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APPLICATION OF INNOVATIVE MANAGEMENT TECHNOLOGIES IN THE PUBLIC ADMINISTRATION SYSTEM IN THE REPUBLIC of KAZAKHSTAN

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Abstract. The article presents an overview of modern conceptual approaches to introducing of innovative management technologies in public administration. Various strategies and methods are also being considered that will help improve the efficiency of government management and improve the quality of public services provided. Special attention is paid to examples of successful implementation of innovative practices in various countries, as well as to the identification of key principles that can be applied in practice to achieve optimal results. The article examines the impact on the business environment of the country, citizens, and third, on the state apparatus itself through the introduction of innovative management technologies in public administration.
Keywords: Innovations, innovative management technologies, public administration, digitalization.

Аңдатпа. Мақала мемлекеттік басқару саласында инновациялық басқару технологияларын енгізудің заманауи тұжырымдамалық тәсілдеріне шолу жасайды. Сондай-ақ, мемлекеттік органдарды басқарудың тиімділігін арттыруға және көрсетілетін мемлекеттік қызметтердің сапасын арттыруға көмектесетін түрлі стратегиялар мен әдістер қарастырылады. Әр түрлі елдерде инновациялық тәжірибелерді сәтті жүзеге асырудың мысалдарына, сондай-ақ оңтайлы нәтижелерге қол жеткізу үшін практикада қолдануға болатын негізгі принциптерді анықтауға ерекше назар аударылады.Мақалада мемлекеттік басқару саласында инновациялық басқару технологияларын енгізу арқылы елдің, азаматтардың және үшінші адамның бизнес ортасына мемлекеттік аппараттың өзіне әсері қарастырылады.
Түйін сөздер: Инновациялар, инновациялық басқару технологиялары, мемлекеттік басқару, цифрландыру.

Аннотация. Статья представляет обзор современных концептуальных подходов к внедрению инновационных управленческих технологий в сфере государственного управления. Также рассматриваются различные стратегии и методы, которые помогут улучшить эффективность управления государственными органами и повысить качество предоставляемых государственных услуг. Особое внимание уделяется примерам успешной реализации инновационных практик в различных странах, а также выявлению ключевых принципов, которые могут быть применены на практике для достижения оптимальных результатов. В статье рассматривается влияние на бизнес-среду страны, граждан и третье, на сам государственный аппарат путем внедрения инновационных управленческих технологий в сфере государственного управления.
Ключевые слова: Инновации, инновационные управленческие технологии, государственное управление, цифровизация, новые технологии.

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Introduction

Today, introducing of innovative technologies in any field of activity, including in the public administration system, does not raise any doubts, since in the era of digitalization, hundreds and thousands of new technologies are created every day in the world. However, approaches and methods for introducing such technologies raise concerns. The environmentally friendly and efficient implementation of innovative technologies requires special approaches, which in turn require comprehensive analysis. As is known, the concept of «innovation» comes from the English word innovation - the process of creating, disseminating, and using innovation, which contributes to the development and increase in the efficiency of economic entities. At the same time, innovation is not only an innovation but also a conscious improvement that precedes deep reflection. An important aspect is that innovation is always accompanied by the destruction of existing traditions and socio-economic, organizational, and management norms [1].

In addition, the innovativeness of management technologies in the public administration system can affect decision-making processes, the implementation of projects and programs, and the assessment of the effectiveness of government programs and policies. This may include systems analysis methods, scenario planning, gamification, and the use of design methods to develop public policies.

In this article, under innovative management technologies, the authors consider technologies such as electronic information platforms, digitalization and digital transformation in public administration.

In 2021, the Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030 (hereinafter referred to as the Concept) was adopted, the purpose of which is to build a service-based and «human-cenetring» model of public administration [2]. According to objectives 3 and 4 of the Concept, government agencies must be in search of new and innovative solutions to problems, as well as use modern methods of providing services. At the same time, to increase the efficiency of government agencies, a project approach will be introduced and issues of project management will be regulated.

