

**Academy of Public Administration under the  
President of the Republic of Kazakhstan**

Approved by Decision of the  
Academy Academic Council  
dated " \_\_\_\_ " \_\_\_\_ 2020, No. \_\_\_\_

**Master's program in Public Policy**

**1. Name of program:** Master of Public Policy

**2. Duration of study:** 2 years

**3. Total ECTS:** 124

**4. Description of the program:**

The program is intended for public servants, specialists in the public, private and non-profit sectors who seek to receive a full-fledged education in the field of public policy. The program provides a solid foundation for policy development and analysis, program evaluation and management. Within the program, undergraduates will have the opportunity to take the second part of training at the Mohammed Bin Rashid School of Public Administration (Dubai).

The program is designed for administrative civil servants of the A and B corps of the Republic of Kazakhstan to form the third level competencies from the Unified Competency Framework and is focused on:

- development of managerial and research competencies, professional skills;
- the formation of the ability to carry out long-term strategic planning and find a balance of advantages and disadvantages when making decisions (policy trade-offs);
- practical application of modern technologies of public administration and assessment of the effectiveness of state and public policies.

**Program Benefits:**

- development of competences in the field of public policy;
- competency-based approach to training;
- result-oriented training through finding solutions to specific situations using active teaching methods;
- an interdisciplinary approach that provides the opportunity to acquire knowledge and skills in related fields - economics, law and management;
- internships in state bodies of the Republic of Kazakhstan and abroad;
- implementation of the Master's project, focusing on solving issues of public administration and public service;
- teaching disciplines in three languages: Kazakh, Russian, English.

Implementation Partners of the program are government agencies, foreign centers.

## 5. Goals and objectives of the program:

**Purpose:** Training of Master's in public policy, with the competencies necessary for development and analysis of public policy.

### The objectives of the program:

- to develop basic managerial competencies, including skills in planning and forecasting public policy;
- to develop the personal qualities of civil servants and three blocks of competencies that correspond to the characteristics of a professional public administration according to the Unified Competency Framework.

## 6. Expected learning outcomes:

*Analysis:* analyzes the socially significant problem considering the need and degree of government involvement in its solution.

*Synthesis:* plans the process of developing and introducing new or existing policies and programs to solve socially significant problems.

*Application:* applies knowledge, skills and abilities in the process of developing, implementing and reforming policies and programs to solve socially significant problems.

*Assessment:* identifies and evaluates the impact of the implemented policy or program on socially significant problems considering evolving conditions.

## 5. Competencies:

- *Strategic Thinking / System Management.* Effective management of processes and resources (material, financial, human, etc.), as well as adoption of decisions that contribute to the achievement of the state body strategic goals with the least cost and time.
- *Effective business management.* Skills to collect information necessary for analysis and management decisions.
- *Analysis and decision making.* Analyzes quantitative, verbal and other information. Considers how the decision will affect the future. Considers a single task or problem as part of the overall process.
- *Motivation for self-development.* Continuous acquisition and application of new knowledge, skills to improve performance. Interest in new knowledge and technologies. Seeks for self-development, new information and methods of its application. Applying new skills in practice to improve effectiveness.
- *Leadership.* Encourages good relationships, collaboration, and communication. demonstrates the ability to inspire and energize other people, being more effective and involved.
- *Innovation and change management.* Generates new ideas, finds original solutions, offers several options for action, casts doubt on already established ideas.
- *Consumer orientation and communication.* The ability to organize and control the work of providing quality services, to determine the level of satisfaction in order to provide feedback.
- *Integrity.* The ability to control compliance with ethical norms and standards, to create an atmosphere of trust and respect in the team, to ensure compliance with



the principles of transparency and justice in the actions of subordinates.

- *Stress resistance*. Responsibly reacting to criticism, taking measures to eliminate shortcomings.
- *Efficiency*. Analyzing ongoing changes in the economy and making timely decisions to improve them.

6. **Methods, forms, training and assessment technologies:** Group presentations and discussion; Case studies; Project presentation and defense; situational problem solving cases; Content analysis of government programs and legal acts; Interview; Project work; Analytic notes; Modeling situations.

