

**APPROVED**  
**at a meeting of the Academic Council**  
**of**  
**NJSC «KazNU named after al-**  
**Farabi»**  
**Protocol № 11 from 23. 05. 2025 y.**

**The program of the entrance exam for applicants to the PhD**  
**for the group of educational programs**  
**D071 – «State and local government»**

**I. General provisions**

1. The program was drawn up in accordance with the Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 «On Approval of the Model Rules for Admission to Education in Educational Organizations Implementing Educational Programs of Higher and Postgraduate Education» (hereinafter referred to as the Model Rules).

2. The entrance exam for doctoral studies consists of writing an essay, an exam in the profile of a group of educational programs and an interview.

| Блок   | Баллы  |
|--|--------|
| 1. Interview   | 30     |
| 2. Essay   | 20     |
| 3. Exam according to the profile of the group of the educational program | 50     |
| Total admission score  | 100/75 |

3. The duration of the entrance exam is 3 hours 10 minutes, during which the applicant writes an essay and answers the electronic examination ticket. The interview is conducted at the university premises before the entrance exam.

**II. Procedure for the entrance examination**

1. Applicants for doctoral studies in the group of educational programs D071 – «State and local government» write a problematic / thematic essay. The volume of the essay is at least 250 words.

The purpose of the essay is to determine the level of analytical and creative abilities, expressed in the ability to build one's own argumentation based on theoretical knowledge, social and personal experience.

Types of essays:

- motivational essay revealing the motivation for research activities;
- scientific-analytical essay justifying the relevance and methodology of the planned research;

- problem/thematic essay reflecting various aspects of scientific knowledge in the subject area.

2. The electronic examination card consists of 3 questions

Topics for exam preparation according to the profile of the group of the educational program:

## **Discipline "THEORY AND PRACTICE OF PUBLIC ADMINISTRATION"**

### **Topic 1. Contents of public administration**

Policy and goals of public administration. The state as the leading subject of country governance. Theoretical and practical orientation of public administration. Public sources of development of public administration goals. Legal form of securing the goals of public administration. Specificity and classification of functions of public administration. Functions of state bodies. Authority as a sign of management. Main features of public administration. Mechanism of public administration.

The concept of development of public administration in the Republic of Kazakhstan until 2030: construction of a “human-centric” model “People first”.

### **Topic 2. Responsibility in public administration**

Legal laws governing public relations. Social management, strengthening regulation and management, dispersal of centers of power and management, systemic public administration.

The essence, concept and features of political rights and freedoms in public administration. Responsibility in public administration as a necessary condition for the implementation of state decisions. The concepts of "responsibility" and "duty" as interrelated concepts in the public administration system. Duties, responsibilities and rights of a civil servant. Personal responsibility in public administration. Powers and responsibilities of ministers, their accountability and strategic control over their activities.

### **Topic 3. Organizational structure of public administration**

Government body as a system-forming element of the organizational structure of public administration. Characteristics of a government body: functional, legal, organizational. Statutory features of a government agency. Factors influencing the organizational structure of government. Functions of the state. Personnel of a government agency.

Main institutions for implementing government decisions.

Classification of government bodies on various grounds: functions of the state, competence, territorial scale of activity. Construction of the organizational structure of public administration. Linear, functional, linear-functional, program-target,

matrix bases for the formation of management structures. Organizational structure of public administration in the Republic of Kazakhstan.

#### **Topic 4. Anti-corruption policy and public administration goals**

Anti-corruption tools. Preventive (soft) and reactionary (hard) methods of combating corruption. Training, personal policy and organizational and cultural development as soft methods of combating corruption. Subjects of corruption-related offenses. Basic principles of combating corruption. General management of the team, placement and selection of personnel, organization and control of the work of subordinates, maintenance of discipline, expressed in the application of incentive measures and the imposition of disciplinary sanctions as organizational and administrative functions of subjects of public administration. Material liability for the management and disposal of property as an administrative and economic function of public administration entities.

Law of the Republic of Kazakhstan "On Combating Corruption" and its content. Objectives of the law.

#### **Topic 5. Formation and implementation of public policy**

Public policy as a targeted activity of government bodies to solve socially significant problems and achieve positive goals of sustainable development of society and ensuring national security. The structure of public policy as an activity to implement the goals and objectives of public administration. State interests and national security.

