

Ministry of Science and Higher Education of the Republic of Kazakhstan

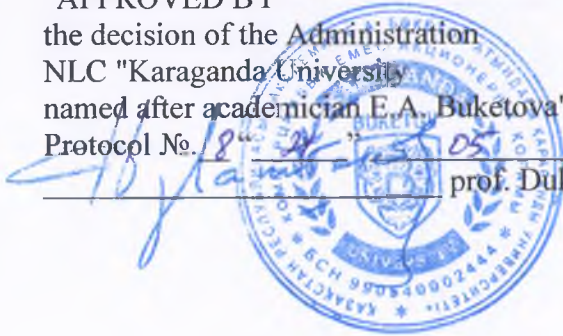
Karaganda University of the named of academician E.A.Buketov

"APPROVED BY "

the decision of the Administration
NLC "Karaganda University
named after academician E.A. Buketova"

Protocol No. 8 " 21 " 05 2024

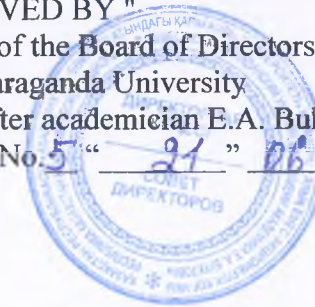
prof. Dulatbekov N.O.



"APPROVED BY "

decision of the Board of Directors
NLC "Karaganda University
named after academician E.A. Buketova"

Protocol No. 5 " 21 " 06 2024



THE EDUCATIONAL PROGRAM

7M04103- State and local government

Level: Master's Degree

Karaganda 2024

APPROVAL SHEET

EDUCATIONAL PROGRAM "7M04103- State and local government"

"AGREED"


Head of the Branch of the State Enterprise "Academy of State
Department under the President of the Republic of Kazakhstan
in Karaganda region

 Baybosynov S.B.

" 04 " 04 2024

"AGREED"

Head of the State Institution "Public Procurement Department of the
Karaganda Region"

 Mukanov A.I.

" 05 " 2024

The educational program in the direction of training "7M041 State and local government" was developed on the basis of:

- Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III “About Education”
- Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 152 dated April 20, 2011. “On approval of the Rules for organizing the educational process in credit technology”
- National Qualifications Framework (NQF) dated March 16, 2016 of the Republican Tripartite Commission on Social Partnership and Regulation of Social and Labor Relations
- Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 569 dated October 13, 2018. “On approval of the Classifier of areas of training for personnel with higher and postgraduate education”
- State mandatory standard for postgraduate education of the Republic of Kazakhstan, approved by order of the Ministry of Education and Science of the Republic of Kazakhstan No. 2 dated July 20, 2022
- Standard “Teacher”, approved by order of the MP of the Republic of Kazakhstan No. 500 dated December 15, 2022.
- Professional standard for teachers (faculty) of organizations of higher and (or) postgraduate education, approved by order of the Minister of Science and Higher Education of the Republic of Kazakhstan No. 591 dated November 20, 2023

Educational program "7M04103 State and local government"

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Passport of the educational program

1. **Code and name of the educational program:** "7M04103 State and local government"
2. **Code and classification of the field of education, areas of training:** "7M04103 State and local government"
3. **Group of educational programs:** "State and local government"
4. **Volume of credits:** 120 ECTS
5. **Form of study:** full-time
6. **Teaching language:** Russian, Kazakh
7. **Awarded degree:** Master of Economic Sciences in the educational program "7M04103 State and local government"
8. **Type of OP:** current
9. **ISCED level** (International Standard Classification of Education) - level 7;
10. **Level according to the NQF** (National Qualifications Framework) - level 7;
11. **Level according to the SQF** (Industry Qualifications Framework) - level 7;
12. **Distinctive features of the OP:**
13. **The number of the application to the license for the direction of personnel training:** License in the specialty 7M041 - Business and Management KZ83LAA00018495 Appendix, dated 07/28/2020.
14. **The name of the accreditation body and the validity period of accreditation of the EP:** Independent Agency for Quality Assurance in Education (IQAA), Certificate of International Accreditation of Educational Programs SA-A No. 0193/1 dated November 09, 2020. Valid until 08.11.2027
15. **The objectives of the EP:** Training of highly qualified specialists in the field of state and local government who possess the necessary professional knowledge, competencies, qualities and skills capable of ensuring the effective operation of state bodies.

