UNIVERSITAS MUHAMMADIYAH SIDOARJO (UMSIDA)
Jl. Mojopahit No.666B, Sidoarjo, East Java, Indonesia

CERTIFICATE OF RESEARCH INTERNSHIP AND ACADEMIC EXCELLENCE

This is to certify that **Aibek Imashev**, representing the Esil University of the Republic of Kazakhstan, has successfully completed a **Scientific Research Internship Program** at **Universitas Muhammadiyah Sidoarjo (UMSIDA), Indonesia**, from **November 7 – December 8, 2025**, respectively.

Within the framework of this internship, the participant has completed two certified academic courses, each comprising **72 academic hours**, namely:

- **"Digital Transformation and Sustainable Business Models"**
- **"Policy and Strategic Management for a Green Economy"**

The internship program was designed to enhance research competencies, promote academic mobility, and strengthen international cooperation between Kazakhstan and Indonesia. Participants were provided access to lectures, seminars, and fieldwork activities focused on management, economics, and sustainable development, integrating digital innovation and environmental responsibility.

This certificate acknowledges the participant's active engagement, high academic performance, and contribution to advancing scientific collaboration between our universities.

Issued in Sidoarjo, Indonesia
Date: December 2025

Authorized by:

Dr. M. Tanzil Multazam, S.H. M.Kh
Director of Library
Universitas Muhammadiyah Sidoarjo (UMSIDA)

UMSIDA
DARI SINI PENCERAHAN BERSEMI

APPENDIX TO THE CERTIFICATE
OF RESEARCH INTERNSHIP AND ACADEMIC EXCELLENCE

COURSE 1: DIGITAL TRANSFORMATION AND SUSTAINABLE BUSINESS MODELS

Course objective: To provide doctoral students with a deep understanding of how digital technologies are transforming business models and creating new opportunities for sustainable development, with direct application to their research topics.

No.	Topic Focus	Hours
1	Introduction to Digital Transformation	3
2	Digital Maturity Model	3
3	The Impact of Big Data & AI on decision-making and creating new value propositions	3
4	The Role of Big Data and Artificial Intelligence (AI) in Resource Optimization	3
5	Digital platforms and the sharing economy as drivers of sustainable development	3
6	Digital Traceability and Supply Chain Transparency	3
7	Product-as-a-Service models and the circular economy	3
8	Impact assessment and digital eco-footprint: the hidden costs of digitalization	3
9	Sustainable digital business models in the strategy of green positioning and investment attraction	3
10	Internet of Things (IoT)	3
11	Automation for efficiency and environmental monitoring in industrial and entrepreneurial settings.	3
12	Platform Economy Models	3
13	Sustainable Business Models (SBMs)	3
14	Developing a Digital SBM	3
15	Digital Marketing for Sustainable Products/Services	3
16	E-commerce and Sustainable Supply Chains	3
17	FinTech and Green Financing	3
18	Measuring the Impact of Digital Transformation	3
19	Change Management in Digital Transformation.	3
20	Cybersecurity and Ethical Considerations in the digital age	3
21	Data privacy and responsible AI	3
22	Analysis of a successful digital and sustainable transformation of a company from Southeast Asia.	3
23	Project Work Session. Final Project Presentations, Feedback, Discussion, and Course Synthesis	3
24	Final Project Presentations, Feedback, Discussion, and Course Synthesis	3
	TOTAL	**72**

COURSE 2: POLICY AND STRATEGIC MANAGEMENT FOR A GREEN ECONOMY

Course objective: To equip doctoral students with knowledge of policy instruments, management strategies, and evaluation methods needed for the transition to a green economy, with a focus on public administration and corporate strategy.

No.	Topic Focus	Hours
1	Introduction to the Green Economy. Global policies (UN SDGs, Paris Agreement), national strategies of Kazakhstan and Indonesia.	4
2	Policy Instruments for a Green Transition. Carbon pricing, subsidies, green tariffs, regulations, and standards.	3
3	Strategic Risk Management.	3
4	Identifying, assessing, and mitigating risks (physical, transitional, reputational) for companies on the path to carbon neutrality.	3
5	ESG Frameworks. Environmental, Social, and Governance criteria as a tool for investment decisions and public administration.	3
6	Public-Private Partnerships (PPPs) for financing and implementing large-scale green infrastructure projects	4
7	Regional Development and Green Entrepreneurship	3
8	Policy support for SMEs and startups in the green sector. Case study of East Java and Mangystau region.	3
9	Stakeholder Engagement and Communication	3
10	Green Public Procurement	3
11	Circular Economy Policy	4
12	Strategic Planning for Sustainability	3
13	Monitoring & Evaluation of Green Policies	3
14	Setting targets, choosing indicators, and measuring progress towards carbon neutrality and other goals.	3
15	International Cooperation and Carbon Markets	3
16	Mechanisms for cross-border collaboration and offsetting emissions.	4
17	Case Study Crisis Management and Adaptation	3
18	Building resilience to climate-related disruptions in economic systems and supply chains	3
19	Leadership and Organizational Change for sustainability.	3
20	Transforming public institutions and large corporations from within.	3
21	Study Workshop: Analysis of a national green economy strategy (e.g., Indonesia's Low Carbon Development or Kazakhstan's Carbon Neutrality strategy).	4
22	Final Project Presentations, Feedback, Discussion, and Course Synthesis	4
	TOTAL	**72**