

**APPROVED at the meeting of the
Academic Council of JSC
"Sh. Yesenov Caspian University
of Technology and Engineering".
Minutes No. 09 dated May 26, 2026.**

**Entrance exam program
for applicants for doctoral studies per group of educational programs
D071 – «State and Local Management»**

1. General provisions.

1. The program is compiled 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 Higher and Postgraduate Education Programs' (hereinafter referred to as the Standard Rules).

2. The doctoral entrance exam consists of an interview with the applicant conducted by the HE/PGE Organization examination board, writing an essay, and an exam on the profile of a group of educational programs.

| Block | Points |
|---|---------------|
| An interview with an applicant conducted by the 1. HE/PGE Organization examination board | 30 |
| 2. Essay | 20 |
| 3. Exam in the specialty of the educational program group | 50 |
| Total passable | 100 |

3. The duration of the entrance exam is 3 hours and 30 minutes, during which the applicant is interviewed, writes an essay, and answers an electronic exam ticket. The interview is conducted at the university before the entrance exam.

2. Procedure for conducting the entrance exam.

1. Applicants to the doctoral program group D071 – «State and Local Management» must write a problem-oriented / thematic essay. The essay should be at least 250-300 words long.

2. The electronic exam ticket consists of 3 questions.

Essay Writing Requirements

The essay usually has a length of about 250-300 words and is written in one of the exam languages — Russian, Kazakh or English.

The structure of the essay should be logical and consistent. In the introduction, it is necessary to identify the problem, reveal the relevance of the topic and briefly formulate the main idea. The main part includes 2-3 arguments supported by analysis, examples, or explanation of cause-and-effect relationships. Here it is important to show the depth of understanding of the topic and the ability to critically comprehend. In conclusion, generalizing conclusions are formulated and, if necessary, prospects or recommendations are outlined.

When evaluating an essay, criteria such as:

1. Analyticity and depth of reasoning.
2. Logical and structured presentation.
3. Reasonableness of the position.
4. Relevance of the content.
5. The use of professional terminology.
6. Literacy and presentation style.
7. Originality of thinking.
8. The integrity and completeness of the work.

**Topics for Exam Preparation
According to the profile of the educational program group.**

Discipline «Theory and Practice of Public Administration»

Theme 1. The content of public administration

Politics and goals of public administration. The state as the leading entity in managing the country. The theoretical and practical orientation of public administration. Social sources for developing public administration goals. The legal form of enshrining public administration goals. Specifics and classification of public administration functions. Functions of state bodies.

Authority as a feature of governance. Main characteristics of public administration. The mechanism of public administration.

The concept of the development of public administration in the Republic of Kazakhstan until 2030: building a «people-centered» model «People First».

Theme 2. Accountability in public administration

Legal laws regulating public relations. Social governance, strengthening regulation and management, decentralization of centers of power and administration, and the systematic nature of state governance.

The essence, concept, and features of political rights and freedoms in state governance. Responsibility in state governance as a necessary condition for implementing state decisions.

The concepts of «responsibility» and «duty» as interconnected notions within the system of state governance. Duties, responsibilities, and rights of a civil servant. Personal responsibility in state governance. The powers and responsibilities of ministers, their accountability, and strategic oversight of their activities.

Theme 3. Organizational structure of public administration

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

The main institutions for implementing state decisions. Classification of state bodies based on various criteria: functions of the state, competence, territorial scope of activity.

Building the organizational structure of public administration. Linear, functional, linear-functional, program-targeted, and matrix bases for forming management structures. Organizational structure of public administration in the Republic of Kazakhstan.

Theme 4. Anti-Corruption Policy and the Goals of Public Administration

Means of combating corruption. Preventive (soft) and reactive (hard) methods of combating corruption. Training, personal policy, and organizational-cultural development as soft methods of combating corruption. Subjects of offenses related to corruption. Basic principles of combating corruption. General management of the team, placement and selection of personnel, organization and control of subordinates' work, maintaining discipline, expressed in the application of incentives and imposition of disciplinary penalties as organizational-administrative functions of public administration entities. Material responsibility in managing and disposing of property as an administrative-economic function of public administration entities.

The Law of the Republic of Kazakhstan «On Combating Corruption» and its content. Objectives of the law.