16. Qualification characteristics of master's degree graduates

List of qualifications and positions

A master's degree graduate is awarded the degree "Master of Economic Sciences, specialty" 7M041 State and Local Administration "(management positions; economists of central and local governments; managers of state enterprises, joint-stock companies; manufacturing companies, holdings, service enterprises, etc.; economists -managers of management structures of the financial and credit sector; specialists in economics of social sectors)

Sphere of professional activity

The sphere of professional activity of graduates under this educational program "7M04103 State and local government" are:

- state bodies, institutions and organizations of all forms of ownership,
- management bodies of state regulation of the economy in the links of the market infrastructure,
- research institutions.

Objects of professional activity

The objects of professional activity of masters "7M04103 State and local government" are:

- various organizations and divisions in the system of state and local government,
- processes of economic, political, organizational, social life of society,
- problems of functioning and development of the state and its regional and local entities,
- problems of interaction between man and society.

Subject of professional activity

The subject of professional activity of graduates of "7M04103 State and local government" are:

- management, economics, management,

- analysis, indicative and strategic planning, forecasting,
- making financial and economic decisions at the levels of the national, regional economy and enterprises, etc.

Types of professional activity:

a) in the field of organizational and managerial type of professional activity:

- implementation of strategic management in the interests of society and the state (public service), including the setting of socially significant goals, the formation of conditions for their achievement, the organization of work to obtain the maximum possible results;
- conducting an analysis of the economic state of the branches of the public sector, individual organizations, determining the economic consequences of prepared or adopted decisions;
- conducting a personnel policy and personnel audit, team building and organization of teamwork, the ability to maximize the use of personnel potential, motivating and developing personnel in order to ensure the greatest effectiveness of their work;
- improving the performance of employees of the organization on the basis of personal example, the ability to learn and improve work, taking into account experience and new ideas, the manifestation of leadership qualities, the ability to make informed decisions, to convince the expediency of these decisions and put decisions into practice, to evaluate the consequences of the implementation of decisions;
- organization of interaction with the external environment (other state bodies, organizations, citizens);

b) in the field of administrative and technological type of professional activity:

- application of legislation, regulatory legal procedures in administrative activities, including the preparation of draft regulatory legal acts, their feasibility study;
- optimization of business processes, document management and business correspondence with citizens and external organizations, including in a foreign language;

c) in the field of consulting and information and analytical activities:

- advising state, non-profit and economic organizations;
- formation of databases, evaluation of their completeness and quality, application of these data for expert evaluation of real management situations;
- the use of computer technology, information and communication technologies, mathematical and statistical methods in solving managerial problems, for the purpose of information support for state and local government;
- development of administrative regulations, draft job regulations for civil servants, job responsibilities of employees of organizations;

d) in the field of project activities:

- preparation of forecasts for the development of organizations, institutions and individual industries and enterprises, regions (taking into account existing social, environmental problems, compliance with safety requirements);
- development of programs for the socio-economic development of the state and local level;
- substantiation and analysis of the implementation of social and economic programs, using the methods of project analysis;
- development of a feasibility study and determination of the likely effectiveness of investment projects, including those in the social sphere;

e) in the field of research and teaching activities:

- participation in research work on the problems of state and local government, preparation of reviews and analytical studies on certain topics of specialization;
- preparation and testing of individual educational programs and courses, presentation of research results for other specialists;

f) in the field of educational or pedagogical activity of bachelors of this specialty, it consists in professional activity in secondary vocational educational institutions.

Functions of professional activity:

- implementation of management activities in various areas of economic and social development of administrative-territorial units (districts, districts, cities, regions) and the Republic of Kazakhstan;
- conducting a comparative analysis of indicators characterizing the process of socio-economic development of territories, administrative districts and regions in order to formulate conclusions and proposals for improving the administrative and economic mechanisms of a positive impact on this process;
- adoption of science-based economic decisions that take into account local factors and the conditions for their implementation, while respecting the priority of

national interests;

- carrying out planning and forecasting calculations for the scientific substantiation of the prospects for economic and social development of the relevant administrative-territorial units in the conditions of a multistructural economy and increasing its competitiveness;
- preparation of analytical, reference, normative-instructive and other materials in order to stimulate the activity of local representative bodies in the manifestation of legislative initiatives on the development of the economy and the standard of living of the local population;
- substantiation of proposals for increasing the efficiency and improving the structure of not the local economy, but also local economic management bodies with different ratios of forms of ownership of the means and results of labor.

