

"Kazakh University of Technology and Business" named after K.Kulazhanov" JSC

EDUCATIONAL PROGRAM

7M04144 State and Local Government

code and name of the educational program

Level: Master's (scientific and pedagogical track)

Approved

by the Board of Directors of JSC «K.Kulazhanov

KazUTB»

2026 protocol No. 4



Recommended

by the Academic Council of JSC «K.Kulazhanov

KazUTB»

"24" "02" 2026 protocol No. 7

Astana, 2026

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Preface

The educational program «7M04144 - State and Local Government» was developed in accordance with the State Compulsory Standard of Higher Education / Postgraduate Education, approved by the order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2, as well as on the basis of the professional standards of the Career Enbek system: «Teacher (faculty) of higher and (or) postgraduate education organizations» dated November 20, 2023, No. 591., «Labor Relations Management» Version number and year of publication: Version 2, 2024, «Business Analyst» dated December 6, 2024, No. 770/NQ, «Performance Management» dated December 5, 2024, No. 449,, , and the Sectoral and Regional Atlases of Professions and Competencies (2023–2025) of the Republic of Kazakhstan for «Business Performance Manager,» “Project Manager/Digital Transformation Specialist,» «Public Services Advisor,» «R&D Project Manager» as of April 17, 2026 (<https://enbek.kz/ru/atlasses-professions/regions>)

The educational program «7M04144 State and Local Government» was approved at the meeting of the Council on Academic Quality on "22" 10 2026, protocol No. 3
Chairman Askarbekov F.B. S.N.P. [Signature] Signature

The educational program «7M04144 State and Local Government» was approved at the meeting of the Commission on Academic Quality of the Faculty Economics and Business on "17" 12 2025, protocol No. 4
Chairman Maibyshev M.K. S.N.P. [Signature] Signature

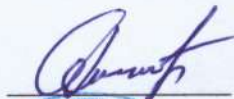
The educational program «7M04144 State and Local Government» was developed and discussed at the meeting of the department "Economics and Management" dated "15" 12 2025, protocol No. 5
Head of the department Alidildinova F.E. S.N.P. [Signature] Signature

Approval sheet

Educational program 7M04144 - State and Local Government
(code and name of the EP)

AGREED:

Vice-Rector for
Administrative Affairs



E. Askarbekov

"22" "01" 2026 year

Head of Educational
Programs Department



B. Bayadilova

"22" "01" 2026 year

Director of the Center for
Macroeconomic Research
and Forecasting, Economic
Research Institute JSC



N. Zhanakova

"15" "12" 2025 year

Head of the Environmental
Management Division,
Department of
Environmental Regulation
and Sustainable
Development,
«Kazakhmys Corporation»
LLP



B. Abdildinova

"15" "12" 2025 year

Director of «G.N.G» LLP



N. Zakirov

"15" "12" 2025 year

Head of the Municipal
State Institution «Youth
Resource Center 'Astana
Zhastary'» of the Akimat
of the city of Astana



Ch. Tleulin

"15" "12" 2025 year

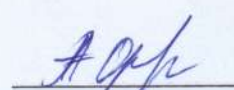
President of the
Association of Legal
Entities and Individual
Entrepreneurs in the Form
of an Association «Self-
Regulatory Organization –
Association of Light
Industry Enterprises of the
Republic of Kazakhstan»



S. Abdikarimova

"15" "12" 2025 year

Student



A. Orazova

"15" "12" 2025 year

1 Passport of the educational program

International Standard Classification of Education (ISCED) level	7
National Qualification Framework (NQF) level	7
Sectoral Qualifications Framework (SQF) level	7
Code and name of the field of education	7M04- Business, Management and Law
Direction of training	7M041 - Business and Management
Number and name of the group of educational programs	M071- State and Local Government
Code and name of the educational program (EP)	«7M04144 - State and Local Government»
Educational program profile	Scientific and pedagogical
goal of the educational program	Training of highly qualified personnel in the field of public administration and civil service with professional, research, and pedagogical competencies for the effective resolution of public administration tasks.
completion criterion of an educational program	At least 120 academic credits, including all types of undergraduate academic activities.
language of instruction of the educational program	Kazakh, Russian
Distinctive features of the educational program	-
Partner University	-

2 Qualification characteristics of a graduate of an educational program

Degree awarded	Master of Economics in the educational program «7M04144-State and Local Government1»
Field of professional activity	State and local government; development and implementation of public policy; management of socioeconomic development; administrative consulting; research and teaching.
Types of professional activities	Management; Organizational and Analytical; Research; Teaching; Consulting; Project Management.
Object of professional activity	State and local government bodies; State agencies and the quasi-public sector; Research and analytical centers; Educational institutions; International and nongovernmental organizations; Business entities (in terms of their interaction with the government and corporate social responsibility).
Functions of professional activity	-Monitoring and analyzing legislation, public policy, and regulatory changes; -Analyzing and evaluating the effectiveness of government programs, projects, and management decisions; -Developing and justifying strategic management decisions, taking into account risks and public policy priorities; -Facilitating collaboration among government agencies, local governments, businesses, civil society, and local communities; -Conducting research in the field of national and local governance using modern methods of data analysis and processing; -Engaging in teaching activities using modern educational technologies.

