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Higher and Postgraduate Educational Programs

☐ Project EP ☐ Participant of project EP

Date of registration in the Registry

03.08.2026

Registration number

6B04100810

Field of education

6B04 Business, Management and Law

Direction of personnel training

6B041 Business and Management

Group of educational programs

B044 Management and administration

Educational program

6B04110 Management and Analytics in the Public Sector

EP purpose

Training highly qualified specialists in public sector management and analytics who are capable of assessing econ conditions, as well as the consequences of implementing government programs.

EP type

New EP

Level on NQF

6

Level on SQF

6

EP distinctive features

No

Language of education

☐ Russian ☐ Kazakh ☐ multilingual

Professional Standard for EP

Exists

№	Name of professional standard
1	Organizational development and workforce planning of the organization
2	Performance management

Professional standards (career standards)

Professional standard has been used at developing EP



Professional standard №1

Professional standard

Организационное развитие и планиро

Approval year

2024



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Professions

Profession №1

Profession

Специалист по трудовым ресурсам

Уровень по ОРК

6

Labor functions

Внедрение целевой организационной структуры

Определение потребности организации в челове

Professional standard №2

Professional standard

Управление эффективностью деятельн

Approval year

2024

CCEA

Professions

Profession №1

Profession

Специалист по управлению эффектив

Уровень по ОРК

6

Labor functions

Проведение оценки эффективности деятельности

Организация процесса управления эффективностью деятельн

Volume of the credits

240

Degree to be conferred

Bachelor

Period of study

4

Date of approval EP on the Academic Council

27.04.2026

☒ Existence of the annex to the license for the direction of personnel training

The license number on the direction of training

KZ49LAM00007465

☐ The training format is online

☐ EP accreditation existence

Atlas of new professions

не предусмотрено

Regional standard

не предусмотрено



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Nº	Educational outcome	Code	Reflects the labor function
1	Apply fundamental knowledge in the humanities, socio-economic, legal,	ON1	Организация процесса управления эффективностью деят Проведение оценки эффективности деятельности
2	Apply methods of economic and institutional analysis, as well as	ON2	Проведение оценки эффективности деятельности Организация процесса управления эффективностью деят
3	Apply digital solutions, artificial intelligence technologies, data	ON3	Внедрение целевой организационной структуры Определение потребности организации в человеческих р
4	Analyze current trends in the development of the national and	ON4	Проведение оценки эффективности деятельности Организация процесса управления эффективностью деят
5	Apply the theoretical foundations of public and local governance to justify	ON5	Внедрение целевой организационной структуры
6	Compare forms and methods of public administration and economic	ON6	Определение потребности организации в человеческих р
7	Analyze public investment policy and the development processes of small	ON7	Внедрение целевой организационной структуры Определение потребности организации в человеческих р
8	Apply the norms of international, administrative, labor, and	ON8	Организация процесса управления эффективностью деят
9	Apply risk management and crisis management methods to ensure the	ON9	Проведение оценки эффективности деятельности
10	Plan the activities of public administration structures and local	ON10	Внедрение целевой организационной структуры Организация процесса управления эффективностью деят
11	Apply data analytics methods to assess socio-economic indicators,	ON11	Проведение оценки эффективности деятельности Организация процесса управления эффективностью деят
12	Evaluate regional socio-economic development using contemporary	ON12	Проведение оценки эффективности деятельности Внедрение целевой организационной структуры
13	Conduct monitoring, analysis, and evaluation of the implementation of	ON13	Проведение оценки эффективности деятельности Организация процесса управления эффективностью деят

Data on disciplines

Nº	Name of discipline	Short description of discipline	Cycle
1	Fundamentals of Scientific Research	The goal is to form knowledge about the principles, technologies, practical methods and techniques of conducting scientific research based on modern achievements of scientists. Forms the basic foundations of scientific culture and ethics, flexible perception of scientific texts, skills of effective application of acquired knowledge in planning and organizing research work, the ability to analyze and summarize research results.	GED



