

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Syllabus
of the academic discipline
"INTRODUCTION
TO PUBLIC ADMINISTRATION"
for students of speciality
8.15010008 "Public Administration"
of all forms of study

Харків. ХНЕУ ім. С. Кузнеця, 2015

Затверджено на засіданні кафедри державного управління,
публічного адміністрування та регіональної економіки.

Протокол № 12 від 21.02.2015 р.

Самостійне електронне текстове мережне видання

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S 98 Syllabus of the academic discipline "Introduction to Public Administration" for students of speciality 8.15010008 "Public Administration" of all forms of study : [Electronic edition] / compiled by N. Gavkalova, O. Polezhaeva. – Kh. : S. Kuznets KhNUE, 2015. – 59 p. (English)

A thematic plan of the academic discipline and its contents after the modules and themes are presented. Plans of lectures, practical and seminar classes, materials for consolidation of knowledge (independent work, test questions), criteria for the assessment of students' knowledge and competences that students should master after studying the academic discipline are given.

Recommended for students of speciality 8.15010008 "Public Administration" of all forms of study.

Подано тематичний план навчальної дисципліни та її зміст за модулями й темами. Надано плани лекцій, практичних та семінарських занять, матеріали для закріплення знань (самостійну роботу, контрольні запитання), критерії оцінювання знань студентів і компетентності, якими повинні володіти студенти після вивчення навчальної дисципліни.

Рекомендовано для студентів спеціальності 8.15010008 "Публічне адміністрування" всіх форм навчання.

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Introduction

During Ukraine's independence under the Constitution of Ukraine the structure and functioning of public authorities have been constantly changing at all levels. The development of all types of property and civil society requires transformation of the bureaucracy into an efficient system of government, which contributes to meeting the rights and legitimate interests. This, in turn, leads to an objective need for further development and strengthening of public sector in the new environment.

The decisive criterion for these changes is the introduction of the European standards of public service and professional service of political leadership in Ukraine's officials activities. The implementation of such measures provided by the concept of adaptation of civil services to EU standards was approved by the Decree of the President of Ukraine of March 5, 2004, and the concept of civil service legislation in Ukraine was approved by the Decree of the President of Ukraine of 20 February, 2006.

A thorough understanding of the problems that arise in the process of formation of a modern doctrine of public service, the very concept of public service, as well as the corresponding institution contribute to a more rational approach to the formation of human resources policy to meet the new tasks and functions of the state and society overcoming the alienation of public power, increasing professionalism and competence of public servants. The academic discipline "Introduction to Public Administration" is a compulsory discipline taught according to the curriculum for the qualification level "Master", speciality 8.15010008 "Public Administration" of all forms of study.

Public administration is a sphere of activity that deserves a careful study because of its importance for general education of students. Studying the academic discipline "Introduction to Public Administration" will contribute to the general preparation of students forming their scientific skills in the analytical processing of problems in the public services and public interest while implementing efficient and effective functioning of the government.

1. Description of the academic discipline

Description of the academic discipline "Introduction to Public Administration" is given in Table 1.

Table 1

Description of the academic discipline

Index name	Subject area, speciality, educational qualification	Characteristics of the academic discipline	
		full-time education	distant education
Credits: 5	Subject area 1501 "State Administration"	Compulsory	
Modules: 2	Speciality 8.15010008 "Public Administration"	Year of study	
Content modules: 2		1st	1st
The total number of hours: 180		Semester	
		1st	1st
		Lectures	
Weekly hours for full-time form of study: classroom: 3; self-learning: 6	Educational qualification: Master	34 h	24 h
		Practical classes, seminars	
		18 h	20 h
		Independent work	
		124 h	132 h
		Type of control	
		Examination	
		4 h	4 h

The ratio of class hours to independent and individual work is:
41 % for full-time study;
32 % for distance learning.

2. The purpose and objectives of the academic discipline

The purpose of teaching the academic discipline "Introduction to Public Administration" is mastering the theoretical knowledge and formation of professional competences required for understanding the theoretical and methodological principles of public administration, in-depth understanding of governance, study of the main features of the state and characteristics of public administration at the national, regional and local levels.

To achieve the goal the following main objectives are set:

- mastering the basics of methodological research in the field of public administration, the theoretical principles of good governance;

- learning the advanced approaches to determining the effectiveness and efficiency of public administration theories in public administration models and skills to identify them in practice;

- learning about the culture and ethics in public administration to resolve conflicts when designing and using the anti-stress measures;

- learning the advanced management mechanism of social development when studying the development trends of social and political processes;

- understanding the innovative development priorities, preplanning improvement processes in public administration.

"Introduction to Public Administration" is an academic discipline that studies the tools of effective management of social and political processes of a country.

The object of the academic discipline is the social and political processes in public administration.

The subjects of the academic discipline are laws, principles, functions, methods, tools, models and processes in public administration and development of practical recommendations for strengthening the influence of public administration in Ukraine.

The study of this discipline starts after mastering most academic disciplines and professional humanitarian cycles. The theoretical and methodological bases for the study of this academic discipline are such subjects as: "Sociology of Labor," "Conflict Management", "State and Regional Governance", "Development Planning", "Regional Social and Economic Policy". In turn, the knowledge of this academic discipline ensures

successful mastering of such disciplines as: "Territorial Governance under Reforms", "Communications in Public Administration", "Law, Constitution and Governance" as well as participation in trainings and writing master's thesis.

When studying the academic discipline, students acquire the necessary knowledge during lectures and practical classes. The most difficult points are raised and discussed during the seminars. Also of great importance in the study and consolidation of knowledge is the independent work of students. All kinds of activities are designed according to the credit-modular system.

Having learnt the academic discipline the students should:

know:

- methodological bases of public administration;
- tools of public administration;
- models of public administration;
- conflict resolving technology in public administration and techniques for settling stressful situations;
- fundamentals of culture and ethics in public institutions;
- modern management mechanisms of community development;
- evolution theory of state and society;
- content of socio-political processes and understanding the development trends;
- innovative technologies of public administration;
- theory and practice of public administration abroad and in Ukraine;

be able to:

- use modern approaches in the field of public administration and civil service with modern instruments, tools, techniques and technologies;
- develop a system of public accountability in public administration institutions;
- determine the efficiency and effectiveness of democratic governance; analyze and if necessary adapt international experience applying public administration models;
- use the tools of conflict resolution and anti-stress facilities in public administration;
- perform diagnostic analysis of socio-political processes and prioritize development trends;
- identify trends and innovative development of Ukraine to develop measures to enhance innovation in public administration.

In the process of teaching special attention should be paid to mastering professional competences listed in Table 2.1.

Table 2.1

Professional competences acquired by students after studying the academic discipline

Code of competence	Name of competence	Components of competence
VdPA 1	Provide justification of management decisions in democratic governance	To determine the principles of governance and regulation mechanism of social and economic processes
		To determine the efficiency and effectiveness of democratic governance
		To determine occupational qualification characteristics of public servants
		To conduct analysis of conflicts in the public sector
		To provide reasonable choice of methods and models of administrative and management processes
		To determine the optimal management solution for conflict and stress resolution
VdPA 2	Develop effective solutions using modern management mechanisms of social and political processes in society	To identify social and administrative models based on the evaluation of the management effectiveness
		To predict current trends of authorities and political and social organizations interactions to improve management at central and regional levels
		To coordinate public activity in society
		To identify social and political processes and determine their impact on socio-economic development
		To assess the effectiveness of innovation in public administration

The scope of application of the acquired knowledge, skills and competences in the future profession in public sector is: state and local governments, the regional offices of central executive bodies, non-profit and public organizations.

Professional designation is the implementation of public administration at the national, regional and local levels, the introduction of democratic public administration to the activities of government.

The specialists are trained to work as senior officials of trade unions and other organizations, senior officials of central and local authorities, local self-government bodies, financial, accounting, economic, legal and administrative departments, heads of Advertising and Public Relations Departments, project managers and software professionals, civil service managers, managers in research and development.

The structure of the components of professional competences and their formation according to the National Qualifications Framework of Ukraine are presented in Appendix A.

3. The syllabus of the academic discipline

Module 1

Theoretical and historical foundations of public governance

Topic 1. Theoretical aspects of public administration

1.1. The essence and content of public administration.

Public administration and governance. Etymology of public administration. International experience of public administration. Features of public administration in Ukraine.

1.2. Functions and methods of governance.

Functions of public administration. Methods of public authorities and public administration. Special mechanisms of socio-economic processes of administration.

1.3. The principles of governance, mechanisms of their realization and use.

Laws and principles of public administration and governance. The mechanism of national public administration. Regional mechanisms of public administration and their coordination.

Topic 2. Efficiency and effectiveness of democratic governance

2.1. Determination of the efficiency and effectiveness of public administration.

The concepts of effect, efficiency, effectiveness and functionality. The effectiveness of public administration and local governance. A comprehensive and systematic nature of public administration effectiveness.

2.2. Approaches to efficiency and its criteria.

Economic efficiency. Social efficiency. Innovation and investment efficiency. Effectiveness of a project. Criteria selection approaches to determining the effectiveness of public administration.

2.3. Democratic governance as an effective tool of public administration.

Democracy, authoritarianism and totalitarianism. Available tools of democratic governance. Technology of tool selection of democratic governance. Location management theory in public administration. The role of motivation of public servants in the improvement of democratic governance.