3 Requirements for the content of the educational program

Name of cycles and disciplines	Workload in academic credits
Cycle of basic disciplines (BD)	30
University component	20
Component of choice	10
Cycle of major disciplines (MD)	58
University component	10
Component of choice	35
Research Practicum	13
Scientific Research Work of a Master's Student	24
The Scientific Research Work of a Master's Student, Including the Completion of an Internship and the Preparation of a Master's Thesis	24
Final certification (Preparation and Defense of a Master's Thesis (PDMT))	8
Preparation and Defense of a Master's Thesis	8
Total	120

4 Competency map of the educational program «7M04144 State and Local Government»

Competence map of the educational program	Learning outcome code	Learning Outcome (according to Bloom's Taxonomy)
	LO 1	Carry out professional and academic communication in a foreign language in the format of academic writing and scientific discussions in the field of public administration and local self-government.
	LO 2	Design training sessions in economics and management disciplines based on modern pedagogical concepts, principles of student-centeredness, and the psychology of interpersonal interaction.
	LO 3	Justify the methodological framework of scientific research in the field of state and local management in compliance with academic integrity standards.
	LO 4	Develop research projects on current issues of state and local management based on the systematic collection, verification, and analysis of empirical data.
	LO 9	Resolve social and labor conflicts within the collective of a public authority, based on the standards of official ethics for civil servants and the labor law of the Republic of Kazakhstan.
Digital competencies (Digital skills)	LO 7	Model the processes of digital transformation of public administration and public service delivery based on data analytics, digital platforms, and modern technologies for interaction with citizens, taking into account personal data protection requirements.
Professional skills (Hardskills)	LO 5	Analyze Internal and External Factors, Strategic Goals, and Development Indicators of Government Bodies to Justify the Directions of Their Strategic Changes.

	LO 6	Evaluate the Effectiveness of Implementing Current Government Programs, Projects, and Territorial Development Strategies.
	LO 8	Identify strategic, institutional, and operational risks in public authorities and the quasi-public sector under conditions of uncertainty.

5 Learning outcomes of the educational program and modules

Key competencies	Learning Outcomes (LO) for the educational program	Name of module	Learning outcomes for the module	Name of disciplines that form learning outcomes
Behavioral skills and personality traits (Softskills)	LO 1 Carry out professional and academic communication in a foreign language in the format of academic writing and scientific discussions in the field of public administration and local self-government.	Basic disciplines module	Applies scientific research methods and professional and academic communication skills in a foreign language to conduct research and present its results in the field of state and local government.	Foreign Language (Professional) Methodology of Scientific Research
	LO 2 Design training sessions in economics and management disciplines based on modern pedagogical concepts, principles of student-centeredness, and the psychology of interpersonal interaction.			
			Applies modern pedagogical and psychological approaches to effectively organize educational and administrative activities.	Pedagogy of Higher Education Management Psychology Pedagogical Practicum

	LO 3 Justify the methodological framework of scientific research in the field of state and local management in compliance with academic integrity standards.		Applies methodological approaches and research methods to analyze scientific problems and substantiate research findings in a professional context.	History and Philosophy of Science Methodology of Scientific Research
	LO 4 Develop research projects on current issues of state and local management based on the systematic collection, verification, and analysis of empirical data.	Research Methodology and Master's Research Work	Conducts research in the field of public administration using modern methods and methodological approaches, and substantiates and presents the research findings.	Methodology of Scientific Research Research Methods in Public Administration Research Practicum
	LO 9 Resolve social and labor conflicts within the collective of a public authority, based on the standards of official ethics for civil servants and the labor law of the Republic of Kazakhstan.	Evaluation of Public Administration Effectiveness and Risk Management Institutional Foundations of Public Administration and Economic Policy	Analyze the effectiveness of the civil service and administrative activities, identify conflict situations and risks, and apply modern methods for their prevention and management while adhering to the principles of ethics and professional culture in the civil service. Analyze contemporary institutional mechanisms of public administration, professional ethics, and the interaction between the government, business, and society in order to improve management processes, resolve conflicts, and engage effectively with local communities and the public.	Conflict Management in the Public Sector Ethics and Culture of Public Service Modern Practices of Public Service Models of Interaction Between the State, Business, and Society Local Community Management Public Relations in State Governance