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2	Ilyastanu	with high aesthetic taste, appreciating literature, art, traditions, culture and language of the Kazakh people through a deep and comprehensive study of the works of Ilyas Zhansugurov. Forms an understanding of the importance of the works of Ilyas Zhansugurov in the development of the Kazakh literary language; skills of intellectual and creative thinking, the ability to cherish the values of national and spiritual heritage.	GED
3	Fundamentals of Financial Literacy	The course is aimed at gaining knowledge and skills in the field of personal finance management. Also, as part of the course, students will learn how to use in practice all kinds of tools in the field of finance, save and increase savings, plan a budget competently, learn how to analyze financial information and navigate financial products to choose an adequate investment strategy.	GED
4	Basics of Law and Anti-Corruption Culture	The objective is to familiarize students with the fundamental branches and institutions of law, the foundations of anti-corruption culture, as well as the patterns of emergence, development, and functioning of the state and law. The course cultivates anti-corruption awareness and a high level of theoretical knowledge concerning the primary functions of law within the state and society, its impact on the development of the rule of law and civil society, and the value of inclusion as an integral component of a just and equitable legal order. Particular emphasis is placed on fostering students' understanding of the importance of human rights for all individuals, regardless of their social, cultural, physical, or other characteristics.	GED
5	Ecology and Life Safety Basics	Purpose – the goal is to develop knowledge of the fundamentals of ecology, sustainable development, and life safety, enabling the analysis of ecological processes, the assessment of the socio-environmental consequences of anthropogenic activities, the assurance of environmental safety, and the application of methods and technologies for protection in emergency situations. Develops the ability to assess the impact of environmental factors on human health; to forecast ecological processes for planning and implementing measures aimed at enhancing life safety and ensuring environmental security; and to make informed decisions in adverse environmental and emergency situations, taking into account the potential consequences of accidents, disasters, and natural hazards within the framework of sustainable development principles.	GED
6	Economics and Entrepreneurship	Objective – to familiarize students with the economic challenges of modern society, develop economic thinking, and provide knowledge of the theoretical foundations and practical skills in the field of entrepreneurship. The program is aimed at forming a comprehensive understanding of the functioning of the economy, while delivering business education focused on acquiring applied competencies in various areas of entrepreneurial activity. Special attention is given to issues of sustainable development, efficient resource use, and the implementation of lean production principles as key elements of effective and environmentally responsible business practices. The course also explores the specifics of creating and successfully managing a business, taking into account modern requirements for environmental and social responsibility in entrepreneurship.	GED
7	Fundamentals of Artificial Intelligence	This course aims to develop knowledge of the principles, methods, and technologies of artificial intelligence, as well as skills in their practical application in solving applied problems. The course examines key areas of artificial intelligence, including machine learning, data processing, neural networks, and intelligent systems. Particular attention is paid to methods of data analysis, the construction of decision-making models, and the use of modern intelligent technologies in various fields.	BD
8	Macro-Microeconomics	The course aims to develop a scientific and economic worldview and the ability to analyze economic conditions and the patterns of behavior of economic agents in a market economy. It provides knowledge of modern economic concepts and models, the motives and principles governing the activities of economic agents, the functioning of goods and resource markets, price formation and output dynamics, as well as approaches to solving economic problems at the microeconomic level.	BD