Problems of classification of state policy and its systemic characteristics. Determining factors of the general, internal and external environment of the public administration system and their impact on state policy.

Constitutional foundations and legal basis of state policy. Identification of priority policy areas. Mechanism for implementing state policy. Management bodies involved in implementing state policy. Types and directions of state policy.

#### **Topic 6. Development and adoption of decisions in the public administration system**

Government decision as a scientific concept. Political and administrative government decisions. Characteristics of a state decision: authority, range, information provision, technology and style, types, practical significance. Evaluation of the effectiveness of state decisions.

Concept and classification of regulatory legal acts of the Republic of Kazakhstan. Hierarchy of regulatory legal acts. Primary and derivative regulatory legal acts.

Legislative and by-laws. Regulations, provisions, rules, instructions as derivative types of normative legal acts. Planning, preparation and coordination of draft normative legal acts. Specific features of a normative legal act. Details, structure and style of presentation of the text of normative legal acts of the Republic of Kazakhstan. The procedure for the adoption and publication of regulatory legal

acts. The effect of regulatory legal acts in time, space and persons. State registration of regulatory legal acts of central and other executive bodies.

### **Topic 7. Management activity and its stages**

Administrative procedures. Main stages of the management process. Individual legal acts. Management relations and their classification. Relations between government bodies and citizens. Relations between government bodies and directly subordinate entities. Legal regulation of management relations. Centralized and decentralized regulation of management processes. Mandatory, permissive, and recommendatory legal norms.

The concept of subjective right. Acts of implementation of subjective rights and obligations. Grounds for the emergence, change and termination of management legal relations. Law enforcement acts, legal states.

### **Topic 8. Decentralization of public administration and development of local self-government in the Republic of Kazakhstan**

The problem of centralization and decentralization of public administration. The process and types of decentralization of public administration. Deconcentration of power. Conceptual model of delineation of powers of central and local authorities. Decentralization within ministries, from the center to the regions and from the state to the private sector. Main provisions of the law "On local government and self-government in the Republic of Kazakhstan". Ensuring public participation in solving local issues. Forms of citizen participation in local government. Principles and forms of state regulation of local self-government activities. State support for local self-government.

### **Topic 9. The concept of a new model of civil service in the Republic of Kazakhstan**

Tasks and functions of civil service in the Republic of Kazakhstan.

Principles of meritocracy, efficiency, effectiveness, transparency and accountability to society as the basis for professionalization of the civil service system.

Processes of entry and termination of civil service. Motivation of civil servants. Ethics and image of civil servants.

Management of civil service in the Republic of Kazakhstan. Objectives and tasks of the new model of civil service in the Republic of Kazakhstan. Law "On civil service of the Republic of Kazakhstan".

### **Topic 10. State regulation of the economy of the Republic of Kazakhstan**

Key goals of macroeconomic regulation as ensuring economic growth, economic stability and social justice. Methods of state regulation of the economy. Business support. Creation of conditions for institutional and structural reforms aimed at supporting entrepreneurship. Import substitution policy. State regulation of industrial development. State regulation of the agro-industrial complex. Monetary

regulation instruments. Open market operations. Digitalization of the economy of the Republic of Kazakhstan.

### **III. List of references**

#### **(Theory and practice of public administration)**

##### **Main:**

1. Constitution of the Republic of Kazakhstan. August 30, 1995 (as amended and supplemented on March 23, 2019)
2. Shemyakov A. D. Fundamentals of public and municipal administration: a textbook / A. D. Shemyakov. - Donetsk: DonSUU, 2016. - 505 p.
3. Balashov A. I. History and methodology of the science of public and municipal administration: a textbook / A. I. Balashov, E. V. Ushakov. - M.: INFRA-M, 2020. - 323 p.
4. Ponkin, I. V. Theory of public administration: textbook / I. V. Ponkin; preface A. B. Zelentsova. - Moscow: INFRA-M, 2020. - 529 p. - (Higher education: Master's degree). 2. Modern theories and mechanisms of management: teaching aid for master's students in the field of study 38.04.04 "State and municipal administration" / E. V. Serdyukov; State Educational Institution of Higher Professional Education LPR. - Lugansk: Publishing House "Knita", 2019. - 251 p.
5. Atamanchuk G.V. Theory of public administration: textbook / Grigory Vasilyevich Atamanchuk. - 2nd ed., reprinted - M.: Omega-L, 2011. - 525 p. - (University textbook).
6. Sansyzbaeva G.N., Mukhtarova K.S., Ashirbekova L.Zh. Theory of public administration. - Almaty: Kazakh University, 2015. - 317 p.