Digital competencies (Digital skills)	LO 7 Model the processes of digital transformation of public administration and public service delivery based on data analytics, digital platforms, and modern technologies for interaction with citizens, taking into account personal data protection requirements.	Communication and Managerial Competencies in Public Administration	Apply modern digital and analytical tools, methods of data analysis and visualization, organizational transformation technologies, and public relations techniques to support management decisions and improve communication processes in public administration.	Driven Managerial Decision-Making Data Analysis and Visualization in State Governance Digital Transformation of State Governance Public Relations in State Governance Organizational Transformation of the Public Sector
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Professional skills (Hardskills)	LO 5 Analyze Internal and External Factors, Strategic Goals, and Development Indicators of Government Bodies to Justify the Directions of Their Strategic Changes.	Evaluation of Public Administration Effectiveness and Risk Management	Develop and justify strategic management decisions in the public sector based on an analysis of public policy, an evaluation of government programs and projects, and contemporary models of management and organizational transformation, taking into account effectiveness and management risks.	Strategic Management of the Public Sector Strategic Positioning of the State State Policy Analysis Analysis and Evaluation of State Programs and Projects Institutional Development of Territories and Regional Governance Organizational Transformation of the Public Sector Modern Models of State Governance Data-Driven Managerial Decision-Making Data Analysis and Visualization in State Governance Local Community Management
		Economic Analysis and National Economy Management	Apply methods of data analysis, processing, and visualization to support management decisions in public administration, the strategic positioning of the state, and the effective management of territories and local communities.	
	LO 6 Evaluate the Effectiveness of Implementing Government Projects, and Territorial Development Strategies.	Communication and Managerial Competencies in Public Administration	Develop and justify management decisions based on the analysis of public policy, the evaluation of government programs and projects, modern methods of strategic management, and effective communication in the public sector.	State Governance Performance Assessment Analysis and Evaluation of State Programs and Projects Data-Driven Managerial Decision-Making Data Analysis and Visualization in State

		Institutional Foundations of Public Administration and Economic Policy	Apply modern tools for risk management, organizational and digital transformation, institutional development of regions, and the evaluation of public administration effectiveness to improve management processes and implement public economic policy.	Governance Strategic Management of the Public Sector Organizational Transformation of the Public Sector Institutional Development of Territories and Regional Governance Strategic Risk Management in the Public Sector Digital Transformation of State Governance
LO 8 Identify strategic, institutional, and operational risks in public authorities and the quasi-public sector under conditions of uncertainty.	Institutional Foundations of Public Administration and Economic Policy	Analyze and evaluate contemporary mechanisms of public administration, public policy, and the strategic development of the state; identify risks and develop management solutions that take into account the institutional and socioeconomic characteristics of regional development.	Apply modern approaches to strategic management and the positioning of the state, ensuring effective coordination among government entities and the achievement of strategic development goals.	Strategic Risk Management in the Public Sector Strategic Management of the Public Sector Institutional Development of Territories and Regional Governance State Policy Analysis Strategic Positioning of the State
LO 1- LO 9	Final certification	Demonstrates the ability to design and successfully defends his master's thesis.	Preparation and defense of a master's thesis (PDMT)	

6 The relationship between the attainability of the formed learning outcomes according to the educational program and academic disciplines

№	Name of the discipline	Brief description of the discipline	Number of credits	Formed learning outcomes (codes)								
				LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9
Cycle of basic disciplines												
University component												
1	Foreign Language (Professional)	The discipline is aimed at developing academic interaction and scientific writing skills. While studying the subject, the master's student systematizes foreign information in their field of expertise and conducts professional activities in a foreign language. This enables the effective presentation of original research results in an international environment, the preparation of articles for high-ranking journals, and the delivery of lectures on specialized subjects, thereby enhancing the overall competitiveness of the future researcher.	4	+								
2	History and Philosophy of Science	The discipline aims to cultivate a culture of scientific thinking and develop methodological analysis skills. The learning process focuses on a profound understanding of the specifics of cognition, ensuring the high-quality completion of the master's thesis and the achievement of a high level of academic integrity in preparing scientific publications. Throughout the course, the master's student analyzes the theoretical	4			+						

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4

Cycle of major disciplines
Elective component

5

+

+

	Society	initiatives. The content of the course covers models of cross-sectoral interaction, public-private partnerships, mechanisms of public participation, stakeholder engagement, reconciliation of interests, and communication tools for implementing joint projects. As a result of mastering the discipline, the master's student forms mechanisms for interaction between the state, business, and society to reconcile stakeholder interests.																	
15	Organizational Transformation of the Public Sector	The course is aimed at developing competencies in managing and organizational transformation of public authorities. The content of the course covers diagnostics of the current state of organizations, design of the target state, analysis of organizational gaps, change management, organizational development, risk assessment, and monitoring of transformation results. As a result of mastering the discipline, the master's student models the organizational transformation of public authorities, taking into account strategic goals and risks.	5																
16	State Governance Performance Assessment	The course is aimed at developing competencies in assessing the effectiveness and performance of public authorities. The content of the course covers approaches to performance assessment, strategic goals, key performance indicators, performance criteria and indicators, monitoring methods, deviation	5																