Kazakhstan plays a special role in the introduction of innovative technologies; one of the main documents of the country's strategic planning is the Concept of digital transformation, development of the information and communication technologies industry, and cybersecurity for 2023 - 2029, the purpose of which is to collect and process data from both government information systems and systems of commercial organizations - digital collection of statistical, financial, tax information, as well as those that today are subjects of control and monitoring. [3].

The 2014 OECD Recommendation on Digital Government Strategies views the phenomenon of digital transformation in public administration as a shift from e-government to digital government, from the use of technology to support government processes to the use of technology to shape government outcomes (OECD , 2014). Digital government in this approach is based on an ecosystem that includes both government, and non-government organizations, businesses, citizens' associations and citizens providing production, and access to data, services and content based on interaction with the government [4] .

Literature review

Conducting a literature review on this topic, several scientific works devoted to innovative management technologies in the public sector will be highlighted. For example, Klijn, E. H., & Teisman, G. R. (2006) explored barriers to public-private partnerships for innovation management [3], Bryson, J. M., & Roering, W. D. (2014) discusses the role of management and governance in the public sector to promote innovative and collaborative projects.

Author Clifford A. (2022), notes that innovation is not just success, it is work that requires systematic and rational work, well organized and managed to achieve results [5]. The definition of the concept of «management innovation» in their work is given by several options by the authors Anaphat N. and Supawadee H. (2023) One of them is that management innovation is focused on creating new things, changing results for the better, and increasing efficiency, effectiveness, and satisfaction. Also, management innovation is a new

concept, methods and processes in organizational development, work processes and service delivery, resulting from the

creation, development, improvement, expansion or application of knowledge and various practices, leading to the development of efficiency, effectiveness, quality of public productivity [6]. Emre Cinar, Christopher Simms (2024), in their work, consider the concept of “innovative technologies in public administration” as the adoption, creation, or development of ideas, objects and practices that are new units for making management decisions (Public sector innovation in context: A comparative study of innovation types Emre Cinar, Christopher Simms, Paul Trott&Mehmet Akif Demircioglu). Rogers (1983, 11) defines innovation as “an idea, practice, or object that is considered new to an individual or other unit of adoption.” In the context of states, governments and bureaucracies, he also quotes Benjamin Franklin, who argued that to change harmful customs and introduce better ones, it is necessary to overcome people's prejudices, educate them and show them how the proposed changes will benefit them, which is not an easy task [7] .

Some authors give different interpretations of such concepts as "management technologies" and "management technology". Antonio Barreta, Cristiano Busco (2011) define the concept of "management technologies" as covering a wide range of methods and tools used for effective management of the organization as a whole, the purpose of which is to increase the overall efficiency and adaptability of the organization to changes. At the same time, the concept of "management technology" implies a narrower focus on the use of specific techniques and procedures for the implementation of management functions, the purpose of which will be to ensure the systematization and control of task performance, as well as to maintain standards and rules. In general, management technologies are more extensive and strategically oriented, while management technologies focus on specific procedures and regulations necessary for the performance of management functions [8].

Based on the literature review, several barriers associated with innovation based on open government data (OGD) have been identified. Dawes, Vidiasova, and Parkhimovic (2016) apply a sociotechnical perspective to show that these innovation barriers arise not only from issues with the provenance and quality of data, such as reliability, completeness, technical and semantic compatibility but also issues with privacy and confidentiality, but also relate to management issues, including fear of misinterpretation and misuse of data, lack of appropriate legislation or uniform policies regarding data release, and lack of awareness of differences between levels of government or departments. For example, Klein et al. (2017) use open data practices in the Dutch public sector to show that governments may be technically capable of publishing large amounts of data, but they will not realize significant benefits if the applications are not aligned with departmental core missions or are inconsistent with existing management and institutional structures.The widespread dissemination and constant development of information and communication technologies have an impact on all spheres of society, including management processes and interaction with clients in government and non-government sectors. New technologies change the way people and their organizations interact, make it possible to create new types of products, and lead to qualitative changes in the economy and social sphere.Such changes in the literature are called «digital transformation» - a set of changes in society associated with the introduction (mastery) of modern information technologies (digital technologies). Until now, the concept of «digital transformation» has not received an unambiguous definition. In a broad sense, digital transformation refers to changes in all aspects of society associated with the use of digital technologies (Stolterman & CroonFors, 2004).

