

ISSN 2224-5294

ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫНЫҢ

Абай атындағы Қазақ ұлттық педагогикалық университетінің

Х А Б А Р Л А Р Ы

ИЗВЕСТИЯ

НАЦИОНАЛЬНОЙ АКАДЕМИИ НАУК
РЕСПУБЛИКИ КАЗАХСТАН
Қазақстан Республикасының
педагогикалық университетінің

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN
Abay Kazakh National
Pedagogical University

SERIES OF SOCIAL AND HUMAN SCIENCES

4 (332)

JULY – AUGUST 2020

PUBLISHED SINCE JANUARY 1962

PUBLISHED 6 TIMES A YEAR

ALMATY, NAS RK

Б а с р е д а к т о р

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ISSN 2224-5294

Меншіктенуші: «Қазақстан Республикасының Ұлттық ғылым академиясы» РҚБ (Алматы қ.).

Қазақстан республикасының Мәдениет пен ақпарат министрлігінің Ақпарат және мұрағат комитетінде 30.04.2010 ж. берілген № **10894-Ж** мерзімдік басылым тіркеуіне қойылу туралы куәлік.

Мерзімділігі: жылына 6 рет.

Тиражы: 500 дана.

Редакцияның мекенжайы: 050010, Алматы қ., Шевченко көш., 28; 219, 220 бөл.; тел.: 272-13-19, 272-13-18
<http://soc-human.kz/index.php/en/arhiv>

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Типографияның мекенжайы: «NurNaz GRACE», Алматы қ., Рысқұлов көш., 103.

Главный редактор

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Известия Национальной академии наук Республики Казахстан. Серия общественных и гуманитарных наук.

ISSN 2224-5294

Собственник: РОО «Национальная академия наук Республики Казахстан» (г. Алматы).

Свидетельство о постановке на учет периодического печатного издания в Комитете информации и архивов Министерства культуры и информации Республики Казахстан № **10894-Ж**, выданное 30.04.2010 г.

Периодичность 6 раз в год.

Тираж: 500 экземпляров.

Адрес редакции: 050010, г. Алматы, ул. Шевченко, 28; ком. 219, 220; тел. 272-13-19, 272-13-18

<http://soc-human.kz/index.php/en/arhiv>

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Адрес типографии: «NurNaz GRACE», г. Алматы, ул. Рыскулова, 103.

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News of the National Academy of Sciences of the Republic of Kazakhstan. Series of Social and Humanities.
ISSN 2224-5294

Owner: RPA "National Academy of Sciences of the Republic of Kazakhstan" (Almaty).

The certificate of registration of a periodic printed publication in the Committee of information and archives of the Ministry of culture and information of the Republic of Kazakhstan N **10894-Ж**, issued 30.04.2010.

Periodicity: 6 times a year.

Circulation: 500 copies.

Editorial address: 28, Shevchenko str., of. 219, 220, Almaty, 050010, tel. 272-13-19, 272-13-18

<http://soc-human.kz/index.php/en/arhiv>

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Address of printing house: «NurNaz GRACE», 103, Ryskulov str, Almaty.

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN

SERIES OF SOCIAL AND HUMAN SCIENCES

ISSN 2224-5294

<https://doi.org/10.32014/2020.2224-5294.101>

Volume 4, Number 332 (2020), 44 – 50

UDC 323:322

IRSTI 06.73

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METHODOLOGICAL PRINCIPLES OF ORGANIZATION MANAGEMENT BASED ON COMMUNICATION TECHNOLOGIES AND METHODS FOR EVALUATING THE QUALITY OF COMMUNICATIONS

Abstract. The effectiveness of the process of communicative influence depends on the «technological» features of the psychology of perception and on the structural construction of the message. When creating it, you must follow the following sequence: from attention to interest, from interest to the main provisions, from the fundamental basis to clarifying details, from clarifying details to objections and questions, then - to the conclusion and call to action. It is also important to remember that the success of communication processes in interaction is organically linked to compliance with ethical standards on the part of both the recipient and the sender of information.

