«ІЛИЯС ЖАНСУГІРОВ АТЫНДАҒЫ ЖЕТІСУ УНИВЕРСИТЕТІ» КЕ АҚ
НАО «ЖЕТЫСУСКИЙ УНИВЕРСИТЕТ ИМЕНИ ИЛЬЯСА ЖАНСУГУРОВА»
NP JSC «ZHETYSU UNIVERSITY NAMED AFTER ILYAS ZHANSUGUROV»

БІЛІМ БЕРУ БАҒДАРЛАМАСЫ
ОБРАЗОВАТЕЛЬНАЯ ПРОГРАММА
EDUCATIONAL PROGRAM
7М04115 – «Мемлекеттік және жергілікті басқару»
7М04115 – «Государственное и местное управление»
7М04115 – «State and local governance»

МАГИСТРАТУРА/
MASTER'S DEGREE

Талдыкорған/ Талдыкорган/ Taldykorgan, 2025

The educational program 7M04115 – «State and local governance» is developed in accordance with the following regulatory documents:

1. The Law of the Republic of Kazakhstan «On Education» dated 27.07.2007, No.319-III;

2. Order of the Minister of Education and Science of the Republic of Kazakhstan dated 20.04.2011, No.152 «Rules for the organization of the educational process on credit technology of education»;

3. Order of the Minister of Education and Science of the Republic of Kazakhstan dated 20.07.2022, No 2 «On approval of the State Mandatory Standards of Education at All levels of Education».

Developers:

Chairman of the academic committee for the development of Educational Program		Nurgul Syzdykbaeva PhD, Head of the Department of Public Administration and Management
Members of the academic committee for the development of Educational Program		
Academic personnel		Gulnar Baytaeva Associate Professor (Associate Professor), Department of Public Administration and Management
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Employers-consultants		Koblan Manap, Head of the Department of the agency of the Republic of Kazakhstan for Civil Service Affairs in Zhetysu Region, chairman of the Ethics Council
Student consultants		Nurania Myrzabekova, master's student 1st year student of the educational program «State and local government»

The educational program was reviewed and recommended for approval at the meetings:

Academic Council of the University
Protocol № 7 from « 26 » 03 2025
Chairman of Academic Council _____ B. Taubayev

Council of the Faculty of Law and Economics
Protocol № 7 from « 18 » 02 2025
Dean _____ G. Teleuev

Academic Committee of the Faculty of Law and Economics
Protocol № 5 from « 28 » 01 2025
Chairman Academic committee of the Faculty _____ Zh. Abdykalieva

1. PASSPORT OF THE EDUCATIONAL PROGRAM

1.1 Context
Registration number: 7M04101086
Code and classification of the field of education: 7M04 Business, Management and Law
Training area code and classification: 7M041 Business and management
Group of educational programs: M071 State and local governance
Name of the educational program: 7M04102 State and local governance
Type of EP: new
Type of program: Second cycle: Master's degree level 7 NOF / ORC / ISCED
Degree awarded: master of Economics and business in the educational program 7M04115 State and local governance.
Total credits: 60 academic credits
Typical training period: 1 year
Language of instruction: Kazakh, Russian and English
License to engage in educational activities: The Educational program is implemented on the basis of the Appendix to the License №KZ49LAM00007465 dated June 20, 2025 in the direction of training 7M041 Business and Administration, issued by the Committee for control in the field of education and science of the Ministry of education and science of the Republic of Kazakhstan.
Accreditation:
1) Institutional accreditation: Independent Agency for Accreditation and Examination of the Quality of Education ARQA, certificate HE-IA-000010 dated 04.23.2024, validity period of accreditation 04.23.2024 – 04.22.2029.
EP Rating:
1) NAOKO –
2) Atameken –
Professional standards for the development of EP:
The educational program was developed in accordance with the professional standard "Strategic HR".

1.2 Place of NJSC "Zhetysu University named after Ilyas Zhansugurov" in the system of higher and postgraduate education of the Republic of Kazakhstan
Zhetysu University named after Ilyas Zhansugurov is a large regional multidisciplinary university of the Zhetisu region, which provides three-stage training (bachelor's, master's and doctoral PhD) in a wide range of specialties.

Mission: Training competitive personnel that satisfies the industrial and innovative development needs of both Zhetisu region and Republic of Kazakhstan.