	of state and local government.		Writing method
LO 2	Applies modern pedagogical and psychological approaches to effectively organize educational and administrative activities.	Presentation of a case study on a management scenario; Conducting and evaluating a segment of a training session; Scenario-based test.	Case method; Microteaching; Situational simulation; Problem-based learning.
LO 3	Applies methodological approaches and research methods to analyze scientific problems and substantiate research findings in a professional context.	Development of a research project; research methodology proposal; defense of the research design	Research method; problem-based lecture; research seminar; project-based learning; academic discussion
LO 4	Conducts research in the field of public administration using modern methods and methodological approaches, and substantiates and presents the research findings.	Analytical review on the issue of public administration; defense of a research project; presentation of research findings	Inquiry-based learning; visualized lectures; analysis of statistical and scientific data; working with scientometric databases; project-based learning
LO 5	Develop and justify strategic management decisions in the public sector based on an analysis of public policy, an evaluation of government programs and projects, and contemporary models of management and organizational transformation, taking into account effectiveness and management risks. Apply methods of data analysis, processing, and visualization to support management decisions in public	Strategic management project; analytical report on a government program/project; defense of a management decision	Case method; end-to-end project method; problem-based seminars; situational analysis; management decision modeling

	administration, the strategic positioning of the state, and the effective management of territories and local communities.		
LO 6	Develop and justify management decisions based on the analysis of public policy, the evaluation of government programs and projects, modern methods of strategic management, and effective communication in the public sector. Apply modern tools for risk management, organizational and digital transformation, institutional development of regions, and the evaluation of public administration effectiveness to improve management processes and implement public economic policy.	Comprehensive Case Study: "Strategic Management and Organizational Transformation"; Risk Matrix; Defending an Organizational Transformation Project	Case method; scenario planning; business simulation; project-based learning; strategic sessions
LO 7	Apply modern digital and analytical tools, methods of data analysis and visualization, organizational transformation technologies, and public relations techniques to support management decisions and improve communication processes in public administration.	Analytical dashboard; data visualization; digital transformation project for a government agency; presentation of a communication strategy	Practice-oriented learning; project-based learning; working with digital tools; data analysis and visualization; foresight session
LO 8	Analyze and evaluate contemporary mechanisms of public administration, public policy, and the strategic development of the state; identify risks and develop management solutions that take into account the institutional and socioeconomic characteristics of regional development. Apply modern approaches to strategic	Strategic analysis of a region/territory; SWOT/PESTLE analysis; development of a territorial development strategy; project presentation	Strategic analysis; case method; benchmarking; scenario planning; foresight; project work

	management and the positioning of the state, ensuring effective coordination among government entities and the achievement of strategic development goals.		
LO 9	Analyze the effectiveness of the civil service and administrative activities, identify conflict situations and risks, and apply modern methods for their prevention and management while adhering to the principles of ethics and professional culture in the civil service. Analyze contemporary institutional mechanisms of public administration, professional ethics, and the interaction between the government, business, and society in order to improve management processes, resolve conflicts, and engage effectively with local communities and the public.	Case study on ethics and conflicts in the civil service; developing a strategy for engaging with stakeholders; defending a management decision	Role-playing; case study method; business negotiations; stakeholder analysis; mediation; discussion

8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)

Name of the professional standards used	Professions at level 6 and/or 7 of the SQF	Labor functions	Tasks	Learning outcomes for the educational program
Professional standards: «Business Analyst» dated December 6, 2024, No. 770/NQ	ICT Business Analyst (in a government agency)	Labour Function 1: Business Analysis Management Labour Function 2: Managing	Skill 1: Justification of Approaches Used in Business Analysis Skill 2: Leading Business Analysis Skill 1: Developing an Organizational Policy for Managing the Competencies of Employees of	LO 7 Model the processes of digital transformation of public administration and public service delivery based on data analytics, digital platforms, and modern technologies for interaction with citizens, taking into account personal data protection

	the Organization's Business Analysis Capabilities	Government Bodies in Business Analysis.	requirements.
	Labour Function 3: Providing Analytical Support for the Development of a Civil Defense Change Strategy	Skill 1: Determining the Directions for Organizational Development Skill 2: Developing a Change Management Strategy in the Organization	LO 5 Analyze Internal and External Factors, Strategic Goals, and Development Indicators of Government Bodies to Justify the Directions of Their Strategic Changes. LO 6. Evaluate the Effectiveness of Implementing Current Government Programs, Projects, and Territorial Development Strategies. LO 8 Identify strategic, institutional, and operational risks in public authorities and the quasi-public sector under conditions of uncertainty.
Requirements for Personal Competencies		Stress resilience, critical thinking, communication skills, rationality, pragmatism, willingness to pursue self-development, authority, emotional balance.	
Professional standards: «Performance Management» dated December 5, 2024, No. 449	Head of Employee Performance Management	Labour Function 1: Developing a System for Managing Employee Performance Labour Function 2: Implementing an Employee Performance Management Process	LO 6. Evaluate the Effectiveness of Implementing Current Government Programs, Projects, and Territorial Development Strategies.
Requirements for Personal Competencies		Business Acumen, Collaboration and Teamwork, Strategic Thinking, Customer Focus, Leadership, Results Orientation.	