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	  ЕДИНАЯ ПЛАТФОРМА ВЫСШЕГО ОБРАЗОВАНИЯ	English 	
9	Data Analysis Technologies for Government and Society	and their application in public administration and the public sector, as well as developing skills in data processing, interpretation, and visualization to support informed decision-making. The course covers statistical and intelligent data analysis methods, big data technologies, data visualization tools, and analytical modeling techniques. Particular attention is paid to the use of data analytics to improve the efficiency of public administration, assess social processes, and support decision-making in the interests of society.	BD
10	Theory of Public Administration	This course aims to develop knowledge of the patterns, principles, and mechanisms of public administration, as well as skills in analyzing management processes in the public sector. The course examines the essence and evolution of public administration, the structure and functions of government bodies, models and methods for managing government processes, and the interactions between the state and society. Particular attention is paid to issues of public administration effectiveness, administrative reforms, and modern approaches to improving the public administration system.	BD
11	Modern Methods of Public Administration	This course aims to develop knowledge of modern public administration methods and skills in applying them to the analysis and improvement of management processes in the public sector. The course examines modern concepts and approaches to public administration, including program-based and project-based management, strategic planning, performance management, and the use of digital technologies and data in management decision-making. Particular attention is paid to improving the efficiency of government agencies, implementing innovative management practices, and improving the quality of public services.	BD
12	Fundamentals of Management Competencies in the Public Sector	This course is designed to develop basic knowledge and practical skills in public and municipal administration, essential for the effective performance of professional duties in government agencies and public organizations. The course examines the fundamentals of public sector management, the structure and functions of government bodies, the principles of management decision-making, and the specifics of planning and organizing work within a regulatory framework. Particular attention is paid to developing competencies in communication, citizen engagement, compliance with ethical norms and anti-corruption standards, and the application of modern digital technologies in public administration.	BD
13	Management	This course focuses on methods of planning, organizing, and monitoring enterprise activities, as well as developing competencies in personnel management and organizational processes. The course examines modern approaches to managing, planning, and organizing enterprise activities. This course promotes the development of managerial thinking and effective decision-making skills.	BD
14	Start-up Management	This course is designed to develop knowledge of the principles of creating and developing startups, as well as skills in managing innovative entrepreneurial projects at various stages of their life cycle. The course covers the stages of startup formation, business model development, investment attraction, risk management, and business scaling. Particular attention is paid to developing entrepreneurial thinking, applying modern project management tools, and improving the effectiveness of implementing innovative ideas in an uncertain and competitive environment.	BD
15	Economic Theory	The course aims to develop students' ability to use the fundamental categories and concepts of economic theory, apply sources of economic information, distinguish major economic theories, schools, and concepts, construct graphs and diagrams, analyze economic models and statistical data from the System of National Accounts, and identify the functional relationships between indicators of the state of the economy.	BD



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16	State Regulation of the Economy	practical mechanisms of state regulation of the economy, as well as enhancing skills in analyzing government economic policy. The course examines the objectives, functions, and instruments of state intervention in the economy, including fiscal, monetary, antimonopoly, and social policies. Particular attention is paid to the role of the state in ensuring macroeconomic stability, stimulating economic growth, regulating market processes, and mitigating the negative consequences of market failures.	BD
17	Financial Management	The course is aimed at developing knowledge of the theoretical and practical tools of financial management, as well as skills in managing the financial resources of organizations. The course covers the principles of financial planning and forecasting, the management of capital, assets, and liabilities, financial performance analysis, as well as methods for evaluating investment decisions. Particular attention is paid to ensuring financial sustainability, improving the efficiency of financial resource management, and making informed managerial decisions in the financial field.	BD
18	Socioeconomic Statistics	This course aims to develop knowledge of methods for collecting, processing, and analyzing socioeconomic information, as well as skills in using statistical indicators to assess the status and dynamics of socioeconomic processes. The course examines the main categories and systems of socioeconomic statistics, methods for measuring macro- and microeconomic phenomena, and indicators of living standards, employment, production, and financial activity. Particular attention is paid to the application of statistical methods to analyze socioeconomic development, identify trends, and justify management decisions.	BD
19	Analysis of Management Decisions	This course aims to develop knowledge of the theoretical foundations and methods of analyzing management decisions, as well as skills in justifying them, selecting them, and evaluating their effectiveness under uncertainty. The course examines the stages of the management decision-making process, methods for quantitative and qualitative analysis of alternatives, criteria for selecting optimal solutions, and tools for assessing the risks and consequences of management actions. Particular attention is paid to the application of analytical approaches and models to improve the validity and effectiveness of management activities in public sector organizations.	BD
20	Crisis Management	The discipline is aimed at forming knowledge of the theoretical foundations and practical tools of crisis management, as well as developing skills in identifying, preventing, and overcoming crisis situations in organizations. The course examines the causes and stages of crises, methods for diagnosing crisis conditions, strategies and tools of crisis management, mechanisms for ensuring organizational resilience and continuity of operations, as well as methods for minimizing the consequences of crisis situations.	BD
21	Fundamentals of Local Government and Self-Government	The discipline is aimed at studying the organization and functioning of the systems of local public administration and local self-government, as well as developing skills in analyzing the organizational and legal foundations of the activities of local authorities. The course examines the principles, functions, and structure of local governance, the powers of local representative and executive bodies, and the mechanisms of interaction between the state and local self-government bodies. Particular attention is paid to improving the effectiveness of local governance, promoting public participation in decision-making, and ensuring the socio-economic development of territories.	BD
22	Project Management	The course is aimed at developing systematic knowledge of the theoretical foundations and practical tools of project management, as well as skills in planning, implementing, and controlling project activities. The course covers the project life cycle, project management methods and standards, schedule, resource, cost, and risk management, as well as organizational models of project work. Particular attention is paid to applying the project approach to improve the effectiveness of government and organizational initiatives and to achieving planned results within established timelines and allocated resources.	BD