Formulation of learning outcomes based on competencies

Type of competencies	Learning outcome code	Learning outcome (according to Bloom's taxonomy)
1. Softskills:	LO1	Analyzes the ideological problems arising in science at the present stage of its development. Uses the methodological tools of philosophy for the design of scientific research.
	LO2	He is able to use knowledge in the field of theory and practice of argumentation, methods of teaching higher school pedagogy in various types of professional activity.
	LO3	Applies methods of obtaining psychological information for the formation of critical thinking skills and the ability to apply it to the field of pedagogical activity
	LO4	Provides readiness for communication in oral and written forms in a foreign language to solve the tasks of professional activity. Knows the terminology of the educational program in a foreign language
	LO5	Owns communications for the formation of public opinion, image and reputation of the organization in the public relations management system. Knows the structure and patterns of functioning of public relations.
2. Digital skills:	LO6	Applies methods of theoretical and applied innovation, systems of strategies for public management of innovative projects, as well as the process of commercialization of the results of scientific research.
	LO7	Applies knowledge about the features of the state digital policy, the system of public service bodies and their interaction with local governments. Conducts strategic analyses of the development of public administration facilities.
	LO8	It can work with information technologies to improve the efficiency of management activities. Demonstrates knowledge about the basic principles, facts, laws of pedagogy, peculiarities of teaching management disciplines
3. Hardskills:	LO9	He is able to carry out a critical analysis of problem situations based on a systematic approach, develop a strategy of actions, independently determine the tasks of professional and personal development, self-education, qualifications.
	LO10	Analyzes the potential of the national economy, the functioning and security of the economic system, the economic life of society, the activities and behavior of economic entities.
	LO11	Can participate in the development of mechanisms of state management of the social sphere, objects of social infrastructure. Knows the mechanisms of personnel policy in the system of state and local government.
	LO12	Analyzes trends in the development of the regional economy, identifies signs of negative phenomena and understands the causes. Applies in practice the achievements of foreign countries in the field of reforming state and administrative management structures.
	LO13	Takes part in the implementation of economic and managerial decisions in the agricultural and real sectors of the economy.

Definition of modules of disciplines in accordance with learning outcomes

Name of the module	Name of disciplines	Volume (ECTS)
Fundamentals of higher education	History and philosophy of science	4
	Pedagogy of higher education	4
	psychology of management	4
	teaching practice	4
Professional languages	Foreign language (professional)	4
	Communications and public relations management	5
	State strategic management	5
Topical issues of research activities	Commercialization of the results of scientific and technical activities	5
	Innovation project management	5
	Innovation in the system of public administration	5
	Management of state programs	5
Organizational foundations of public administration	Public service and public policy	4
	State strategic management	5
	Information technologies in public administration	5
	Methods of teaching management disciplines	5
	Modern concepts of state and local direction	5
	Theory and practice of public administration	5
Functional foundations of public administration	Management of National Economic Security	4
	National economy	4
	HR in the system of public administration (in English)	4
	State policy in the field of social support of the population	4
	State and local government in foreign countries	4
	State management of regional development	4
	State regulation of the real sector of the economy	4
	Public administration in the agro-industrial complex	4
	Research	14
Research work	Research work of a master student, including an internship and a master's thesis (RWMS)	24
final examination	Registration and defense of a master's thesis	8

Achievability Matrix of Learning Outcomes

NN п/п	Name of disciplines	Brief description of the discipline (30-40 words)	Number of credits	Formed learning outcomes (codes)												
				LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	LO10	LO11	LO12	LO13
Cycle of general education disciplines																
D1	History and philosophy of science	Assimilation of the general patterns of scientific knowledge in its historical development and the changing socio-cultural context, philosophy and methodology of science. Understanding science as a cognitive activity and tradition, as a social institution and as a special sphere of culture. Knowledge of the features of scientific knowledge, the function of science in the life of society.	4	+												
D2	Pedagogy of higher education	The course is aimed at solving the problem of higher education, mastering management skills by undergraduates of future professional activity. The pedagogy of higher education allows us to scientifically substantiate the requirements for the educational process. To master the theoretical and methodological foundations of this discipline and develop their skills and abilities to use the acquired knowledge in professional practice.	4			+										
D3	Psychology of management	The formation of systemic ideas among postdergraduates about the psychological patterns of managerial activity, in revealing the specifics of the use of socio-	4			+										