Strategic goal:
1. Providing high-quality training of competitive personnel;
2. Modernization of the content of higher and postgraduate education in the context of global trends.
Positions of the university in national and international rankings:
3. 804th place in the world according to the UI GreenMetric World University Rankings 2024 sustainable development rating. 10th place among 28 universities in Kazakhstan;
4. QS World University Rankings: 701 - 750 place in the Asia 2025 ranking, 46th place in the QS World University Rankings: Asia 2025 – Central Asia;
5. 6th place among 95 universities of the Republic of Kazakhstan in the ARES rating.

1.3 Profile of the educational program

Rationale: The educational program 7M04115 State and local government is aimed at training scientific and pedagogical personnel capable of conducting scientific research in the areas of state and local government and education and applying them in the course of their professional activities.

Labor market research in accordance with employers' requests:

The specifics of the socio-economic development of the region, the program of industrial development of the Zhetysu region determine the recruitment of higher and postgraduate education Zhetysu University named after I.Zhansugurov to meet the need for specialists, scientific and scientific-pedagogical personnel. This makes it possible to use the available resources for the implementation of the educational program efficiently and rationally, taking into account the needs of the market and the educational policy of the Republic of Kazakhstan: human resources, material and technical base, information resources, established partnerships with educational organizations.

A feature of the educational program is that its formation is carried out taking into account the needs of the regional labor market and the demands of the economy, in close cooperation with state and local authorities.

The purpose of the educational program: Ensuring high-quality master's degree training for professional activities in the field of public and local government based on national development priorities, principles of public policy, digitalization and the best international practices of effective public administration.

Distinctive features of the program:

Area of professional activity	- public administration; - local government; - governance in public institutions; - management in the social sphere. - management of national economy; - management in non-profit organizations.
Objects of professional activity	- state body; - local authorities; - state institutions, budget organizations; the institutions of civil society; - public sector organizations; - international organizations and international governments; - nonprofit organization.
A branch of the EP	- Chamber of Entrepreneurs of the Zhetisu region - "Kaynar – AKB" LLP - "Almaty Paints" LLP
Practice bases	Department of the Agency of the Republic of Kazakhstan for Civil Service Affairs in the Zhetysu region, Kazakhtelecom JSC, TATEK JSC, Aydin LLP, JLC LLP, Atameken Chamber of Entrepreneurs for Zhetysu region, State Revenue Department for Zhetysu region, Kainar-AKB LLP, Zhetysu SEC
Academic mobility	Partner universities: Kyrgyz-Russian Slavic University named after B. Yeltsin (Kyrgyz Republic, Bishkek), V. Korfantogo Upper Silesian University of Economics (Katowice, Poland), State University of Management (Moscow), etc.
Scholarship programs	State educational order, grant of local executive bodies

1.4 Graduate Profile

Graduate attributes according to Dublin Descriptors:

1) demonstrate developing knowledge and understanding in the field under study, based on advanced knowledge of this field, when developing and/or applying ideas in the context of research;

2) apply their knowledge, understanding and abilities at a professional level to solve problems in a new environment, in a broader interdisciplinary context;

3) to collect and interpret information for the formation of judgments, taking into account social, ethical and scientific considerations;

4) clearly and unambiguously communicate information, ideas, conclusions, problems and solutions to both specialists and non-specialists.

Competencies of a graduate of the EP:

KC1- possess the theoretical foundations of management, be able to use information technologies and means of communication of the management process, possess innovative management technologies;

KC2- to know the main areas of work of a practical psychologist, socially and professionally significant qualities of an employee;

KC3- possess at a professional level the types of speech activity of a foreign language (listening, reading, writing, speech), is able to express thoughts orally and in writing using basic lexical and grammatical levels;

KC4- to know the principles and structure of the organization of scientific activity;

KC5 – to master the culture of behavior of the future leader;

KC6 - possess basic theories, motivation, leadership and power skills;

KC7- master the techniques of self-organization of working time, efficient use of resources and effective interaction with other performers;

KC8- possess the basic technologies for the formation and promotion of the image of the public service;

KC9- master the techniques of self-organization of working time, efficient use of resources and effective interaction with other performers;

KC10- be able to apply the acquired knowledge and skills in practice in the field of direct communication and training.