##### **Additional:**

1. Mukhtarova K.S., Sansyzbaeva G.N., Smagulova G.S. Kazakhstan republicsynda memleketik kyzmetti uyimdastyru. Oku kuraly. – Almaty: Kazakh University, 2016. – 196 b.
2. Uvarov V.N. Public service and management: Textbook. – Petropavlovsk: Sev. Kaz. legal Academy, 2004. – 416 p.
3. Naumov S.Yu. Theory of state municipal management: textbook. manual / Sergey Yurievich Naumov, Svetlana Vladimirovna Sergushko, Anna Aleksandrovna Podsumkova. - M.: Forum, 2011. - 319 pp. - (Professional education).
4. Zerkin D.P., Ignatov V.G. Fundamentals of the theory of public administration: Course of lectures. – Moscow: ICC “MarT”; Rostov-n/Don: publishing center “MarT”, 2011. – 544 p.
5. 1. On local public administration and self-government in the Republic of Kazakhstan. Law of the Republic of Kazakhstan dated January 23, 2001 N 148.
6. Yesimova Sh.A. Economic efficiency of the public administration system of the Republic of Kazakhstan: theory, methodology, practice. - Turkestan, 2010.
7. Law of the Republic of Kazakhstan "On Civil Service" dated November 23, 2015 No. 416-V 3PK (with amendments and additions as of May 24, 2021)
8. Law of the Republic of Kazakhstan "On Combating Corruption" dated November 18, 2015 No. 410-V 3PK.

## **Discipline "STRATEGIC PLANNING AND BUDGET PROCESSES IN PUBLIC ADMINISTRATION"**

### **Topic 1. Concept, essence and necessity of strategic planning in public administration**

The essence and content of state management of the economy. Objectives, tasks and functions of state management of the economy. Scientific foundations of planning and forecasting. The need for planning and forecasting in the economy.

**Topic 2. Strategic planning as a type of management activity of state bodies.** Forecasting and planning as functions of the state. Types of plans in public administration. The essence of the concept of centralized planning and the market concept. The main tasks of the Ministry of National Economy of Kazakhstan. The essence and role of indicative planning in increasing the efficiency of public administration. Principles of strategic planning.

### **Topic 3. State budget, its forecasting and planning.**

The new system of state planning is the basis of the budget process. The state budget is the main financial plan of the country. The concept of state balance. Budget deficit and sources of its coverage. Forecasting state budget revenues. National Fund of Kazakhstan: purposes of creation and functions.

**Topic 4. Structure, rules for development and implementation of state programs.** General provisions of the rules for development and implementation of state programs. Basic requirements for state programs. Structure of the state program. Procedure for development, approval, monitoring and evaluation of the implementation of state programs.

### **Topic 5. SWOT analysis as a tool for strategic planning.**

The purpose and main tasks of SWOT analysis. The scope of SWOT analysis. SWOT analysis matrix. SWOT analysis application technology. Rules for conducting SWOT analysis. Tema

**6. The system of state strategic planning and forecasting is a tool for forming long-term priorities for state activities.** State Planning System of Kazakhstan. Strategic Development Plan of the Republic of Kazakhstan. Documents of the State Planning System of Kazakhstan. Development Strategy of Kazakhstan until 2050. Strategy 2030 and Strategy 2050: Interrelation and Continuity.

**Topic 7. Demographic forecasting in the public administration system.** Development of demographic forecasts. The most significant predicted indicators of demographic forecasts. Demographic balance. The process and stages of developing demographic forecasts. Classification of demographic development factors.

**Topic 8. Methodology and methods of developing macroeconomic plans in the activities of government bodies.** Methods of developing plans. Methods of expert assessments. Balance method in planning. Normative planning method. Methods of extrapolation and modeling. Program-target methods and features of their application.

**Topic 9. Strategic planning and priorities for the development of the social sphere of the national economy.** The role of strategic planning in improving the quality and standard of living of the population. Features of forecasts in the social

sphere. The system of forecasts of social development. Classification of factors influencing the standard of living.

**Topic 10. Prospects for the development of state strategic planning and forecasting systems in Kazakhstan.** Strategic planning is an effective tool of public administration. Concept for the implementation of a results-oriented public planning system. Main tasks of changes in the public planning system. Concept for improving the public planning system.