Digital transformation is considered a key trend characteristic of various industries and sectors of the economy and social sphere (Gray & Rumpe, 2017). Digital transformation strategies are often aimed at changing products, processes, and organization of activities (including management) based on the use of innovative technologies (Mattetall., 2015), as well as creating new opportunities for interacting with consumers and meeting their needs (Berman, 2012).

In the Decision of the Supreme Eurasian Economic Council «On the Main Directions for the Implementation of the Digital Agenda of the Eurasian Economic Union until 2025» «digital transformation» is defined as a manifestation of qualitative, revolutionary changes, consisting not only of individual digital transformations, but in a fundamental change in the structure of the economy, in the transfer of centers for creating added value to the

sphere of building digital resources and end-to-end digital processes. As a result of digital transformation, a transition to a new technological and economic structure is taking place, and new sectors of the economy are being created [9].

The RANEPA research report «The State as a Platform: People and Technologies» notes that the digital transformation of public administration opens up enormous opportunities associated with the customization of services, with individualization of solutions for each citizen and organization, with completely new work from the point of view of risk model management, resource allocation, use of predictive analytics [10]. It should be noted that in the era of digitalization, people are also faced with bureaucratic acts, the so-called «digital bureaucracy». Regarding the «digital bureaucracy», we note that various aspects and features of the new form of bureaucracy are studied by different authors, in particular, A.E. Konkov. notes in his work (Konkov, 2019, p. 6) that digital bureaucracy reflects «the improvement of the competencies of the ruling class and the formation of technocratic platforms based on new versions of «electronic government».

Some authors (Petrova, 2021) define digital bureaucracy as «the availability of services within a certain service». It is noted that, as a result of digital institutionalization, there is a decrease in state bureaucratization (Shabanov, 2018), and the possibilities for opportunistic behavior, theft and fraud are limited (Udalov, 2020). The bureaucratic activities of the enterprise become completely transparent and do not depend on the corruption component (Ponomarev, 2019). Academic communities around the world have examined public management and innovation from different perspectives. They studied the social and economic development of the national economy, the impact of the banking and financial system on the development of innovation, country brand management, macroeconomic stability, green innovation and energy policy, as well as new management trends. In the implementation of innovative management technologies in the field of public administration, different countries take different approaches and have different levels of success.

According to the United Nations (UN), in 2020, about 71% of the world's countries offered online services through e-government. Some of the most developed countries in this area include Estonia, Singapore, South Korea and Denmark [12].

Some countries are beginning to implement blockchain technology in government to improve transparency and security in processes such as elections, government contracts and data management. According to a 2020 Deloitte study, more than 30% of government organizations worldwide are considering blockchain as a technology to improve public administration. Some of the most active countries in this direction include Estonia, Dubai (UAE) and Malta [13].

At the same time, this is not an unimportant aspect in all developed countries in terms of implementation. innovative technologies is the use of artificial intelligence (AI) in public administration: Artificial intelligence is used to automate processes, and improve data analytics and decision-making in public administration. According to the World Government Summit 2020 report, about 60% of government organizations worldwide are using artificial intelligence for various purposes, including improving the quality of services for citizens, optimizing budgets and making government services more responsive. Some of the countries actively implementing artificial intelligence in public administration include the United States, China, Great Britain and Germany [14]. While some countries are making significant progress in adopting innovative management technologies, many others are still in the early stages of using these technologies. It is important to note that statistics may change over time as countries continue to develop and implement new innovative technologies in public administration.