Learning outcomes:

LO1 - to master a foreign language at a level that allows for professional and scientific communication, including the perception and creation of specialized texts, participation in oral and written communication in an international environment, as well as the use of language as a means of intercultural interaction and professional self-development;

LO2 - is to make informed management decisions in conditions of uncertainty, effectively organize teamwork, allocate roles and resources, and exercise leadership based on ethical standards and strategic goals;

LO3 - Evaluate models of public-private interaction, apply methods of analyzing regional socio-economic processes, use mechanisms for implementing economic policy, develop strategies for partnership and territorial development, and justify management decisions taking into account institutional conditions, government policy priorities, and sustainable development goals;

Lo4 - To carry out a critical analysis of the possibilities of using artificial intelligence in the operational activities of government structures, apply modern digital tools to improve management efficiency, identify corruption risks, develop and implement technologies to prevent them, taking into account legal, ethical and institutional requirements;

LO5 - It analyzes in depth the constitutional and legal foundations of governance, evaluates the legal status and responsibility of public authorities, and applies legal tools to develop solutions in the context of administrative reform and public policy;

LO6 - critically comprehend management situations, interpret them in the context of political, economic and social factors of public administration in the Republic of Kazakhstan, as well as develop and justify effective management decisions based on an integrated approach;

LO7 - to interpret and critically evaluate modern approaches to personnel policy in the civil service, identify its strengths and weaknesses, as well as formulate and justify strategically sound proposals for improving the civil service system in the Republic of Kazakhstan.

Employment opportunities: graduates of the master's degree in the educational program 7M04115 – «State and local government» can hold primary positions in the field of:
- public administration;
- local government;
- management in public institutions;
- management in the social sphere;
- management in non-profit organizations;
- management in other organizations, in positions of relations with government agencies and citizens.

Managerial positions:
- central and local government economists;
- heads or managers of state-owned enterprises, joint-stock companies;
- managers or managers of manufacturing companies, holdings, service companies, etc.;
- economists-managers of management structures of the financial and credit sector;
- specialists of various levels in the economics of social sectors.

The university provides the following types of assistance in the employment of graduates:
a) assistance in preparing a resume;
b) assistance in finding a job;
c) assistance in drafting the contract;
d) study of the labor market;
e) personal applications from practice bases;
f) "Job Fair";
g) business games, trainings;
h) availability of a data bank of social enterprises;
i) youth practice.

Objects of professional activity:
- state body;
- local authorities;
- state institutions, budget organizations;
 the institutions of civil society;
- public sector organizations;
- international organizations and international governments;
- nonprofit organization.

2. THE CONTENT OF THE EDUCATIONAL PROGRAM

2.1 Description of modules

№ module	Module code and name	No. and name of the discipline	Academic credit	Cycle of discipline	Generated learning outcomes by module
1	MEP - 1 Management of educational process	Foreign language (professional)	27	BD	To carry out effective intercultural communication in a foreign language in a professional environment and apply the principles of management psychology.
		Management		BD	
		Experimental research work of the master student		ERWM	
		Design and defense of a master's thesis		CC	
2	PA– 2 Public administration	Anti-corruption technologies in the system of state and local government	24	MD	Uses the tools of political and managerial analysis for a comprehensive assessment of the activities of state, local government and self-government bodies; plans a set of measures to implement public administration tasks; prevents the occurrence of corruption risks, strengthens constructive partnership between the state and civil society institutions.
		Artificial intelligence in the operational activities of government agencies		MD	
		Legal foundations of public administration: theory and practice		MD	
		Public service: personnel policy and modernization		MD	
		Legal foundations of public administration: theory and practice		MD	
		Internship		MD	
3	SREP -3 State regulation and economic policy	Theory and practice of public administration	9	MD	Applies the principles of development and implementation of state program documents and project management tools in the interaction of the state and business; makes effective management decisions on the formation of personnel policy in the civil service; participates in the development and implementation of the strategic plan of the state body, the program for the development of the territory, optimization of
		Public-private partnership		BD	
		Regional economic policy		BD	
				MD	

№					resources for the implementation of the policy of state regulation of entrepreneurial activity.