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23	Corporate Social Responsibility	responsibility and the principles of sustainable development, as well as developing skills in analyzing the social, environmental, and ethical activities of organizations. Particular attention is paid to integrating the principles of corporate social responsibility into the strategic management of organizations and enhancing the transparency of their activities.	BD
24	Public Service and Management in the Republic of Kazakhstan	The course is aimed at developing knowledge of the theoretical and practical principles of the civil service and public administration in the Republic of Kazakhstan, as well as skills in analyzing the organizational and legal foundations of the activities of public authorities. The course covers the principles and structure of the civil service, the legal status of civil servants, the procedures for entry into, service in, and termination of the civil service, as well as the civil service system and its reform. Particular attention is paid to improving the effectiveness of public administration, ensuring compliance with public service ethics and anti-corruption standards, and enhancing the quality of the public administration system.	BD
25	Fundamentals of Constitutional and Labor Law of the Republic of Kazakhstan	This course aims to develop knowledge of the fundamentals of constitutional and labor law in the Republic of Kazakhstan, as well as skills in applying legal norms in professional and social activities. The course examines the fundamentals of the constitutional order, the system of government bodies, human and civil rights and freedoms, and the principles of their implementation and protection. It also examines the fundamental provisions of labor legislation, the regulation of labor relations, the rights and obligations of employees and employers, and the procedure for concluding and terminating employment contracts. Particular attention is paid to ensuring the rule of law, legal protection for participants in labor relations, and compliance with constitutional guarantees.	BD
26	Digital Transformation of Cities	This course aims to develop a systematic understanding of the principles and technologies of urban digital transformation, as well as skills in analyzing and applying digital solutions to urban management. The course examines smart city concepts, digital urban management platforms, and the use of big data, the Internet of Things, and geographic information systems to improve the efficiency of urban processes. Particular attention is paid to improving the quality of urban infrastructure and services, sustainable urban development, and the implementation of innovative technologies in urban management.	BD
27	Innovations in Urban Management	The discipline is aimed at developing knowledge about innovative approaches and technologies for managing the urban environment, as well as developing skills in analyzing and implementing modern management solutions in the field of urban development. The course examines the concepts of sustainable and smart cities, digital technologies in urban infrastructure management, innovative models for the provision of urban services, as well as mechanisms for increasing the efficiency of urban management. Particular attention is paid to the introduction of innovations to improve the quality of life of the population, the development of the urban environment and increasing the effectiveness of management decisions in the context of digital transformation.	BD
28	Legal Foundations of Public Administration	The course is aimed at developing theoretical knowledge of the legal regulation of the public administration system, as well as skills in applying legal norms in the activities of public authorities and local self-government bodies. The course covers the fundamentals of constitutional, administrative, and municipal law, the legal status of public authorities and civil servants, as well as the procedures governing their functioning and interaction. Particular attention is paid to the legal mechanisms for ensuring legality, accountability in public administration, and the protection of the rights and freedoms of citizens.	BD