Domestic analysts who study the labor market note a tendency for modern employees to critically perceive management orders and other information received through vertical communication channels. They are not inclined to blindly obey orders from their superiors. Professionals today, especially their young representatives, have a high degree of independence and autonomy in their judgments, professional preferences, possible applications, etc. They do not hesitate to leave the company if something does not suit them. For the modern young generation of performers, the level of satisfaction of personal needs is very significant. In the end, as a rule, only it depends on how much effort employees make when performing a particular job. They want to be sure of their social security and that their employers take care of them. Unfortunately, some managers do not consider this. Management's attempts to deal with corporate problems using extensive methods without taking into account intensive ones do not always have the desired effect.

The article examines the main features of communication organizations with an extensive branch network during their transformation. The main problem is identified, which is that the existing communication systems do not meet the new management requirements of such organizations. A method for improving communication processes is proposed by creating an information and communication management system for communication organizations with an extensive branch network based on a single information space for corporate reporting.

Keywords: management, communications, communication technologies, efficiency, fundamentals, communication links.

Introduction. In the information economy, improving the enterprise management system should be based on the introduction of effective processes and technologies, communication with global information markets, synchronization of «supplier – consumer» processes based on the use of modern it and, as a result, eliminate business processes that do not create added value. Thus, the goal of its implementation is to achieve dynamic business management in a constantly changing competitive environment

Information technologies reorganize the management process, providing powerful new opportunities to help managers in strategy, planning, organization, management decision-making and control over their implementation.

The main directions of reorganization of management structures in the information economy are reduced to their decentralization in order to achieve flexibility, adaptation to changing environmental conditions, and alignment [1]. The main criteria for optimizing organizational structures based on it are: speed of decision-making, flexibility, complexity, reliability, ability to integrate quickly, and determination. The process of improving the enterprise management system based on it can be reduced to processes of global integration both within the corporate network of suppliers, and in connection with the elements of the «supplier-consumer» network, i.e. it must ensure the transformation of corporate structures into network structures. The network structure must be easily integrated into a virtual chain «supplier – customer», enter into business alliances and withdraw from them.

Methods. The methodological basis of the research is general scientific methods of cognition-deduction and induction, analysis and synthesis, system and comparative-historical method that allows identifying the Genesis, sequence and functioning of stages of development of communication technologies in the effective management of an organization.

The theoretical source of the research is the scientific works of Russian and foreign scientists and specialists on the problems of implementing communication technologies.

Mainpart. Based on the study of this problem in the economic literature, two strategies for implementing it in the enterprise management system should be distinguished.

1. Information technologies adapt to the organizational structure and carry out local modernization of existing management processes (reengineering), communication does not develop, managers' workplaces are automated, information collection processes (physical information flow) are merged with the decision-making function (decision information flow). For example, ERP and CRM technologies.

2. The organizational structure is being transformed to master the B2B and B2C e-business models. The strategy is based on the development and development of communications, as well as new organizational interactions. In this situation, it provides, in addition to the implementation of standard functions based on ERP and CRM systems, information exchange (electronic data) based on the EDI system, electronic bidding, the formation of a single chain «supplier-consumer», electronic payment system Internet-banking, etc.

Thus, it is a powerful tool for organizational change that allows an enterprise to improve its structure, communications, products, services, etc. depending on the degree of entry into the global information space, the following types of it can be distinguished:

- global networks - international division of labor. The distance of firms has been expanded to global. Reduce the cost of global coordination. Reduced operating costs [2];
- enterprise networks-joint, team work. Coordination of work outside the borders of structural divisions. Reduce management costs. The change in business processes;
- distributed computing-working groups have the necessary knowledge. Business processes are streamlined. The cost of management is reduced. Centralization and decentralization are balanced [3];
- portable computing-virtual organizations. The work is not linked to a geographical location. The work becomes mobile. Knowledge and information can be delivered wherever they are needed and at any time. Reduced organizational costs due to reduced demand for company real estate used by employees;
- graphical user interfaces-facilitates access to corporate knowledge, which can be supplemented by all employees. Reduced organizational costs as labor processes move from paper to digital images, documents, and voice.

In Western countries, the implementation of it mainly on the second strategy in Kazakhstan for the first, but a simple reduction in the size of the company, downsizing does not lead to a significant increase of economic efficiency of its activities. Traditional ways of managing an enterprise rely on a narrow functional specialization that requires increasing both the number of management levels and efforts to coordinate them. It is necessary to search for and use new organizational management structures that are radically different from the traditional ones.