### III. List of references

#### (Strategic planning and budget processes in public administration)

##### Main:

1. Krutikov V.K., Dorozhkina T.V., Zaitsev Yu.V., Fedorova O.V. Macroeconomic planning and forecasting. Study guide. Kaluga: Eidos Publishing House. 2014. – 112 p.

2. Abdildina Z.A. State planning system in the Republic of Kazakhstan.-Astana, 2010

3. Analytical report. "Analysis of strategic planning and forecasting systems of the Republic of Belarus, the Republic of Kazakhstan and the Russian Federation". - M., 2014

4. Strategic planning: textbook / M. N. Rudenko, E. D. Oborina, D. N. Pismennikov; Perm. state national research university. - Perm, 2014. - 96 p.

5. Macroeconomic planning and forecasting: textbook / A.N. Semin, Yu.V. Lysenko, M.V. Lysenko, E.Kh. Taipova. - Moscow: KNORUS, 2018. - 308 p.

6. Yarkova, T.M. Macroeconomic planning and forecasting: a textbook / T.M.Yarkova; Ministry of Agriculture of the Russian Federation; Federal State Budgetary Educational Institution of Higher Education. "Perm State Agrarian-Technological University named after academician D.N.Pryanishnikov". - Perm: IPC "Prokrost", 2018. - 292 p. 7. Kuznetsov Yu.V. State strategic management. Monograph. - M.: Piter, 2014. - 205 p.

8. Esipova O.V. Macroeconomic planning and forecasting: textbook / O.V. Esipova. - Samara: Publishing house of Samara University, 2018. - 72 p.

##### Additional:

1. Omirbaev S.M., Intykbaeva S.Zh., Adambekova A.A., Parmanova R.S. - State budget. - Almaty, 2011

2. Forecasting and planning of enterprise activities: a textbook / compiled by: Zh.N. Moiseenko; Donskoy SAU. - Persianovsky: Donskoy SAU, 2019. - 154 p.

3. On the Concept of Formation and Use of Funds of the National Fund of the Republic of Kazakhstan. Decree of the President of the Republic of Kazakhstan dated December 8, 2016 No. 385

4. Kazakhstan – 2030. Prosperity, Security and Improvement of the Welfare of All Kazakhstanis. Message of the President of the country to the people of Kazakhstan in 1997. [https://adilet.zan.kz/rus/docs/K970002030\\_](https://adilet.zan.kz/rus/docs/K970002030_)

5. Strategy "Kazakhstan-2050": a new political course of an established state. Message of the President of the Republic of Kazakhstan - Leader of the Nation N.A. Nazarbayev to the people of Kazakhstan, Astana, December 14, 2012. <https://adilet.zan.kz/rus/docs/K1200002050>

## **Discipline "ORGANIZATION AND PLANNING OF SCIENTIFIC RESEARCH"**

### **Topic 1. Classification of scientific research.**

Distinctive features of the theoretical and empirical basis of scientific knowledge. Logical scheme and stages of scientific research. Fundamental, applied and exploratory scientific research. Тема 2. Наука и научные исследования.

Science as a sphere of human activity. The goal of science is to understand the objective world. Factors influencing the transformation of science into a productive force. The influence of science on the development of humanity.

### **Topic 3. Development of a hypothesis and research concept.**

The concept of a scientific problem, its formulation and formulation. Selection of a scientific research topic. Formulation of a scientific research hypothesis. Relevance and novelty of a scientific research topic. Definition of the purpose and objectives of the research.

### **Topic 4. Theoretical knowledge. Methods of scientific research.**

Levels of knowledge: theoretical and empirical. Analysis and synthesis. Comparison. Abstraction and concretization. Generalization and formalization. Induction and deduction. Idealization. Analogy. Modeling. Thought experiment.

### **Topic 5. Empirical knowledge. Methods of scientific research.**

Empirical basis of scientific knowledge. Observation is the foundation of empirical knowledge. Types of observations. Experiment as a research method. Modeling is a method of scientific knowledge.

### **Topic 6. Plagiarism. Ethical principles of the researcher.**

The content of the term "plagiarism" and the reasons for its appearance. The main principles and norms of scientific ethics. The use of ethical principles in scientific activity Plagiarism and the means of its detection.