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29	Applied Statistics in the Public Sector	statistics and its application to the analysis of public sector processes, as well as practical skills in processing, interpreting, and visualizing statistical data to support managerial decision-making. The course covers modern methods of data collection, processing, and analysis, the development and interpretation of statistical models, the evaluation of socio-economic indicators, and the monitoring of the performance of public authorities. Particular attention is paid to the use of statistical tools to identify patterns and trends, evaluate the effectiveness of public programs, and improve the quality of public sector management.	BD
30	Public Choice Theory and Public Policy	The course is aimed at developing knowledge of public choice theory and its application to the analysis of public policy formation and implementation processes, as well as skills in assessing the behavior of political and economic actors in collective decision-making contexts. The course covers models of public choice, voting and decision-making mechanisms, the role of interest groups, bureaucracy, and political institutions, as well as the influence of these factors on the effectiveness of public policy. Particular attention is paid to analyzing the problems of imperfect government regulation and identifying ways to improve the effectiveness of public administration.	BD
31	State and Business	The course is aimed at developing knowledge of the interaction between the state and business, as well as skills in analyzing the mechanisms of their cooperation in the socio-economic sphere. The course covers the main forms and instruments of interaction between the state and the business sector, including legal regulation, tax and investment policy, government support for business, and public-private partnerships. Particular attention is paid to ensuring a balance between the interests of the state and business, enhancing economic development, and fostering a favorable business environment.	BD
32	Application of Digital Technologies in Public Administration	The course is aimed at developing knowledge of the principles and directions of applying digital technologies in public administration, as well as skills in using modern information and communication technologies in managerial activities. The course covers digital platforms for public administration, electronic public services, data processing and analysis systems, electronic document management technologies, and the automation of managerial processes. Particular attention is paid to improving the efficiency, transparency, and accessibility of public administration through the implementation of digital solutions and the advancement of the digital transformation of the public sector.	BD
33	Legal Support for State and Local Government	This course aims to develop knowledge of the legal foundations of the organization and functioning of state and local government systems, as well as skills in applying regulatory legal acts in management activities. The course examines the constitutional, legal, and administrative foundations of the activities of state and local government bodies, their powers, structure, and interaction procedures. Particular attention is paid to the legal regulation of management processes, ensuring the legality and effectiveness of public administration, and mechanisms for protecting the rights and interests of citizens.	BD
34	State and Corporate Governance	This course aims to develop knowledge about the interaction between the state and the corporate sector, as well as skills in analyzing corporate governance mechanisms, taking into account the role of the state in the economy. The course examines the fundamentals of corporate governance, models of relationships between the state, shareholders, and management, and instruments of state regulation of corporations. Particular attention is paid to improving the transparency and effectiveness of management in companies with state participation, protecting the rights of owners and investors, and ensuring a balance between the interests of the state and business.	BD