The basis for the construction and interaction of «new» companies operating in the information economy is not a narrow functional specialization, but integration processes in management activities that ensure interaction not only vertically, but also horizontally - between employees of various departments at the same level of hierarchy [4]. These processes give rise to new structures that characterize enterprises «without internal partitions», enterprises «without borders».

New corporate management models are based on expanding relationships between consumers, suppliers and competitors, using modern information and communication technologies, automated production and management systems, and modern computer technology. This approach to building management systems transforms enterprises from closed systems using traditional management structures such as bureaucratic, hierarchical, and mechanistic to open systems based on network management methods.

Depending on the stage of organizational maturity of the company, the degree of use of information and information technologies in business processes varies [5,6]. Development is impossible without the organization of targeted management and effective use of all the resources of the organization.

If you follow the life cycle of any organization, you can see that in its development it passes through several phases: from a poorly developed and poorly organized structure to an effective system that is characterized by the correct approach to managing the organization's resources and processes occurring in it.

Using approaches developed by the Carnegie Mellon Institute, it is possible to classify the phases of development and existence of a company depending on how it processes and uses information in the course of its activities.

This classification is based on the requirements for the organization of business processes, determined by the degree of target management. Management levels differ in the presence of a target function and the degree of use of information accumulated in the company. The following levels of development of the enterprise management system are highlighted: initial, repeatable, fixed, managed, optimized.

The analysis of these levels is given in relation to two features: the characteristics of business processes and information flows that interact with each other. The development of information flows based on the implementation of PIT determines the improvement of the planning function (the transition to strategic planning is not based on indicators of past years, but on forecasts of future development), decision-making is based on monitoring customer opinions and General development trends.

There are a sufficient number of models of interaction between the development of management systems and the use of information technologies in scientific publications. For example, the literature provides models Nolan, Earl, of Shubuta, Hirshima. Common to these models is the identification of three stages in the development of information technology: first, the enterprise plans it to obtain current information about the state of the business, then the development and formation of it is associated with supporting decision-making processes, and at the end of its development, it is focused on strategic planning of competitive advantage, adaptation to changing conditions of the external and internal environment, demand monitoring, etc.

Based on the above it is proposed to identify the following areas of improvement of management systems based on IT:

- transformation of the company's organizational structure;
- implementation of strategic planning based on forecasts of the future state of national, international and global markets [7];
- decentralization of management;
- motivating staff with personal competence growth.

The main methodological principles for modifying companies and their management structures based on IT are the following:

1. Information integration, development of integrated management models (Integrated Management/Information Technology - IM/IT).

2. Transformation of organizational structures of enterprises from pyramid to flat with a minimum number of levels between top management and direct performers, since management is more effective horizontally than vertically.

3. Reducing the number of hierarchical levels, rather than large centralized companies, a number of small companies with flexible specialized forms of work are preferred.

4. Network forms of communication between the company itself and other enterprises, for example, by creating internal markets.

5. Innovative activity, creation of innovative venture firms within large companies focused on the production and independent promotion of new products and technologies (brand companies) in the markets [8].

6. Standardization of business processes, products, services, accounting, reporting, etc., moving away from narrow functional specialization in the content and nature of the management activity itself, in the management style.

7. Decentralization of management functions, primarily production and sales. For this purpose, companies create semi-Autonomous or Autonomous divisions, strategic business units that are fully responsible for profits and losses.

8. Benchmarking (mastering the strategy «from the best to the best and great».

9. Improving the competence of personnel.

The implementation of the above principles requires the organization of a single information space that would facilitate information interaction between entities involved in the production of similar products.

Consider the following organizational principles for building an IT system:

1. IT development is determined by the needs of the company's core business, not by technological innovations.

Making business unit managers responsible for IT means that the IT Department supports new developments and is responsible for organizing cost-effective infrastructure. Management, for its part, must have sufficient knowledge to maintain a constructive dialogue with its IT Department. This means that IT employees should use business terminology, not technical jargon. This allows IT and business managers to evaluate the effectiveness of the proposed solutions and jointly make the necessary adjustments in case of failures.

2. Funding decisions in the IT field, was adopted on the basis of their financial gain.

«Wise» companies avoid large one-time investments, preferring to constantly update their systems and annually invest in their improvement on a regular basis [9].