### **Topic 7. Documentary sources of information. Organization of reference and information activities.**

Sources of scientific information. Reference and bibliographic services. Bibliographic indexes. System of searching for scientific information on the research topic. Advantages of working with catalogs and card files.

### **Topic 8. Systems approach: methodology, features and advantages.**

Systems approach methodology in scientific research. Prerequisites for the emergence of the systems approach. Systems analysis. Characteristic features of complex systems. Open and closed systems. Advantages of the systems approach.

### **Topic 9. Method of modeling scientific research.**

Concept of a model. Advantages of the modeling method. Classification of models. Basic requirements for modeling. Stages of modeling. Modeling as a means of reflecting the properties of material objects. Extrapolation as a research method.

### **Topic 10. Implementation and testing of scientific research results.**

Commercialization of scientific research results. Forms of implementation of R&D results. Testing is a condition for the truth of research results. Writing a scientific article. Preparing a report abstract.

### **III. List of references**

#### **(Organization and planning of scientific research)**

##### **Main:**

1. Burda A. G. Fundamentals of scientific research activity: textbook (lecture course) / A. G. Burda; Kuban. state agrarian University. - Krasnodar, 2015. - 145 p.
2. Ponomarev A. B. Methodology of scientific research: textbook / A. B. Ponomarev, E. A. Pikuleva. - Perm: Publishing house of Perm. national research polytechnic University, 2014. - 186 p.
3. Ogurtsov A.N., Bliznyuk O.N. Scientific research and scientific information. - Kharkov, NTU "KhPI", 2011.-400 p.
4. Koshurnikov A.F. Fundamentals of scientific research: a tutorial. / Ministry of Agriculture of the Russian Federation, Federal State Budgetary Educational Institution of Higher Professional Education. "Perm State Agricultural Academy named after academician D.N. Pryanishnikov". - Perm: IPC "Prokrost", 2014. -317 p.
5. Meledina T.V., Danina M.M. Methods of planning and processing the results of scientific research: Textbook. manual. – St. Petersburg: NRU ITMO; IKHiBT, 2015. – 110 p.
6. Methodology of scientific research: methodological recommendations / compiled by T.M. Yarkova; Ministry of Agriculture of the Russian Federation, Federal State Budgetary Educational Institution of Higher Education “Perm State Agrarian-Technological University named after academician D.N. Pryanishnikov”, Department of Organization of Production and Entrepreneurship in the Agro-Industrial Complex. – Perm: IPC “Prokrost”, 2018. –63 p.
7. Sevrikov V.V. Methodology and organization of scientific research. Minsk: Misanta, 2011. - 333 p.
8. Organization and planning of scientific research: a textbook for students in the master's program / KazNU named after al-Farabi; [I.E. Suleimenov, O.A. Gabrielyan, V.V. Buryak, etc.]. - Almaty: Kazakh University, 2018. - 335 p.
9. Tsekhovoy A.F. Organization of research and innovation activities: textbook: for master's degree students specializing in 6M051800 - Project Management / A.F. Tsekhovoy, M.A. Karlinskaya. - Almaty: SSK, 2017. - 134 p.

##### **Additional:**

1. Fundamentals of scientific research: textbook / [A. A. Bubenchikov et al.]; Ministry of Education and Science of the Russian Federation, Omsk State Technical University. - Omsk: Omsk State Technical University Publishing House, 2019.-158s.
2. Methodology and organization of scientific research: master's thesis (training direction 38.04.02 "Management"): teaching aid / R. R. Timirgaleeva, M. A. Shostak, V. A. Stolyarenko, M. V. Matyunina. - Maykop: EIIT, 2016.-216s

3. Methodology and methods of scientific research in economics and management: a manual for universities / Zavyalova N.B., Golovina A.N., Zavyalov D.V., Dyakonova L.P., Melnikov M.S. et al.; edited by N. B. Zavyalova, A.N. Golovina - Moscow-Ekaterinburg:, 2014. - 282 p.

4. Organization of scientific research: Lecture notes / A.N. Sutyagin - Rybinsk: RSATU, 2015. - 51 p.

## **Discipline "INNOVATIONS IN THE SYSTEM OF STATE AND LOCAL GOVERNMENT"**

**Topic 1. Innovative paradigm in state and local governance.** The essence of the innovation paradigm in state and local government. Basic concepts of the innovation economy. Features of the innovative development of Kazakhstan as an object of the innovation process. Implementation of innovations in the field of public administration as a basis for conducting administrative reform to improve the quality of public services.