«Professional standards: «Labor Relations Management» Version number and year of publication: Version 2, 2024,	«Labor Relations Manager»	Labour Function 3: Ensuring Social Stability	Skill 1: Monitoring and Implementing preventive Measures to Prevent and minimize HR Risks in the Field of Social Labour Relations	LO 9. Resolve social and labor conflicts within the collective of a public authority, based on the standards of official ethics for civil servants and the labor law of the Republic of Kazakhstan.
Requirements for Personal Competencies		Accountability, Business Acumen, Collaboration and Communication, Strategic Thinking, Customer Focus, Leadership.		
Professional standards: «Teacher (faculty) of higher and (or) postgraduate education organizations» dated November 20, 2023, No. 591	Instructor, Teaching Assistant in Education, Higher Education / Instructor, Senior Instructor in Education, Higher Education	Labour Function 1: Training	Skill 1: Ensuring the Required Level of Students' Academic Competencies Skill 2: Ensuring the Required Level of Students' Professional Competencies	LO 1. Carry out professional and academic communication in a foreign language in the format of academic writing and scientific discussions in the field of public administration and local self-government. LO 2. Design training sessions in economics and management disciplines based on modern pedagogical concepts, principles of student-centeredness, and the psychology of interpersonal interaction.
		Labour Function 2: Conducting Scientific Research	Skill 1: Ensuring the Integration of Science, Higher Education, and the Labour Market Skill 2: Developing Students' Research Skills to the Required Level	LO 4. Develop research projects on current issues of state and local management based on the systematic collection, verification, and analysis of empirical data.
		Labour Function 3: Conducting Scientific and Methodological Work	Skill 1: Scientific and Methodological Support for Macro-Processes of Higher and Postgraduate Education Organizations	LO 3. Justify the methodological framework of scientific research in the field of state and local management in compliance with academic integrity standards.
		Labour Function 4: Socialization of Students	Skill 1: Promoting Social Values among Students	LO 2. Design training sessions in economics and management disciplines based on

			Skill 2: Fostering Students' Commitment to the Values of Their Chosen Profession	modern pedagogical concepts, principles of student-centeredness, and the psychology of interpersonal interaction.
		Additional Labour Function: Engagement with Stakeholders in Higher and Postgraduate Education	Skill 1: Engagement with Internal Stakeholders	LO 1. Carry out professional and academic communication in a foreign language in the format of academic writing and scientific discussions in the field of public administration and local self-government.
			Skill 2: Engagement with External Stakeholders	
Requirements for Personal Competencies			Friendliness, sociability, empathy, stress tolerance, emotional stability, professional and social responsibility, and the ability to develop teaching and research skills.	

9 Graduate model

GRADUATE MODEL			
Professional standards of the Career Enbek system: «Teacher (faculty) of higher and (or) postgraduate education organizations» dated November 20, 2023, No. 591., «Labor Relations Management» Version number and year of publication: Version 2, 2024, «Business Analysts» dated December 6, 2024, No. 770/NQ, «Performance Management» dated December 5, 2024, No. 449., and the Sectoral and Regional Atlases of Professions and Competencies (2023–2025) of the Republic of Kazakhstan for «Business Performance Manager», «Project Manager/Digital Transformation Specialist», «Public Services Advisor», «R&D Project Manager» as of April 17, 2026 (https://enbek.kz/ru/atlas-es-professions/regions)	Competencies (soft skills, digital skills)		
	Attributes of a graduate	knowledge	Skills
	A focus on the public interest, the rule of law, accountability, and the effectiveness of public administration. High professional and academic ethics, adherence to the principles of integrity, transparency, and anti-corruption. A culture of research and a commitment to an evidence-based and scientifically grounded approach to solving governance challenges. A pedagogical focus and a willingness to apply modern educational technologies and impart professional knowledge in the field of public administration.	Theory and methodology of national and local governance; contemporary concepts of public governance, public policy, and public administration. Legislative and institutional frameworks for public governance, the civil service, local self-government, regional development, and the interaction between the state, business, and society. Methods of strategic management, public policy analysis, evaluation of government programs and projects, risk management, and organizational transformation. Contemporary methods of scientific research, data analysis, processing, and visualization, as well as modern pedagogical technologies and methods for organizing the educational process.	Analyze legislation, public policy, socioeconomic processes, and the activities of government agencies; formulate well-founded conclusions and recommendations. Develop and justify management decisions, government programs, and projects, taking into account strategic goals, risks, and socioeconomic consequences. Conduct scientific research; collect, process, analyze, and visualize data; and interpret and present research findings. Organize effective collaboration among government agencies, local communities, businesses, and civil society institutions, and apply modern communication technologies. Design and conduct courses in public administration using modern educational technologies and assessment methods.
	Professional skills (Hardskills)		
	Analyze and evaluate public policies, government programs, and projects; prepare analytical reports and expert opinions. Develop strategic documents and management decisions in the field of national, local, and regional governance; define performance indicators for their implementation. Assess and manage risks in the public sector; develop measures to improve the efficiency of management processes and organizational transformation. Apply digital and analytical tools; analyze and visualize data to inform evidence-based management decisions. Conduct scientific research and present its results in academic publications, reports, analytical materials, and expert reports. Develop and conduct training sessions on public and local administration, apply modern teaching methods, and evaluate learning outcomes.		

