

Admission to the Academy of Public Administration under the President of the Republic of Kazakhstan

Eligibility

Citizens of Kazakhstan, as well as foreign citizens and those who are permanently residing on the territory of Kazakhstan are eligible to apply for educational programmes of the Academy.

Application deadline

To all applicants

Open: 1 January 2020

Close: 10 July 2020

Programmes

The Academy offers the following programmes in Social Sciences, and Business and Management subject areas:

1-year, full-time, Master programmes:

1. Public Management;
2. Anti-Corruption Policy;
3. International Relations;
4. Human Resource Management;
5. Regional Development.

2- years, full-time, Master programmes:

1. Public Administration;
2. Public Policy;
3. Economics;
4. Regional Development;
5. Regional Leadership;

3-years Doctoral programmes:

1. Public Administration;
2. Economics;
3. International Relations.

Application and Next steps

All international applicants need to submit paper applications.

- 1) Application form (*Annex 1*);

Applications must be supported by:

- 2) Copy of the bachelor's degree diploma (*for Master's programme*) with transcripts and the copy of master's degree diploma with transcripts (*for Doctoral programme*);
- 3) Copy of English language certificate (IELTS or TOEFL), or registration for APTIS test (*Annex 2*). *Applicants who have obtained a degree in educational institutions where English is the language of instruction are exempt from this requirement;*
- 4) Employment confirming document (an employment history list);
- 5) Medical health certificate;
- 6) Reference letter signed by a Political civil servant of a state body/ Executive Secretary/ head of a state body in the form specified in (*Annex 3*);
- 7) For Master's programme applicants – motivational essay and essay on subject *Annex 4*;
For Doctoral programme applicants – motivational essay and research proposal, and if applicable the list of scientific papers (*Annex 5*).

Diplomas issued by foreign educational institutions are provided along with a notarized translation into Kazakh or Russian. These documents must pass the recognition and nostrification procedure within three months from the date of admission to the Academy.

Prior to enrollment, applicants along with copies of the documents submit originals for verification. After verification the originals will be returned.

Application with supporting documents should be sent to Admission Office via e-mail admission@apa.kz before July 10, 2020.

In case of any questions You may contact Admissions office via e-mail admission@apa.kz or WhatsApp Messenger: +7 702 467 81 51

Entry requirements

1- year:

Master of Public Management;

- at least five years of experience in public service, including at least one year in a senior position in state bodies;

- evidence of adequate English language skills: IELTS overall grade 4.5, TOEFL PBT overall score 477 or TOEFL IBT overall score 53, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.5;

Master of Anti-Corruption Policy:

- for civil servants: at least three years of civil service experience, including at least one year in a senior position in the civil service;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

Master of International Relations:

- at least two years of work in the Ministry of foreign Affairs or in international cooperation departments of other state bodies;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

Master of Human Resources Management:

- at least one year of experience in public service;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

Master of Regional Development:

- at the time of application, at least one year of civil service experience in local Executive bodies and civil servants of Central state bodies and their territorial divisions dealing with local and regional issues;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

Study in "Master of Regional Development" programme is carried out at the expense of other sources of funding.

2- years:

Master of Public Administration:

- at least three years of experience in public service, including at least one year in a senior position in the public service;

- evidence of adequate English language skills: IELTS overall grade 4.5, TOEFL PBT overall score 477 or TOEFL IBT overall score 53, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.5;

Master of Public Policy and Master of Economics:

- at least one year of experience in public service;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

Master of Regional Development:

- at least one year of civil service experience in local Executive bodies and civil servants of Central state bodies and their territorial divisions dealing with local and regional issues;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

Master of Regional Leadership:

- at least three years of experience in public service, as well as stay in a senior position at the time of receipt based on documents confirming employment;

- evidence of adequate English language skills: IELTS overall grade 4.0, TOEFL PBT overall score 437 or TOEFL IBT overall score 41, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B1 (CEFR) and correspond to the IELTS equivalent of grade 4.0;