The question of statistics on the implementation of innovative management technologies in the field of public administration in the world is important because it can help us understand how effective and widespread such technologies are, as well as identify general trends and problems in this area.

However, some organizations, such as the World Bank, the Organization for Economic Co-operation and Development (OECD) and others, conduct research and publish reports on the status and results of the implementation of innovative management technologies in public administration.

These reports may include information on various types of innovations, such as digitalization and e-government, the use of artificial intelligence and process automation,

data analysis for management decisions, improving interaction with citizens and businesses, and others.

One approach to collecting data on the adoption of innovative management technologies could include analyzing official reports and publications, conducting surveys and research among government agencies and experts in the field, and monitoring the use of relevant technologies in different countries.

One of the most well-known projects in this area in Estonia is the State Portal e-Estonia. This portal provides citizens and businesses with access to various government services online, such as filing taxes, obtaining health care, and registering a business. The portal also provides citizens with the opportunity to control their data and view statistical information on various areas of life.

Another example of the innovative use of analytics and statistics is the electronic voting system that was introduced in Estonia. The system uses algorithms and analytical tools to ensure the security and privacy of voting and to ensure the accuracy of vote counting [15].

In addition, Estonia actively uses analytics and statistics to develop strategic decisions in various areas such as the economy, education and health care. For example, the government uses data and statistics to determine economic priorities and take appropriate action. Overall, Estonia's experience in introducing innovative management technologies in public administration indicates significant progress in the use of analytics and statistics to improve the efficiency and transparency of public services and decision-making. This experience could be useful for other countries seeking to modernize their government systems. Estonia's experience in introducing innovative management technologies in the field of public administration includes the active use of analytics and statistics. One of the key components of this strategy was the widespread use of digital technologies and e-government. Estonia has organized electronic voting, electronic identification, and also launched an electronic document processing program. All this allows the government to access a large amount of data, analyze it and make informed decisions.

At the same time, Kazakhstan, which is currently one of the countries that is progressively introducing new technologies in all areas, including public administration, has a significant result among developing and developed countries of the world. Many countries from Central Asia, such as Kyrgyzstan, Uzbekistan and Tajikistan are interested in studying the experience of introducing new technologies into the public administration system of Kazakhstan. Conducting an analysis between Estonia and Kazakhstan, we can conclude that in Kazakhstan, as in Estonia, the state portal for the provision of public services «e-gov» is used, which currently provides about 1076 public services.

Moreover, in 2014, the mobile application «e-govmobile» was launched. Regarding the introduction of electronic voting in Kazakhstan, the Government of the state is not on the agenda.

However, to exclude corruption factors and implement such areas as «open and listening state» the introduction of such experience as in Estonia in conducting electronic elections is quite appropriate.

Materials and methods

In the study, the authors analyzed the regulatory framework of the public administration system in Kazakhstan, including Decrees of the President of the Republic of Kazakhstan, Laws of the Republic of Kazakhstan, resolutions of the Government of the Republic of Kazakhstan, strategic and program documents. The article used the following scientific research methods, such as analysis and synthesis of information provided by scientific publications on the development of innovative management technologies introduced into the public administration system. The theoretical, methodological and information base was the publications of scientists and research projects of the Astana Civil Service Hub of the Republic of Kazakhstan. Based on the analysis, we come to the conclusion that correctly developed approaches to the introduction of innovative management technologies will lead to effective interaction between government bodies and society. When conducting the research, content analysis methods were used, logical, comparative research methods were used, as a result of which it was possible to obtain the necessary information about the state of this area.

The purpose of this study is to make proposals and recommendations for improving approaches to introducing innovative

management technologies into the public administration system of the Republic of Kazakhstan.