2.2 Information about disciplines

№	Name of discipline	Brief description of the discipline (30-50 words)	Number of credits	Generated learning outcomes (codes)
Cycle of basic disciplines **University component**				
1	Foreign language (professional)	The discipline studies the structure and foundations of the construction of written and oral texts on professional topics, the rules of speech behavior in accordance with situations of professional communication, depending on the style and nature of communication in the social and academic spheres. Forms and develops the communicative competencies necessary for professional activity	3	LO 1
2	Management	The purpose of the discipline is to develop managerial competencies and leadership skills necessary for strategic management and effective leadership in a complex organizational environment. Modern concepts of management and leadership are studied. Special attention is paid to effective leadership and constructive management. The master's student will learn how to analyze the management environment, form and develop teams, apply adaptive approaches, resolve conflicts, build productive communication and demonstrate ethical and responsible leadership behavior.	3	LO 2
Cycle of basic disciplines **Optional component**				
3	1) Public-private partnership	The purpose of the discipline is to form a master's student's systematic understanding of the essence of public-private partnership (PPP) and the development of scientific and managerial tools necessary for effective interaction between government and business. In the process of studying the discipline, the undergraduate studies the principles and types of interaction, mechanisms for effective partnership organization, and masters the technologies of project management and portfolio management of projects implemented with the participation of the state and the private sector. As a result, skills are being	4	LO 3

		developed to make informed management decisions in the field of PPP aimed at improving the efficiency and effectiveness of joint initiatives.		
4	2) Regional economic policy	The purpose of the discipline is to form graduate students on the strategic approach to ensuring sustainable economic development of the regions. Within the framework of the discipline, the master's student develops a method of analyzing socio-economic conditions, develops and develops strategies for regional development, plans for planning and implementing effective regional policies, aimed at improving competitiveness and improving the quality of life in the regions.	4	LO 3
**Cycle of major disciplines** **Optional component**
5	1) Anti-corruption technologies in the GlM system	The purpose of the discipline is to form a master's student's holistic understanding of the essence, causes and forms of corruption, as well as the development of competencies in the field of anti-corruption policy and culture. The discipline is aimed at mastering theoretical and practical knowledge about the typology of corruption, its consequences, methods of countering, as well as studying international experience in combating corruption, especially in the field of public service. As a result, the graduate student develops the skills to analyze corruption risks and develop effective anti-corruption strategies in the context of public administration.	5	LO 4
6	Artificial intelligence in the operational activities of government agencies	The purpose of the discipline is to master the application of artificial intelligence in public administration. It develops skills in analysis, digital transformation, risk assessment, and the implementation of artificial intelligence. The master's student will learn to use artificial intelligence to optimize processes, improve efficiency, and enhance the rationale behind managerial decisions in the activities of state and local government bodies.	5	LO 4
**Cycle of major disciplines** **University component**
7	Theory and practice of public administration	The purpose of the discipline is to form a master's student's systematic understanding of public administration as a complex and multifaceted system of professional activity operating in a political, economic and social context. In the process of studying the discipline, the master's student learns the tools of political and managerial analysis, acquires	5	LO 6

12		the skills to assess real management situations and develop practical solutions in the context of current problems of public administration in the Republic of Kazakhstan.	8	
8	Public service: personnel policy and modernization	The purpose of the discipline is to provide undergraduates with theoretical knowledge and practical skills in the field of developing and implementing effective personnel policy in the civil service in the Republic of Kazakhstan. As part of the study of the discipline, the undergraduate studies modern approaches to improving the efficiency of civil servants, issues of their professional training and retraining, as well as areas of modernization of personnel policy. As a result, the competencies necessary for the analysis, evaluation and improvement of the public service system are formed.	5	LO 7
9	Legal foundations of public administration: theory and practice	The purpose of the discipline is to provide the undergraduate with in-depth knowledge in the field of constitutional and legal foundations of public administration, the legal status and responsibility of state, local and local government bodies. In the course of his studies, the master's student masters the legal tools for analyzing the state system, gets an idea of the mechanisms of legal responsibility of public authorities, and also studies the content and stages of the implementation of administrative reform in the Republic of Kazakhstan	5	LO 5
10	Internship	Internship is aimed at the comprehensive development of students of all types of professional activities in the specialty, the formation of general, professional competencies, the acquisition of the necessary skills and experience of practical work in the specialty. The main task is to test and then consolidate the theoretical knowledge gained during training, the acquisition of practical skills in the development of technological processes inherent in this specialty.	9	
Experimental research work				
11	Experimental research work of the master student	Familiarization of undergraduates with the latest theoretical, methodological and technological achievements of domestic and foreign science, obtaining practical skills in conducting independent research work, collecting scientific material and writing a master's thesis at the proper level.	13	
Final certification				
12	Design and defense of a	The master's thesis should be a scientific qualification work, which contains the solution	8	

	master's thesis	of a problem. The dissertation must be written by the master's student independently, have internal unity, contain new scientific results and provisions put forward for public defense, and testify to the personal contribution of the author of the dissertation to science.		