3-years:

Doctor of Public Administration:

- availability of a Masters' degree document;
- at least three years of experience in public service;
- evidence of adequate English language skills: IELTS overall grade 5.5, TOEFL PBT overall score 513 or TOEFL IBT overall score 65, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B2 (CEFR) and correspond to the IELTS equivalent of grade 5.5;

Doctor of Economics:

- Master's degree in one of the subject areas: "Economics", "Management", "Accounting and audit", "Finance", "State and local governance", "Marketing", "Statistics", "World economy", "Assessment", "Business and management", "Interdisciplinary programmes related to business, management and law";
- at least three years of experience in public service;
- evidence of adequate English language skills: IELTS overall grade 5.5, TOEFL PBT overall score 513 or TOEFL IBT overall score 65, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B2 (CEFR) and correspond to the IELTS equivalent of grade 5.5;

Doctor of International Relations:

- Master's degree in one of the subject areas: "International relations", "World economy", "International law", "regional Studies", "History", "political Science", "Oriental Studies", "international journalism", " Social Sciences";
- at least three years of experience in public service;
- evidence of adequate English language skills: IELTS overall grade 5.5, TOEFL PBT overall score 513 or TOEFL IBT overall score 65, valid at the time of submission of documents;

in the absence of above certificates, APTIS language test results for four skills (speaking, writing, reading and listening) must be at level B2 (CEFR) and correspond to the IELTS equivalent of grade 5.5;

The requirements for work experience and English language proficiency specified in these Rules apply to citizens of foreign countries who receive funds allocated by Kazakh, foreign and international organizations.

The Academy has the right to refuse to accept documents at any stage if the documents and/or information submitted by applicants are found to be unreliable.

Assessment procedure consists of the following stages:

- 1) Review of documents submitted by applicants (*within 5 working days*).
- 2) Evaluation of essays submitted by applicants, research proposal (for entering Doctoral programmes);
- 3) Interview in English, during which personal and professional competencies are identified. Please be informed that interview includes solution of case-studies.
- 4) The final score is a set of points for the results of the essay assessment and interview, according to their specific weight.

If the final score of two or more applicants is equal, the applicant with a high score for the interview gets the priority right to enroll.

The interview process is conducted using video or audio recording.

The applicant submits documents only for one of the educational programmes and passes competitive exam for the selected programme. Repeated interviews are not allowed.

To: Rector of the Academy of Public Administration under the President of the Republic of Kazakhstan Yerlan Abil

From: (surname, first name, middle name (if applicable))

Address: (address of the permanent place of residence)

ID or passport details: (No., issuing authority, date of issue and expiration)

Application

I hereby apply for entrance examinations for enrollment to a scholarship/fee-based Master's/Doctoral programme.

(underline as necessary)

Programme: _____

Major specialty: _____
(indicate the major)

Course duration: ___ year(s).

My personal details:

1. Date of birth (date, month, year) _____

2. Ethnicity _____

3. Citizenship _____

4. Gender _____

5. Marital status _____

6. Education: university, major and graduation date _____

7. Employment (place of work) _____

8. Position _____

9. Years of general work experience _____, of which the civil service experience: _____

10. Political or administrative civil servant
(underline as necessary)

11. Reference (if available) _____

12. Telephone contacts:
work _____

home _____

mobile _____

additional contacts _____

13. E-mail: _____

14. I need /I do not need a dormitory room (underline as necessary)

I am aware and agree that if I provide false information, this can lead to refusal of my application for admission to the entrance examination or subsequent expulsion from the Academy.

I am aware of the requirements stipulated in the Rules on Admissions to the Academy and oblige to abide.

day/month/year

Signature

APTIS test registration form

To: Rector of the Academy of Public Administration under the President of the Republic of Kazakhstan Yerlan Abil

I _____ would like
(surname, first name, middle name (if applicable))
to register for the APTIS test administered by _____
" " " 20__.