		psychological knowledge in the structure of the manager's activities, in mastering the skills of analyzing the socio-psychological principles underlying effective management, theoretical positions and current problems of management psychology.															
D4	Pedagogical practice	Pedagogical practice is designed to contribute to the formation of undergraduates' skills of understanding at the conceptual level and public presentation of specific sections of disciplines that correspond to the basic general training in a particular scientific specialty. The experiences gained during the internship should profit from the subject of further research work of the undergraduate.	4			+											
D5	Foreign language (professional)	The content of the discipline includes three main components that are closely interrelated due to professional qualifications: the field of communication and subject matter; socio-cultural knowledge; linguistic knowledge. To form the ability to communicate orally and in writing in a foreign language to solve the tasks of professional activity.	4				+										
D6	Professional foreign terminology in public administration	The course involves mastering a foreign language as a means of intercultural, interpersonal and professional communication in the field of state and local government. This ensures the development of the ability and readiness to communicate orally and in writing in English to solve the tasks of professional activity.	5				+										
D7	Communications and public relations management	The course involves mastering the knowledge of communication and public relations management by undergraduates for their use in the management process					+										

		in government agencies. The content of the course is aimed at obtaining skills of managing the public and public opinion, based on the technologies of formation, image and reputation of the organization in the management system of public relations.															
Modules by specialty Selectable Component																	
D8	Commercialization of the results of scientific and technical activities	The discipline studies the processes of commercialization of the results of scientific and intellectual activity, attracting investments, development into production and their further support. It is aimed at performing a set of tasks related to the support of high-tech developments, the implementation of the transfer and commercialization of the results of scientific research.	5								+						
	Innovation project management	The course involves mastering the skills of modern methodology for managing innovative projects; processes and tools for managing various functional areas of the project are considered, as well as modern software tools of information technologies used in project management										+					
D9	Innovation in the system of public administration	The discipline involves the training of undergraduates to solve the problems of innovation development in the public administration system. At the same time, it offers mastery of theoretical aspects of activity in the field of innovation activity management, increases the ability of a master's student to adapt to changing socio-economic conditions.	5									+					
	Management of	The discipline is aimed at training under-															

	state programs	graduates with knowledge of the basics of project management in the public administration system. The content of the course involves mastering practical skills in the implementation of project activities by management bodies, taking into account current legislation and modern tools.															
D10	Public service and public policy	The course involves the formation of holistic ideas about the features and conceptual foundations of the development of public policy, the system of public service bodies and their interaction with local governments. The content of the course involves mastering the skills of analyzing the structure and functioning of authorities and management.	4						+								
D11	State strategic management	This discipline is aimed at the formation of a system of basic knowledge in the field of strategic management at macro-meso-levels of country governance among undergraduates. Will acquire skills of practical application of the system of methodological approaches and methods of strategy development in the system of market regulation instruments.	5							+							
D12	Information technologies in public administration	This discipline is aimed at developing undergraduates' theoretical knowledge and practical skills in the creation and application of information technologies to solve management problems and decision-making in economic systems. It involves the development of specialized programs, models of informatization of state and local government.								+							

		field of ensuring national economic security at different levels. Identify the causes and conditions that have a negative impact on the state of economic security of objects of different scales.																	
	National economy	The course is designed to study the basics and the most important laws of the functioning of the economy of Kazakhstan. The content of the course involves mastering the laws of the functioning of the national economy; mastering the methodology and tools for the study of economic phenomena and processes at the state level.																	
D13	State policy in the field of social support of the population	The discipline is aimed at the formation of a systematic approach of public administration in the field of social sphere. The course assumes the acquisition of theoretical and practical knowledge, the acquisition of skills and abilities in the field of social sphere management, as well as the ability to apply them in the field of future professional activity in the management of social infrastructure facilities.																	
	HR in the system of public administration (in English)	This discipline is aimed at forming a complex of modern basic knowledge, skills and abilities on the theory and mechanisms of personnel policy in the system of state and local government. It involves the formation of skills for understanding and systematization of ideological ideas and new approaches to the development of personnel policy in the system of state and local government.																	