Theme 5. Formation and implementation of state policy

State policy as a purposeful activity of government authorities aimed at addressing socially significant problems and achieving positive goals of sustainable societal development and ensuring

national security. The structure of state policy as an activity for implementing the goals and objectives of public administration. State interests and national security.

Problems of classifying 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 the legal framework of state policy.

Identification of priority policy directions. The mechanism for implementing state policy. Management bodies involved in the implementation of state policy. Types and directions of state policy.

Theme 6. Decision-making and development in the public administration system

State decision as a scientific concept. Political and administrative state decisions. Characteristics of a state decision: authority, scope, informational support, technology and style, types, practical significance. Evaluation of the effectiveness of state decisions. Concept and classification of normative legal acts of the Republic of Kazakhstan. Hierarchy of normative legal acts. Primary and derivative normative legal acts. Legislative and subordinate acts. Regulation, provision, rules, instruction as derivative types of normative legal acts. Planning, preparation, and coordination of draft normative legal acts. Specific features of a normative legal act. Requisites, structure, and style of presentation of the text of normative legal acts of the Republic of Kazakhstan. Procedure for adoption and publication of normative legal acts. Effect of normative legal acts over time, space, and on individuals. State registration of regulatory legal acts of central and other executive bodies.

Theme 7. Managerial activity and its stages

Administrative procedures. Main stages of the management process. Individual legal acts. Managerial relations and their classification. Relations between state authorities and citizens. Relations between state authorities and directly subordinate entities. Legal regulation of managerial relations. Centralized and decentralized regulation of managerial processes. Imperative, permissive, and recommendatory legal norms.

The concept of subjective rights. Acts of exercising subjective rights and obligations. Grounds for the emergence, modification, and termination of managerial legal relations. Law enforcement acts, legal statuses.

Theme 8. Decentralization of state governance and development of local self-government in the Republic of Kazakhstan

The problem of centralization and decentralization of state administration. The process and types of decentralization of state administration. Deconcentration of power.

Conceptual model for the delineation of powers between central and local authorities. Decentralization within ministries, from the center to the regions, and from the state to the private sector. Key provisions of the law "On Local State Administration and Self-Government in the Republic of Kazakhstan." Ensuring public participation in resolving local issues. Forms of citizen participation in local self-government. Principles and forms of state regulation of local self-government activities. State support for local self-government.

Theme 9. Concept of the New Model of Public Service in the Republic of Kazakhstan

Tasks and functions of the civil service in the Republic of Kazakhstan. Principles of meritocracy, efficiency, effectiveness, transparency, and accountability to society as the basis for professionalizing the civil service system.

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

Management of the civil service in the Republic of Kazakhstan. Goals and objectives of the new model of the civil service in the Republic of Kazakhstan. Law «On the Civil Service of the Republic of Kazakhstan».

Theme 10. State regulation of the economy of the Republic of Kazakhstan

The key objectives of macroeconomic regulation are to ensure economic growth, economic stability, and social justice. Methods of state economic regulation. Support for business. Creating conditions for implementing institutional and structural reforms to support entrepreneurship. Import substitution policy. State regulation of industrial development. State regulation of the agro-industrial complex. Instruments of monetary and credit regulation. Open market operations. Digitalization of the economy of the Republic of Kazakhstan.

3. List of References.

Basic:

1. Constitution of the Republic of Kazakhstan. August 30, 1995 (with amendments and additions as of March 23, 2019)
2. Shemyakov A. D. Fundamentals of State and Municipal Administration: Textbook / A. D. Shemyakov. – Donetsk: DonSUU, 2016. – 505 p.
3. Balashov A. I. History and Methodology of the Science of State and Municipal Administration: Textbook / A. I. Balashov, E. V. Ushakov. – Moscow: INFRA-M, 2020. – 323 p.
4. Ponkin, I. V. Theory of Public Administration: Textbook / I. V. Ponkin; Preface by A. B. Zelentsov. – Moscow: INFRA-M, 2020. – 529 p. – (Higher Education: Master's Program).
5. Contemporary Theories and Management Mechanisms: Educational-Methodical Guide for Master's Students in the Field 38.04.04 'Public and Municipal Administration' / E. V. Serdyukov; State Educational Institution of Higher Professional Education LPR. – Lugansk: Knita Publishing, 2019. – 251 p.
6. Atamanchuk G. V. Theory of Public Administration: Textbook / Grigory Vasilyevich Atamanchuk. – 2nd edition, Moscow: Omega-L, 2011. – 525 p. – (University Textbook).
7. Sanzhybaeva G.N., Mukhtarova K.S., Ashirbekova L.Zh. Theory of Public Administration. – Almaty: Kazakh University, 2015. – 317 p.