I pledge to provide application supporting documents to the Admissions Commission of the Academy of Public Administration under the President of the Republic of Kazakhstan (hereinafter – Academy) in person or by email address _____ prior to taking the APTIS test and before «__» _____ 201__ year.

In case of late submission of supporting documents to the Admissions Commission, I am aware of the non-admission to the APTIS test.

I agree that _____ will provide my test results to the Admissions Commission of the Academy.

I am aware of the requirements stipulated in the Rules on Admissions to the Academy and oblige to abide.

I confirm my personal details:

Full name as in ID or passport, legibly in block letters

Full name as in ID or passport, legibly in block letters in English _____

ID or passport details (No, issuing authority, date of issue and expiration)

Individual Identification Number (if applicable) _____

Home address, postcode: _____

Mobile phone number: _____

Work phone number: _____

Email address: _____

day/month/year _____

**must be on the official letterhead paper*

Reference letter

To: Academy of Public Administration under the President of the Republic of Kazakhstan

(name of the government agency or organization referring the employee to study)
sends _____

(surname, first name, middle name (if applicable), position, job category, length of service)
to undertake studies towards a Master's / Doctoral degree (underline)

Programme: _____

major specialty: _____

duration of study: 1 year / 2 years / 3 years (underline).

In case of admission to the Academy of Public Administration under the President of the Republic of Kazakhstan

(name of the government agency or organization referring the employee to study)
confides _____ to research
(applicant's full name)
the issue of _____

as part of the master's project (one year) / Master's thesis (two years) / Doctoral thesis (three years).

We guarantee the signature of a trilateral agreement between the Academy, the sending government agency / organization and the student in case of applicant's enrollment.

day/month/year _____

Position/ signature

(surname, first name, middle name (if applicable)
of a head of the government organization)

Guidelines for writing an essay

For Master's degree applicants

How will the essay review process be organized?

All written papers submitted by applicants for admission (motivational essay, subject essay/research proposal) will be encoded using barcodes. This will ensure the confidentiality of the applicant's data. Each work will be checked for plagiarism and will be evaluated by at least two experts. The arithmetic average of the two experts' scores will become the score for the essay.

What are the requirements for a motivational essay?

For successful preparation of motivational essay, it is desirable to reflect:

- goals and objectives of personal career development (ability to identify tasks and offer non-standard solutions, ability to apply a creative approach);
- reasons for choosing this program and entering the Academy (understanding the acquired professional competencies after completion of study);
- presence of certain values that can contribute the development of society;
- ability to independently identify and create the necessary supporting environment for (self-) motivation;
- compliance with the requirements of academic writing, i.e. structured (introduction, argumentative part, conclusions) writing without grammatical, spelling and stylistic errors and literary sources must be used correctly.

Volume of the essay consists of 500 words. Exceeding the number of words can lead to a lower score. When using literary sources, you must specify references to sources in the bibliography section. Since all written works in the Academy are checked for plagiarism, borrowings without reference to the source will be perceived as plagiarism. Borrowing without reference to the source (plagiarism) by more than 25% leads to a decrease in the applicant's rating up to the cancellation of the assessment.

What are the requirements for subject essay?

For the successful preparation of subject essay, we recommend demonstration of:

- strategic and critical thinking;
- ability to analyze quantitative, verbal, and other information and make informed decisions based on the information studied;
- innovativeness and change management (ability to generate new ideas, find original solutions, offer options for action)
- compliance with the requirements of academic writing, i.e. structured (introduction, argumentative and analytical part, conclusions) writing without grammatical, spelling and stylistic errors, and literary sources must be used correctly.

The volume of the essay consists of 500 words (excluding bibliography). Exceeding the number of words can lead to a lower score.

When writing an essay, in the bibliography section, you must specify links to sources. Since all written works in the Academy are checked for plagiarism, borrowings without reference to the source will be perceived as plagiarism. Borrowing without reference to the source (plagiarism) by more than 25% leads to a decrease in the applicant's rating up to annulling the mark.

