information Technology

Computing
Information Systems
Information Systems Network

Module VII: Mathematics, Cybernetics

Mathematics
Statistics
Decision-Making Methods

Module VIII: Marketing, International Business

Marketing Management
Marketing Research
International Trade and Marketing
International Monetary and Finance

Module IX: Languages

Foreign Languages
Mongolian Script

Diploma in Educational Administration

This program is designed for secondary school principals and deans of studies, and for those who

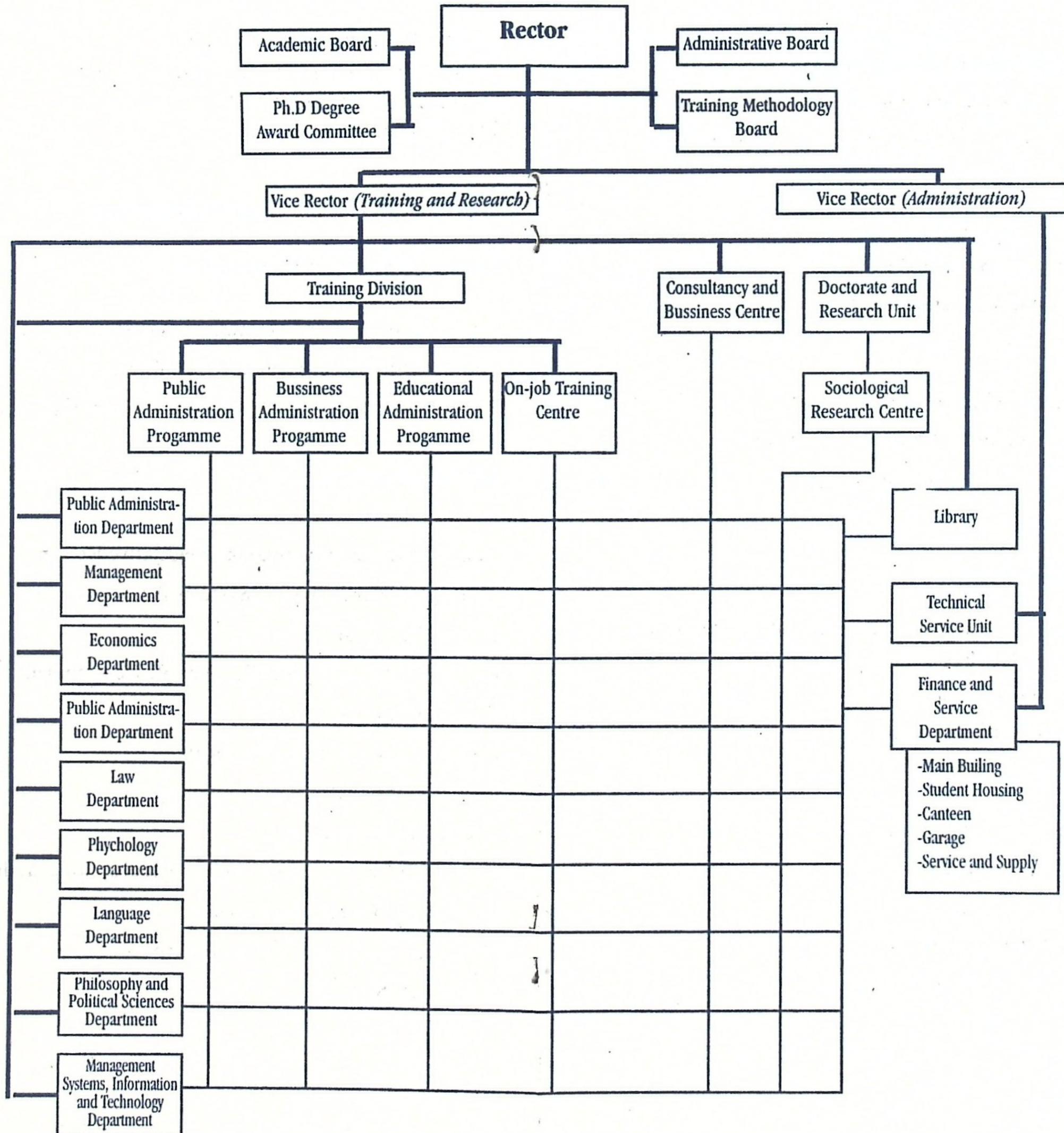
intend to make their future career in the education sector.

Curriculum for Graduate Diploma in Educational Administration

Module I: Law

Constitutional Law, Administrative Law
Civil Law
Labor Law
Education Legislative Regulations

Organisational Chart of the Academy of Management



- Managerial Mathematics
English
Thesis

Master of Business Administration

This is a continuation of the one-year Business Administration program and is offered to successful graduates of that program.

The MBA program provides an integrated course of study designed to prepare graduates to analyse problems, make decisions and to manage, motivate and lead people and organisations.

MBA graduates will be considered as having met the requirements to work in high level management positions in business organisations or as university or college lecturers and researchers.