Research results

Currently, innovative technologies in public administration represent various changes in the management system at the level of society or its parts, which set themselves the task of achieving certain goals or solving specific problems related to the development and functioning of the system. In general, such changes in the management subsystem of a company contribute to increasing the efficiency of management decisions made. There are several types of such innovations:

- organizational and managerial innovations that introduce new, more effective methods, technologies and forms of organizing management activities in government bodies. These changes are associated with changes in the forms and directions of work of government bodies at the level of structure and personality, interaction and organization of the management network of connections.

- internal management and regulatory innovations, which in a certain way change the functional component of the management subsystem, coordinating the changes with organizational, structural, technological and organizational-procedural innovations. Includes innovations in planning, evaluating and improving the performance of the management apparatus.

- socio-cultural and personal innovations that are aimed at developing the human potential of public administration through improving the corporate culture and qualities of civil servants. As part of organizational policy, they include the motivation of managers for self-development and various forms of personnel policy [16].

Theoretically, innovative technologies in public administration are defined based on a system-functional approach as targeted or natural changes in the management system or its components caused by changes in society as an object of management. This approach allows us to analyze management innovations in a wide range of aspects - from organizational to sociocultural, from changes in functions to the development of a new management culture and the use of technological innovations associated with the informatization of management processes [17].

As for the level of digitalization in public administration in the Republic of Kazakhstan, experts assess the level as average. That being said, Kazakhstan is actively implementing various information and communication technologies (ICT) in the public sector, but there is still a lot of room for improvement.

Today, a Digital Code is being developed in Kazakhstan, which will create a unified legal space for the development of the digital economy and the digital transformation of public administration.

In 2021, the Astana Civil Service Hub of the Republic of Kazakhstan (ACSH) conducted a research project in the field of innovations related to public administration and the provision of digital public services through differentiated access channels in seven countries, such as Azerbaijan, Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. So, according to this report, the level of implementation of new technologies is assessed as high, but problems are noted in their integration [18].

When considering digital transformation, one should take into account the fact of how this transformation evolved (Fig. 1).

Fig. 1.Evolution of the concept of «Digital Transformation»

Automated systems	Digitalization	Digital transformation
		
the process of transferring or transferring manual operations performed by a person to various devices, programs, etc. [19]	a process that involves the use of digital technologies and digitized data for business processes, business models, business operations [19].	a revolutionary transformation of the organization's model, including not only investment in new technologies, but also a deep transformation of products and services, organization structure, development strategy, customer service and corporate culture [20]

Source: [19,20]

According to the Joint Stock Company «National Information Technologies», which is the largest company in the information technology market of Kazakhstan, there are about 30 information electronic platforms in the country that provide various types of services to both government agencies, and the population. Below is a table of such electronic platforms broken down by relevant industries.

Table 1.Electronic information platforms in the Republic of Kazakhstan (by spheres)

№	Direction	Designation
1.	**In the sphere of public administration**	1. Gov.kz,
		2. SmartDataUkimet
		3. Open Egov Government
		4. **Certification Authority of the government agencies of the Republic of Kazakhstan**
		5. **Root Certification Authority**
		6. Government Agencies Intranet Portal
		7. Inform security
		8. «Government agencies` Data Center»
		9. Regional gateway of e-Government
		10. Single e-Workflow System of government agencies (SEWS)
		11. Single email System of Government Agencies
2.	**In the social sphere of public services**	1. Egov
		2. Egovmobile
		3. **National Certification Authority of the Republic of Kazakhstan**
		4. The «Individuals» state database
		5. ”Real Estate Registry National Database”
		6. **The «Civil Registry Office»**
		7. **«Address Register» Information System**
		8. **The integrated information system of the Public Service Centers**
		9. «Technical Inspection» Single Information System
3.	**In sphere of business**	1. Esapa
		2. SmartBridge
		3. **Trusted Third Party of the Republic of Kazakhstan**

		4. «Legal Entities» National Database
		5. Epay
4.	**In the field of legal relations**	1. Enotary
		2. Ezan
		3. Elisence

Source:[21]

From the table above it follows that in the field of public administration, there are 11 information projects, in the social sphere providing public services 9, in the field of business 5 projects and legal relations 3 projects. According to these statistics, it follows that information platforms predominate in public administration, while it is the public sector that, in turn, interacts with all other platforms related to the provision of public services to citizens and businesses as well.