Topic 2. Issues of application of complex management innovations in the system of state and local government. Application of new management technologies in state and local government. Problems of implementation of innovative management technologies in the system of state and local government. Use of benchmarking in the system of state and local government. NPM – a new model of society management, main ideas and provisions.

### **Topic 3. Innovative technologies in state and local government**

Defining the goal of innovation management. Selecting an innovation management strategy. Definition of innovation management techniques. Development of an innovation management program. Organization of work on program implementation. Monitoring the implementation of the planned program. Analysis and evaluation of the effectiveness of innovation management techniques. Adjustment of innovation management techniques.

### **Topic 4. Innovative technologies of public administration based on the application of the program-target approach**

Program-target management in state and local government. Development of project management in public administration. Use of franchising in state and local administration. Features of fundraising as a tool of public-public partnership.

### **Topic 5. Marketing technologies and methods in the system of state and local government**

Methodological and historical aspects of territorial marketing. Features of territorial branding implementation in modern conditions. Development and implementation of a marketing plan for territorial development.

## **Topic 6. Digitalization of public administration.**

Chronology of digitalization of public administration in the Republic of Kazakhstan. Global trends in digitalization and international experience. Digitalization of government activities: the concept of information society, electronic government, open government.

## **Topic 7. Project management in public and local government**

Project management in public and local government. Implementation of project management in the civil service of the Republic of Kazakhstan. Project management and the public sector. Digitalization of project management in public and local government.

### **III. List of references**

#### **(Innovations in the system of state and local government)**

##### **Main:**

1. Innovative Kazakhstan. monograph / G. M. Mutanov, R. K. Sagieva, A. S. Zhuparova, et al.; Al-Farabi Kazakh National University. - Almaty: Kazakh University, 2015. - 149 p.

2. Burlakov L. N. Public and local government: textbook / L. N. Burlakov, M. K. Zhamkeeva, M. U. Uazhan. - Almaty: TekhnoErudit, 2019. - 336 p.

3. Mukhtarova K.S. Innovative mechanisms for modernization of the system of state local government and self-government in the Republic of Kazakhstan. monograph / [ed. G.S. Bekberdiev]; Al-Farabi Kazakh National University. - Almaty: Kazakh University, 2017. - 74 p.

4. Memlekettik zhane zhergilikti baskar zhuyesindegi innovationalar. Ashirbekova L.Zh., Smagulova G.S., Yesenzhigitova R.G.Oku kuraly. Almaty, Kazakh University, 2020. – 172 b.

5. K.S. Mukhtarova, A.T. Myltykbaeva, L.Zh. Ashirbekova. State and local government. Study guide. Kazakh University. 2018 - 126 p.

##### **Additional:**

1. Innovations in public and municipal administration: a textbook / I. V. Novikova, S. V. Nedvizhai, I. P. Savchenko, O. A. Mukhor'yanova, S. B. Rudich. - Stavropol: Publishing house of SKFU, 2016. - 284 p.

2. G. N. Sansyzbaeva, K. S. Mukhtarova, L. Zh. Theory of public administration: a textbook /; Kazakh National University named after al-Farabi. - Almaty: Kazakh University, 2015. - 318 p.

3. Naumov, S.Yu. Theory of state and municipal management: textbook / Sergei Yuryevich Naumov, Svetlana Vladimirovna Sergushko, Anna Aleksandrovna Podsumkova. - M.: Forum, 2011. - 319 p. - (Prof. education).

## **Discipline "MANAGEMENT OF STATE PROGRAMS AND PROJECTS"**

### **Topic 1: Project-targeted approach in the public administration system**

The concept and models of budgeting based on results. Application of the program-project approach in the Republic of Kazakhstan and abroad. Method of budget planning based on the program-target approach. State projects and programs. Classification of projects and programs based on various criteria.

### **Topic 2: Methodological foundations for the development and implementation of state programs.**

State programs: essence, principles of formation. Procedure for developing a state program. Criteria as a measure for assessing the effectiveness of programs. Structure of the state program and composition of the materials submitted. Requirements for the content of the state program. Main stages of developing a state program. Financial support for the implementation of the state program. The decision-making process. The concept of decision-making. Classification of tasks solved in the decision-making process when developing programs. Expert analytical methods as methods of forecasting and pre-planning analysis of the situation. Quantitative methods: areas of application in the process of program-target planning and management.

