

**Fakultät Wirtschaftswissenschaften  
Professur für Verwaltungsmanagement**

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Raum: Z615

Ihre Nachricht vom

Ihr Zeichen

Unser Zeichen

Datum  
29.09.2020

**Letter of recommendation for doctoral candidacy of Mrs. Gulden Manarbek**

Dear colleagues,

This letter is to confirm that Mrs. Gulden Manarbek (\* 27.09.1987) from Al-Farabi Kazakh National University has reached a state of progress in her research as a PhD student, which qualifies her for doctoral candidacy.

After being a visiting scholar at HTW Dresden University of Applied Sciences (Germany) from 6th February 2020 till 6th May 2020, Gulden Manarbek was working intensively on her PhD thesis, which is focusing on quality management in higher education, especially at universities in Kazakhstan. The thesis provides a broad theoretic scope on innovation in organizations and management of higher education institutions in particular. The focus on the application of (business) management tools in the context of higher education is not completely new. However, Gulden Manarbek is the first researcher, who makes the attempt to develop a future model of higher education quality management, based on the EFQM model, which is closely linked with empirical observations at universities in Kazakhstan.

The derived conclusions and empirical findings provide the basis for some academic and practical recommendations, contribution to the debate on quality assurance and quality management Kazakhstan and beyond.

As her external supervisor, I endorse Gulden Manarbek's admission to the defence procedure in the PhD program at Al-Farabi Kazakh National University.

With best regards,



Prof. Dr. Stefan Handke