2.3 The structure of the educational program

The structure of the educational program was developed in accordance with the State Mandatory Standard of Higher and Postgraduate Education (Order No. 2 of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022)

2.4 Innovative technologies and teaching methods used in the educational process

In order to form the key competencies of the graduate and the results of training on EP 7M04115 – State and local governance, the teaching staff uses the following innovative technologies and teaching methods:
- Work in small groups (team).
- Project technology.
- Analysis of specific situations (case study).
- Role-playing and business games.
Modular training.
- Contextual learning.
Development of critical thinking.
- Problem training.
- Individual training.
- Advanced independent work.
- Interdisciplinary training.
- Learning from experience.
- Information and communication technologies.

In the case of restrictive measures, the introduction of a state of emergency, the occurrence of emergency situations of a social, natural and man-made nature, the organization of the educational process can be implemented using distance educational technologies in online or mixed format. Online training sessions provide for the process of educational interaction in real time: video conferences (GoogleMeet, Skype, Discord, MOODLE, ZOOM, Google Classroom, Microsoft Teams, Hangouts, Cisco WebEx Meetings, etc.).

2.5 Features of the implementation of the educational program for students with special educational needs

If there are persons with special educational needs in the students contingent in the educational program, this educational program is adapted to the special educational needs of such students.

A special procedure for the development of the discipline "Physical culture" is established for persons with special educational needs taking into account the state of their health. The choice of places of practical training for persons with disabilities is carried out taking into account the state of health of students and accessibility requirements. Conducting current, intermediate and final certification at the University takes into account the individual psychophysical characteristics of persons with disabilities. Students with special educational needs are provided with printed and (or) electronic educational resources in forms adapted to limit their health.

Individual support is provided or the social adaptation of students with special educational needs, which is continuous and comprehensive. Support of students with special educational needs is determined by the goals, content and methods of the educational process, aimed at preventing

emerging problems of educational adaptation, preventing the timely formation of the necessary competencies.

Support includes:

- organizational and pedagogical support, which is aimed at monitoring the study of students with special educational needs in accordance with the schedule of the educational process in an inclusive learning environment;

- psychological and pedagogical support, which is carried out for students with special educational needs, having problems in learning, communication and social adaptation, is aimed at the study, development and correction of the student's personality and the adequacy of the formation of competencies, using psychodiagnostic procedures, psychological prevention and correction of personal distortions;

- preventive and health support, which provides for the solution of tasks aimed at improving the adaptive capacity of students with special educational needs;

- social support, solving a wide range of tasks of a social nature, on which depends the successful study of students with special educational needs. It includes assistance in solving household problems, living in a hostel, transport issues, social payments, allocation of material assistance, organization of leisure, summer recreation, their involvement in student self-government, organization of volunteer movement, etc.

3. PROVISION OF THE EDUCATIONAL PROGRAM

3.1 human resources

The educational program is staffed with pedagogical and teaching staff in accordance with the Order of the Minister of Education and Science of the Republic of Kazakhstan dated January 5, 2024 No. 4 "On approval of qualification requirements for educational activities and a list of documents confirming compliance with them."

3.2 Material and technical base

The University has 3 academic buildings, an educational and laboratory complex, a library, a military department, 3 dormitories, an educational and recreational training ground "Kulager" on Lake Balkhash, a sports and educational training ground "Karlygash", a stadium for 1000 seats.

The material and technical base of the educational institution is completed in accordance with the Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated January 5, 2024 No. 4 "On approval of qualification requirements for educational activities and a list of documents confirming compliance with them."