MBA Curriculum

Developmental Economics and Global Environment
Economics Modeling
Managerial Economics
Managerial Mathematics
Management Systems Analysis
Risk Management
International Management
Strategic and Export Marketing
Quality Management
Leadership and Motivation
Information Technology
Organisational Change

Banking and Financial Management
Foreign Language
Thesis

Master of Educational Administration

The MEA program was established in 1999. This program is a continuation of the one year Educational Administration program and is offered to successful graduates of that program.

MEA Curriculum

Research Methods
Theory and Methods of Curriculum Development
Child Studies
Cross-cultural Communication and Management
Comparative Studies of recent Management Concepts
Developmental Theory, Sustainable Development
Non-profit Organisations Financing (accounting, auditing)
Cultural Studies
Recent Studies in Natural Science
Management Systems Analysis
Risk Management
Foreign Language
Thesis

Structure of Training Programs: Certificate Courses

Three Month Certificate Courses in Public Administration and Business

These courses are the main form of upgrading and improving the skills of central and local Government officials and managers who are currently working in high level positions or who are regarded as potential replacements for such people.

Typical curriculum for the three month certificate courses:

Economics

Public Administration

Management

International Trade

Accounting and Financial Management

Business Ethics

Organisational Behavior

Production Management

Information Systems

Local Government

Foreign language

Short Term Courses:

These courses aim at training public administrators and business managers. The duration of these courses depends on the client. The course curriculum is set up taking into consideration the interests of the clients, and the participants

are grouped according to position and area of specialization. The content of training is based on real problem solving in organisations.

Doctor of Philosophy

The objectives of the Ph.D. program are to prepare appropriately qualified individuals for careers in academic research and teaching and for decision making positions in business and management. The Doctor of Philosophy is the highest degree conferred by the Academy and is a research degree requiring general proficiency and distinctive attainment in a special field as well as the ability for independent investigation, as evidenced by a dissertation based upon original research.

Admission requirements:

A candidate for the degree of Doctor of Philosophy normally will have a master degree in business or public administration and with marks of at least 85% in their master's degree courses. For candidates who hold a master degree in an area other than business or public administration, provision is made to take the three month certificate course at the Academy as a prerequisite for entry to the Ph.D. program.

Completed applications, together with the appropriate documentation should be sent to the Doctorate and Scientific Research Unit with the following documents attached:

- Certified copy of Master's Degree and academic records
- List of publications
- Curriculum vitae

- Identification card/ passport
- Application form
- Report about work performance
- Evidence of sufficient funds to cover the costs of the program

Applicants are required to sit an examination on a foreign language

and an examination in their professional field, and to submit a report related to their area of interest.

Course of study:

The Ph.D. requires two years of full-time study and the preparation of a thesis, which normally will not exceed 150 pages.

Ph.D. candidates are required to undertake some course work in conjunction with their dissertation. Course work is designed to improve professional practices by applying knowledge, expertise and skills to current problems and issues.

The major phases of the program are as follows:

- Core courses in the area of business research (including mathematics, research methods and economics) which can be used in research and decision-making.
- Core courses in management decision areas, which include subjects such as management information systems, management, organisational behavior, public administration and Mongolian studies.
- Chosen field of specialisation, including knowledge and understanding of the literature of the field, the basic concepts, their origins, evolution and the application of advanced methods of research.

- A formal thesis proposal presented at an open workshop or seminar.
- An oral examination in defense of the completed thesis.

Research and Consultancy activities:

Consultancy and research play important roles in the activities of the Academy. The objective of the scientific research are to study the transition to a market-oriented economy, and the philosophy and models of management with national characteristics.

The teachers and researchers at the Academy are conducting research on issues of economics, national security, policy analysis and management. These include:

- Improvement of macro economic management (investment, monetary policy, structural policy, planning at macro level, etc.)
- Government reorganisation and public service reform (development of government structure, personnel management policy, organisational analysis of government agencies, etc.)
- Management philosophy and models, national characteristics and comparative studies (psychology of Mongolians, study of values, organisational analysis of business entities, social responsibility, etc.)
- Introduction of information technology at macro and micro management levels (econometrics, computerization)

Consultancy services are provided in drafting resolutions on economics, government structure and human resource man-

agement, and in formulating projects on economic and business issues.

International Links:

In its efforts to raise the content and quality, research and consultancy to an international level, the Academy seeks to establish and develop links with international organisations.

Currently the Academy has established bilateral relations with and is co-operating with similar training institutes in the USA, Japan, Australia, Republic of Korea, Sweden, Italy, Australia, Netherlands, Federal Republic of Germany, UK and India. At present, the Academy is implementing the Project on Public Administration Training Support funded by the German Foundation for International Development, the Project on Legal Training Support funded by the Hanns-Seidel Foundation, and a TACIS project on Strengthening the Institute of Administration and Management Development. Since the beginning of democratic change in 1990, the Academy has formed a close relationship with the Swedish Institute of Public Administration (SIPU). In 1995 the Institute became a member of the International Association of Schools and Institutions of Public Administration.