3. The information system has a simple and flexible structure.

«Wise» companies ensure the simplicity and flexibility of their technological environment by strictly defining architecture standards and in-depth analysis of the real pros and cons in each case of deviation from these standards. They manage to keep the system simple by reducing the number of technologies and platforms used, as well as by building flexible and easy-to-implement architectures. When creating an IT, commercial aspects are also taken into account, namely, what standards are adopted in the industry and how much support for these technologies is guaranteed in the future, since maintaining an outdated system is extremely expensive.

4. Developments begin to bring benefits almost from the moment of implementation.

«Wise» companies use standard software wherever possible and make minimal changes to programs, preferring instead to streamline their processes. The «Golden» rule: software should only be modified if the investment in development pays off fourfold in the first year. Only this ratio will cover the upcoming costs associated with maintaining non-standard programs.

5. Systematic improvements in system performance are being made.

Most «wise» companies evaluate the performance of information centers and global networks by reference tests.

6. The information technology Department is well versed in business, and the business units are well versed in IT.

Business units and the IT Department should work together to make decisions in the field of Informatization to ensure their validity. To do this, the company's employees must have basic knowledge in the field of IT, and the IT Department specialists must have knowledge about the main activities of the company. In «wise» organizations, the structure of IT departments is simple. A small number of employees are engaged in support, and the main focus is on productivity. Such organizations understand that they cannot keep specialists in all areas that they may need, so they limit themselves only to those whose need is particularly significant or important, and turn to external organizations for other services.

Thus, the main directions of reorganization of management structures in the information economy are reduced to their decentralization in order to achieve flexibility, adaptation to changing environmental conditions, and alignment.

If you ask employees of large companies whether they are satisfied with the quantity, quality and speed of transmission of important information, then it is unlikely that many people will answer this question in the affirmative. Naturally, the level of awareness of certain employees depends on their

position in the hierarchy of the job. But it is not as easy as it might seem at first glance to decide what, to whom, in what volume and in what form to report.

According to Kazakhstan and foreign studies, the main source of official information for each employee is his direct supervisor. This is despite the variety of communication channels in the company. The CEO can, for example, either gather only a small circle of his close associates and "show them all the cards", or give a certain portion of information to each. Middle managers, in turn, pass information on to their subordinates. It is at this stage that significant information losses occur, which are not always justified by business interests. Line managers often do not consider it necessary or simply do not know how to communicate to their subordinates the decisions of senior management, to argue or comment on them properly. They are also afraid of all sorts of questions or even sweeping accusations when unpopular decisions are made.

Let's try to determine what are the main criteria for evaluating the effectiveness of the internal communications system:

- the number of communication channels;
- quality of joint work that requires the efforts of different divisions of the company at the same time;
- number of intermediate links in the transmission of information;
- the number of distribution of hearings;
- своевремен timely dissemination of information;
- адекват the adequacy of the use of information channels depending on the size of the business and the sphere of activity as important criteria for evaluating the effectiveness of the internal communications system;
- there is a balance between vertical and horizontal communications within the company, between documented (formal) information and verbal means of internal communication;
- the state of the social and psychological climate in the team.

If the user wants to create a positive image of the company in the market in a timely manner to convey the necessary information to the employees and, consequently, improve the overall control of the company, improve work efficiency, staff motivation and operational activities in the market to improve socio-psychological climate in the team, it is necessary to create an effective system of internal communications. However, before determining how to do this, and what tools to use, it is necessary to diagnose the existing communication system. For example, find out whether company meetings are held, whether there is a corporate Internet portal, Bulletin Board or honor Board where photos of employees and a list of their achievements are located, understand through whom and how quickly rumors spread, whether the company conducts opinion polls, questionnaires, and internal training. The next stage is to create a unified information space, develop the company's internal communications policy and standards, then implement these standards, strengthen staff loyalty, then monitor the performance of the internal communications system, evaluate its effectiveness and take measures to improve it, and set new tasks in the field of internal communications management.

Results and discussion. Unfortunately, most companies use no more than 2 groups of tools at the same time, when it is recommended to use the tools of each group to build an effective system. The most rarely used tools for managing internal communications are "mailboxes" for collecting offers, electronic media, letters to the employer, business games, presentations for employees, electronic libraries, thematic photo stands. Companies most often use internal meetings, mailing lists, information booths, and internal websites. There are also a number of problems that organizations face when working with internal PR. First of all, this is the absence of an employee responsible for working with the internal communications system on a permanent basis. Sometimes this work is performed by top managers (29% of companies), less often by specialists of PR departments (21%), in 50% of cases this function is assigned to HR specialists. As a rule, the company does not allocate a budget for maintaining and regularly working with internal communications, and most of the budget of HR departments is "eaten" by recruiting, because of this, information is brought to the attention of employees irregularly, without the necessary emotional charge, few tools are used, and sometimes without taking into account the business and size of the company.