(surname/ name)

Guidelines for writing an essay

For Doctoral degree applicants

How will the essay review process be organized?

All written papers submitted by applicants for admission (motivational essay, subject essay/research proposal) will be encoded using barcodes. This will ensure the confidentiality of the applicant's data. Each work will be checked for plagiarism and will be evaluated by at least two experts. The arithmetic average of the two experts' scores will become the score for the essay.

What are the requirements for a motivational essay?

For successful preparation of motivational essay, it is desirable to reflect:

- goals and objectives of personal career development (ability to identify tasks and offer non-standard solutions, ability to apply a creative approach);
- reasons for choosing this program and entering the Academy (understanding the acquired professional competencies after completion of study);
- presence of certain values that can contribute the development of society;
- ability to independently identify and create the necessary supporting environment for (self-) motivation;
- compliance with the requirements of academic writing, i.e. structured (introduction, argumentative part, conclusions) writing without grammatical, spelling and stylistic errors and literary sources must be used correctly.

Volume of the essay consists of 500 words. Exceeding the number of words can lead to a lower score. When using literary sources, you must specify references to sources in the bibliography section. Since all written works in the Academy are checked for plagiarism, borrowings without reference to the source will be perceived as plagiarism. Borrowing without reference to the source (plagiarism) by more than 25% leads to a decrease in the applicant's rating up to the cancellation of the assessment.

What are the requirements for research proposal?

The form of writing the project is free. The project should set out the relevance, critical analysis, suggested research methods and possible solutions of the problem/issue.

The proposal should include only information that is necessary for the disclosure of the topic, have a competent compositional structure, be logical, clear in structure;

The proposal should show that its author knows and uses meaningfully theoretical concepts, terms, generalizations, worldview ideas, also contain an argumentation of the position on the stated problem/question;

For successful preparation of the research proposal, we recommend demonstration of:

- strategic and critical thinking;

- ability to analyze quantitative, verbal and other information and make informed decisions based on the information studied;

- innovativeness and change management (ability to generate new ideas, find original solutions, offer options for action);

- compliance with the requirements of academic writing, i.e. structured (introduction, argumentative and analytical part, conclusions) writing without grammatical, spelling and stylistic errors, and literary sources must be used correctly.

The volume of the research project consists of 1500 words. Exceeding the number of words can result in a lower score.

While writing a research proposal, you must specify links to sources in the bibliography section. Since all written works in the Academy are checked for plagiarism, borrowings without reference to the source will be perceived as plagiarism. Borrowings without reference to the source (plagiarism) by more than 25% leads to a decrease in the applicant's rating up to annulling the mark.

*** Approximate structure of research proposal:**

1. Introduction (approximately 20% of the text):

- relevance of the study;
- research problem/questions;
- purpose of research;
- objectives of research;
- practical significance.

2. The main part (approximately 60% of the text):

- literature review (what has been researched before You);
- suggested description of the research methodology (how will You research);
- The data description (statistics, surveys, from workplace, etc.) that are expected to be used;
- analysis and generalization of research results.

3. Conclusion and conjectural inferences (approximately 20% of the text).

4. Bibliography (list of used sources).

**This research structure is given as an example. The structure of the research work may differ depending on the problem/question and the research methodology.*

List of publications

(Surname, first name, middle name)

No.	Theme	Type of research*	Results	Volume	Co-authors
1	2	3	4	5	6

* monograph, study guide, article etc.

day/month/year

(signature)

**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
	Total for 1st semester		23
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	
Total for 2nd semester		27	
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
Total for 3rd semester		26	
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
Total for 4th semester		14
Experimental research work of a graduate student + Internship (22 + 2)		22
Internship		4
Research and Defense of Master thesis		12
Total		124

8. The list of compulsory disciplines

<i>Name of discipline</i>	<i>Description of discipline</i>	<i>Expected Learning Outcomes</i>
Language competence of civil servants / Professional Communications (Kazakh language)	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
Language Competence of Government Officials / Professional Communications (English language)	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
Public administration	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
Research Methods and Data Analysis	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