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35	Artificial Intelligence and Data Analytics in Government Agencies	intelligence and data analytics methods in government agencies, as well as skills in using modern digital technologies for management decision-making. The course examines key approaches to big data analysis, machine learning methods, intelligent decision support systems, and data processing and visualization tools. Particular attention is paid to improving the efficiency of public administration through the implementation of artificial intelligence technologies, the automation of analytical processes, and the improvement of public services.	BD
36	Public Procurement Management	The discipline is aimed at developing knowledge of the principles, mechanisms, and legal framework governing the public procurement system, as well as enhancing skills in planning, organizing, and monitoring procurement procedures. The course covers the stages of the procurement process, methods of supplier selection, documentation requirements, and the procedures for concluding and administering public procurement contracts. Particular attention is given to ensuring the transparency and efficiency of procurement activities, compliance with legal requirements, and reducing the risks of violations and the misuse of public funds.	BD
37	Risk Management	The course is aimed at examining the theoretical foundations and methods of risk management, as well as developing skills in identifying, analyzing, and assessing risks in managerial and organizational activities. The course covers the types of risks, their sources and contributing factors, methods of quantitative and qualitative risk assessment, as well as tools for risk management and mitigation. Particular attention is paid to the development of risk management systems, informed decision-making under conditions of uncertainty, and ensuring the sustainability of organizational performance.	BD
38	Fundamentals of Digital Public Administration	This course is aimed at developing a systematic understanding of the principles, tools, and technologies of digital transformation in public administration, as well as skills in applying them in professional activities. The course examines the concepts of e-government and digital government, modern information and communication technologies, electronic document management systems, and the digital delivery of public services. Particular attention is paid to improving the efficiency, transparency, and accessibility of public administration, as well as the use of data and digital platforms for decision-making.	BD
39	Econometrics and Modeling	The discipline is aimed at developing knowledge in the field of econometrics and methods of economic and mathematical modeling, as well as developing skills in quantitative analysis of economic processes and building models to justify management decisions. The course covers basic econometric methods, including regression analysis, estimating model parameters, testing statistical hypotheses, and forecasting socioeconomic indicators. Particular attention is paid to the use of econometric models to analyze relationships in the economy, identify patterns and assess the influence of factors on economic processes.	BD
40	E-Government Technologies	This course aims to develop knowledge of e-government technologies and skills in their application in public administration and public service delivery. The course examines e-government concepts and models, digital platforms for government interaction with citizens and organizations, electronic document management systems, and tools for ensuring information security and digital identification. Particular attention is paid to improving the efficiency, transparency, and accessibility of public services through the implementation of modern information and communication technologies and the development of digital public administration infrastructure.	BD
41	Theory and Practice of Regional Development	The course is aimed at developing knowledge of the theoretical foundations and practical aspects of regional development, as well as skills in analyzing socio-economic processes at the regional level. The course examines the patterns of regional development, factors of territorial differentiation, models of regional policy, and instruments for territorial development management. Particular attention is paid to enhancing regional competitiveness, reducing interregional disparities, and ensuring the sustainable socio-economic development of territories.	PD



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42	Gender Policy	and directions of gender policy, as well as skills in analyzing the socio-economic and legal aspects of ensuring gender equality. The course covers international and national approaches to the implementation of gender policy, mechanisms for ensuring equal rights and opportunities, as well as the role of the state in preventing gender-based discrimination. Particular attention is paid to integrating the gender approach into public administration and social and economic policy, as well as evaluating the effectiveness of implemented measures.	PD
43	Social Policy in the Youth Sphere	This course aims to develop knowledge about the goals and mechanisms of social policy in the youth sector, as well as skills in analyzing and evaluating government support measures for youth. The course examines key areas of youth policy, tools for implementing social programs, and the role of the state and public institutions in creating conditions for youth development. Particular attention is paid to issues of employment, education, social protection, and civic engagement among young people, as well as improving the effectiveness of youth initiatives and programs.	PD
44	Data Analytics in the Public Sector	The course is aimed at studying the methods and tools of data analytics in the public sector, as well as developing skills in data processing, analysis, and interpretation to support managerial decision-making. The course covers sources of government data, methods of data collection and processing, the fundamentals of statistical and intelligent data analysis, as well as tools for data visualization and presentation. Particular attention is paid to the application of data analytics to improve the effectiveness of public administration, monitor socio-economic processes, and evaluate the effectiveness of government programs.	PD
45	Document Management System for Government Organizations	This course is designed to reinforce theoretical knowledge of the principles of organizing and managing document flow in government organizations, as well as develop document management skills in accordance with established regulatory requirements. The course covers the main types of management documentation, the rules for their preparation, registration, storage, and execution control, as well as modern electronic document management systems. Particular attention is paid to improving the efficiency of documenting management processes, ensuring information transparency, and compliance with regulatory requirements in the field of document management.	PD
46	Foreign Models of Public Service	The course is aimed at developing theoretical and practical knowledge of foreign civil service models, as well as skills in the comparative analysis of public administration systems in different countries. The course covers the main models of civil service (continental, Anglo-Saxon, and mixed), the principles of their organization, the legal status of civil servants, as well as mechanisms for personnel recruitment, promotion, and evaluation. Particular attention is paid to the study of international experience in civil service reform and the possibilities for adapting it to national practice.	PD
47	State Regulation of the Agricultural Sector	This course aims to develop a systematic understanding of the mechanisms of state regulation of the agricultural sector, as well as skills in analyzing and evaluating agricultural policy and its implementation tools. The course examines the goals, principles, and directions of state agricultural policy, forms of support for agricultural producers, regulation of agricultural markets, and issues of food security. Particular attention is paid to the use of state regulation tools to improve the efficiency of agricultural production, sustainable rural development, and stabilization of the agricultural sector.	PD
48	Socio-Economic Planning and Forecasting	The course is aimed at introducing the main methods of socio-economic planning and forecasting, as well as developing skills in analyzing and preparing socio-economic development forecasts. The course covers the principles of strategic planning, methods for forecasting economic and social processes, indicative planning systems, and tools for supporting managerial decision-making. Particular attention is paid to the application of planning and forecasting methods to ensure sustainable development and improve the effectiveness of public administration.	PD



