

*Approved  
by the decision of the Academic  
Council of the Academy  
March 20, 2024  
Protocol №14*

**Master's degree program  
«7M04110 - Human Resource Management»**

**1. Name of the program:** The Master's Degree Program «7M04110 - Human Resource Management» (training area «7M041 – Business and Management»).

**2. Term of study:** 1 year

**3. Total credits (ECTS):** 62

**4. Program description:**

In accordance with the Concept for the Development of Public Administration in the Interests of Kazakhstan until 2030 the main condition for the transformation of public administration into a service-oriented model is that the public administration apparatus has competencies and personnel advantages meeting high standards.

The educational program is designed taking into account contemporary requirements to the state apparatus, and aimed at developing analytical, organizational, managerial and strategic skills in the field of human resource management among public servants. The program is also for those who seek to deepen their competencies in HR.

Therefore, the program is conditionally divided into strategic and tactic (operational) levels. This requires providing students with knowledge on planning and managing human resources at the state level, as a member of the global economic community. Also the students may well develop skills in HR management at the organization level.

Within the frame of this educational program enrolled learners will study issues on state regulation of labor resources and labor relations, modern approaches to the management of professional competencies as a tool for the development and motivation of employees. The program also covers the concept of managerial decision-making based on HR analysis, and issues on talent management system implementation in public service, and other topics.

**5. Aims and objectives of the program:**

*Purpose:* To train change leaders who possess new approaches and skills in the field of human resource management.

*Program Objectives:*

- formation of strategic human resource management skills;
- development of managerial decision-making skills taking into account uncertainty and risks;
- development of skills in applying methods of recruiting and hiring the most competent candidates, adaptation of employees and evaluation of their effectiveness;
- development of skills of effective labor organization;
- formation of organizational culture development skills.

**6. Benefits of the program:**

- interdisciplinary, individual and competence-based approach to teaching, practice and result-oriented learning through solving specific situations using interactive teaching methods;
- making a master's project focused on solving live issues on public governance and service development;
- training in the state, russian, english languages;

- involvement of leading lecturers-practitioners, invited lecturers and experts of the public and quasi-public sectors;
- development of professional and expert networking, interaction with civil servants from various ministries and departments, mutual training.

### 7. Expected Learning Outcomes:

Building effective communications - is able to coordinate his activities with colleagues, is open to communication, shows readiness for business cooperation, helps colleagues if necessary, is able to resolve conflicts with benefit for the common cause, at the same time reasonably conveys his point of view and takes into account the opinion of colleagues, builds effective work of the group / team / with interested parties.

Adherence to ethical norms and principles - strictly follows the rules of ethical behavior in all situations in accordance with the Code of Ethics, adheres to the principles of integrity, honesty, goodwill, respect for colleagues and stakeholders, does not get lost in a stressful situation, seeks and finds solutions.

Change management - has a positive attitude to changes in the organization, adapts the tactics of its actions in accordance with the changed situation, analyzes the causes of failure and changes approaches or strategy, supports and encourages employee initiatives.

Result orientation - sets difficult goals and achieves them, makes additional efforts to complete tasks, takes responsibility for achieving results.

Autonomy and decision-making skills - has the abilities to analyze opportunities, risks, as well as calculate and plan resources, act effectively in conditions of uncertainty, offers several options for solving the tasks, considering possible risks.

Cooperation - contributes to the work of the team and, if necessary, seeks clarification from more experienced colleagues, develops interaction with colleagues and representatives of state bodies and organizations, exchanges views and, taking into account the discussion, performs tasks.

Efficiency - makes suggestions for improving work, explores new approaches and ways to implement them, quickly adapts to changing conditions.

Self-development - shows interest in new knowledge and technologies, strives for self-development, seeks new information and ways to apply it, puts into practice new skills to increase its effectiveness.

### 8. Program structure and academic content:

Semester	Name of discipline	BD/ PD	UC/ SC	ECTS
1	Public administration	BD	UC	3
	Professional English	BD	UC	3
	Organizational culture and ethics	BD	UC	2
	Research methods and design	PD	UC	3
	Official letter and discourse	PD	UC	3
	HR management in the public administration system	PD	UC	4
	Legal basis of labor relations	PD	UC	3
	<b>Total theoretical training</b>			<b>21</b>
	<i>Experimental-research work of a Master's student (hereinafter referred to as EIRM)</i>			9
<b>TOTAL FOR SEMESTER 1</b>				<b>30</b>
2	Strategic human resource management	PD	UC	4
	Organizational design	PD	UC	3
	HR analytics	PD	UC	4
	Talent management	PD	UC	3

	Selectable Component	BD	SC	4
	<i>Industrial practice</i>			2
	<b><i>Total theoretical training</i></b>			<b>20</b>
	<i>Internship</i>			2
	<i>EIRM</i>			2
	<i>Final Attestation (Design and Defense of the Master's Project)</i>			8
	<b>TOTAL FOR SEMESTER 2</b>			<b>32</b>
	<b>Total theoretical training + practical training</b>			<b>41</b>
	<b>Final Attestation (Design and Defense of the Master's Project)</b>			<b>8</b>
	<b>EIRM+ internship</b>			<b>13</b>
	<b>TOTAL COMPULSORY CREDITS</b>			<b>62</b>