ТИПТИК ОКУ ЖОСПАРЫ/ ТИПИЧНЫЙ УЧЕБНЫЙ ПЛАН / TYPICAL CURRICULUM PLAN

[illegible]

Магистранттың ғылыми-зерттеу жұмысы Науыс-исследовательская работа магистранта Scientific Research Work of a Master's Student	ҒЗЖ (ЖЖ) НІР (БЖ) RW (UC)	NIRM 6403-26 NIRM 6403-26 NIRM 6403-26	3	5	150	0				Барлық кафедралар Все кафедры All chairs	2 + 1 + 0	5 апта / неделя / weeks	Ғылыми-зерттеу жұмысы Исследовательская работа Research work
Тағылымдамалы оту мен магистрлік диссертацияны орындауды қамтитын магистранттың ғылыми-зерттеу жұмысы 1. Науыс-исследовательская работа магистранта, включающая прохождение стажировки и выполнение магистерской диссертации	ҒЗЖ (ЖЖ) НІР (БЖ) RW (UC)	NIRM 6404-26 NIRM 6404-26 NIRM 6404-26	4	9	270	0				Барлық кафедралар Все кафедры All chairs		9 апта / неделя / weeks	Ғылыми-зерттеу жұмысы Исследовательская работа Research work
Барлығы модуль бойынша / Итого по модулю / Total for module			67		2010	270	150	120	0	468			
Соперничающие модели государственного управления Казіргі мемлекеттік басқару модельдері Modern Models of State Governance	БП (ТК) БД (КБ) BD (EC)	SMGU 5201-26 SMGU 5201-26 SMGU 5201-26	1	5	150	45	30	15	15	90	2 + 1 + 0		Емтхан Экзамен Examination
Мемлекеттік сектордың стратегиялық басқару Стратегическое управление государственным сектором Strategic Management of the Public Sector		SUGS 5201-26 SUGS 5201-26 SUGS 5201-26											
Барлығы модуль бойынша / Итого по модулю / Total for module			5		150	45	30	15	0	15	90		
Деректер негізінде басқарушылық шешімдер Управленческие решения на основе данных Data-Driven Managerial Decision-Making	БП (ТК) БД (КБ) BD (EC)	UROD 5202-26 UROD 5202-26 UROD 5202-26	2	5	150	45	30	15	15	90	2 + 1 + 0		Емтхан Экзамен Examination
Мемлекеттік басқарудағы деректерді талдау және визуализациялау 2. Анализ и визуализация данных в государственном управлении Data Analysis and Visualization in State Governance		AVDQU 5202-26 AVDQU 5202-26 AVDQU 5202-26											
Барлығы модуль бойынша / Итого по модулю / Total for module			5		150	45	30	15	0	15	90		
Мемлекеттік басқару тиімділігі бағалау Оценка эффективности государственного управления State Governance Performance Assessment	БП (ТК) ПД (КБ) PD (EC)	OEGU 5301-26 OEGU 5301-26 OEGU 5301-26	2	5	150	45	30	15	15	90	2 + 1 + 0		Емтхан Экзамен Examination
Стратегическое управление рисками в государственном секторе Мемлекеттік сектордағы стратегиялық тәуекелдерді басқару Strategic Risk Management in the Public Sector		SURGS 5301-26 SURGS 5301-26 SURGS 5301-26											
Барлығы модуль бойынша / Итого по модулю / Total for module			5		150	45	30	15	0	15	90		
Институциональное развитие территорий и региональное управление Аумақтағы институттардың дамуы және өңірлік басқару Institutional Development of Territories and Regional Governance Управление местными сообществами Жергілікті қауымдастықтарды басқару Local Community Management	БП (ТК) ПД (КБ) PD (EC)	IRTRU 5302-26 IRTRU 5302-26 IRTRU 5302-26	2	5	150	45	30	15	15	90	2 + 1 + 0		Емтхан Экзамен Examination
Барлығы модуль бойынша / Итого по модулю / Total for module			5		150	45	30	15	0	15	90		