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49	Conflict Management	foundations and practical approaches to conflict management, as well as skills in identifying, analyzing, and constructively resolving conflicts in a professional environment. The course covers the causes of conflicts, their types and stages of development, strategies and methods for conflict resolution, as well as negotiation and mediation techniques. Particular attention is paid to conflict prevention, the development of communication competencies, and the formation of sustainable patterns of behavior in situations of intense interaction.	PD
50	Professionalization of the Civil Service System	The discipline is aimed at forming knowledge of the processes of professionalization of the civil service system, as well as developing skills in analyzing mechanisms for improving qualifications and ensuring the effectiveness of civil servants’ activities. The course covers principles and approaches to building a professional civil service, systems for recruitment, training, development, and performance evaluation of personnel, as well as competency standards for civil servants. Special attention is given to enhancing the professional level of civil service, introducing modern HR practices in the public sector, as well as improving the effectiveness of civil service and strengthening the human resource potential of public administration.	PD
51	Evaluation of the Effectiveness of Public Policy	This course aims to develop knowledge of the theoretical and methodological foundations of assessing the effectiveness of public policy, as well as skills in analyzing the results of its implementation. The course examines criteria and indicators for public policy effectiveness, methods of quantitative and qualitative assessment, and approaches to measuring the socioeconomic and institutional impact of management decisions. Particular attention is paid to the use of assessment tools to justify adjustments to public policy, improve public administration performance, and achieve socially significant goals.	PD
52	Monitoring and Evaluation in the Public Sector	The discipline is aimed at forming knowledge of the principles, methods, and tools of monitoring and evaluation in the public sector, as well as developing skills in analyzing the effectiveness of public programs and managerial decisions. The course covers systems of indicators and performance metrics, methods of data collection and analysis, and approaches to assessing the effectiveness, efficiency, and impact of public programs. Special attention is given to the use of monitoring and evaluation results to improve the quality of public administration, support evidence-based decision-making, and enhance the implementation of public policy.	PD
53	Government Strategic Planning	The course is aimed at developing knowledge of the theoretical foundations and instruments of government strategic planning, as well as skills in developing, analyzing, and implementing strategic development documents. The course covers the principles and stages of strategic planning, the system of government strategic documents, methods of goal setting and priority identification, as well as mechanisms for monitoring and evaluating strategy implementation. Particular attention is paid to ensuring the consistency of strategic decisions, improving the effectiveness of public administration, and achieving long-term socio-economic development goals.	PD
54	Food Security of the State	The course is aimed at developing knowledge of the essence, principles, and mechanisms of ensuring national food security, as well as skills in analyzing the factors affecting the sustainability of the food system. The course covers the criteria and indicators of food security, the structure of the food market, risks and threats related to food supply, as well as the role of the state in regulating the agri-food sector. Particular attention is paid to the development and evaluation of public policy measures aimed at ensuring the availability, quality, and stability of food resources.	PD

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Change Management

foundations and practical approaches to change management in organizations, as well as skills in planning, implementing, and supporting organizational change in a dynamic external environment. The course covers the causes and types of organizational change, models and stages of change management, methods for overcoming employee resistance, as well as communication and project support tools for managing change. Particular attention is paid to improving organizational development, helping organizations adapt to changing conditions, and ensuring the sustainability of management processes.

PD