The UNDP Project "Strengthening of IAMD" MON/89 exercised a great impact on the institution building and training of managerial personnel. The Academy, together with six other Consortium member Institutions, implemented an AusAID/UNDP Project "Strengthening Training Capacity in Economics, Management and Associated Disciplines".

Thanks to Government measures and the assistance of the UNDP and other international organisations as well as donor countries, the quality of the teaching staff has been improved and the material facilities have been strengthened. Two rooms are equipped with computers and the Academy has a modern equipped language laboratory. At this moment the Academy employs 56 teachers and has about 600 students.

Academy of Management Adjunct Professors:

Prof. Ryokichi Hirono, Seikei University, Tokyo, Japan

Prof. Bo Synnerholm, Swedish Institute of Public Administration (SIPU), Stockholm, Sweden

Dr. Bernard E.L. A. Berge, Virginia Polytechnic Institute and State University (VPI&SU), Blacksburg, USA

Dr. Samir Chatterjee, Curtin University of Technology, Perth, Australia

Dr. Alek Werchanowski, First Secretary of Australian Embassy

Dr. Frederic Nixon, Manchester University, Manchester, UK

Academic Staff of Academy of Management:

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O. Nasanbat, Vice-Rector of Academy of Management, PhD, Prof.
Ts. Baatartogtokh, Vice-Rector of Academy of Management
D. Tsedev, Head of Training Division, PhD, Prof.
R. Vandangombo, Head of Doctorate and Research Unit, PhD, Prof.
Ya. Shuurav, Head of Consultancy and Business Centre, PhD, Prof.
A. Tuvshin, General financier

Public Administration Department

Ya. Dolgorjav, Head of Department, PhD, Prof.
R. Erdenebaatar, Master of History
P. Dorjsuren, MPA
L. Enkhtuya, MPA
G. Enkhbayar, lecturer
Ya. Byambayar, lecturer
L. Otgontuya, MBA
D. Baigal, lecturer



Management Department

D. Lkhaashid, Head of Department, Dr. of Sciences, Prof.
M. Jamsran, PhD, Prof.
Ts. Jargalmaa, MBA
D. Ganbaatar, senior lecturer
G. Tegshburen, MBA
S. Enkhsaihan, MBA
B. Ulziibayar, MBA
G. Jargal, MBA
R. Badralmaa, MBA
Ch. Chuluuntsetseg, lecturer
D. Tumurpurev, lecturer

Economics Department

L. Enkhtaivan, Head of Department, PhD, Prof.
Ts. Gungaanyambu, MBA
S. Jargalsaihan, senior lecturer
B. Khukhuujargal, senior lecturer
M. Munkhbold, MBA
D. Dolgorsuren, Master of Economics
S. Dulamsuren, MBA
N. Burmaa, MBA
L. Ariunaa, MBA
B. Bayasgalan, MBA
M. Amartuvshin, Master of Marketing

Law Department

G. Sovd, Head of Department, PhD, Prof.
B. Udval, Master of Law
Ts. Oyunbaatar, MBA
D. Tsolmon, Master of Law
H. Oyuntsetseg, Master of Law
Ch. Oyunchimeg, Master of Law
S. Bold, lecturer
G. Bayarsaihan, lecturer
D. Sunjid, lecturer
G. Bayarmaa, lecturer
S. Otgonbayar, lecturer
B. Urantsetseg, lecturer

Philosophy and Political Science Department

Ts. Gombosuren, Head of Department, PhD, Prof
N. Tsolmontuya, MA in History
N. Erdenetungalag, lecturer

Psychology Department

N. Narantuya, Head of Department, Master of Commerce
in HRM
T. Altantsetseg, MBA
B. Herlen, MBA
D. Dorjjav, lecturer

Management Systems, Information and Technology Department

D. Narandelger, Head of department, PhD
S. Enkhjargal, senior lecturer
G. Khurelbaatar, senior lecturer
B. Bayarmaa, Master of Commerce in Information Systems
Z. Baasanjav, lecturer
G. Davaadorj, Master of Information Systems
A. Alaubek, lecturer
T. Gansuh, lecturer
A. Nergui, engineer

Language Department

P. Uvsh, Head of department, PhD, Prof.
L. Itgel, senior lecturer
Manga Louise, Dr. of Linguistics
Ya. Otgonbayar, Master of Linguistics
D. Hulan, lecturer
Ts. Naran, lecturer
N. Naranchimeg, Master of Education

O. Oyunbileg, lecturer
D. Oyunsan, lecturer
J. Oyuntsetseg, Master of Linguistics
S. Oyunchimeg, Master of Linguistics
Ch. Erdenechimeg, Master of Linguistics

Sociology Research Center

R. Vandangombo, Head of Unit, PhD, Prof.
S. Shagdartovuu, researcher, PhD, Prof.
B. Battsatsral, researcher
S. Sulphikar, lecturer
D. Battsetseg, researcher, Master of Engineering

Consultancy and Business Centre

Ya. Shuurav, Head of Consultancy and Business Centre,
PhD, Prof.
M. Munkhbayar, Officer, MBA

International Relations office

Ju. Narantuya, Master of Education

On-job Training Centre

Ya. Byambasuren, MBA

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