Модуль / Module № 6	Организационная трансформация государственного сектора 1 Мемлекеттік сектордың ұйымдық трансформациясы Organizational Transformation of the Public Sector Модели взаимодействия государства, бизнеса и общества 2 Мемлекет, бизнес және қоғамның өзара іс-қимыл моделдері Models of Interaction Between the State, Business and Society	БелП (ТК) ПД (КВ) PD (EC)	OTGS 6303-26 OTGS 6303-26 OTGS 6303-26 MUGBO 6303-26 MUGBO 6303-26 MUGBO 6303-26	3	5	150	45	30	15	0	15	90	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0	Емтихан Экзамен Examination
Барлығы модуль бойынша / Итого по модулю / Total for module					5	150	45	30	15	0	15	90			
Модуль / Module № 7	Современная практика государственной службы 1 Мемлекеттік қызметтің заманауи практикасы Modern Practices of Public Service Стратегическое позиционирование государства 2 Мемлекеттің стратегиялық позициялы Strategic Positioning of the State	БелП (ТК) ПД (КВ) PD (EC)	SPGS 6304-26 SPGS 6304-26 SPG 6304-26 SPG 6304-26 SPG 6304-26	3	5	150	45	30	15	0	15	90	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0	Емтихан Экзамен Examination
Барлығы модуль бойынша / Итого по модулю / Total for module					5	150	45	30	15	0	15	90			
Модуль / Module № 8	Этика и культура государственной службы 1 Мемлекеттік қызметтің этикасы мен мәдениеті Ethics and Culture of Public Service Анализ и оценка государственных программ и проектов 2 Мемлекеттік бағдарламалар мен жобаларды талдау және бағалау Analysis and Evaluation of State Programs and Projects	БелП (ТК) ПД (КВ) PD (EC)	EKGS 6305-26 EKGS 6305-26 EKGS 6305-26 AOGPP 6305-26 AOGPP 6305-26 AOGPP 6305-26	3	5	150	45	30	15	0	15	90	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0	Емтихан Экзамен Examination
Барлығы модуль бойынша / Итого по модулю / Total for module					5	150	45	30	15	0	15	90			
Модуль / Module № 9	Анализ государственной политики 1 Мемлекеттік саясатты талдау State Policy Analysis Управление конфликтами в государственном секторе 2 Мемлекеттік сектордағы жанжалдарды басқару Conflict Management in the Public Sector	БелП (ТК) ПД (КВ) PD (EC)	AGP 6306-26 AGP 6306-26 AGP 6306-26 UKGS 6306-26 UKGS 6306-26 UKGS 6306-26	3	5	150	45	30	15	0	15	90	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0	Емтихан Экзамен Examination
Барлығы модуль бойынша / Итого по модулю / Total for module					5	150	45	30	15	0	15	90			
Модуль / Module № 10	Цифровая трансформация государственного управления 1 Мемлекеттік басқарудың цифрлық трансформациясы Digital Transformation of State Governance Связи с общественностью в государственном управлении 2 Мемлекеттік басқарудағы қоғаммен байланыс Public Relations in State Governance	БелП (ТК) ПД (КВ) PD (EC)	TsTGU 6307-26 TsTGU 6307-26 TsTGU 6307-26 SOGU 6307-26 SOGU 6307-26 SOGU 6307-26	3	5	150	45	30	15	0	15	90	Экономика және басқару Экономика и управление Economics and management	2 + 1 + 0	Емтихан Экзамен Examination
Барлығы модуль бойынша / Итого по модулю / Total for module					5	150	45	30	15	0	15	90			
Модуль / Module № 11	Магистрат диссертацияны ресмилеу және қорғау (МДРҚ) 1 Оформление и защита магистерской диссертации (ОжЗМД) Preparation and defense of a master's thesis (PDMT)			4	8	240								8 апта / неделя / weeks	
Барлығы модуль бойынша / Итого по модулю / Total for module					8	240	0	0	0	0	0	0			
Барлығы модуль бойынша / Итого по модулю / TOTAL FOR MODULES					120	3600	675	420	255	0	177	1278			

**International Academic Advisor Confirmation/ Шетелдік кеңесшінің қатысуы/
Участие зарубежного консультанта**

Educational Program/	7M04144 - State and Local Government
Білім беру бағдарламасы/	7M04144 - Мемлекеттік және жергілікті басқару
Образовательная программа	7M04144 - Государственное и местное управление
Level/ Дәрежесі/ Уровень	Master/Магистратура/Магистратура

International Academic Advisor/ Шетелдік академиялық кеңесші/ Зарубежный консультант	<u>Омурзакова Умут Маратовна</u>
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Academic degree/ Ғылыми дәреже/ Ученая степень	кандидат экономических наук
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Position/ Лауазымы/ Должность	зав.кафедрой «Финансы, анализ и учет» Высшей школы экономики и бизнеса
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University/ Университет/ Университет	Кыргызский государственный технический университет им.И.Раззакова
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Country/ Ел/ Страна	Кыргызская Республика
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Approved/ Келісілді/ Согласовано

The educational program has been reviewed and approved. The updated content of the educational program, the sequence of courses, and the revised learning outcomes (LO) have been developed in accordance with modern academic approaches.