Topic 3. Methodological bases of research in the sphere of public administration

3.1. The main stages and specific logical and theoretical reconstruction of social, political and administrative management processes.

The place of Public Administration in scientific knowledge. Scientific and unscientific methods of public administration. A logical theoretical approach to public administration and governance. Reconstruction of social and political processes. The study of administrative and managerial processes.

3.2. The features and specific scientific knowledge in the field of public administration.

The specificity of scientific knowledge in public administration. Research methodology of existing social processes. Analysis and synthesis in public administration. The systems approach to the study of public processes. Mathematical methods in public administration.

3.3. The specificity of scientific knowledge in social, administrative and management areas.

Planning and forecasting of social and political processes in the country. Selection criteria of research methods of social components of public administration. A strategic approach to administrative work of public servants.

Topic 4. Models in the sphere of public administration

4.1. Development of social and administrative models based on management processes.

Models of public administration. The concept of old governance. The concept of new governance. The concept of good governance. Current trends in public administration. Implementation of existing models of governance in Ukraine.

4.2. Identification of common approaches to the formation of a coherent theoretical model in public administration.

The concept of integrity. Analysis of the current state of public administration. Synthesis of a comprehensive model of public administration. Model testing and correction.

Topic 5. Culture and ethics of public administration

5.1. Ethical infrastructure of public administration.

Ethics and aesthetics. Ethical principles in public administration. An archetypal approach to defining ethical nomism of public servants.

5.2. Principles and standards of behavior of public administration representatives.

Standards of conduct and ethics. The code of Ethics of public servants. Ways of training public officials. The attitude of population to public servants. Making public servants accountable for a breach of the ethics code.

5.3. Definition of an employee image and peculiarities of its impact on the efficiency of public administration.

The concept of an image. The style of public servant. The interior of a public servant office. The style of speech and communication skills of public servants. Creating a positive image and its impact on the efficiency of a public servant's activity.

5.4. The service etiquette and ethics in public administration.

The rights and duties of a public servant. Professional and personal qualities of public servants. Diplomatic etiquette.

Topic 6. Conflicts and stresses in public administration

6.1. The content and etymology of conflicts. Their varieties.

Conflict in social sciences. Historical tradition in the study of conflict problems. The concept of conflict: a variety of interpretations, specific features. The subject and object of a conflict. Problem boundaries of the conflict; its social functions.

6.2. Mechanisms for managing conflicts of interest.

The main drivers of the conflict. Deployment mechanism and causes of political conflict. The problem of political tension in society. The role of government in managing political conflicts. Conflicts and consensus as their solutions to them.

6.3. Conflicts of interest in public administration.

Economic conflict as a conflict of interests of needs. The ideological confrontation as a conflict of values. Conflicts in the spiritual realm as value problems.

6.4. Moral regulators of conflicts of interests.

Moral and education as a prevention of high level conflicts. The role of educational institutions and the family in regulation of conflicts of interest.

6.5. The stress-forming factors in public administration.

Ways to avoid a stress. The role of the available knowledge of a conflict in a professional appointment of a public servant. Factors that cause stress. Prevention of stress.

Module 2

Modern management mechanisms of community development

Topic 7. Current management mechanisms of community development

7.1. Interaction of authorities, political and social organizations and governance improvement at central and regional levels.

Government institutions and civil society: their interaction. The role of territorial communities in public administration. Non-governmental institutions of public administration. Effective non-governmental management of social and political processes. Mass media.

7.2. Modern trends in social development.

Globalization trends in social development. The geopolitical vector of Ukraine. Separatism tendencies and their influence on public integrity. Ethnic hatred. Tools of achievement of society consolidation.

7.3. The innovative potential of social development.

The innovative potential of social development. Methods for determination of innovation potential. An individual and society in the development of innovative potential. Society as a consolidated source of innovation.

Topic 8. The theory of state and society

8.1. The theory of law.

The state and the main features of a state. The independence and sovereignty. The constitutional process. The system of government in Ukraine.

8.2. Civil society and a state.

Civil society and its development. Coordination of activities of civil society in Ukraine. Self-organization and the state's influence on this process.

8.3. The features of social stratification in the modern Ukrainian society. Addressing social stratification.

Sociology as a science of society. The stratification of Ukrainian society. The structure of society. Optimization of social strata.

Topic 9. Socio-political processes, content and development trends

9.1. Modern social and political processes.

The stability and development of society. Political institutions. Political processes in an independent state.

9.2. Political parties and civil society. The influence of political parties on public administration.

The legal basis of political parties. Pluralism as a principle of democracy. Establishment of a multi-party system in Ukraine. The status of a people's deputy of Ukraine. Political parties in Ukraine. The ruling and opposition parties.

9.3. Trends in the political processes sustainability in modern society.

The dynamics of political processes. The principle of openness and transparency. Criminalization and revival of authoritarianism. Fighting corruption. Power lustration.

Topic 10. Innovative development of Ukraine

10.1. Trends in the innovative development of Ukraine.

Regulating innovative development. Innovation strategy of Ukraine. Innovation in public administration. The innovative potential.

10.2. Peopleware of the innovative potential of Ukraine.

Peopleware. The education system in Ukraine. The law of Ukraine "On the State Service". Personnel management in public administration. Public servants and officials. The education system of public servants.

10.3. *Information society as a form of social organization under modern conditions.*

Information society. The national policy of society informatization. E-governance. E-courts. Access to public information.

4. The structure of the academic discipline

From the very beginning of studying the academic discipline, each student should be familiarized with both the syllabus and forms of training as well as the structure, content and scope of each of its training modules, and all modes of control and the methodology of evaluation of professional competences.

The study of the academic discipline by a student takes place through a consistent and thorough elaboration of training modules. A training module is a separate, relatively independent unit of an academic discipline that logically combines several elements of its content and describes their relationships. The list of lecture topics consists of two structural modules (Table 4.1.).

Table 4.1

The structure of the test credit of the academic discipline

The titles of content modules and topics	The number of hours									
	Full-time education					Distant education				
	total	including				including				
		lectures	practical classes, seminars	final control	independent work preparation for classes	total	lectures	practical classes, seminars	final control	independent work preparation for classes
1	2	3	4	5	6	7	8	9	10	11
Module 1										
Theoretical and historical foundations of public governance										
Topic 1. Theoretical aspects of public administration	18	4	2	–	12	18	4	2	–	12
Topic 2. Efficiency and results of democratic governance	18	4	2	–	12	16	2	2	–	12

Table 4.1(the end)

1	2	3	4	5	6	7	8	9	10	11
Topic 3. Methodological bases of research in public administration sphere	10	2	2	–	6	12	2	2	–	8
Topic 4. Models in public administration	8	2	–	–	6	10	2	–	–	8
Topic 5. Culture and ethics of public administration	10	2	2	–	6	12	2	2	–	8
Topic 6. Conflicts and stresses in public administration	18	4	2	–	12	12	2	2	–	8
Total for Module 1	82	18	10	–	54	80	14	10	–	56
Module 2 Modern management mechanisms of community development										
Topic 7. Current management mechanisms of community development	28	6	2	–	20	28	4	4	–	20
Topic 8. The theory of state and society	10	2	2	–	6	20	2	2	–	16
Topic 9. Socio-political processes, the content and development trends	22	4	2	–	16	20	2	2	–	16
Topic 10. Innovative development of Ukraine	24	4	2	–	18	18	2	2	–	14
Total for Module 2	84	16	8	–	60	86	10	10	–	66
Preparation for the exam	10	–	–	–	10	10	–	–	–	10
Tutorial before the exam	2	–	–	2	–	2	–	–	2	–
Examination	2	–	–	2	–	2	–	–	2	–
Total hours	180	34	18	4	124	180	24	20	4	132

5. The topics and plans of seminars

A seminar is a form of instruction during which the teacher organizes a discussion of certain themes for which students prepare theses. At each seminar the teacher assesses reports prepared by students and presentations on these issues (Table 5.1), their performance, activity in discussions, ability to formulate and defend their position and so on. The total points for each seminar are accumulated. The resulting scores gained by students at the seminars are taken into account when giving the final points for this academic discipline.

