

*Approved by decision  
Academic Council of the Academy  
February 25, 2022  
Protocol No. 12*

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

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

**2. Study period:** 1 year

**3. Total credits (ECTS):** 64

**4. Description of the program:**

In accordance with the Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030, the main condition for the transformation of public administration into a service-oriented model is that the state apparatus has competencies and human resources that meet high standards.

The educational program of the master's program "Human Resource Management" was developed taking into account the modern requirements for the state apparatus of the country and is aimed at developing analytical, organizational, managerial and strategic competencies in the field of human resource management among civil servants and is intended for those who seek to develop and deepen their competencies in HR.

As part of the educational program, students will study modern approaches to managing professional competencies as a tool for developing and motivating employees, the concept of making managerial decisions based on HR analysis, implementing a talent management system in the public service, and much more.

To obtain a master's degree, you need to master 64 credits and defend a master's project. Of the 39 credits of the theoretical block, the undergraduate is given the opportunity to choose 10 credits from the catalog of elective disciplines, to select courses in accordance with professional specialization and individual learning trajectory.

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

*Aim:* Training leaders of change who have new approaches and skills in the field of human resource management. Strengthening the strategic potential of state bodies in the field of human resource management and talent management.

*Objectives of the program:*

- to form the skills of effective human resource management;
- develop the skills of making managerial decisions taking into account risks;
- to teach the skills of planning the needs of the organization in human resources;
- train methods of recruiting and hiring the most competent candidates, adaptation of employees and evaluation of their effectiveness;
- to teach the skills of organizational culture development;
- develop personal and professional competencies of civil servants.

**6. Benefits of the program:**

- competency-based approach to teaching, practice-oriented and result-oriented learning through solving specific situations using interactive teaching methods;
- an interdisciplinary approach that provides an opportunity to gain knowledge and skills in related fields;
- opportunity for internships and internships in state bodies of Kazakhstan and abroad;
- implementation of the master's project, focused on solving urgent problems of the development of the civil service of the country;

- trilingual education: Kazakh, Russian, English;
- individual learning trajectory based on the results of competency assessment, through the Assessment Center;
- involvement of leading lecturers-practitioners; "Visiting Professors" and high-level experts;
- development of professional and expert networking, interaction with civil servants from various ministries and departments, peer learning.

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

- Stress resistance: reacts with restraint to criticism, takes measures to eliminate shortcomings. In critical situations, he knows how to weed out unnecessary information and maintain a working environment.
- Initiative: makes proposals based on the analysis of the implementation of innovative approaches and solutions aimed at improving the efficiency of the functioning of the state body and its employees.
- Responsibility: continuous focus on personal responsibility for the performance of their duties in strict accordance with the principles of transparency and accountability.
- Integrity: controls compliance with ethical norms and standards, creates an atmosphere of trust and respect in the team, ensures compliance with the principles of transparency and fairness in the actions of subordinates.
- Cooperation and interaction: the ability to build relationships with colleagues, other government agencies, organizations to achieve the strategic goals of the government agency. Building favorable and productive relationships through interaction with colleagues, departments and organizations in an understandable form and at a professional level, involving them in the development of common approaches, the implementation of plans and the achievement of common results.
- Performance management: is able to effectively manage processes and resources by making consistent decisions that contribute to the achievement of the strategic goals of the government agency.
- Decision making: analyzes quantitative, verbal and other information. Considers a single task or problem as part of an overall process, taking into account all the relationships. Makes informed decisions based on the information learned.
- Leadership: Demonstrates a willingness to take charge of a group of people. Encourages good relationships, collaboration and communication. Demonstrates the ability to inspire and energize others, as well as to be much more efficient and involved.
- Strategic thinking: able to plan, predict and make long-term decisions for the sustainable development of a state body, taking into account the development scenario, possible consequences and risks.
- Efficiency: analyzes ongoing changes in the organization and makes timely decisions to improve them.
- Innovativeness and change management: generates new ideas, offers alternative solutions, finds original solutions, quickly responds to changes.

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

<b>Semester</b>	<b>Name of the Discipline</b>	<b>ECTS</b>
<b>1</b>	Public Administration	4
	Language Competencies of Managers (in the State Language)	2
	Language Competencies of Managers (in English)	2
	Organizational Behavior and Ethics	3
	Professional Communications and Conflict Management	3
	Human Resource Management	4

	Optional component according to the catalog of elective disciplines	4
	<i>Experimental - research work of the Master student (here in after – ERWM)</i>	9
<b>TOTAL FOR SEMESTER 1</b>		<b>31</b>
<b>2</b>	Strategic Competency Management	3
	Making Decisions Based on Data Analysis	3
	Economic Analysis in HR	3
	Optional component according to the catalog of elective disciplines	6
	Practice	2
	Internship	2
	<i>Experimental - research work of the Master student (here in after – ERWM)</i>	2
	<i>Final attestation (Design and defense of Master's project)</i>	12
<b>TOTAL FOR SEMESTER 2</b>		<b>33</b>
<b>Total theoretical studies + Practice</b>		<b>39</b>
<b>Final attestation (Design and defense of Master's project)</b>		<b>12</b>
<b>Experimental - research work of the Master student (here in after – ERWM) + Internship</b>		<b>13</b>
<b>TOTAL ECTS</b>		<b>64</b>