Білім беру бағдарламасы қарастырылып, келісілді. Білім беру бағдарламасының жаңартылған мазмұны, пәндерді оқу реттілігі және жаңартылған оқу нәтижелері (ОН) заманауи академиялық тәсілдерге сәйкес әзірленді.

Образовательная программа рассмотрена и согласована. Актуализированное содержание образовательной программы, последовательность изучения дисциплин и обновленные результаты обучения (РО) сформированы с учетом современных академических подходов.

International Academic Advisor/ Шетелдік академиялық кеңесші/ Зарубежный консультант	U.Omurzakova/ У.Омурзакова/ У.Омурзакова
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Seal/ MO/ МП



2026
(Date/
Күн/
Дата)

EXPERT OPINION
on the Educational Program 7M04144 "State and Local Government"
Field of Study: 7M041 – Business and Management

General Characteristics of the Educational Program The Educational Program "State and Local Government" has been developed in accordance with the National Qualifications Framework of the Republic of Kazakhstan, the Sectoral Qualifications Frameworks, and the Professional Standards in the field of Public Administration.

The objective of the Educational Program is to prepare highly qualified master's graduates possessing advanced managerial, research, and analytical competencies, capable of effectively implementing public policy, developing managerial decisions, and carrying out professional activities within public authorities and government organizations.

The relevance of the program is determined by the current trends in the development of public administration in the Republic of Kazakhstan, the introduction of digital technologies, the modernization of public administration, the advancement of project management practices, and the improvement of the efficiency of public authorities. The program takes into account employers' requirements, meets current labour market demands, and provides learning opportunities for persons with special educational needs.

Description and Evaluation of the Educational Program Structure The Educational Program has a logical and coherent structure that ensures the systematic development of professional competencies.

The curriculum includes courses covering contemporary approaches to state and local government, strategic management, public regulation, digital transformation of the public sector, human resource management, and performance evaluation of public programs.

The curriculum promotes the development of research competencies, critical thinking, managerial decision-making skills, and applied research abilities. Particular attention is paid to the application of modern teaching methods, case-study analysis, and research project implementation.

Overall Conclusion

The Educational Program 7M04144 "State and Local Government" complies with the current requirements of the higher education system of the Republic of Kazakhstan, ensures the preparation of competitive graduates, and meets the needs of public authorities and government organizations.

The program is characterized by relevant academic content, a strong practice-oriented approach, and contributes to the development of professional competencies required for effective performance within the public administration system.

Recommendations for the Further Development of the Educational Program

- Strengthen the practical training of master's students through the implementation of joint projects with public authorities.

- Further develop international scientific cooperation and promote the academic mobility of students and academic staff.

Expert: Kadyrova G.A., candidate of Economic Sciences, Associate Professor,
Higher School of Economics, Astana International University.



EXPERT OPINION
on the Educational Program 7M04144 "State and Local Government"
Field of Study: 7M041 – Business and Management

General Characteristics of the Educational Program The Educational Program "State and Local Government" has been developed in accordance with the current regulatory requirements of the Republic of Kazakhstan and is aimed at preparing a new generation of master's graduates for the public administration system.

The objective of the Educational Program is to develop professional competencies that enable graduates to formulate and implement public policy, make strategic managerial decisions, conduct scientific research, and manage the socio-economic development of territories.

The relevance of the program is determined by the ongoing public administration reforms in the Republic of Kazakhstan, the development of digital government, the integration of artificial intelligence technologies into the activities of public authorities, and the increasing demand for highly qualified public management professionals.

Description and Evaluation of the Educational Program Structure The Educational Program provides comprehensive training for master's students and includes both core and major-specific courses covering contemporary concepts of public administration, strategic planning, public economic regulation, digital transformation of the public sector, leadership, project management, and performance evaluation of public decisions.

The curriculum is strongly practice-oriented and incorporates project-based learning, research activities, the analysis of managerial cases, and the use of digital decision-support tools.

Overall Conclusion

The Educational Program 7M04144 "State and Local Government" fully complies with the current requirements for training managerial professionals, meets the State Educational Standards of the Republic of Kazakhstan, and demonstrates significant potential for preparing highly qualified specialists who are in demand within the public administration system.

The program is distinguished by its practice-oriented curriculum, modern methodological support, and its ability to develop the professional competencies required for successful performance in the context of the digital transformation of the public sector.

Recommendations for the Further Development of the Educational Program

- Increase the involvement of representatives of public authorities and employers in the implementation of the Educational Program.
- Continue strengthening the research activities of master's students through participation in grant-funded projects and collaborative research initiatives.

Expert: Zh.Z. Baigireyeva PhD,
Acting Associate Professor
Head of the Department of Management
Esil University, Astana, Kazakhstan