Additional:

1. Mukhtarova K.S., Sansyrbayeva G.N., Smagulova G.S. Organization of Public Service in the Republic of Kazakhstan. Textbook. – Almaty: Kazakh University, 2016. – 196 p.
2. Uvarov V.N. Public Service and Administration: Textbook. – Petropavlovsk: North Kazakh Law Academy, 2004. – 416 p.
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5. On Local State Administration and Self-Government in the Republic of Kazakhstan. Law of the Republic of Kazakhstan dated January 23, 2001 No. 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 ZRK (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 ZRK.

Discipline «Public finance management and budget planning»

Topic 1. The essence and functions of public finance

Public finance is a system of economic relations that arise in the process of formation, distribution and use of financial resources of the state. Their essence is revealed through functions including distribution, regulatory and control, ensuring the redistribution of gross domestic product

and the financing of public goods. Of particular importance is the role of public finance in ensuring macroeconomic stability, social protection of the population and the implementation of public policy, as well as their relationship to economic growth and sustainable development.

Topic 2. The financial system of the state and its elements.

The financial system of the state is a set of interrelated links, including the state budget, extra-budgetary funds, public credit, finances of state-owned enterprises and the financial market. Its structure is determined by the institutional and economic characteristics of the state, and its functioning is ensured by the interaction of state authorities and financial institutions. In modern conditions, the role of digitalization of the financial system and the integration of its various elements is increasing.

Topic 3. The role of the state in the redistribution of financial resources.

The State plays a key role in the redistribution of financial resources through the tax system, budget expenditures and transfers. Redistribution is aimed at reducing social inequality, supporting economic development and providing public goods. An important tool is fiscal policy, which includes fiscal measures, as well as mechanisms to stimulate investment and support priority sectors of the economy.

Topic 4. Budget system: structure and principles. The budget process and its participants

The budget system is a hierarchical structure of state and local budgets, functioning on the basis of the principles of unity, balance, transparency and efficiency. The budget process includes the stages of planning, approving, executing, and controlling the budget, which involve legislative and executive authorities, as well as financial control authorities. In modern conditions, the importance of budget openness and citizen participation in the budget process is increasing.

Topic 5. Inter-budgetary relations and financial alignment.

Inter-budgetary relations regulate the allocation of financial resources between the levels of the budgetary system and are aimed at ensuring a balanced regional development. Financial equalization is carried out through transfers, subventions and grants, which reduce inter-regional disparities. An important aspect is to ensure the financial independence of the regions while maintaining the unity of the budget system.

Topic 6. Methods and tools of budget planning.

Budget planning is based on the use of various methods, including normative, program-oriented and result-oriented approaches. The tools used are income and expense forecasting, financial modeling, and performance analysis. In modern conditions, the role of digital technologies and data analytics in improving the accuracy and validity of budget decisions is increasing.

Topic 7. Medium-term budget planning

Medium-term budget planning is aimed at ensuring the sustainability of public finances and aligning fiscal policy with long-term strategic goals. It includes the development of three-year budget forecasts, prioritization of financing and risk assessment. An important element is the integration of budget planning with the strategic management system and government programs.

Topic 8. Program-target budgeting method.

The program-targeted budgeting method involves the allocation of budget funds in accordance with the goals and objectives of government programs. It is focused on achieving concrete results and improving resource efficiency. This approach uses performance indicators, monitoring and

evaluation of program effectiveness, which ensures transparency and accountability of the budget process.

Topic 9. Revenues of the state and local budgets. Budget expenditures and budget policy priorities.

Budget revenues are generated from tax and non-tax revenues, as well as transfers, providing the financial basis for government activities. Budget expenditures are aimed at financing social, economic and infrastructural programs, reflecting the priorities of state policy. In modern conditions, the focus of budget policy on sustainable development, digitalization and improving the quality of life of the population is of particular importance.

Topic 10. Financial control and audit in the public sector.

