

*Approved
by the decision of the Academic
Council of the Academy
March 28, 2025
Protocol №12*

**Master's Degree Program
«7M04110 – Human Resource Management»**

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

2. Term of study: 1 year

3. Total credits (ECTS): 63

4. Program description:

In accordance with the Concept for the Development of Public Service of the Republic of Kazakhstan for 2024-2029, one of the key conditions for transforming public administration into a service-oriented model focused on citizen needs is the presence of a state apparatus with competencies and human capital that meet high standards.

The program is designed to enhance the professionalization of public service, considering the modern requirements for the state apparatus, and aims to develop analytical, organizational, managerial, and strategic skills in Human Resource Management (HRM). It is intended for individuals seeking to expand their competencies in strategic HR management.

The program focuses on strategic-level HRM, equipping students with the knowledge and skills required to develop and implement long-term HR strategies that contribute to achieving organizational goals and improving competitiveness in the labor market. Students gain theoretical and practical knowledge, master planning, forecasting, and HR management tools, and develop expertise in public labor regulation and employment relations. Modern approaches to strategic HR management in the public sector are also covered.

5. Aims and objectives of the program:

Purpose: To prepare change leaders with advanced approaches and skills in Human Resource Management.

Objectives of the program:

- develop strategic hr management skills.
- enhance decision-making skills under uncertainty and risk conditions.
- master methods of recruitment, adaptation, and employee performance assessment in the public sector.
- develop skills for efficient labor organization.
- foster organizational culture development skills.

6. Benefits of the program:

- interdisciplinary, individualized, and competency-based learning approach with a strong focus on practice and real-world problem-solving through interactive methods.
- completion of a master's project, addressing key public service development challenges.
- multilingual education in kazakh, russian, and english.
- involvement of leading practitioners, guest lecturers, and experts from the public and quasi-public sectors.
- professional networking and collaboration with government officials from various ministries and agencies.

7. Expected learning outcomes:

- ability to collaborate effectively, communicate clearly, and work in teams to resolve conflicts constructively.
- adherence to ethical standards, demonstrating integrity, honesty, and professionalism in all situations.

- positive attitude towards organizational change, adjusting strategies as needed, and supporting employee initiatives.
- ability to set and achieve ambitious goals, taking responsibility for delivering results.
- proficiency in risk assessment, resource planning, and decision-making under uncertainty.
- contribution to teamwork, seeking guidance from experienced colleagues when necessary.
- capability to propose improvements, adopt new approaches, and quickly adapt to changing environments.
- continuous learning mindset, applying new knowledge and skills to enhance effectiveness.

8. Program structure and academic content:

Semester	Name of the discipline	BD/ PD	UC/ SC	ECTS
1	Public administration	BD	UC	2
	Strategic HR management in Public service	PD	UC	5
	Organizational development	PD	UC	5
	Effective communication and Leadership	BD	UC	2
	Competency assessment and Talent management	PD	UC	2
	Professional English	BD	UC	2
	Research methods and design	PD	UC	3
	<i>Total theoretical training</i>			21
	<i>Experimental research work of the Master's student (hereinafter referred to as ERWM)</i>			10
	TOTAL FOR SEMESTER 1			31
2	HR analytics and decision making	PD	UC	3
	HR marketing and branding in the public service	PD	UC	4
	Formal writing and discourse	PD	UC	2
	HR performance management	PD	UC	3
	Digitalization of HR processes	PD	UC	3
	Elective Component	BD	SC	4
	<i>Industrial practice</i>			2
	<i>Total theoretical training</i>			21
	<i>Internship</i>			2
	<i>ERWM</i>			1
	<i>Final Attestation (Design and Defense of the Master's Project)</i>			8
	TOTAL FOR SEMESTER 2			32
Total theoretical training+practical training				42
Final Attestation (Design and Defense of the master's Project)				8
ERWM + Internship				13
TOTAL CREDITS FOR COMPULSORY DEVELOPMENT				63