Table 5.1

The plans of the seminars

Topic	Syllabus, issues	Number of hours	Recommended literature
1	2	3	4
Module 1			
The theoretical and historical foundations of public administration			
<i>Topic 1.</i> The theoretical aspects of public administration	<i>The subject of the seminar "Peculiarities of public administration in Ukraine":</i> 1. The concept of public administration as one of the types of social activity and as a public law institution. 2. The concept and content of public administration principles. 3. Tasks and functions of public administration: costs, concept, types and characteristics. 4. Adaptation of public administration to the EU standards	1	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]
<i>Topic 3.</i> Methodological bases of research in public administration	<i>The subject of the seminar "Methodological bases of research in the sphere of public administration":</i> 1. Specificity of scientific knowledge and social and administrative areas. 2. Features of scientific research in public administration. 3. Logical theoretical reconstruction of social, political and administrative management facilities. 4. Sociological research in the sphere of public administration	1	Main: [1 – 4; 6; 8]. Additional: [9 – 14]

Table 5.1(the end)

1	2	3	4
<i>Topic 4. Models in public administration</i>	<i>The subject of the seminar "Models in public administration":</i> 1. Models of governance. 2. "Old governance" and its features 3. "New governance" and its peculiarities. 4. New, good governance and its features. 5. Selecting an appropriate model of public administration in Ukraine	1	Main: [1; 3; 4; 6 – 8]. Additional: [9; 13 – 15]
<i>Topic 6. Conflicts and stresses in public administration</i>	<i>The subject of the seminar "Formulation and implementation of effective personnel policies in public administration":</i> 1. Problems of formation and implementation of personnel policies in public administration on of a region and their causes Conflicts and stresses that arise. 2. Conflict of public and the role of public administration in the regulation of conflicts	1	Main: [1 – 5; 7]. Additional: [9; 14; 16]
Module 2 Modern management mechanisms of community development			
<i>Topic 8. The theory of state and society</i>	<i>The subject of the seminar "Civil society as a guarantee of good governance":</i> 1. The theory of State – historical review. 2. Civil society – myth or reality. 3. Stratification peculiarities of Ukrainian society	2	Main: [1 – 8]. Additional: [9; 10 – 13]
<i>Topic 9. Socio-political processes, the content and development trends</i>	<i>The subject of the seminar "The experience of community development management":</i> 1. The influence of political parties on public administration. 2. International experience of social development management	1	Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]
<i>Topic 10. Innovative development of Ukraine</i>	<i>The subject of the seminar "Innovative development of Ukraine":</i> 1. Innovative development as a key to sustainable growth. 2. Peopleware problems of innovative development	1	Main: [1 – 8]. Additional: [9 – 11; 14; 19 – 22]
Total number of hours		8	

During the seminars a discussion of certain themes on which students prepare theses and reports is organized as well as the problem areas to which an answer must be found during discussion and debate are defined.

At seminars the time limit for each activity should be set. The active participation of students in seminars gets an appropriate evaluation.

6. The topics of practical classes

A practical class is a form of instruction in which the teacher organizes a detailed examination of some theoretical issues and forms skills in the practical application of the issues by means of doing individual tasks by students. The basis of such classes is the pre-prepared methodical material – tests to identify the necessary theoretical mastery, a set of tasks of different difficulty levels to be solved in class. It includes preliminary control of knowledge, skills and abilities of students, setting a general problem by a teacher and discussing it with students, solving the problems during discussion, performance of tasks, control of the work done and assessment of students' activity (Table 6.1).

Table 6.1

The list of topics for practical classes

The name of the module	Topics for practical classes (with modules)	Number of hours	Recommended literature
1	2	3	4
Module 1. Theoretical and historical foundations of public governance	Task 1. Definition of public administration in the building of a logical framework of public institutions in Ukraine	1	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]
	Task 2. Determination of the efficiency and effectiveness of democratic governance with Kharkiv region taken as an example. Comparison with other regions. Task 3. The processes of centralization and decentralization and the democratic choice of Ukraine	2	Main: [1; 3; 4; 6 – 8]. Additional: [13 – 16]

Table 6.1 (the end)

1	2	3	4
	<i>Task 4.</i> Analysis of the use of administrative tools and administrative (official) ethics	2	Main: [1 – 6; 8]. Additional: [15]
	<i>Colloquium</i> on Module 1 "Theoretical and historical foundations of public administration"	1	Main: [1 – 8] Additional: [9 – 22]
<i>Module 2.</i> Modern management mechanisms of community development	<i>Task 5.</i> Decentralization of public authority: European experience and prospects for Ukraine	2	Main: [1 – 8]. Additional: [9 – 14; 22]
	<i>Task 6.</i> Debate on "The European choice of Ukraine will promote the development of local authorities in Ukraine"	1	Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]
	<i>Colloquium</i> on Module 2 "Modern management mechanisms of community development"	1	Main: [1 – 8]. Additional: [9 – 14; 16; 18 – 22]
Total hours		10	

6.1. Examples of typical practical tasks after the topics

Module 1

Theoretical and historical foundations of public administration

Topic 5. Culture and ethics of public administration

Level 1. You are the main specialist in the information and analytical department of the regional state administration.

You need to offer your top management some public administration tools that will ensure a balanced development of Kharkiv region. Substantiate your answer.

Level/ 2. There is often a situation when a civil servant has a private interest, that is a benefit to him or his family, relatives, friends or individuals and organizations with which he has or had a joint business or political interests, which, in turn, affects or could affect the impartial and objective performance of official duties, thereby causing a conflict on-the-spot.

How should one counteract such a conflict of interests?

How are the restrictions legislatively placed for civil servants?

Level/ 3. The current stage of historical development is called the period of complex political, social and economic processes. Changes that occur unexpectedly affect the administration, not only in the sphere of environmental protection, technology and economics, but also in social and political development. In such circumstances a skillful and timely accounting of these changes by the highest levels of governance and taking appropriate actions are of great importance.

Which of the below activities are appropriate, in your opinion, for a manager, to optimally respond to unexpected changes in such situation? Substantiate your answer.

A. First of all assess the nature of the changes, and then bring them into line with the objectives and activities of the organization, management techniques.

B. In case of changes, inappropriate hasty decisions are always taken, useless extra effort is made. Hereupon the institution works inefficiently. Therefore, there is an urgent need to identify all the negative situations to eliminate them and try to maintain the necessary stability of the organization.

The changes that occur in the surrounding environment affect the skills of employees required by the organization. It is therefore necessary to make efforts to ensure that they can adapt to any changes.

Module 2

Modern management mechanisms of community development

Topic 8. Socio-political processes, content and development trends

Level/ 1. The priority of the government is increasing the ability of the state apparatus to ensure proper quality control at the level of professional

governance, and professional management to improve their efficiency and effectiveness in terms of both management, and citizens. Characteristics of the managerial process is now expressed through the concept of "good (democratic) governance".

What is a good (democratic) governance? Describe each of its components.

Level 2. You are the key expert of the information and analytical department of the regional state administration. You need to offer your top management the public administration tools that will ensure a balanced development of Kharkiv region. Substantiate your answer.

Level 3. You are an expert in the Kharkov Regional Committee on Economic Reforms. At a regular meeting of the working group "Regional Economic Development", the issue of the necessity to elaborate a program of territorial development of Kharkiv region and to ensure its sustainable operation for 2013 – 2014 is going to be considered. You need to offer a model of interaction between the agents of the strategic territorial development. Substantiate your answer.

7. Individual work

Individual work (IW) is a form of the educational process during which the planned necessary tasks are performed independently by a student with the methodical guidance of a teacher.

The purpose of IW is mastering the syllabus and formation of students' general and professional competences that are essential for the development of future highly-qualified specialists.

Hours allotted for individual work of full-time students are determined by the syllabus and make 69 % (124 hours) of the total training time allocated (180 hours). During the self-study a student becomes an active participant in the training process, learning to form a conscious attitude to mastering the theoretical and practical knowledge, to navigate freely in the cyberspace, to bear individual responsibility for the quality of training. IW includes processing the lecture material; analyzing and studying the recommended literature, key terms and concepts of the academic discipline themes; preparation for practical training and seminars; preparing to speak at seminars; advanced study of particular topics or issues; writing an essay on the given problems; search (selection) and review of the literature on definite issues of the

academic discipline; making analytical reviews of scientific publications; self-testing of the students' personal knowledge through questions for self-diagnosis; preparation for examinations and other forms of current control; preparation for module control (colloquium); systematization of the learned material to prepare for the semester exam.

An essential element of successful learning of the academic discipline is the independent work of students with home and foreign special economic literature, regulations on state control of social and economic processes in the country, statistical data and data of public questioning.

The main types of independent work, proposed to masters to gain theoretical knowledge of the academic discipline are listed in Table 7.1.

Table 7.1

Tasks for independent work of students and forms of its control

Topic	The content of students' independent work	Number of hours	Forms of control	Recommended literature
1	2	3	4	5
Module 1				
Theoretical and historical foundations of public governance				
<i>Topic 1.</i> Theoretical aspects of public administration	Study of lectures, preparation for seminars, review of the theoretical material on the topic "Features of public administration development in Ukraine", preparation for practical classes "The definition of public administration on the basis of logical framework of public institutions in Ukraine"	12	Homework	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]
<i>Topic 2.</i> Efficiency and effectiveness of democratic governance	Study of lectures, preparation for practical classes "Determining the efficiency and effectiveness of democratic governance with Kharkiv region taken as an example. Its comparison with other regions". Preparation of reports on the given topics	12	Homework. Presentation of its results. A written test on themes 1 and 2	Main: [1; 3; 4; 6 – 8] Additional: [13 – 16]

Table 7.1 (continuation)

1	2	3	4	5
<i>Topic 3.</i> Methodological bases of research in the sphere of public administration	Study of lectures preparing for practical classes "The processes of centralization and decentralization and the democratic choice of Ukraine". Writing an essay on the topic "Methods of government as a set of techniques and controls"; "Governmental functions and techniques". Preparation for seminars, writing reports on the designated topic: "Logical and theoretical reconstruction of social, political and administrative management objects"	6	Reviewing the essay	Main: [1 – 4; 6; 8]. Additional: [9 – 14]
<i>Topic 4.</i> Models of public administration	Search, selection and review of the literature on a given topic; preparation for seminars	6	Presentation of results	Main: [1; 3; 4; 6–8]. Additional: [9; 13 – 15]
<i>Topic 5.</i> Culture and ethics of public administration	Study of lectures, preparation for practical classes	6	Homework	Main: [1 – 6; 8]. Additional: [15]
<i>Topic 6.</i> Conflicts and stresses in public administration	Search, selection and review of the literature on a given topic, preparing a report. Preparation for seminars on the topic "Formulation and implementation of effective personnel policies in public administration"	12	Homework, preparation of reports	Main: [1 – 5; 7]. Additional: [9; 14; 16]
Total for Module 1		54		