Financial control and audit ensure the legality, transparency and efficiency of the use of public funds. These include internal and external controls, State audit, and parliamentary oversight. An important area is the development of digital auditing and the use of analytical tools to identify violations and improve the effectiveness of financial management.

Topic 11. Assessment of the effectiveness of budget expenditures

The assessment of the effectiveness of budget expenditures is aimed at determining the degree to which goals have been achieved and the rational use of resources. Methods of cost-benefit analysis, performance and efficiency indicators, as well as monitoring and evaluation tools are used. In modern conditions, the role of the data-driven approach and digital technologies in assessing the effectiveness of government spending is increasing.

Topic 12. Digitalization of public finances and foreign experience

Digitalization of public finances includes the introduction of information systems, automation of the budget process, and the use of Big Data and artificial intelligence technologies. This helps to increase transparency, efficiency and accountability of financial management. International experience, including the practice of the OECD, demonstrates the successful application of digital solutions and innovative approaches in public finance management.

List of references.

Basic:

1. State financial control [Text]: textbook / edited by A.B.Zeynelgabdin. Almaty: ESPI, 2024. 404 p. ISBN 978-601-327-971-8.
2. Beisenova, L.Z. Memlekettik sektordagi karzhylyk bakylau [Text]: oku kuraly / L.Z. Beisenova. Almaty: Ekonomika Publ., 2024. 276b.
3. Dorozhko, T.P. Banking [Text]: textbook / T.P. Dorozhko. Almaty: ESPI, 2024. 340c.
4. Lukpanova, J.O. Theory of finance [Text]: textbook / J.O. Lukpanova. Almaty: ESPI, 2024. 224 p.
5. Baizholova, R.A. Karzhi. Volume 2 [Matin]: oku kuraly / R.A. Baizholova, L.M. Sembieva. Almaty: ESPI, 2024. 264b.

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1. Zhergilikti degeidegi sayasat - ozekti zhane problemalyk suraktary: Kazakstandagy zhergilikti baskaru subjektilerin arnalgan usynymdyk kural [Text]. - Nur Sultan: IndigoPrint, 2020. - 272 p.
2. Abdieva, S.R. Adistemelik nuska [Matin]: "Aimaktyk ekonomika zhane baskaru" panin okytu boyynsha 5B051000 – "Memlekettik zhane zhergilikti baskaru" mamandygyn student arnalgan / S.R. Abdieva; rec.: A.I.Esturlieva. Aktau: KGUTI, 2014. 20 b. 10 copies.

Discipline «**Organization and planning of scientific research**»

Theme 1. Classification of scientific research.

Distinctive features of the theoretical and empirical basis of scientific knowledge. Logic diagram and stages of scientific research. More fundamental, applied and exploratory scientific research.

Theme 2. Science and scientific research.

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

Theme 3. Development of hypothesis and study concept.

The concept of a scientific problem, its formulation and formulation. Choosing the topic of scientific research. Scientific research hypothesis formulation. Relevance and novelty of the topic of scientific research. Defining the purpose and objectives of the study.

Theme 4. Theoretical cognition. Methods of scientific research.

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

Theme 5. Empirical cognition. Methods of scientific research.

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

Theme 6. Plagiarism. Ethical principles of the researcher.

The content of the term "plagiarism" and the reasons for its appearance. Basic principles and norms of ethics of science. Use of ethical principles in scientific activities Plagiarism and means of its search.

Theme 7. Documentary sources of information. Organization of reference and information activities.

Sources of scientific information. Reference and bibliographic service. Bibliographic indexes. System for searching scientific information on a research topic. Advantages of working with directories and file cabinets.

Theme 8. Systems approach methodology features and benefits.

Methodology of systems approach in scientific research. Background emergence of a systematic approach. Systems analysis. Characteristic features of complex systems. Open and closed systems. Benefits of a systems approach.

Theme 9. Scientific research simulation method.

Concept of model. Advantages of the simulation method. Classification of models. Basic requirements means of reflecting the study.

Theme 10. Implementation and testing of research results.

Commercialization of scientific research results. Results Implementation Forms R & D. Approbation is a condition for the truth of the study results. Writing a scientific article. Preparation

of abstracts for modeling. Modeling steps. Modeling as properties of material objects. Extrapolation as a method.

List of references.