It is worth noting once again that it is very important to properly manage the internal communications system in the organization. It is necessary to create a unified information field, eliminate communication

gaps, constantly receive feedback from staff in order to involve employees in the organization's management processes, increase motivation to achieve the company's business goals, and improve the quality of management decision-making procedures.

The internal communications system is a set of measures. It will work fully if you use a number of tools: information, analytical, communication, and organizational. In General, for the successful implementation of the internal communications system in the organization, it is necessary to develop the right strategy and targeted policy in the field of internal communications, and be ready at all levels: top management, line management, PR, HR-service to manage the flow of information in order to create a positive image of the organization and increase the overall manageability of the company.

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КОММУНИКАТИВТІК ТЕХНОЛОГИЯЛАР НЕГІЗІНДЕ ҰЙЫМДЫ БАСҚАРУДЫҢ ӘДІСТЕМЕЛІК ПРИНЦИПТЕРІ ЖӘНЕ КОММУНИКАЦИЯ САПАСЫН БАҒАЛАУ ӘДІСТЕРІ

Аннотация. Коммуникативті әсер ету үдерісінің тиімділігі қабылдау психологиясының «технологиялық» ерекшелігіне және хабарлама құрылымына байланысты. Құрастыру кезінде мүддеге назар аудару, негізгі ережелерге қызығушылық, іргелі негіз арқылы нақтылау, бөлшектерді қарсылық пен мәселелерді нақтылау, қорытынды және әрекетке шақыру сынды реттілікті сақтау қажет. Өзара екіжақты әрекет кезінде коммуникациялық үдерістер нәтижесі алушы тарапынан да, ақпарат жіберуші тарапынан да этикалық нормаларды сақтаумен органикалық байланысты екенін есте сақтау маңызды.

Еңбек нарығын зерттейтін отандық сарапшылар қазіргі заманғы қызметкерлердің басшылықтың өкімдерін және тік коммуникативтік байланыс арналары арқылы түсетін басқа да ақпаратты сыни қабылдау үрдісін атап өтеді. Олар басшылық бұйрықтарына бағынуға бейім емес. Бүгінгі таңда кәсіби мамандар, әсіресе жас өкілдер өз пікірін, кәсіби қалау-тілегін білдіруде және т.б. үлкен дәрежеде тәуелсіз әрі дербес. Қазіргі жас ұрпақ үшін орындаушылардың жеке қажеттіліктерін қанағаттандыру деңгейі өте маңызды. Сайып келгенде, әдетте, қызметкерлер қандай да бір жұмысты орындау кезінде орасан күш жұмсайды. Олар өздерінің әлеуметтік қорғалуына сенімді болғысы келеді және жұмыс берушілер оларға қамқорлық жасайды. Өкінішке қарай, кейбір басшылар мұны назарға алмайды. Басшылықтың жедел әдістерінің корпоративтік мәселелерін қарқынды есепке алмағанда жеңу әрекеттері әрдайым тиісті нәтиже бермейді.

Мақалада тармақталған филиалдық желісімен байланыс ұйымдарын трансформациялау уақытындағы негізгі ерекшеліктері қарастырылады. Қолданыстағы коммуникациялық жүйелердің осындай ұйымдарды басқарудың жаңа талаптарына сәйкес келмеуінің басты мәселесі анықталды. Корпоративтік есептің бірыңғай ақпараттық кеңістігі базасында тармақталған филиалдық желісімен байланыс ұйымдарын басқарудың ақпараттық-коммуникациялық жүйесін трансформациялау арқылы коммуникациялық үдерістерді жетілдіру әдісі ұсынылды.

Түйін сөздер: басқару, коммуникация, коммуникативтік технологиялар, тиімділік, іргелі негіздер, коммуникативтік байланыстар.