Table 7.1 (continuation)

1	2	3	4
Module 2			
Modern management mechanisms of community development			
<i>Topic 7.</i> Current management mechanisms of community development	Search, selection and review of the literature on a given topic, preparation for practical classes, preparation for the survey; essay on "Modern management elite in Ukraine: qualitative characteristics, ways and methods of preparation"	20	Reviewing the essay Main: [1 – 8]. Additional: [9 – 14; 22]
<i>Topic 8.</i> The theory of state and society	Study of lectures, preparation for seminars. Preparation of reports on the given topic: "Civil consciousness", "The role of public administration", "The main features of the state", "Centralization and decentralization in governance"	6	Presentation of results. Presentation of reports Main: [1 – 8]. Additional: [9 – 13]
<i>Topic 9.</i> Socio-political processes, content and development trends	Search, selection and review of the recommended literature on the given topics, preparation for practical classes	16	Homework Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]
<i>Topic 10.</i> Innovative development of Ukraine	Search, selection and review of the literature on a given topic. Independent learning of the lecture material: 1. Innovations in public administration 2. Government reforms. 3. Standardization of public servants education in Ukraine	18	Homework Main: [1 – 8]. Additional: [9 – 11; 14; 19 – 22]

Table 7.1(the end)

1	2	3	4	5
Total for Module 2		60		
<i>Preparation for the exam</i>		10		Main: [1 – 8]. Additional: [9 – 15; 17; 19 – 22]
<i>Total</i>		124		

7.1. Questions for self-study

Module 1

Theoretical and historical foundations of public governance

Topic 1. Theoretical aspects of public administration

1. The history of public administration and its establishment as a state administrative function.
2. The emergence and development of public administration as a science.
3. The purpose and objectives of Public Administration as an academic discipline.
4. The concept of governance, its etymology and distribution.
5. The principles and functions of public governance.
6. Woodrow Wilson and his contribution to the development of public administration.
7. Determine the difference between political and administrative processes in public administration.
8. Describe public administration as an attribute of the state powerful mechanism.
9. Prospects for the development of public administration in Ukraine and abroad.
10. Modernization of public administration.

Recommended literature: main [1; 3; 4; 6 – 8]; additional [10; 14; 17; 18; 21].

Topic 2. Efficiency and effectiveness of democratic governance

1. The emergence and establishment of democracy in the world.
2. Democracy and civilization: points of contract.
3. Democracy as a system of governance in the country.
4. The totalitarian regime: the lessons of history.
5. Special features of bureaucracy in public administration.
6. The quality of governance: criteria and ways of its improvement.
7. The effectiveness of governance as an indicator of the quality of governance.
8. Performance indicators of public administration in Ukraine.
9. The system of comprehensive evaluation of democratic governance effectiveness.
10. The motivation of public administration as a factor of management efficiency.

Recommended literature: main [1; 3; 4; 6 – 8]; additional [13 – 16].

Topic 3. Methodological bases of research in public administration

1. The methodology of research in public administration.
2. The theory and practice of public administration.
3. Specificity of scientific tools in public administration.
4. Methodology of research into public processes.
5. Methods of research into public processes.
6. The mechanism of choosing the research methods depending on the characteristics of the object of study.
7. Expert assessment in public administration.
8. The survey as a tool for studying public administration.
9. Mathematical methods in public administration: current situation and prospects.
10. Modern trends of scientific knowledge and the possibility of using them in public administration.

Recommended literature: main [1 – 4; 6; 8]; additional [9 – 14].

Topic 4. Models in public administration

1. The concept of decentralization: nature, purposes, characteristics.
2. The concept of centralization: nature, purposes, characteristics.
3. The concept of deconcentration: nature, purposes, characteristics.

4. Subsidiarity as a fundamental principle of public administration.
 5. The European Union and its contribution to the development of the decentralization process.
 6. Public administration and the local self-government in Ukraine.
 7. The legal framework that governs decentralization and centralization in Ukraine.
 8. The concept of the local government and peculiarities of its formation.
 9. Interaction of state and local governments and effectiveness of their implemented functions.
 10. Territorial community: myth or reality?
 11. The model of public administration in England.
 12. The model of public administration in France.
 13. The model of public administration in Germany.
 14. The model of public administration in Poland.
 15. The model of public administration in the United States.
 16. The model of public administration in Ukraine.
- Recommended literature: main [1; 3; 4; 6 – 8]; additional [9; 13 – 15].

Topic 5. Culture and ethics of public administration

1. Legislation of Ukraine in public services: analytical description.
 2. The civil service reform in public services.
 3. The position of public servants as the primary structural unit of state authority, its essence and the social-managerial role.
 4. Professional qualification characteristics of public servants.
 5. The social position and the role of public servants.
 6. The role and place of the elite in government.
 7. The code of ethics of public servants.
 8. "Everything that is not prohibited by law is allowed" – "Permitted only what is allowed by law" – a public servant between two behavioral codes.
 9. Anti-corruption legislation in Ukraine: a test for viability.
 10. The rules of professional etiquette of public servants (the general and diplomatic etiquette).
- Recommended literature: main [1 – 6; 8]; additional [15].

Topic 6. Conflicts and stresses in public administration

1. The methods of the conflictological science: general and special.

2. Psychological concepts in the theory of conflict.
 3. The model of innovation conflict (by Smelser).
 4. The typology of social conflict according to different criteria.
 5. The scale of conflicts. The concept the "legitimate field" in conflict.
 6. Objective and subjective factors of conflict.
 7. Features and types of the religious conflict.
 8. Ethnic conflicts as a socio-cultural and political problem.
 9. Conflicts in organization: labor, administrative, professional.
 10. The specifics of family conflicts.
 11. The essence of political conflict and its kinds.
 12. Socio-political crisis: causes and characteristics.
- Recommended literature: main [1 – 5; 7]; additional [9; 14; 16].

Module 2. Modern management mechanisms of community development

Topic 7. Current management mechanisms of community development

1. Ways of formation of public administration in Ukraine.
2. The main directions of legislation on public administration in Ukraine.
3. The main stages of administrative reforms in Ukraine
4. Civil society: etymology and development.
5. The experience of countries in the development of civil society.
6. The formation of civil society in Ukraine.
7. Non-government organizations as part of public administration.
8. The trade union movement as an important component of democratic governance.
9. The media and their role in public administration.
10. Describe the basic criteria of optimal managerial decisions taking into consideration the political development of modern Ukraine.

Recommended literature: main [1 – 8]; additional [9 – 14; 22].

Topic 8. The theory of state and society

1. The historical background of state in Ukraine.
2. Stages of state establishment in Ukraine.
3. Orlyk Constitution and its evaluation by the international community.

4. The constitutional process in Ukraine in 1990 – 2014.
5. The political system of Ukraine: basic characteristics.
6. The process of independence of Ukraine.
7. Self-organization and social risks for the state.
8. Separatist tendencies: world experience of solving complex problems.
9. The advantages and disadvantages of social stratification of society.
10. Poverty and its impact on the society's harmonious development.

Recommended literature: main [1 – 8]; additional [9 – 13].

Topic 9. Socio-political processes, content and development trends

1. The formation of a multiparty system in Ukraine.
2. National movement of Ukraine and its role in the national identification of Ukrainians.
3. The extreme left (communist) and right (national-radical) movements of independent Ukraine.
4. Lobbyism in political processes in Ukraine.
5. The language issue in Ukraine and possible ways to resolve it.
6. The protest movement in Ukraine as a manifestation of national archetypes.
7. The Ukrainian identity in the world.
8. The civilization component of the Ukrainian nation.
9. The geopolitical choice of Ukraine.
10. Ukraine in the next 20 years – development prospects.

Recommended literature: main [1; 3 – 8]; additional [9 – 11; 14; 19 – 22].

Topic 10. Innovative development of Ukraine

1. The scientific and technological progress, the scientific and technological revolution.
2. The strategy of innovative development of Ukraine.
3. The socio-economic development of the country.
4. The innovation and investment attractiveness of Ukraine.
5. Innovation in public administration.
6. The use of quality systems in public administration.

7. The system of training of public servants.
8. The problem of the quality of public servants education in Ukraine.
9. The features of the Law of Ukraine "On the access to public information".
10. The state of e-government in Ukraine.

Recommended literature: main [1 – 8]; additional [9 – 11; 14; 19 – 22].

8. Individual counseling

Individual counseling takes place according to the schedule in the form of individual sessions, consultations, review and assessment of individual tasks, defence of papers given in the list of current control, and so on.

The forms of individual counseling are:

a) mastery of the theoretical material:

consultation: individual (question – answer), group (dealing with case studies – situations);

b) practical mastery of the material:

individual and group counseling;

c) integrated assessment of the mastery of the syllabus material:

individual presentation of the executed tasks.

9. The teaching methods

Both active and interactive learning technologies are used in the process of teaching to intensify the learning of students. The use of problem lectures, mini-lectures, small group work, seminars, discussions, brainstorming, case studies, presentations, role-plays, project work, computer simulations, Delphi method, the method of scenarios, banks of visual support are suggested (Tables 9.1 and 9.2).

