

*Approved  
by the decision of the Academic  
Council of the Academy  
May 27, 2025  
Protocol №15*

**Doctoral Degree Program  
«8D04113 - Public Administration»**

**1. Name of the program:** Doctoral Degree Program «8D04113 – Public Administration» (training area «8D041 – Business and Management»)

**2. Term of study:** 3 years

**3. Total credits (ECTS):** 181

**4. Program description:**

The educational program is designed to train senior management researchers and practitioners, as well as scientific and pedagogical staff in the field of higher and postgraduate education (PhD doctors) in the field of public administration, whose professional activities are related to conducting scientific research, developing and implementing effective management decisions, and training highly qualified specialists, scientists, and scientific and pedagogical staff.

The program is based on the best international practices and is aimed at training highly qualified specialists, civil servants, and analysts who are ready to conduct comprehensive interdisciplinary research, analyze and evaluate problems of public administration, socio-economic development of the country, and make effective management decisions at the state level, including in professional training and education.

The program is focused on training highly qualified professionals - civil servants and analysts - capable of conducting comprehensive interdisciplinary research, as well as performing in-depth analysis and evaluation of current issues in public administration.

It provides a deeper understanding of contemporary challenges and opportunities and prepares specialists who are able to adapt to the rapidly changing dynamics of the global market and the evolving landscape of public governance.

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

*Purpose:* To train mid- and senior-level public sector professionals capable of applying analytical and research skills to explore the problems and prospects of public administration development and to make effective strategic-level decisions aimed at shaping a qualitatively new model of public governance.

*Program objectives:*

- to develop competencies in applying strategic, project-based, and operational management tools in applied research within public administration at the level of government agencies, sectors, industries, regions, or the state as a whole;
- to foster the ability to analyze and implement innovative approaches in public sector operations based on the principles of a responsive, effective, accountable, professional, and pragmatic government;
- to enhance skills in effective planning and organization of public sector activities through the formulation of concrete tasks aligned with strategic goals and priorities;
- to strengthen analytical thinking and strategic vision for working with big data and making evidence-based managerial decisions.

**6. Benefits of the program:**

- an interdisciplinary, individualized, and competency-based learning approach that enables students to acquire knowledge and skills across related fields;
- a results-oriented model of education and research through the analysis and resolution of concrete challenges in the public administration system;
- execution of an experimental research project (dissertation) focused on addressing pressing issues in public administration and civil service;
- a unique combination of theoretical and applied courses, along with project-based and research activities conducted within academic seminars;
- instruction delivered in Kazakh, Russian, and English;
- a personalized learning path shaped by the outcomes of individual scientific and experimental research;

- involvement of leading analysts, researchers, guest lecturers, and experts from the public and quasi-public sectors;
- development of professional and expert networks, including collaboration and mutual learning among civil servants from various government agencies.

#### **7. Expected learning outcomes:**

Management of research activities - knows the methodology of scientific knowledge of management processes and is able to integrate existing knowledge and competencies in the field of forming a long-term development strategy of the state for conducting experimental research activities and ensuring continuous professional growth.

Activity management - sets specific tasks and gives instructions in accordance with strategic goals, creates conditions and orients the team towards high-quality and timely fulfillment of tasks by the unit, effectively organizes the work of the unit, setting priorities.

Development of high-level research skills. The program builds sustainable skills in conducting original pedagogical research, mastering modern methodology, academic writing, and publishing in high-level scientific journals.

Effective Communication – coordinates activities with colleagues, maintains openness to communication, demonstrates readiness for professional collaboration, provides support, when necessary, constructively resolves conflicts in the interest of common goals, articulates viewpoints with clear justification, considers others' opinions, and builds effective cooperation with teams and stakeholders.

Ethical Standards and Principles – consistently adheres to ethical conduct in all situations in line with the professional code of ethics, upholds integrity, honesty, goodwill, and respect for colleagues and stakeholders, remains composed in stressful situations, and actively seeks and implements appropriate solutions.

Change Management – maintains a positive attitude toward organizational change, adapts actions to evolving circumstances, analyzes the causes of failure and adjusts approaches or strategies accordingly, and supports and encourages employee initiatives.

Result Orientation – sets ambitious and challenging goals, demonstrates persistence and extra effort in task execution, and assumes full responsibility for achieving intended outcomes.

Independence and Decision-Making Skills – analyzes opportunities and risks, calculates and plans resource use, operates effectively under uncertainty, and proposes multiple task solutions while considering potential risks.

Leadership – demonstrates enthusiasm and talent, confidence in personal convictions, exercises charismatic leadership, uses personal influence to motivate subordinates, and effectively balances encouragement and discipline to enhance team performance.

Collaboration – promotes effective cooperation between employees and government agencies or partner organizations within their respective competencies, leverages the potential of each team member to accomplish objectives, and works jointly with structural divisions to implement plans and achieve shared results.

Responsiveness – communicates new priorities to the team in a timely manner, develops effective measures to respond to change, manages the unit efficiently, and ensures performance in both internal and external change environments.

Self-Development – identifies and proposes career advancement opportunities for promising staff, takes systemic action to foster employee development, and serves as a role model by demonstrating a commitment to personal and professional growth.

Initiative – formulates and advances proposals for the implementation of innovative approaches and solutions aimed at improving organizational efficiency, analyzes performance challenges, and initiates projects to enhance public sector operations.

#### **8. Program structure and academic content:**

Semester	Name of discipline	BD/ PD	UC/ SC	ECTS
<b>1</b>	Academic Writing	BD	UC	3
	Research Methods	BD	UC	3
	Public Policy and Administration	BD	UC	3
	<i>Total theoretical training</i>			9

	<i>Experimental research work of a doctoral student (hereinafter referred to as – ERWD)</i>			21
	<b>TOTAL FOR SEMESTER 1</b>			<b>30</b>
<b>2</b>	Applied Economics in Public Administration	BD	UC	3
	Strategic Public Administration	PD	UC	3
	Behavioral Factors in Public Policy	PD	UC	3
	<i>Teaching practice</i>			10
	<i>Total theoretical training</i>			19
	<i>ERWD</i>			12
	<b>TOTAL FOR SEMESTER 2</b>			<b>31</b>
<b>3</b>	<b>Elective Component</b>	PD	SC	3
	<i>Research practice</i>			10
	<i>Total theoretical training</i>			13
	<i>ERWD</i>			17
	<b>TOTAL FOR SEMESTER 3</b>			<b>30</b>
<b>4</b>	<b>Elective Component</b>	PD	SC	3
	<i>Total theoretical training</i>			3
	<i>Internship</i>			4
	<i>ERWD</i>			23
	<b>TOTAL FOR SEMESTER 4</b>			<b>30</b>
<b>5</b>	Research Seminar	PD	UC	2
	<i>Total theoretical training</i>			2
	<i>ERWD</i>			28
	<b>TOTAL FOR SEMESTER 5</b>			<b>30</b>
<b>6</b>	<i>ERWD</i>			18
	<i>Final Attestation (writing and defence of the doctoral thesis)</i>			12
	<b>TOTAL FOR SEMESTER 6</b>			<b>30</b>
<b>Total theoretical training + practice</b>				<b>46</b>
<b>Final certification (writing and defense of a doctoral dissertation)</b>				<b>12</b>
<b><i>ERWD + Internship</i></b>				<b>123</b>
<b>TOTAL CREDITS FOR COMPULSORY DEVELOPMENT</b>				<b>181</b>