	<p>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</p>	<p>decisions based on the results of data analysis</p>
<p>Digital technology in Public policy</p>	<p>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</p>	<p>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</p>
<p>Microeconomics and Public Policy</p>	<p>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</p>	<p>Skills to analyze public policy on the markets for goods and services, using the criteria of efficiency and maximizing the public good</p>
<p>Organizational behavior</p>	<p>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</p>	<p>Strategies, technologies and tools for effective management and leadership in organization necessary for the formation of a professional state apparatus</p>
<p>Macroeconomics and Public Policy</p>	<p>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</p>	<p>Skills to analyze aggregate economic processes based on macroeconomic indicators. Understanding possibilities and limitations of economic policy</p>

	volumes, inflation, unemployment, fiscal and monetary policy	stabilization and economic growth policy
Project Management	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
Legal basis of public policy	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
Analysis and evaluation of public policy	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
Public finance and fiscal management	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

Human Resource Management	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.
Financial management in the public sector	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

The Republic of Kazakhstan in International Public Law	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
Economic law.	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.
Strategic management in state institutions	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

		familiar with the concept of planning in accordance with international practice.
Operational management in public institutions	The course is aimed at developing practical skills in the analysis and development of business processes, operational functions, operating systems and operational strategies in public institutions	Students will gain decision-making methods in managing the organization's operations. Participate in project management, organizational change program. They will possess the skills of quantitative and qualitative analysis of information when making managerial decisions, building organizational and managerial models by adapting them to specific management tasks
Business and public policy	The course is aimed at creating a systematic understanding of how the business environment functions and how public policy affects the functioning of this environment; on the development of practical skills in business and entrepreneurship at the state level.	Practical skills in analyzing the business environment and the impact of public policy on it, as well as skills to develop this environment.
Foreign economic policy		
Sustainable development, environmental and energy policies	Formation of skills for analyzing the environmental and energy policy of the region, the ability to set strategic goals and develop alternative options for implementing state policy in the field of environmental and energy security of the regions based on the implementation of the sustainable development strategy for preserving and restoring the biosphere while increasing the growth of resource-intensive elements of gross domestic product	Mechanisms for the implementation of environmental and energy policies of state; ability to develop ways to solve environmental problems; applications of the principles of sustainable development to develop ways out of environmental and energy crisis

Social policy	Formation of skills for analyzing social policy, abilities to set strategic goals and develop alternative options for implementing state policy in the field of social relations.	Knowledge of the basic principles and mechanisms for implementing social policy. The ability to develop integrated solutions to social problems
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**Academy of Public Administration
under the President of the Republic of Kazakhstan**

Approved by Decision of the
Academy Academic Council
dated ____ February 2020, protocol no.

Master's program in International Relations

1. Name of the program: Master's program in International Relations

2. Duration of study: 1 year

3. Total ECTS: 65

4. Description of the program:

Master's program "International Relations" in the specialty 6M020200 "International Relations" (hereinafter - the Program) is developed taking into account the specifics of the Ministry of Foreign Affairs of the Republic of Kazakhstan and the requirements for specialists in the field of international relations and diplomacy;

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.

The curriculum of the program is adapted to modern realities and allows you to consider the ongoing changes. The program includes disciplines in international relations and international law, world and economic diplomacy, diplomatic service, protocol, and geopolitics. By agreement with the Ministry of Foreign Affairs of the Republic of Kazakhstan, new disciplines were introduced: "International Conflict Management", "Kazakhstan and the CIS Countries: Global and Regional Processes".

Program Benefits:

1) practice-oriented disciplines to improve the level of professional training of specialists using modern teaching methods;

2) professors - experienced practitioners, current and retired diplomats (Ambassadors, Heads of departments of the Ministry of Foreign Affairs of the Republic of Kazakhstan and other state bodies) and international teachers;

3) mastering the linguistic competence of a civil servant - study of Kazakh, English and French languages.