Table 9.1

Distribution of forms and methods of intensification of the learning process activation according to the topics of the academic discipline

Topic	Practical application of the educational technologies
1	2
<i>Topic 1.</i> Theoretical aspects of public administration	A discussion seminar on the topic "Logical framework of public institutions in Ukraine"
<i>Topic 2.</i> Efficiency and effectiveness of democratic governance	Brainstorming: Tools of public administration. Lecture on the nature of the problem "Processes of centralization and decentralization and the democratic choice of Ukraine"
<i>Topic 3.</i> Methodological bases of research in public administration	A lecture on the problem "Logical and theoretical reconstruction of social, political and administrative management objects"
<i>Topic 4.</i> Models in public administration	A discussion seminar on the topic "Civil service and decentralized public service – differences (construction of logic relationship of civil service and decentralized public service)"
<i>Topic 5.</i> Culture and ethics of public administration	Small group work on: 1. Competence as a basis of public servants professionalism. 2. The concept and essence of competence. 3. Key elements of competence, knowledge, experience, general and administrative culture, personal qualities of an employee
<i>Topic 6.</i> Conflicts and stresses in public administration	A lecture on the problem: 1. Problems of formation and implementation of personnel policies in epublic administration of the region and their causes. Conflicts and stresses that arise. 2. Conflict of social masses and the role of public administration in the regulation of conflicts
<i>Topic 7.</i> Current management mechanisms of community development	A mini-lecture on the topic "Decentralization of public authority: European experience and prospects for Ukraine" A role play: "Power – Party – NGO: secret interaction" 1. Mini-projects: Creating mini-projects on the proposed topics, defending them for the representatives of public administration. 2. Evaluation, selection, justification of the selected projects for governmental funding

Table 9.1(the end)

1	2
<i>Topic 8. The theory of state and society</i>	A mini-lecture on the topic "Civil self-awareness. The role of public administration"
<i>Topic 9. Socio-political processes, content and development trends</i>	A lecture on the problem-debate "The European choice of Ukraine will promote the development of the local government in Ukraine" A situational game: "The social issues as seen by the public servants"
<i>Topic 10. Innovative development of Ukraine</i>	A lecture on the problem "A post-information society, is there any in Ukraine?"

The main difference of active and interactive teaching methods from the traditional ones is determined not only by the teaching methods and techniques, but also by high efficiency of the educational process, which is found in highly-motivated students; consolidation of the theoretical knowledge in practice; raising the consciousness of students; forming the ability to make independent decisions; forming the ability of making collective decisions; forming a capacity for social integration; developing skills in conflict resolution; developing the ability to find a compromise.

Problem lectures make one of the most important elements of problem-based learning of students. Along with lectures they provide primary consideration of the problematic issues that have not been developed in science and are relevant to the theory and practice. Lectures of problematic nature are characterized by deep reasoning of the material that is taught. They contribute to the formation of students' independent creative thinking, teach them cognitive skills. The students are participants in the scientific research and solutions to problems.

Mini-lectures include presentation of the educational material in a short period of time and are characterized by large capacity, complexity of logical constructs, images, proofs and generalizations. They are usually held, as part of a lesson study. Mini-lectures are different from the full-length lectures by much shorter duration. A mini-lecture usually lasts no more than 10 – 15 minutes and is used to briefly bring new information to all the listeners. Mini-lectures are often used as an integral part of the theme that it is desirable to teach as a full-length lecture in order not to bore the audience. Then the information is delivered by alternate several segments, between which other forms and methods of teaching are used.

Seminar-discussions involve the exchange of ideas and views of participants on the topic and develop their thinking, help to form attitudes and beliefs, produce the ability to formulate and express their opinions.

Work in small groups enables the teacher to structure practical seminars in the form and content, creating opportunities for the participation of each student in the class to express his thoughts on the subject, providing the formation of personality and experience of social communication.

Brain storm is a method of solving urgent problems, the essence of which is to express the largest possible number of ideas in a very limited time to discuss and select them.

Presentations. Presentations to an audience are used to represent certain achievements, results of the report on individual assignments, project works. Presentations can be individual, such as a student's performance and collective ones, performed by two or more students.

The Delphi method is used to reach consensus in expertise. It provides the opportunity to express students' own views to the panel, working individually in different places. When choosing a managerial decision on this method the academic group is divided, for example, in five small groups. Four groups are working teams, they develop and make a managerial decision, and the fifth group is an expert one. Analysis and options for managerial decisions on the effective management of the working groups are averaged by this group. The expert group can be divided by specializations.

The method of scenarios lies in the development of possible behavior models and the development of specific events in the future.

Table 9.2

Using the intensification techniques in the learning process

The topic of the course	Practical application of the methods	Methods enhancing the process of learning
1	2	3
<i>Topic 1.</i> Theoretical aspects of public administration	<i>A seminar.</i> Topic: "Features of public administration in Ukraine". <i>Task 1.</i> Definition of public administration on the basis of the logical framework of public institutions in Ukraine	Seminars, discussions, presentations, the method of scenarios

Table 9. 2 (the end)

1	2	3
<i>Topic 2. Efficiency and effectiveness of democratic governance</i>	<i>Task 2. Determination of the efficiency and effectiveness of democratic governance with Kharkiv region taken as an example. Comparison with other regions. Task 3. The processes of centralization and decentralization and the democratic choice of Ukraine</i>	Work in small groups, brainstorming, Delphi method
<i>Topic 3. Methodological bases of research in public administration</i>	<i>A seminar. Topic: "Methodological bases of research in public administration"</i>	Seminars, discussions, presentations
<i>Topic 4. Models in public administration</i>	<i>A seminar. Topic: "Models in public administration"</i>	Work in small groups, brainstorming
<i>Topic 5. Culture and ethics of public administration</i>	<i>Task 4. Analysis of the use of the administrative culture and administrative (official) ethics instruments</i>	Work in small groups, brainstorming, the method of scenarios, presentations
<i>Topic 6. Conflicts and stresses in public administration</i>	<i>A seminar. Topic: "Formulation and implementation of effective personnel policies in public administration"</i>	Seminars, discussions, presentations
<i>Topic 7. Current management mechanisms of community development</i>	<i>Task 5. Decentralization of public authority: European experience and prospects for Ukraine</i>	Work in small groups, brainstorming, presentations
<i>Topic 8. The theory of state and society</i>	<i>A seminar. Topic: "Civil society as a key to efficient governance"</i>	Seminars, discussions, presentations
<i>Topic 9. Socio-political processes, content and development trends</i>	<i>A seminar. Topic: "The experience of community development management". Task 6. A debate on the topic "The European choice of Ukraine will promote the development of local government in Ukraine"</i>	Seminars, discussions, small group work, brainstorming, presentations
<i>Topic 10. Innovative development of Ukraine</i>	<i>A seminar. Topic: "Innovative development of Ukraine"</i>	Seminars, discussions, presentations

10. The methods of control

The system of evaluation of the formed competences (see Table 2.1) includes classes that in accordance with the syllabus of the academic discipline provide lectures, seminars, workshops, and performance of independent work. Evaluation of the formed competences of students is conducted on the cumulative 100-point scale. According to the Provisional Regulations "On the assessment of students' progress according to the cumulative rating system" at S. Kuznets KhNUE, the control methods include:

current control exercised during the semester at lectures, practicals and seminars; it implies accumulation of points (the maximum number is 60 points, the minimum number that allows a student to take the exam is 35 points);

module control performed taking into account the current control for the relevant content module and aimed at the integrated assessment of students' progress after studying the material of the logically completed part of the academic discipline – the content module;

final/semester control performed in the form of a semester exam, according to the schedule of the educational process.

Current control on this academic discipline is carried out in the following forms:

- active work at lectures;
- active participation in the performance of practical tasks;
- active participation in discussions and material presentation at seminars;
- defence of individual and complex tasks;
- review of essays on a given topic;
- current testing;
- written test;
- oral test;
- dictation on the lecture material.

Module control on this discipline is carried out in the form of a colloquium. **A colloquium** is a form of control and evaluation of students' knowledge in the system of education at higher education establishments. It is carried out as a mini-exam on the initiative of a teacher.

A semester exam is a form of final assessment of the theoretical and practical material mastering of a single discipline, conducted as a control measure.

The order of conducting the current control of students' knowledge. The assessment of students' knowledge is carried out during seminars and practicals and in the course of doing individual tasks on the cumulative 100-point scale based on the following criteria:

understanding, the degree of assimilation of the theoretical and methodological issues;

the degree of assimilation of the actual material of the academic discipline;

familiarization with the recommended literature, as well as contemporary literature on the issues under consideration;

the ability to combine theory with practice when considering production situations, solving problems, making calculations when performing individual tasks and assignments submitted for consideration in the classroom;

logic, structure, style of presentation in written papers and in speeches, the ability to justify their position, to carry out synthesis of information and draw conclusions;

arithmetic correctness of calculation tasks.

The maximum possible score for a specific task is gained when the individual student's work or oral answers meet all these criteria. The absence of a component reduces the number of points. In assessing individual tasks attention is also paid to the quality, independence and timeliness of submitting the tasks to the teacher, according to the curriculum. If any requirements are not met, the points will be lower.

Current test control is carried out two times per semester. The test includes questions of single and multiple choice to assess the knowledge of basic categories of the academic discipline.