Basic:

1. Burda A. G. Osnov research activities: study. Manual (course of lectures)/A. G. Burda; Kuban. State. Agrarian. Un-t. - Krasnodar, 2015. - 145 s.
2. Ponomarev A.B. Research methodology: tutory. Manual/A.B. Ponomarev, E.A. Pikuleva. - Perm: Publishing House Perm. Nat. Polytechnic. University, 2014. - 186 s.
3. Ogurtsov A.N., Bliznyuk O.N. Scientific research and scientific information. - Kharkiv, NTU "KhPI," 2011.-400s.
4. Koshurnikov A.F. Fundamentals of scientific research: a textbook. /Ministry of Agricultural Sciences of the Russian Federation, federal state. Budget images. Establishment of higher prof. images. "Perm state agricultural academy named after academician D.N. Pryanishnikov." - Perm CPI "Prokrost," 2014. -317 p.
5. Meledina T.V., Danina M.M. Methods of planning and processing the results of scientific research: Tutorial. - St. Petersburg: NRU ITMO; IMiBT, 2015. - 110 s.
6. Research methodology: guidelines/comp. T.M. Yarkova; Ministry of Agriculture of the Russian Federation, federal state budget images. Institution of higher education "Perm state. Agrarian technologist. University. Acad. D.N. Pryanishnikov," office of the organization of production and entrepreneurship in the agro-industrial complex. - Perm: CPI "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: study. Manual for students in the magistracy/KazNU named after al-Farabi; [I.E. Suleimenov, O. A. Gabrielyan, V.V. Buryak and others]. - Almaty: KazNU named after al-Farabi, 2018. - 335 p.
9. Tsekhovoy A.F. Organization of research and innovation activities: study. Manual: for undergraduates special. 6M051800 - Project Management/A.F. Tsekhova, M.A. Karlinskaya. - Almaty: SSK, 2017. - 134 s.

Additional:

1. Fundamentals of scientific research: study. Manual/ [A. A. Bubenichikov et al.]; Ministry of Education and Science of Russia, OmSTU. - Omsk: Publishing House of OmSTU, 2019.-158s.
2. Methodology and organization of scientific research: master's thesis (direction of training 38.04.02 "Management"): training manual/R. R. Timirgaleeva, M. A. Shostak, V. A. Stolyarenko, and M. V. Matyunina. - Maykop: ELIT, 2016. - 216s

Discipline «Innovative trends in state and local government»

Topic 1: Innovations in the system of state and local government: essence and classification.

Innovations in the system of state and local government are considered as a key factor in improving the efficiency of the public sector and sustainable development of territories. The essence of innovations is revealed through their classification into technological, organizational, institutional and social, each of which has an impact on management processes and the quality of public services. Drivers of innovative development, including digitalization, globalization, and human capital development, play an important role, while barriers to innovation associated with institutional constraints, insufficient system flexibility, and resistance to change remain significant.

Topic 2: Evolution of public administration models. Digital transformation of public administration.

The evolution of public administration models reflects the transition from the classical bureaucratic system to the concepts of New Public Management, and then to New Public Governance and digital governance. In modern conditions, digital transformation is becoming the basis for the modernization of the public sector, ensuring the introduction of platform solutions and the transition to databased management. Of particular importance is the concept of a human-centered state, focused on the needs of citizens and improving the quality of public services.

Topic 3: E-government and digital public services.

The development of e-government is an important area of public administration reform and includes various service delivery models, from information to fully integrated digital solutions. Proactive and composite public services are of particular importance, making it possible to increase the convenience of citizens' interaction with the state. An important element is platform solutions and integration of government information systems that ensure accessibility, transparency and high quality of services.

Topic 4: Smart City and smart territories.

The Smart City concept is based on the use of digital technologies and data to effectively manage the urban environment and improve the quality of life of the population. The development of smart territories involves the creation of digital infrastructure, the integration of transport, energy and social systems, as well as the introduction of smart governance mechanisms that ensure the participation of citizens in governance. The formation of regional digital ecosystems contributes to the sustainable development of territories and increases their competitiveness.

Topic 5: Big data and artificial intelligence in public and local government.

The use of big data and artificial intelligence opens up new opportunities for improving the efficiency of public administration. Big Data allows you to analyze large amounts of information and make informed management decisions, while artificial intelligence helps automate processes and predict socio-economic trends. At the same time, special attention is paid to issues of ethics, regulation and data protection, as well as risk management of digitalization.