Coordination of the planned learning outcomes with the methods of teaching and evaluation within the module

Learning outcomes	Planned learning outcomes for the module	Teaching methods	Assessment methods
LO1	Analyzes the ideological problems arising in science at the present stage of its development. Uses the methodological tools of philosophy for the design of scientific research.	interactive lecture	test
LO2	He is able to use knowledge in the field of theory and practice of argumentation, methods of teaching higher school pedagogy in various types of professional activity.	interactive lecture	test
LO3	Applies methods of obtaining psychological information for the formation of critical thinking skills and the ability to apply it to the field of pedagogical activity	interactive lecture	presentations
LO4	Provides readiness for communication in oral and written forms in a foreign language to solve the tasks of professional activity. Knows the terminology of the educational program in a foreign language	interactive lecture	project preparation
LO5	Owns communications for the formation of public opinion, image and reputation of the organization in the public relations management system. Knows the structure and patterns of functioning of public relations.	interactive lecture	test
LO6	Applies methods of theoretical and applied innovation, systems of strategies for public management of innovative projects, as well as the process of commercialization of the results of scientific research.	interactive lecture	test
LO7	Applies knowledge about the features of the state digital policy, the system of public service bodies	interactive lecture	presentations

	and their interaction with local governments. Conducts strategic analyses of the development of public administration facilities.		
LO8	It can work with information technologies to improve the efficiency of management activities. Demonstrates knowledge about the basic principles, facts, laws of pedagogy, peculiarities of teaching management disciplines	interactive lecture	project preparation
LO9	He is able to carry out a critical analysis of problem situations based on a systematic approach, develop a strategy of actions, independently determine the tasks of professional and personal development, self-education, qualifications.	interactive lecture	test
LO10	Analyzes the potential of the national economy, the functioning and security of the economic system, the economic life of society, the activities and behavior of economic entities.	interactive lecture	test
LO11	Can participate in the development of mechanisms of state management of the social sphere, objects of social infrastructure. Knows the mechanisms of personnel policy in the system of state and local government.	interactive lecture	test
LO12	Analyzes trends in the development of the regional economy, identifies signs of negative phenomena and understands the causes. Applies in practice the achievements of foreign countries in the field of reforming state and administrative management structures.	interactive lecture	presentations
LO13	Takes part in the implementation of economic and managerial decisions in the agricultural and real sectors of the economy.	interactive lecture	test

Criteria for assessing the achievability of learning outcomes

Codes LO	Criteria
LO 1	Knows: methods for analyzing worldview problems that arise in science at the present stage of its development Can: use the methodological tools of philosophy for the design of scientific research.
LO 2	Can: use knowledge in the field of theory and practice of argumentation in various types of professional activities Owens: teaching methods of pedagogy of higher education
LO 3	Can: apply methods of obtaining psychological information to develop critical thinking skills Owens: basic concepts, theories and approaches to the study of society and its subsystems.
LO 4	Knows: methods of communication in oral and written forms in a foreign language to solve the problems of professional activity. Owens: terminology of the educational program in a foreign language
LO 5	Knows: the structure and patterns of functioning of social relations Can: communicate freely at international conferences with foreign colleagues, participates in international projects Owens: communications of formation of public opinion, image and reputation of the organization in the system of public relations management.
LO 6	Knows: methods of theoretical and applied innovation and the processes of commercialization of the results of scientific research. Can: interpret, present and apply the results obtained Owens: public management strategies for innovative projects
LO 7	Knows: features of the state digital policy Owens: strategic analysis of the development of public administration objects Ability to interact with government agencies
LO 8	Knows: features of information analysis, choice and ways to achieve it Able to: work with information technology to improve the efficiency of company management Owens: the skills of using modern research methods in the process of teaching management disciplines, the development of educational programs and educational and methodological support
LO 9	Knows: theories, concepts and modern approaches to state and local government Owens: knowledge of the implementation of modern public management.
LO 10	Knows: the potential of the national economy, the functioning and security of the economic system of the state Owens: the skills of the basics of the economic life of society, as well as the activities and behavior of economic entities.
LO 11	Knows: mechanisms of personnel policy in the system of state and local government. Able to: put into practice the mechanisms of public administration of the social sphere, social infrastructure facilities
LO 12	Knows: features of the development of the regional economy Able to: analyze trends in the development of the regional economy Owens: knowledge in the field of achieving foreign countries on reforming state and administrative management structures.
LO 13	Able to: develop and implement management decisions Owens: the skills of using the methods of state regulation of the agricultural and real sectors of the economy.