The written test is held two times per semester and includes practical tasks of different levels of difficulty according to the themes of the content module.

Evaluation criteria of extracurricular independent work. The general criteria for the evaluation of extracurricular independent work are: the depth and strength of knowledge, the level of thinking, the ability to frame knowledge on certain topics, the ability to make reasoned decisions, command of the categorical apparatus, skills and techniques used in doing practical tasks, the ability to find relevant information, exercise its systematization and processing, self-realization through practical studies.

The criteria for evaluating essays are:

the ability to conduct critical and independent assessment of certain issues;

the ability to explain alternative views and have their own point of view, position on certain problem issues;

applying analytical approaches;

quality and clarity of presentation of reasons;

logic, structure and validity of conclusions on specific issues;

independence of work;

literacy of presentation;

the methods of comparison, generalization of the concepts and phenomena;

work design.

The order of the final control on the academic discipline. The final control of knowledge and competences of students is carried out on the basis of the semester examination. An examination card covers the syllabus and provides for determination of the mastery of knowledge and competences of students (see Table 2.1).

The objective of the examination is to test the student's understanding of the syllabus material in general, logic and interconnections between different sections, the ability to creatively use the gained knowledge, the ability to formulate their attitude to some problems and so on. In terms of implementation of the competence approach the exam assesses the level of mastering the competences stipulated by the qualification requirements. Each paper consists of 5 practical tasks that involve solving typical professional issues on the spot and can diagnose the level of the theoretical knowledge and the level of students' competence on the academic discipline.

An examination card includes two stereotypical, two diagnostic and one heuristic tasks that are assessed in accordance with the Provisional Regulations "On the assessment of students' progress according to the cumulative rating system" at S. Kuznets KhNUE.

A student who for valid reasons did not have an opportunity to participate in this form of control i.e. didn't pass the content module has the right to complete it within two weeks after returning to training on the order of the dean of the faculty before the deadline.

The student may not be allowed to take the exam if the number of points obtained during the current control and the module control according to

the content module during the semester has not reached 35 points. After the exams the dean of the faculty shall give an order to lift the academic debt. In due time the student should get the scoring points.

A student can get a credit for the course if the total score obtained by the results of the final/semester performance assessment, equals to or is more than 60 points. The minimum number of points for the current and module control during the semester is 35 and the minimum possible number of points gained at the exam is 25.

The result of the semester exam is assessed (the maximum number is 40 points, the minimum number acceptable is 25 points) and put in the appropriate column of the examination list "Grade report".

The evaluation of the discipline is calculated based on the points got at the exam, and the points got during the current control according to the cumulative rating system.

The overall result in points per semester (60 or more points mean "passed", 59 or less points mean "failed") is entered in the "Grade report". In the case of less than 60 points a student should take a test after the exam in the period appointed by the Dean, but no later than two weeks after the beginning of the semester. In the case of regaining less than 60 points the dean of the faculty appoints a Committee of three teachers led by the Head of the Department and defines the term of resitting the examination, then a decision is made in accordance with the applicable Law: if it is "passed" the student continues to study the curriculum, and if it is "failed", the dean of the faculty offers the student a re-study of the academic discipline during the next academic period by himself.

An examination paper consists of five tasks: three stereotypical, a diagnostic and a heuristic task that determine the level of Master's mastery of professional competences on the analysis of public administration legality, assessment of public administration officials authority and the rule of law and discipline in public services by means of compliance and business ethics using techniques of conflicts settlement, the use of knowledge on the rights and duties of civil servants, principles of public administration.

The stereotypical task reveals the level of mastery of the professional competence of comparative analysis and a complete description of public administration models and local self-government principles, procedures, settlement of stress in management structural units of public administration, the ability to identify elements of public administration, to carry out a

comparative analysis of public administration in different countries, the ability to determine the necessary methods of professional management culture at the specified routing conflict.

The diagnostic task reveals the level of mastery of professional competences when analysing the advantages and disadvantages of public administration models and their features in career structure of the local government, practical situation analysis to determine the priorities of public administration and the definition of the components of good governance, analysis of the head behavior in a particular situation of compliance restrictions on public servants to counter conflicts of interest.

The heuristic task reveals the level of mastery of the professional competence of a comparative analysis of government officials at various levels, analysis of the proposed models of interaction between public administration and civil service in accordance with the order of the executive power, analysis of the situation of interaction between the manager and the subordinate, a system analysis model of interaction between management subjects in public administration in the specified areas of the territorial administrative unit.

A sample examination paper

S. Kuznets Kharkiv National University of Economics

Educational qualification "Master"

Speciality 8.15010008 "Public Administration"

Semester I

Academic discipline "Introduction to Public Administration"

Paper No. 1

Task 1. The public service has its own peculiarities in the apparatus of public prosecution, courts, diplomatic service, customs, security service, internal affairs service, tax authorities which are determined by special laws on these bodies and act in accordance with the principles of public administration. What are these principles? Describe them.

Task 2. Draw a diagram of the relationship between public administration and state administration using the following elements: society, state and administrative apparatus, the three branches of power, public policy, local self-government, "good" governance, e-governance.

Task 3. One of the characteristics of foreign models of local self-government is the lack of local authorized representatives of the central government, which take care of local elected bodies. Name this model of the local self-government, determine its other special features and list the countries where it is used.

Task 4. Your deputy is a very experienced specialist, he really "knows his work backwards", is almost indispensable; when he is near, you are sure everything will be fine, but you also know that he is a heartless man and is not interested in any humane problem. That is why the atmosphere in the team has recently become anxious, some colleagues are going to leave their jobs because he has offended them. You have attempted to discuss it with him during an informal conversation, but he does not even understand what you mean, he is only interested in plan and profit. How should you affect your deputy in order to change his style of interaction with the staff? What will you do?

Task 5. You work as an assistant of the general department manager of Kharkiv Regional State Administration. He was invited to make a presentation at an international conference in Kyiv on the topic "Public administration in Ukraine". You need to help your boss to prepare for the presentation, you need to define the features of public administration by completing Table 1.

Table 1

Features of public administration

Public administration viewed:	Essence	Terms of use
from the position of take-over of the power vertical		
as a business process		
in the light of ethical issues and spirituality		

Adopted by the Department of Public Administration and Regional Economics of S. Kuznets KhNUE.

Protocol No. 7 of 25 November, 2013

Head of the Department
of Public Administration
and Regional Economics

Doctor of Science in Economics,
Professor Gavkalova N. L.

Examiner

Doctor of Science in Economics,
Professor Gavkalova N. L.

The total score for the exam consists of the total score for the performance of all the tasks that are rounded to the even number according to the rules of mathematics.

The algorithm for solving each problem involves certain steps that differ in their complexity, laboriousness and importance when solving the problem. Therefore, specific tasks and stages of solving them are assessed separately from each other as follows:

Task 1 (2.5 points):

1 point for a correct description of a public administration model;

1 point for the full list and description of the principles of governance that are the basis for the implementation of public governance;

0.5 point for providing valid conclusions.

Task 2 (5 points):

2 points for a correct description of a local self-government model;

2 points for a detailed analysis of the characteristics of public administration in the world;

1 point for the reasonableness of public administration issues.

Task 3 (7.5 points):

3 points for a correct description of the local self-government model;

3 points for a detailed analysis of the situation with reference to the characteristics of the country where the local self-government model is used;

1.5 points for a reasoned opinion on the use of a definite model of public administration in Ukraine.

Task 4 (10 points):

4 points for the task with the use of necessary knowledge and skills provided by the curriculum;

2 points for a correct description of a conflict situation;

2.5 points for comments concerning the application of the aforementioned instruments of trouble-shooting being analyzed;

1 point for the logical sequence of analysis;

0.5 point for cleanliness of the analysis of the situation.

Task 5 (15 points):

3 points for the task with the use of the necessary knowledge and skills provided by the curriculum;

3 points for a correct description of the relationship of public administration and state administration in the specified situation;

3 points for any explanation on the use of public administration elements in the situation being analyzed;

2.5 points for the logical sequence of the situation analysis;

2 points for argumentation and sound conclusions.

1.5 points for cleanliness of the situation analysis.

11. The distribution of the points that students get

The evaluation system of professional competences formed by full-time students is presented in Table 11.1.