## 7. Program structure and academic content

		Code	ECTS
1 semester	Language competence of civil servants / Professional Communications (Kazakh language)		3
	Language Competence of Government Officials / Professional Communications (English language)		3
	Public administration		3
	Research Methods and Data Analysis		3
	Digital technology in Public policy		5
	Microeconomics and Public Policy		5
	Development Day Colloquium		1
	<b>Total for 1<sup>st</sup> semester</b>		<b>23</b>
2 semester	Organizational behavior		3
	Macroeconomics and Public Policy		5
	Project management		5
	Legal basis of Public Policy		5
	1 elective course from the Catalog of disciplines		5
	Republic of Kazakhstan in International Public Law		
	Economic law		
	Development Day Colloquium		1
	Internship		3
	<b>Total for 2<sup>nd</sup> semester</b>		<b>27</b>
3 semester	Analysis and evaluation of Public Policy		5
	Public finance and fiscal management		5
	Human resources management		5
	Public Sector Financial Management		5
	1 elective course from the Catalog of disciplines		5
	Strategic management in public institutions		
	Operational Management at State Institutions		
	Development Day Colloquium		1
	<b>Total for 3<sup>rd</sup> semester</b>		<b>26</b>
4 semester	2 elective courses from the Catalog of disciplines		10
	Business and Public Policy		
	Foreign economic policy		
	Sustainable development, environmental and energy policies		
	Social Policy		



Development Day Colloquium		1
Training		1
Internship		2
<b>Total for 4<sup>th</sup> semester</b>		<b>14</b>
Experimental research work of a graduate student + Internship (22 + 2)		22
Internship		4
Research and Defense of Master thesis		12
<b>Total</b>		<b>124</b>

#### 8. The list of compulsory disciplines

<i>Name of discipline</i>	<i>Description of discipline</i>	<i>Expected Learning Outcomes</i>
<b>Language competence of civil servants / Professional Communications (Kazakh language)</b>	Development of writing letters, analytical documents and programs in Kazakh language skills, as well as development of communicative competencies, abilities to deliver speech and presentation to the audience	Students will improve their skills in working with documents in Kazakh language; aimed at developing competencies for the effective management of activities and consumer orientation of services and information
<b>Language Competence of Government Officials / Professional Communications (English language)</b>	Development of writing letters, analytical documents and programs in English language skills, as well as development of communicative competencies, abilities to deliver speech and presentation to the audience	Students will improve their skills in working with documents in English language; aimed at developing competencies for the effective management of activities and consumer orientation of services and information
<b>Public administration</b>	The course is aimed at studying modern trends in public administration, latest management technologies, formation of practical skills that ensure the realization of effective professional activity in the field of public administration.	Has practical skills that ensure effective professional activity in the field of public administration; develops competencies of effective management, decision-making, consumer orientation of services and information, integrity, imitativeness
<b>Research Methods and Data Analysis</b>	The course is aimed at developing analytical thinking through the formation of skills using modern applied research methods and data modeling. The course consists of two modules. The first module is aimed at	The ability to shape the structure, components of research work; to justify their point of view on the basis of structural-logical model; to form and justify management