At first glance, the development and existence of such several platforms is justified from the point of view of automation of public administration and the provision of public services to the population. However, during the era of digitalization and its transformation, the question is raised of the integration of government information systems, including the use of artificial intelligence, which would make it possible to obtain and solve problems in one click in one information system.This integration of systems would make it possible to reduce both «digital» bureaucratic actions and the time of citizens, as well as simplify the work of civil servants themselves. The meaning of «integration» comes from the Latin integration – «restoration», «replenishment», and «connection», that is, the process of combining parts into a whole.

Data integration, in turn, means combining data located in various sources and providing the data to users in a unified form. The legislation of the Republic of Kazakhstan, in particular, the Law of the Republic of Kazakhstan «On Informatization», defines the concept of «integration of informatization objects», which in turn defines measures for organizing and ensuring information interaction between informatization objects based on the standard ones used in the Republic of Kazakhstan data transfer protocols [22].

In addition, there is an Acting Order on this issue. Minister of Information and Communications of the Republic of Kazakhstan «On approval of the Rules for the integration of informatization objects of «electronic government», according to which the integration of informatization objects are measures to organize and ensure information interaction between informatization objects based on standard protocols used in the Republic of Kazakhstan data transmission [23]. Any digital transformation of the state is one of the reforms of public administration. Moreover, any reform is always a complex social challenge, which always requires agreement and balance between three stakeholders, such as civil society, state and business. It should be taken into account that any reform proposed by the state is aimed at the needs of citizens, and digital transformation is aimed at improving the quality of life of citizens and businesses as well.

Discussion and conclusions

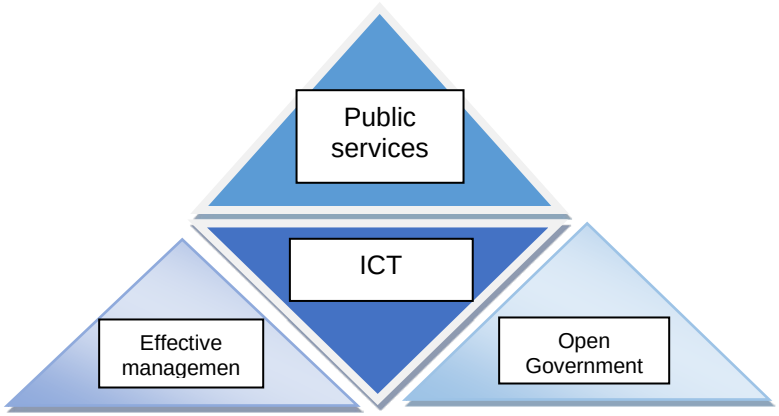
World powers in the field of using innovative management technologies use technological trends such as artificial intelligence, blockchain, Big Data, Internet-of-Things, Cloud Technologies.

Kazakhstan, by the best practices of Estonia and Denmark in the digitalization of the public sector, as well as the provision of proactive, seamless public services, has begun work on the transition to a platform model of digital transformation.The essence of such technological platforms, according to the Concept of digital transformation, development of the information and communication technologies and cybersecurity industry for 2023 - 2029, is to mobilize the efforts of all intellectual, financial and other resources in priority areas and introduce key technologies of the industry, which is extremely important when optimizing the budget in times of crisis.The

Concept places particular importance on the issue of public trust in the state, its readiness for change, the sustainable formation of a demand for more effective public administration, and the participation of citizens in management decision-making. When introducing innovative management technologies into the public administration system of the Republic of Kazakhstan, the following conclusions can be drawn: to effectively build public administration, it is

necessary to take into account all areas of readiness. In this case, four main areas of readiness are identified (Fig. 2).