3.3 Information and library support

Completed in accordance with the order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated January 5, 2024 No. 4. Registered with the Ministry of Justice of the Republic of Kazakhstan on January 8, 2024 No. 33892 "On approval of qualification requirements for educational activities of organizations providing higher and (or) postgraduate education, and a list of documents confirming compliance with them."

3.4 Social resources

For those who want to improve their qualifications or get additional education, the university has a Center for Advanced Training and additional Education. On the basis of the center, university students can take free language training in English and prepare for the exam to confirm the international level of English language proficiency – IELTS.

To develop the entrepreneurial competencies of students and young scientists, the University has a department of science and commercialization of scientific projects, a Startup Academy. The Startup Academy provides all the necessary infrastructure for the youth of the Zhetisu region to

develop innovative and entrepreneurial activities and increase the number of small and medium-sized businesses. The Academy conducts training trainings and seminars, is engaged in purposeful search, selection and development of startup projects, as well as consulting support on the development of startups and measures of state support for entrepreneurship, organization of mentoring, providing expert support, conducting grant competitions.

In their free time, students can study for free in gyms and in sections for several sports. Active work in this direction is carried out by the University Sports Club, which is engaged in the formation and promotion of the values of a healthy lifestyle, uniting students into teams to demonstrate their needs and abilities in a freely chosen sport, organizing and conducting physical culture, sports and wellness events, organizing youth participation in sports competitions of various levels.

The sports base of the university is a multifunctional stadium with a standard football field, with sectors for long jumps, grenade throwing and treadmills, boxing, gymnastics, wrestling halls and a gym equipped with modern sports equipment.

The University has created favorable conditions for the formation of competencies of social interaction, active life position, civic consciousness, self-organization and self-government, system-activity character.

The Department of Educational and Social Work and the Youth Center are engaged in the development of creative activity of students in the socio-cultural environment of the University. In order to reveal the diverse creative abilities of students, the university operates: the Department of the Assembly of the Peoples of Kazakhstan; dance and vocal and instrumental ensembles, student theater, debaters club, volunteer clubs, KVN teams, literary, intellectual clubs, labor association "Zhasyl El", association of public police assistants "Zhas Kyran", military-patriotic club "Erlik" and others.

4. PLAN FOR THE FURTHER DEVELOPMENT OF THE EDUCATIONAL PROGRAM

No.	Event content	Realization term	Responsible person
Educational and methodological direction			
1	Within the framework of the educational and methodological direction: updating the educational program taking into account the recommendations of external and internal stakeholders	2025-2026	EP developers
2	Monitoring updating the content of educational and methodological programs of disciplines (syllabuses) taking into account the latest achievements of science and practice	2025-2026	Teaching staff
Research direction			
3	Within the framework of research areas: participation of teaching staff in international and national educational and scientific projects	2025-2026	Teaching staff
4	The Implementation of the results of scientific research into the educational process, their reflection in the syllabuses of disciplines, and communication to the audience of undergraduates through training seminars	2025-2026	Teaching staff
5	Increasing the number of joint scientific research conducted by teaching staff with undergraduates	2025-2026	Teaching staff

	and publishing the results in journals included in the list of CQASHE, RSCI, as well as materials of international conferences		
6	Development of cooperation with foreign research centers and universities in order to expand the base of the visiting module for undergraduates	2025-2026	Head of the Department
Advanced training			
7	Ensuring the teaching of academic disciplines by teaching staff who have certificates confirming advanced training over the last 3 years in the profile of the disciplines taught	2025-2026	Head of the Department
8	Attracting teaching staff and undergraduates to participate in seminars and trainings, including those conducted jointly with the National Academy of Sciences of the Republic of Kazakhstan, partner universities and others, free of charge in order to disseminate advanced knowledge	2025-2026	Teaching staff
Career guidance			
9	Within the framework of career guidance work: attracting undergraduates and graduates of the EP to conduct career guidance work by disseminating their personal experience	2025-2026	Teaching staff
10	Dissemination of information about the educational program, its distinctive features, achievements of teaching staff, undergraduates and graduates on social networks	2025-2026	EP developers
Risk management			
11	Identification and assessment of risks associated with the implementation of an educational program (academic, financial, reputational risks)	2025-2026	Head of the Department, Teaching staff
12	Participation in trainings and seminars for teaching staff and administrative staff on risk management issues	2025-2026	Head of the Department, Teaching staff