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МЕТОДИЧЕСКИЕ ПРИНЦИПЫ УПРАВЛЕНИЯ ОРГАНИЗАЦИЕЙ НА ОСНОВЕ КОММУНИКАТИВНЫХ ТЕХНОЛОГИЙ И МЕТОДЫ ОЦЕНКИ КАЧЕСТВА КОММУНИКАЦИЙ

Аннотация. Эффективность процесса коммуникативного воздействия зависит от «технологических» особенностей психологии восприятия и от структурного построения сообщения. При создании его необходимо соблюдать такую последовательность: от внимания к интересу, от интереса к основным

положениям, от фундаментальной основы к уточняющей детализации, от уточнения деталей к возражениям и вопросам, далее – к заключению и призыву к действию. Важно помнить и то, что успех коммуникационных процессов при взаимодействии органически связан с соблюдением этических норм как со стороны получателя, так и со стороны отправителя информации.

Отечественные аналитики, исследующие рынок труда, отмечают тенденцию к критическому восприятию современными работниками распоряжений руководства и другой информации, поступающей по каналам вертикальной коммуникативной связи. Они не склонны слепо повиноваться приказам начальства. Профессионалы сегодня, особенно их молодые представители, обладают большой степенью независимости и автономности в своих суждениях, профессиональных предпочтениях, возможного своего применения и т.д. Они, не задумываясь, уходят из компании, если их что-то не устраивает. Для современного молодого поколения исполнителей весьма значимы уровень удовлетворения личных потребностей. В конечном счете, как правило, только от него зависит, сколько усилий прилагают сотрудники при выполнении той или иной работы. Они хотят быть уверенными в своей социальной защищенности и в том, что работодатели заботятся о них. К сожалению, этого не принимают во внимание некоторые руководители. Попытки руководства справиться с корпоративными проблемами экстенсивными методами без учета интенсивных не всегда дают должный эффект.

В статье исследованы основные особенности организаций связи с разветвленной филиальной сетью в период их трансформации. Выявлена основная проблема, заключающаяся в несоответствии существующих коммуникационных систем новым требованиям управления такими организациями. Предложен метод совершенствования коммуникационных процессов путем создания информационно-коммуникационной системы управления организациями связи с разветвленной филиальной сетью на базе единого информационного пространства корпоративной отчетности.

Ключевые слова: управление, коммуникации, коммуникативные технологии, эффективность, фундаментальные основы, коммуникативные связи.

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Редакторы: *М. С. Ахметова, Д. С. Аленов, А. Ахметова*
Верстка на компьютере *А. М. Кульгинбаевой*

Подписано в печать 11.08.2020
Формат 60x881/8. Бумага офсетная. Печать – ризограф.
21 п.л. Тираж 500. Заказ 4.

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7. Теория управления и космические исследования.
8. Физика.
9. Ядерная физика.
10. Теоретическая физика.
11. Астрономия.
12. Ионосфера.

Адрес сайта «**Известия НАН РК. Серия физико-математическая**» –

<http://physics-mathematics.kz/index.php/en/archive>

IV. Научный журнал «**Известия НАН РК. Серия химии и технологий**» посвящен исследованиям в области химии и технологий новых материалов.

Редакционная коллегия принимает статьи по следующим отраслям науки:

1. Органическая химия.
2. Неорганическая химия.
3. Высокомолекулярные соединения.
4. Физическая химия (катализ, электрохимия).
5. Технология новых материалов.
6. Технология органических веществ.
7. Технология неорганических веществ.
8. Технология химических удобрений.
9. Технология полимерных и строительных материалов и силикаты.
10. Технология пищевых продуктов.
11. Фармацевтическая химия.

Адрес сайта «**Известия НАН РК. Серия химии и технологии**» –

<http://chemistry-technology.kz/index.php/en/arhiv>

V. Научный журнал «**Известия НАН РК. Серия геологии и технических наук**» посвящен исследованиям в области геологии и технических наук:

Редакционная коллегия принимает статьи по следующим отраслям науки:

1. Геология.
2. Региональная геология.
3. Петрология.
4. Геология нефти и газа.
5. Геология и генезис рудных месторождений.
6. Гидрогеология.
7. Горное дело и геомеханика.
8. Фундаментальные проблемы обогащения минерального сырья.
9. Инженерная геология.
10. Геофизика и сейсмология.
11. География.

Адрес сайта «**Известия НАН РК. Серия геологии и технических наук**» –

<http://www.geolog-technical.kz/index.php/en/archive>