Topic 6: Innovations in budgeting and public finance management.

Innovations in the field of public finance are aimed at increasing transparency, efficiency and effectiveness of the use of budgetary funds. Program-oriented and result-oriented budgeting make it possible to link costs with the achievement of specific results. Digitalization of financial processes ensures the development of open data, increased accountability of government agencies and public trust.

Topic 7: Public innovation and public-private partnership (PPP).

Public innovations are an important tool for modernizing public administration and are implemented through the interaction of the state, business and society. Public-private partnership is an effective mechanism for attracting investments and implementing innovative solutions in the infrastructure and social spheres. Social innovations and projects focused on achieving social impact and sustainable development are of particular importance.

Topic 8: Change management in the public sector.

Change management is a prerequisite for the successful implementation of public sector reforms. The use of modern models of change management makes it possible to overcome resistance to change, form an innovative organizational culture and ensure the sustainability of

transformations. The effectiveness of changes is assessed based on performance indicators and analysis of their impact on socio-economic development.

Topic 9: Institutional innovations and reforms of the state apparatus.

Institutional innovations are aimed at improving the structure of public administration and increasing its effectiveness. Important areas of reform are decentralization, the development of local self-government, the introduction of anti-corruption mechanisms and increasing the transparency of government agencies. The effectiveness of institutional transformations is assessed taking into account their impact on the quality of governance and the level of trust of citizens.

Topic 10: Innovative HR technologies in the civil service.

Innovative HR technologies include the digitalization of personnel management processes, the introduction of a competence-based approach, and the development of a system for evaluating the performance of civil servants. Special attention is paid to the formation of a personnel reserve, the development of professional and digital competencies, as well as the strengthening of ethical standards and improving the level of professionalism of the civil service.

Topic 11: International experience of innovation in public administration.

The international experience of innovation demonstrates successful practices implemented under the auspices of the OECD, as well as in countries with a high level of digitalization, such as Estonia and Singapore. The study of international ratings and indices, including the UN e-government Index, allows us to identify best practices and adapt them to national conditions.

Topic 12: Innovation policy and sustainable development of territories.

The State's innovation policy is aimed at supporting scientific and technological development, introducing new technologies and ensuring the sustainable development of territories. In modern conditions, ESG principles, the development of a "green" economy and improving the quality of life of the population are of particular importance. The implementation of state policy in this area contributes to the balanced socio-economic development of the regions.

Topic 13: Prospects of public administration: global trends and development scenarios.

The prospects for public administration are determined by global trends, including the development of GovTech, the platform state and the widespread use of artificial intelligence. Managing under Uncertainty (VUCA) requires flexibility, adaptability, and strategic thinking. In the long term, various scenarios for the development of public administration are being formed, focused on digitalization, sustainability and increasing the role of a person in the management system.

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1. Kukushkina, V.V. Organization of research work of students (masters): a textbook / V.V. Kukushkina. Moscow: INFRA-M, 2021
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3. Educational literature. Fundamentals of invention and patent science. The training manual. Publishing house: Knorus 2017.
4. Nusratullin, I.V. Research methods in economics : a textbook. Ufa: Publishing House of the Bashkir Institute of Social Technologies (branch) Educational institution of trade unions of higher education "Academy of Labor and Social Relations", 2020. - 228 p.

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2. Innovative development: economics, intellectual resources, management skills [text]: monograph / Ed. B. Z. Milnera. - Moscow: infra-m, 2021. - 624 P.
3. Amanchaeva, K. R. industrial and innovative policy of the region [text]: textbook / K. R. Amanchaeva; Rez Abdeshov D. D., Akhmetov D. S.-Aktau, 2023. - 100 p.
4. Kizimbayeva, A. B. management of innovative development of urbanized territories of the Republic of Kazakhstan [text]: monograph / A. B. Kizimbayeva. - Aktau: KTI named after sh.Yessenov, 2025. - 123 P.

Discipline «Management of socio-economic development of the territory»**Topic 1: The region as an object of management and management.**

The region is considered as a complex socio-economic system, acting as an object of management and management, possessing territorial, economic and institutional integrity. Its features are revealed through the resource potential, the structure of the economy, the level of development of infrastructure and human capital. An important role is played by the interaction of government entities, including government agencies, business and the public, as well as mechanisms for coordinating their interests. The regional system is characterized by openness, integration into the national and global economy, and the need for sustainable development.