Table 11.1

The evaluation system of professional competences

Professional competences		Educational week	Year	Methods and forms of education		Assessing the level of the formed competences		
						Forms of control	The maximum score	
		Module 1					32	
		Theoretical and historical foundations of public governance						
1		2	3	4		5	6	
VIPA 1	To determine the principles of governance and mechanisms of regulation of social and economic processes	1-2	Class	4	Lecture	Topic 1. Theoretical aspects of public administration	Work at the lectures	1
				1	Seminars	The subject of the seminar "Peculiarities of public administration in Ukraine": 1. The concept of public administration as a type of socially useful activities and as a public law institution. 2. The concept and content of public administration principles	Active participation in discussions	0.5

Table 11.1 (continuation)

1		2	3		4		5	6
				1	Seminars	3. Tasks and functions of the public administration: concept, types and characteristics. 4. Adaptation of public administration to the EU standards	Active participation in discussions	0.5
				1	Practical classes	Task 1. The definition of public administration based on building logical framework of public institutions in Ukraine	Active participation in practical tasks performance	0.5
			IWS	12	Preparation for classes	Study of the lecture material, preparation for seminars, review of the theoretical material on the topic "Features of Public Administration in Ukraine", preparation for practical classes	Home-work defence	2
VdPA 1	To determine the efficiency and effectiveness of democratic governance	3-4	Class	2	Lecture	Topic 2. Efficiency and effectiveness of democratic governance	Work at the lecture	1
				2	Workshop	Task 2. Determination of the effectiveness of good governance with Kharkiv region taken as an example. Comparison with other regions. Taking into account international experience. Task 3. The processes of centralization and decentralization and the democratic choice of Ukraine	Active participation in practical tasks, performance	1
							The written test	2
							Testing	1

Table 11.1 (continuation)

1	2	3	4				5	6
			IWS	12	Preparation for classes	Study of the lecture material, preparation for practical classes. Preparations for the control of topics 1 and 2. Preparation for testing .The task "Processes of centralization and decentralization and the democratic choice of Ukraine"	Defending the homework	2
VdPA 1	To make a reasonable choice of public administration methods and administrative management models	5	Class	2	Lecture	Topic 3. Research methodologies in public administration	Work at the lectures	0.5
				2	Seminars	The subject of the seminar "Methodological bases of research in public administration": 1. Specificity of scientific knowledge in social, administrative and management areas. 2. Features of scientific research, in public administration. Logical theoretical reconstruction of social, political and administrative management objects. 4. Sociological research in public administration	Active participation in discussions	1
							Publication of the report	1
			IWS	6	Preparation for practical classes	Study of lectures, preparing for workshops. Homework, review of the theoretical material on the topic "Methodological bases of research in public administration". Writing essays on the topic "Governance methods as a set of managerial techniques"; "Functions and methods of governance"	Defending the essay	3

Table 11.1 (continuation)

1	2	3	4				5	6
		6	Class	2	Lecture	Topic 4. Models in public administration	Work at the lectures	0,5
			IWS	6	Preparation for classes	Study of the lecture material, preparation for seminars, review of the theoretical material on the topic "Methodological bases of research in public administration"	Presentation	3
VdPA 1	To determine the nature and administrative models based on the evaluation of the managerial processes	7	class	2	Lecture	Topic 5. Culture and ethics of public administration	Work for lectures	0.5
							Dictation	2
			IWS	2	Workshop	Task 4. Analysis of the use of instruments of administrative culture and administrative (official) ethics	Active participation in practical tasks performance	1
				6	Preparation for classes	Study of the lecture material, practical preparation for classes, review of the theoretical material on the topic "Administrative culture and ethics"	Defending the homework	1
VdPA 1	To determine the optimal management solution for conflict and stress resolution	8-9	class	4	Lecture	Topic 6. Conflicts and stress in public administration	Work at the lectures	1
				2	Seminars	The subject of the seminar "Formulation and implementation of effective personnel policies in public administration": 1. Problems of formation and implementation of personnel policies in public administration of the region and their causes. Conflicts and stresses that arise. 2. Conflict of social masses and the role of public administration in regulating conflicts. Publication of the report on the topic	Active participation in discussions Colloquium	1 5

Table 11.1 (continuation)

1	2	3	4				5	6
			IWS	12	Preparation for classes	Study of the lecture material, performance of practical exercises. Preparation for testing. Preparation of a report on the themes: 1. Definition of a conflict of interest in public administration. 2. Moral regulators of the conflicts of interests. 3. Strategic directions of the administrative reform in Ukraine. 4. The human factor in management. 5. Psychosocial causes of the personnel policy and professionalization of public administration. Preparation for the colloquium	Defending the homework Testing	0.5 1
	Module 2 Modern management mechanisms of community development							28
ВдПА 2	To forecast current trends of authorities, political and social organizations interactions to improve management at central and regional levels	10-12	Class	6	Lecture	Topic 7. Current management mechanisms of community development	Work at the lectures	1.5
				2	Workshop	Task 5. Decentralization of public authority: European experience and prospects for Ukraine	Work at the lectures A written test	1 2
			IWS	20	Preparation for classes	Search, selection and review of the literature on a given topic. Homework, preparing a mini-project "Development of mini-projects on socially significant themes of social organization and political parties, a proposed template and defending it	Evaluation of the essay	3

Table 11.1 (continuation)

1	2	3	4				5	6
			IWS			for representatives of the government"; "Evaluation, selection, justification of projects for authority funding"		
VdPA 2	To coordinate public activity in society	13	class	2	Lecture	Topic 8. The theory of state and society	Work at the lectures	0.5
				2	Seminars	The subject of the seminar "The experience of management community development": 1. The influence of political parties on the state of public administration. 2. An international experience in community development management	Active participation in discussions	0.5
			IWS	6	Preparation for classes	Study of the lecture material, preparing for workshops. Preparation of the report on the topic "Formation of public trust to public servants"; "Providing quality services as a way of making a positive image of the government." Homework	Publication of the report Presentation	1 3
VdPA 2	To identify social and political processes and determine their impact on the socio-economic development	14 – 15	class	4	Lecture	Topic 9. Socio-political processes, content and development trends	Work at the lectures	1
				2	Workshop	Task 6. A debate on the topic "The European choice of Ukraine will promote the development of the local government in Ukraine"	Active participation in the performance of practical tasks	1
			IWS	16	Preparation for classes	Search, selection and review of the literature on a given topic. Homework on the topic "The impact of political parties on	Checking the homework	2

Table 11.1 (the end)

1	2	3	4				5	6	
						the state government"; "International experience of management community development"			
VdPA 2	To assess the effectiveness of innovation in public administration	16 – 17	Class	4	Lecture	Topic 10. Innovative development of Ukraine	Work at the lectures	1	
				2	Seminars	The subject of the seminar "Innovative Development of Ukraine": 1. Innovative development as a key to sustainable growth. 2. Staffing problems of innovative development	Active participation in discussions Colloquium	15	
			IWS	18	Preparation for classes	Search, selection and review of the literature on a given topic. Independent work on the lectures: 1. Innovation in public administration. 2. Governance of reforms. 3. The concept of the reform. 4. Preparation for the colloquium	Defending the homework	1	
EXAMS			Class	2	Exam tutorial	Solving practical problems on various topics that make up total control	Final control	40	
				2	Examination	Examination card tasks			
			IWS	10	Preparation for the test	Revision of the content modules material			
Total hours				180	Maximum number of points on the academic discipline			100	
Including									
Lecture				56	31 %	current control			60
Independent work				124	69 %	final control			40

Table 11.2

Distribution of points according to the forms (ways) and methods of teaching the academic discipline "Introduction to Public Administration"

Module topics		Lectures	Practicals	Homework	Essay	Report	Presentation	Current tests	Testing	Colloquium	Total
ZM 1	Topic 1. Theoretical aspects of public administration	1	1	2						5	32
	Topic 2. Efficiency and effectiveness of democratic governance	1	1	2				2	1		
	Topic 3. Methodological bases of research in public administration	0.5	1		3	1					
	Topic 4. Models of public administration	0.5		1			3				
	Topic 5. Culture and ethics of public administration	0.5	1	1							
	Topic 6. Conflicts and stresses in public administration	1	1	0.5					1		
ZM 2	Topic 7. Current management mechanisms of community development	1.5	1	2	3			2		5	28
	Topic 8. The theory of state and society	0.5	1	1		1	3				
	Topic 9. Socio-political processes, content and development trends	1	1	2							
	Topic 10. Innovative development of Ukraine	1	1	1							
Total		8.5	9	12.5	6	2	6	4	2	10	60

The distribution of points within the topics of content modules is shown in Table 11.3.

Table 11.3

Distribution of points after the themes

Current control and independent work										The final test (exam)	Total
Module 1						Module 2				40	100
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10		
4	7	5.5	4.5	2.5	3.5	9.5	6.5	4	3		
Colloquium						Colloquium					
5						5					

The maximum points that a student can get during a week are given in Table 11.4.

Table 11.4

Distribution of points for a week

Module topics			Lectures	Practical classes	Laboratory sessions	Seminars	Report	Homework defence	Checking the essay	Presentation	Express poll	Testing	The written test	ISRW defence	Colloquium	Total
Module 1 Theoretical and historical foundations of public governance	Topic	Week														
	1	1	0.5	0.5	–	0.5	–	1	–	–	–	–	–	–	–	2.5
		2	0.5	–	–	–	–	1	–	–	–	–	–	–	–	1.5
	2	3	0.5	1	–	–	–	1	–	–	–	1	2	–	–	5.5
		3	0.5	–	–	–	–	1	–	–	–	–	–	–	–	1.5
	3	3	0.5	–	–	1	1	–	3	–	–	–	–	–	–	5.5
	4	6	0.5	–	–	–	–	1	–	3	–	–	–	–	–	4.5
	5	7	0.5	1	–	–	–	1	–	–	–	–	–	–	–	2.5

Table 11.4 (the end)

Module topics			Lectures	Practical classes	Laboratory sessions	Seminars	Report	Homework defence	Checking the essay	Presentation	Express poll	Testing	The written test	ISRW defence	Colloquium	Total
Module 2 Modern management mechanisms of community development	Topic	Week														
	6	8	0.5	–	–	–	–	0.5	–	–	–	–	–	–	–	1
		9	0.5	–	–	1	–	–	–	–	–	1	–	–	5	7.5
	7	10	0.5	–	–	–	–	1	–	3	–	–	–	–	–	4.5
		11	0.5	1	–	–	–	1	–	–	–	–	2	–	–	4.5
		12	0.5	–	–	–	–	–	–	–	–	–	–	–	–	0.5
	8	13	0.5	–	–	1	1	1	3	–	–	–	–	–	–	6.5
	9	14	0.5	–	–	–	–	1	–	–	–	–	–	–	–	1.5
		15	0.5	0.5	–	0.5	–	1	–	–	–	–	–	–	–	2.5
	10	16	0.5	–	–	–	–	–	–	–	–	–	–	–	–	0.5
		17	0.5	–	–	–	–	0.5	–	–	–	–	–	–	–	1

The final score on the academic discipline is determined according to the Provisional Regulations "On the assessment of students' progress according to the cumulative rating system" at S. Kuznets KhNUE (Table 11.5).