Fig. 2.Areas of readiness for innovative technologies in the public administration system



Source : [21]

Each area has its functionality.

ICT – readiness of the infrastructure for the development and implementation of innovative technologies;

Public services – the readiness of government agencies to provide assistance and meet the needs of the population;

Open Government – the state's readiness to be open, listening and people-oriented about society;

Effective management is the readiness of government agencies to use effective means to build a modern, smart and digital state. According to UN research, Kazakhstan ranks 28th (+1) in the «Development of e-Government» index and 8th in the «Online Services» index (1208 public services (92%) are provided in electronic format, of which 484 are in non-alternative and 724 in alternative basis) [25].

This became possible due to the construction of an electronic government infrastructure - key databases and industry information systems, interaction and data exchange buses (electronic government gateway, Smart Bridge).

From the analysis of the work it follows that when introducing any new technologies into the public administration system, it is necessary to take into account both internal and external factors. The level of introduction of innovative management technologies into the public administration system of the Republic of Kazakhstan, such as information platforms, is very high, but as analysis shows, the creation of a large number of identical platforms for solving society's problems is not guaranteed. On the contrary, it can lead to «digital bureaucracy», which in turn can lead to negative consequences both for society and for the state apparatus as a whole.

At the same time, today Kazakhstan is taking measures to unite identical platforms in the field of digitalization in the public administration system, such as the creation of a single digital platform of the digital government (e-Government), which unites various services and platforms to simplify citizens' access to public services, and mechanisms have been created to collect feedback from users of public services. For example, regular surveys and monitoring of the quality of services help to identify problems and optimize processes, as well as avoid duplication of services provided and prevent the provision of unnecessary certificates and information from citizens.

In the context of the issues under consideration, it follows that the introduction of innovative technologies is not in doubt, however, it is necessary to take into account the human factor in which civil servants, due to their competent functions and at the psychological level, are ready to change the traditional format of work to innovative technologies. Such circumstances usually delay the process of introducing new technologies.

Conclusion

Based on the above, it should be concluded that by introducing innovative

technologies in public administration, efficiency is improved in all directions, such as the country's economy, work processes in the country's domestic and foreign policy, as well as the quality of work of the state apparatus itself, increasing transparency and openness of decision-making processes, which helps to increase confidence among citizens and businesses in government authorities.

At the same time, given changing conditions, innovation introduced by the state must be adaptive to change. Why is it necessary to ensure constant updating and improvement of management technologies to meet modern requirements and meet the needs of a developing society.

In this regard, the following is proposed:

1) consider all existing information platforms and integrate identical platforms into one platform to avoid «digital bureaucracy»;

2) the gradual development and implementation of new technologies based on the experience of Estonia, in terms of the active use of analytics and statistics in the implementation of digital technologies;

3) consider the issue of holding electronic elections on the territory of the country;

4) create a transparent system of work with developers of new technologies, supporting the use of flexible design and decision-making methods; 5) create mechanisms for monitoring civil society and feedback from citizens-users of information platforms.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДАҒЫ МЕМЛЕКЕТТІК БАСҚАРУ ЖҮЙЕСІНДЕ ИННОВАЦИЯЛЫҚ БАСҚАРУ ТЕХНОЛОГИЯЛАРЫН ҚОЛДАНУ

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ПРИМЕНЕНИЕ ИННОВАЦИОННЫХ УПРАВЛЕНЧЕСКИХ ТЕХНОЛОГИЙ В СИСТЕМЕ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ В РЕСПУБЛИКИ КАЗАХСТАН

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