4) expanding the competence horizon from the UCF to the UN competencies;

5) participation in international forums and conferences, regular meetings with ambassadors and Heads of foreign diplomatic missions

6) internships at the Ministry of Foreign Affairs of the Republic of Kazakhstan and other state bodies, the possibility of undergoing foreign internships at the diplomatic missions of the Republic of Kazakhstan and leading diplomatic schools.

The partner in the implementation of the program is the Ministry of Foreign Affairs of the Republic of Kazakhstan.

Foreign partners: Vienna Diplomatic Academy (the Diplomatische Akademie Wien - Vienna School of International Studies); The Emirates Diplomatic Academy and other leading diplomatic schools.

5. Goals and objectives of the program:

Purpose: training practitioners in the field of international relations, capable of effectively performing work at various levels of public administration.

The objectives of the program:

- 1) to develop the basic competencies of civil servants that correspond to the characteristics of a professional state apparatus;
- 2) to form differentiating competencies of civil servants for the effective implementation of public policy in the field of international relations;
- 3) to form the key competencies of civil servants in the field of international relations in accordance with the UN competency model.

Expected learning outcomes:

Formation / development of competencies:

1) *Strategic thinking / system management* - plans, predicts and makes long-term decisions for the sustainable development taking into account possible consequences and risks; can effectively manage processes and resources (material, financial, human, etc.) by making consistent decisions that contribute to the achievement of the strategic goals of its state body with the least cost and time.

2) *Leadership* - inspires and involves employees in the effective achievement of the goals of a government agency, leading by example.

3) *Motivation for self-development* - has a high motivation for constant work on oneself, the acquisition and application of new knowledge, skills to increase personal effectiveness.

4) *Analysis and decision-making* - analyzes quantitative, verbal and other information, considers an individual task or problem as part of the overall process; can comprehensively analyze the situation (information) with the subsequent timely adoption of an effective decision.

5) *Innovation and change management* - generates new ideas, finds original solutions, offers several options for action, casts doubt on established beliefs; effectively implements changes, including through the application of a structured approach to the training, education and support of employees.

6) *Technological awareness* - keeps abreast of developments and trends in the field of modern technology; able to apply modern technology tools in professional activities.

7) *Tolerance / respect for diversity* - respects the principles of cultural and religious diversity; able to adapt appropriately to a foreign environment.

Methods, forms, training technologies: discussions, games, team teaching, case-study, blended learning, group quizzes, mind mapping, host debates, problem solving, brainstorming, interactive workshops, situational analysis.

6. Program structure and academic content

Semester	Name of the discipline	Code	Study volume
			Credit
Semester 1	Basic disciplines		13
	Language competence for civil servants (Kazakh)		3
	Language competence for public servants (English)		2
	Language competence for civil servants (French)		2
	Diplomatic and consular service of the Republic of Kazakhstan		3
	Negotiation Technology		3
	Major disciplines		10
	World diplomacy		3
	International Law and Multilateral Diplomacy		3
	International conflictology		3
	Specialized workshop: Diplomatic protocol and etiquette. Diplomatic documentation		1
	<i>Total for the semester</i>		23
	Semester 2	Basic disciplines	
Language competence for public servants (English)			2
Language competence for civil servants (French)			2
Major disciplines		13	
Economic diplomacy			3
Kazakhstan and CIS countries: global and regional processes			3
Geopolitics and geostrategy: megatrends and global problems			3
Foreign policy analysis			3
Specialized workshop: Diplomatic protocol and etiquette. Diplomatic documentation			1
<i>Total for the semester</i>		17	
<i>Internship</i>			2
Experimental research work of a graduate student		13	
Experimental research work of a graduate student			11
Internship			2
Final examination		12	
Registration of the master's project		11	
Master project defense		1	
Total amount of credits		65	