	studying the general structural methods and approaches necessary for writing a research paper. The second module is aimed at developing skills in processing, analyzing empirical data, such as correlation-regression, cluster, factorial, variance and intelligent (neural network) analyzes, including Big Data and interpretation of results	decisions based on the results of data analysis
<b>Digital technology in Public policy</b>	Formation of skills in informatization of government bodies' managerial activities, computer technologies in organization management, analysis of digitalization models-DEG model (digital-era governance), developing proposals for the introduction of foresight technologies in public administration	Ability to use information technology to solve various research, administrative and economic tasks, systematize and summarize information, owns methods and specialized tools for analytical work and research, able to analyze digitalization models of public administration and economy; aims to develop competence – analysis and decision making, innovativeness and change management
<b>Microeconomics and Public Policy</b>	The course aims to study the behavior patterns of producers and consumers and the impact of public policy on them. The course aims to develop an understanding of the concept of opportunity costs; patterns of consumer behavior (demand) and producers (supply); market models and its effectiveness; competition, market power; public goods and external effects	Skills to analyze public policy on the markets for goods and services, using the criteria of efficiency and maximizing the public good
<b>Organizational behavior</b>	The study of personal behavior, interpersonal interaction and leadership in managing the organization. The course aims to build an organization as a system designed for the effective implementation of its intended purpose	Strategies, technologies and tools for effective management and leadership in organization necessary for the formation of a professional state apparatus
<b>Macroeconomics and Public Policy</b>	The course aims to study the model of aggregate supply and demand, as well as long-term economic growth model. Studies of concepts and indicators of the business cycle, production	Skills to analyze aggregate economic processes based on macroeconomic indicators. Understanding possibilities and limitations of economic policy



	volumes, inflation, unemployment, fiscal and monetary policy	stabilization and economic growth policy
<b>Project Management</b>	The course is aimed at the formation of systemic thinking in the field of effective implementation of the project approach in management activities, formation of skills to apply specific features of project management, including in the MS Project software environment	Possession of skills of planning and managing projects in organizations, including the means of up-to-date software; develops competencies such as effective activity management, customer service orientation, responsiveness, stress tolerance
<b>Legal basis of public policy</b>	The formation of knowledge in the field of legal foundations of public policy; analysis and monitoring of normative legal acts regulating the activities of state bodies in solving public problems, achievement and implementation of generally recognized development goals of society and the state	Ability to analyze, monitor normative legal acts regulating the process of development and implementation of state policy
<b>Analysis and evaluation of public policy</b>	The course aims to study the theory and practice of analyzing and evaluating public policies and programs in terms of effectiveness and achieving the desired results. Modern methods of analysis will be studied, including qualitative and quantitative methods.	Ability to apply methodological approaches to the analysis and evaluation of policies and programs; identify and evaluate possible risks, as well as make decisions, taking into account risks and ensuing consequences
<b>Public finance and fiscal management</b>	The course is aimed at studying the functioning financial and tax systems of the Republic of Kazakhstan, the problems of implementing financial and tax policies, instruments and the mechanism of financial management of the state	Analyzes and predicts possible risks in the implementation of fiscal policy; makes management decisions considering possible risks and consequences in the economic sphere. Makes proposals for the implementation of innovative approaches and solutions aimed at improving the efficiency of public finance and fiscal management

<b>Human Resource Management</b>	Mastering HR analytics using data collection, modern methods and technologies.	Ability to apply modern HR analytics tools, to form and use HR databases (e-kyzmet) when making effective management decisions.
<b>Financial management in the public sector</b>	The course aims to study the system and processes of formation, distribution of financial resources and the implementation of costs in a transparent and accountable environment. Understanding of financial management stakeholders and its cycle, including the development of programs / policies, preparation, approval and implementation of the budget, reports and audits.	Understanding of the principles and methods of financial management, including the basics of budgeting and reporting, taxes, subsidies, public-private partnerships, public debt and deficit financing, budget relations

### Catalog of Elective Disciplines

<b>The Republic of Kazakhstan in International Public Law</b>	Knowledge of the system of international law, the principles of international law. Understanding of the place and role of Kazakhstan as a subject of international law	Knowledge of international legal acts ratified by the Republic of Kazakhstan, the development of skills to apply international standards in the development and implementation of public policy, the ability to analyze national legislation in order to harmonize it with international law
<b>Economic law.</b>	Studying the rules of economic law governing the economic and legal activities of the Republic of Kazakhstan on redistribution of property, financial and non-financial assets	Sustainable skills in applying the rules of law governing economic relations, including financial law, banking law, antitrust laws, legislation public procurement, etc.
<b>Strategic management in state institutions</b>	The course is aimed at studying the international practice of operational management, introducing a process approach and the concept of planning in state institutions.	Students will gain skills in identifying and analyzing operational problems, they will also gain skills in solving these problems through construction, reengineering and implementation of business processes, and will become