### **Topic 3: State programs of the Republic of Kazakhstan**

The State Program of the Republic of Kazakhstan as a document defining the goal, objectives, results, main directions and instruments of state policy aimed at achieving the goals and implementing the priorities established by the Development Strategy of Kazakhstan until 2050. List and content of the State Programs of the Republic of Kazakhstan.

### **Topic 4: Managing the implementation of the state program.**

Activities and deadlines for implementing the state program. Changing the deadlines for implementing activities that affect the implementation of the main parameters of the state program. Adjustments to the state program. The role of monitoring and control in the system of managing the implementation of the state program. Monitoring the implementation of the state program: goals, objects, sources, methods, subjects and results. Objects of monitoring the state program: values of indicators of the state program; progress in implementing the main activities of the state program. Sources of monitoring the state program: data from official statistical observation.

### **Topic 5: Indicators, goals, objectives of state programs.**

General functions of state programs. Normative and legal regulation of the formation of state programs. The place of state programs in the system of strategic management of the country. Goals, objectives of state programs. Structural and functional model of program management.

### **Topic 6: Evaluation of the effectiveness of the state program**

Methodology for evaluating the effectiveness of the implementation of the state program. Using the results of monitoring the implementation of state programs when evaluating their effectiveness and preparing conclusions on the progress of the implementation of the state program. Identification of deviations of actual results in the reporting year from planned ones and reasoned justification of the reasons: deviations of the values of indicators achieved in the reporting period from planned ones, as well as changes in this regard of the planned values of indicators for the upcoming period; significant underfulfillment of some indicators combined with overfulfillment of others or significant overfulfillment of most planned indicators in the reporting period. Types of effects of government programs. Indicators of the effectiveness of government programs.

### **Topic 7: Project activities in the public administration system**

Features of project management inherent in the public sector. International project management standards. Stages of project management system implementation in a government agency. Features of project management principles application in government agencies. Problems in the process of project management principles implementation and ways to overcome them.

### **III. List of references**

#### **(Management of government programs and projects)**

#### **Main:**

1. Dobrolyubova, E.I. Methodological manual for the development (correction) and organization of implementation of state programs: teaching aid. [Electronic resource] / E.I. Dobrolyubova, V.N. Yuzhakov. - M.: Publishing house "Delo" RANEPА, 2014. -- 114 p.
2. Ershov S.V. Project and program management. Lecture notes. - Arkhangelsk: NArFU. 2015 - 226 p.
3. Reporting on the implementation of state programs. <https://www.kdb.kz/reporting-on-implementation-of-programmes/>
4. Ehlakov, Yu.P. Software project management. Standards, models: Textbook / Yu.P. Ehlakov. - St. Petersburg: Lan, 2019. - 244 p.
5. Soloviev, A.I. Public policy and management: a textbook for universities / edited by A.I. Soloviev. -M .: Aspect Press, 2017. -480 p. 6. Bystryakov A.Ya. Financial management of government programs [Electronic resource]: Textbook, 2013. URL: <http://www.iprbookshop.ru/22228>
7. State strategic management: monograph / ed. by prof. Yu. V. Kuznetsov. SPb.: Piter, 2014. 320 p.
8. Heldman, K. Professional project management: scientific publication / K. Heldman; trans. from English by A. V. Shavrina. - 5th ed. - M.: Binom. Knowledge Laboratory, 2013.

#### **Additional:**

1. Tambovtsev V.L. Theories of state regulation of the economy. Textbook. - M.: "Prospect" Publishing House, 2016. - 158 p.

2. Soloviev A.I. Adoption and implementation of government decisions: Textbook for university students. - M.: ZAO Izdatelstvo "Aspect Press", 2015. - 496 p.

3. Workshop on the methodology of program-target planning: guidelines / compiled by A.V. Karpushkina. - Chelyabinsk: Publishing Center of SUSU, 2017.– 12 p.

4. Strategy "Kazakhstan-2050": a new political course of an established state. Message of the President of the Republic of Kazakhstan - Leader of the Nation N.A. Nazarbayev to the people of Kazakhstan, Astana, December 14, 2012. <https://adilet.zan.kz/rus/docs/K1200002050>

5. Shestopalov P.L. Benefits and opportunities of project management in government bodies. Moscow, 2015. 26 p.