7. The list of disciplines

Name of discipline	Description of discipline	Expected Learning Outcomes
Language competence of civil servants / Professional communications (Kazakh language)	Development of skills in writing letters, analytical documents and diplomatic documentation in Kazakh language (oral and written)	Mastering professional rhetoric in the state language, skills in working with official documents and diplomatic documents, development of communication competencies, ability to speak and present to an audience
Language competence of civil servants / Professional communications (English)	Development of skills in writing letters, analytical documents and diplomatic documents in English (oral and written)	Mastering professional rhetoric in English, skills in working with official documents and diplomatic documents, development of communication competencies, ability to speak and present to an audience
Linguistic competence of civil servants / Professional communications (French)	Learning a second foreign language, mastering the necessary language skills for international experts on 4 types of speech activity: listening, reading, writing, talking	Forming the ability of foreign language communication in the professional sphere, skills to extract professionally useful information in working with special documentation in a foreign language
The diplomatic and consular service of the Republic of Kazakhstan	Studying the issues of the diplomatic protocol in international relations, the practice of the foreign affairs agencies of the Republic of Kazakhstan and foreign countries, the organization of work of the diplomatic corps. Studying the approaches of the Ministry of Foreign Affairs of the Republic of Kazakhstan to digital diplomacy.	Gaining knowledge and practical skills in applying the main conventions, agreements regarding diplomatic and consular relations of the Republic of Kazakhstan and foreign countries
Negotiation process technologies	Studying the negotiation process strategy, tactics and technologies, the process of preparing and conducting multilateral negotiations in order to successfully implement foreign policy tasks	Acquiring knowledge and practical skills in conducting diplomatic negotiations, building competencies in the negotiation process, drafting international treaties and other documents
World diplomacy	Studying the history of the development of diplomacy, the laws of the formation and development of the global system	Mastering the basic skills of applied analysis of international situations, a systematic approach to studying modern trends in world

	of international relations, the main factors of world politics	development
International law and multilateral diplomacy	Studying the principles of international law, instruments of multilateral diplomacy, the activities of international organizations	Gaining knowledge on the branches of international law, methods of resolving international disputes, the basics of the activities of international organizations
International Conflictology	Study of the main sources of exacerbation of the international situation. analysis of conflict factors. Analysis of international / regional conflicts, methods of settlement / prevention	Acquisition of analytic skills of modern international and regional conflicts, methods of settlement / prevention
Specialized workshop: Diplomatic protocol and etiquette	Diplomatic documentation. Study of the intricacies and features of the diplomatic protocol and etiquette in international relations, organization of work with the diplomatic corps, preparation and conduct of diplomatic events. Rules and drafting of diplomatic documents	Gaining knowledge of the diplomatic protocol in international relations, types and fundamentals of preparing diplomatic documentation
Economic diplomacy	Studying the fundamentals of economic diplomacy, the main directions, principles, methods of diplomatic support of state policy in the field of foreign economic relations, issues of attracting foreign direct investment.	Mastering the skills of applied analysis of economic diplomacy, acquiring knowledge on priority sectors of the economy, the basics of foreign economic activity of the Republic of Kazakhstan
Kazakhstan and the CIS countries: global and regional processes	Studying the development of modern global and regional processes in the Eurasian space, integration processes in the CIS space, analysis of the interaction of the Republic of Kazakhstan with the CIS countries, membership in international and regional organizations	Gaining knowledge on the development of integration processes, skills of multilateral analysis interactions, places and roles of the Republic of Kazakhstan in regional processes in the context of national interests
Geopolitics and geostrategy: megatrends and global problems	Studying fundamentals of geopolitics and geostrategy, its influence on the development of international relations; analyzing current trends and global problems of world development	Gaining knowledge on the basics of geopolitics and geostrategy, skills in analyzing events in the world; understanding of the place and role of the Republic of Kazakhstan in the geopolitical, geostrategic space. The ability to analyze modern challenges and threats and give recommendations for their prevention.
Foreign policy analysis	Studying the basics, methods	Gaining skills of foreign policy

	and tools of foreign policy analysis, analysis of foreign policy cases	analysis using a set of tools to solve a specific situation.
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