Master's Degree Student Model

Graduate Attributes:

- demonstrates developed skills of individual and team work, the ability to communicate effectively;
- has knowledge and skills in his subject area, including elements of excellence and innovation;
- thinks creatively and creatively approaches the solution of new problem situations, showing initiative and originality;
- independently expands and deepens the knowledge, skills and abilities necessary for everyday professional activities;
- has academic integrity;
- owns modern project management skills;

Types of competencies	Description of competencies
1. Softskills:	<p>Conducts an analysis of worldview problems that arise in science at the present stage of its development. Uses the methodological tools of philosophy for the design of scientific research. Able to use knowledge in the field of theory and practice of argumentation, teaching methods of higher education pedagogy in various types of professional activities. Uses methods for obtaining psychological information to form critical thinking skills and the ability to apply it to the field of pedagogical activity. Provides readiness for communication in oral and written forms in a foreign language to solve the problems of professional activity. Knows the terminology of the educational program in a foreign language</p> <p>Owns communications of formation of public opinion, image and reputation of the organization in the system of public relations management. Knows the structure and patterns of functioning of social relations</p>
2. Digital skills:	<p>He applies the methods of theoretical and applied innovation, the system of strategies for public management of innovative projects, as well as the process of commercialization of the results of scientific research. Applies knowledge about the features of state digital policy, the system of public service bodies and their interaction with local governments. Conducts strategic analyzes of the development of objects of public administration. Owns a culture of thinking, the ability to perceive, generalize and analyze information, set a goal and choose ways to achieve it. Can work with information technology to improve the efficiency of management activities. Demonstrates knowledge about the basic principles, facts, laws of pedagogy, features of teaching management disciplines.</p>

3. Professional competencies (Hardskills)	Owns modern investment design tools for making strategic investment decisions. Able to use the dialectical-materialistic method of analyzing modern problems of the agro-industrial complex, to carry out economic calculations of various economic indicators of the activities of agricultural units. Orientation in the world economic, environmental, demographic, migration processes, understanding the mechanisms of mutual influence of the planetary environment, world economy and world politics. Has the skills to use the methods of state regulation of the real sector of the economy, develop and implement management decisions
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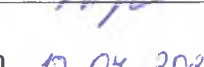
Developers:

Head of the Department «Management»

Candidate of Economic Sciences, Professor of the Department of Management

PhD, acc. professor of the Department of Management

Master student


 _____ S.Sh. Mambetova

 _____ S.S. Daribekov

 _____ Zh.Sh. Shugaipova

 _____ T. B. Doszhanov

The educational program was reviewed and recommended by the Faculty Council from 10.04.2024 Protocol № 9


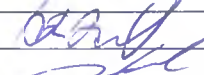

The educational program was reviewed and approved at a meeting of the University Board dated 1.24.05.24 Protocol № 8

The educational program was reviewed and approved at the meeting of the Academic Council from 29.04.2023 Protocol № 5

Member of the Board -Vice-Rector for Academic Affairs

Director of the Department of Academic Affairs

Dean of the Faculty of Economics


 _____ M. M. Umurkulova

 _____ T. M. Khasenova

 _____ A. N. Lambekova

**EDUCATIONAL PROGRAM DEVELOPMENT PLAN
7M04103 – State and local government**

The purpose of the Plan is to contribute to improving the quality of the conditions for the implementation of the educational program, taking into account the current requirements of the labor market and the achievements of modern science.

Target indicators

№	Indicators	Unit of measurement	2022-2023	2023-2024	2024-2025
1	Human resources development				
1.1	Increase in the number of teachers with academic degrees	Number of people		1	
1.2	Advanced training in the teaching profile	Number of people	5	5	5
1.3	Involvement of practitioners in teaching	Number of people	1	1	1
1.4	Other	Number of people			
2	Promotion of the EP in the ratings				
2.1	IQAA	Position	4	3	3
2.2	IAAR	Position	6	6	5
3.	Development of educational and scientific-methodical literature, electronic resources				
3.1	Textbooks	Number		1	
3.2	Training manuals	Number	1	1	1
3.3	Electronic textbook	Number	1	1	
3.5	Video/audio lectures	Number		1	1
3.6	Other	Number	1	1	1
4.	Development of educational and laboratory facilities	Number			
4.1	Purchase of equipment	Number			
4.2	Other	Number	1		
5.	Updating the content of the EP				
5.1	Updating the learning outcomes and the list of disciplines taking into account the requirements of the labor market, scientific achievements, professional standards	Year			
5.2	Introduction to the EP of academic disciplines in foreign languages*	Year			+
5.3	Introduction of new teaching methods	Year	+		+
5.4	Other	Year			

Head of the department Management



S.Sh. Mambetova