Topic 2: Theories and methodology of territorial organization of the economy.

The theoretical foundations of the territorial organization of the economy include classical and modern concepts of the allocation of productive forces, agglomeration development and cauterization of the economy. The methodological framework covers systemic, institutional and spatial approaches to the analysis of regions. Of particular importance are the theories of the poles of growth, regional competitiveness and sustainable development, as well as the use of quantitative methods for analyzing territorial systems and modeling spatial development.

Topic 3: Conditions and factors of development of the regional economic system.

The development of the regional economic system is determined by a combination of economic, social, natural resource and institutional factors. The investment climate, the level of infrastructure development, innovation potential and human capital play an important role. Globalization, digitalization and interregional competition have a significant impact. Special attention is paid to the sustainability of the regional economy, diversification of the economic structure and adaptation to external challenges.

Topic 4: State regional policy: principles and methods.

The State regional policy is aimed at ensuring balanced territorial development and reducing inter-regional disparities. Its principles include complexity, targeting, efficiency, and sustainability. Implementation methods cover administrative, economic, and institutional tools, including strategic planning, program-oriented management, and government regulatory mechanisms. In modern conditions, the role of decentralization, digitalization and the participation of local communities in governance is increasing.

Topic 5: Financial mechanisms of state regulation of territorial development.

Financial mechanisms play a key role in regulating regional development and include the budget system, inter-budgetary relations, transfers and subsidies. Program-oriented and result-oriented budgeting aimed at improving the efficiency of the use of public resources are of great

importance. Public-private partnership instruments, investment funds, and digital financial technologies are being developed to ensure transparency and accountability of financial flows.

Topic 6: Strategic goals and priorities for the implementation of the state policy of regional development.

The strategic goals of regional development are formed on the basis of national priorities and are aimed at increasing the competitiveness of regions, developing human capital and ensuring sustainable growth. Key priorities are identified, including innovative development, digitalization, environmental sustainability and social integration. The strategy is implemented through government programs and national projects, taking into account regional specifics.

Topic 7: Forecasting the basic conditions of socio-economic development.

Forecasting socio-economic development is an important tool of public administration and includes the analysis of macroeconomic indicators, demographic processes and structural changes in the economy. Methods of economic and mathematical modeling, scenario analysis and risk assessment are used. Of particular importance is the consideration of uncertainty factors and the formation of alternative development scenarios.

Topic 8: Forecasting scientific, technological, innovative and investment development.

Forecasting scientific and technological development is aimed at identifying promising areas of innovation and technological progress. Trends in the development of science, technology, and investment are analyzed, and innovation policy priorities are formed. The methods of foresight research, scenario analysis and assessment of investment attractiveness are used. The integration of the scientific, technological and investment potential of the regions plays an important role.

Topic 9: The project approach to the organization of planning and forecasting processes.

The project approach provides a systematic organization of planning and forecasting processes, allowing you to structure goals, resources and results. Project management methods are used, including planning, monitoring, and performance evaluation. The use of digital tools, data analytics, and decision support systems plays an important role. The project approach helps to increase the flexibility and adaptability of management processes.

Topic 10: Organization of project management of socio-economic development programs.

The project management of socio-economic development programs is aimed at the effective implementation of the strategic goals of the state. It includes the formation of project offices, allocation of responsibilities and coordination of participants. Project management standards are used, as well as digitalization and monitoring tools. The effectiveness of programs is assessed based on the achievement of targets and socio-economic impact.

Topic 11: Tools to support planning and forecasting processes.

Modern planning and forecasting support tools include information systems, analytical platforms, and big data processing technologies. Data visualization methods, monitoring and evaluation systems, as well as digital tools are used to improve the quality of management decisions. Data integration and the development of a data-driven approach in public administration play an important role.

Topic 12: Global experience of state regulation of regional development.

The global experience of state regulation of regional development demonstrates the diversity of approaches and tools used in different countries. Of particular importance are the practices of countries implemented with the support of the OECD, aimed at improving the effectiveness of regional policies, developing innovations and reducing territorial disparities. The analysis of

international experience makes it possible to adapt best practices to the conditions of the national economy and improve the efficiency of public administration.

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