Table 11.5

The grading scale: national and ECTS

Total points for all the educational activities	ECTS assessment scale	Assessment according to the national scale	
		examination, yearly project, practice	credit
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactory	

Table 11.5 (the end)

Total points for all the educational activities	ECTS assessment scale	Assessment according to the national scale	
		examination, yearly project, practice	credit
60 – 63	E		
35 – 59	FX	unsatisfactory	not passed
1 – 34	F		

Ratings on this scale are entered into the grade report, student's individual curriculum and other academic documents.

12. Recommended literature

12.1. Main

1. Василенко И. А. Административно-государственное управление в странах Запада: США, Великобритания, Франция, Германия : учеб. пособ. / И. А. Василенко. – 2-е изд., перераб. и доп. – М. : Логос, 2000. – 200 с.

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4. Державне управління і менеджмент : навч. посіб. у таблицях і схемах / Г. С. Одинцова, Г. І. Мостовий, О. Ю. Амосов та ін. ; за заг. ред. д-ра екон. наук, проф. Одинцової Г. С. – Х. : ХарРІ УАДУ, 2002. – 492 с.

5. Державне управління в Україні: централізація і децентралізація : монографія / кол. авт; відп. ред. проф. Нижник Н. Р. – К. : УАДУ при Президентові України, 1997. – 448 с.

6. Інфраструктурне забезпечення конкурентної економіки регіонів (методологія і механізми) / П. Ю. Беленький, О. Л. Вальдрат, Н. І. Гомельська та ін. ; наук. ред. докт. екон. наук, проф. Беленький П. Ю. – Львів : НАН України; Ін-т регіональних досліджень, 2002. – 308 с.

7. Побудова системи управління якістю в діяльності органів виконавчої влади регіону : монографія / М. В. Афанасьєв, Л. Г. Шемаєва, Л. Й. Аведян та ін. ; [за заг. ред. канд. екон. наук, доцента Шемаєвої Л. Г. – Х. : Вид. ХНЕУ, 2008. – 472 с.

8. Про місцеве самоврядування в Україні : Закон України // Відомості Верховної Ради України. – 1997. – № 24. – С. 170.

9. Про місцеві державні адміністрації : Закон України від 09.04.1999 р. № 586 – XIV // Офіційний вісник України. – 1999. – № 18. – С. 190.

10. Теоретичні засади та організаційні механізми реформування державної служби в Україні : монографія / Н. Л. Гавкалова, Л. Й. Аведян, Л. Ю. Гордієнко та ін. ; за заг. ред. докт. екон. наук, професора Гавкалової Н. Л. – Х. : Вид. ХНЕУ, 2012. – 328 с.

12.2. Additional

11. Дзвінчук Д. І. Методичні рекомендації з проведення самостійної та індивідуальної роботи з студентами та слухачами магістратури спеціальності "Державна служба" в умовах інтенсифікації навчання / Д. І. Дзвінчук. – Івано-Франківськ : Місто НВ, 2007. – 92 с.

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13. Институциональные проблемы эффективного государства / под ред. В. В. Дементьева, Р. М. Нуреева. – Донецк : ДонНТУ, 2011. – 292 с.

14. Конституція України. – К. : Преса України, 1996. – 80 с.

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17. Мельников Р. М. Проблемы теории и практики государственного регулирования экономического развития регионов : [монография] / Р. М. Мельников. – М. : Изд-во РАГС, 2006. – 347 с.

18. Переход к демократии стран Центральной и Восточной Европы в сравнительной перспективе / под ред. А. Антошевского, Р. Хербута ; пер. с польск. – Донецк : Издательство "Донбасс", 2001. – 302 с.

12.3. Information resources

19. Децентралізація підвищить конкурентоспроможність регіонів / Офіційний веб-сайт Фонду ефективного управління. – Режим доступу : http://ua.debaty.org/cms/decentralizatia_main.

20. Концепція реформування публічної адміністрації в Україні [Електронний ресурс]. – Режим доступу : http://www.pravo.org.ua/files/administr/Koncrpciya_reform_pabl_admin_2.doc.

21. Корнєєва Т. Відкритість української влади як системний функціональний феномен у сфері управління [Електронний ресурс] / Т. Корнєєва. – Режим доступу : <http://www.isu.org.ua>.

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12.4. Methodical support

23. Методичні завдання до самостійної роботи з навчальної дисципліни "Public Management та процедури децентралізації ЄС" для студентів спеціальності 8.15010008 "Публічне адміністрування" всіх форм навчання / укл. Н. Л. Гавкалова, Л. Ю. Гордієнко. – Х. : Вид. ХНЕУ ім. С. Кузнеця, 2014. – 24 с.

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25. Методичні рекомендації до виконання практичних завдань і плани семінарських занять з навчальної дисципліни "Вступ до публічного адміністрування" для студентів спеціальності 8.15010008 "Публічне адміністрування" денної форми навчання / укл. Н. Л. Гавкалова, А. С. Золенко. – Х. : Вид. ХНЕУ ім. С. Кузнеця, 2014. – 32 с.

26. Практичні завдання до самостійної роботи з навчальної дисципліни "Вступ до публічного адміністрування" для студентів спеціальності 8.15010008 "Публічне адміністрування" всіх форм навчання / укл. Н. Л. Гавкалова, А. С. Золенко. – Х. : Вид. ХНЕУ ім. С. Кузнеця, 2014. – 24 с.

Appendices

Appendix A

Table A.1

**The structure of the components of professional competences of
the academic discipline "Introduction to Public Administration"
according to the National Qualifications Frame of Ukraine**

The components of competences, formed within the topics	Minimum experience	Knowledge	Skills	Communications	Autonomy and responsibility
1	2	3	4	5	6
Topic 1. Theoretical aspects of public administration					
The principles of governance and mechanisms of regulation of social and economic processes	The essence of the public administration concept. Signs of public administration. Laws, regularities and principles of governance. Mechanisms of public administration and their coordination	Knowledge of etymology, functions and methods of public administration; administration mechanisms of social and economic processes	The ability to determine the features of public administration in Ukraine	The ability to form effectively the national and regional mechanisms of public administration	Responsibility for the accuracy and correctness of public administration features, development and implementation of mechanisms to administer social processes
Topic 2. Efficiency and effectiveness of democratic governance					
To determine the efficiency and effectiveness of democratic governance	Basic approaches to efficiency and its criteria. Tools of democratic governance	Knowledge of the selection criteria approach to determining the effectiveness of public administration; the technology of election tools of democratic governance	The ability to evaluate the effectiveness of public administration and local government	Comprehensive and systematic presentation of the results of determining the effectiveness of projects	Making independent effective managerial decisions on the scenarios of democratic governance project performance

Table A.1 (continuation)

1	2	3	4	5	6
Topic 3. Methodological bases of research in public administration					
To provide a reasonable choice of methods and models of public administration and administrative management models	Characteristics of formal and informal methods of public administration	Knowledge of methodological foundations of administrative and management processes	The ability to make a choice on methodological tools for the study of public processes	Presenting the results of constructing mathematical economic models	Making independent effective managerial decisions. Taking responsibility for the correctness and adequacy of the developed models of public administration
Topic 4. Models in public administration					
To identify social and administrative models based on evaluating the management processes effectiveness	The essence of the public administration concept. Sequence analysis of public administration	Knowledge of current trends in public administration; the content of the basic models and tools of public administration	The ability to build predictive models of social and political processes; justify changes and adjustments of the models on the principles of good governance	Presenting the results of the development of good governance models	Making independent effective managerial decisions on scenarios of society. Taking responsibility for the correctness and adequacy of the developed models
Topic 5. Culture and ethics of public administration					
To identify professional qualification characteristics of public servants	The essence and importance of ethics in public administration. Professional and personal qualities of public servants	Knowledge of the code of ethics, rights and duties of a public servant; cases of bringing to book for violation of the code of ethics for public servants	The ability to make a choice of education ways for public servants; assess the style of speech and communication skills of public servants	Presenting the results of a servant image influence on the efficiency of public administration	Responsibility for the precise identification of key issues of culture and ethics of public administration

Table A.1 (continuation)

1	2	3	4	5	6
Topic 6. Conflicts and stresses in public administration					
To determine the optimal management solution for conflict stress and resolution	The essence of the concepts of conflict and stress. The main functions of the conflict. Existing mechanisms for resolution of conflicts of interest	Knowledge of the the factors that cause stress and moral regulators of conflicts of interest	The ability to identify drivers of conflicts and stresses in public administration; to exercise stress prevention	Effective formation of a communication strategy	Making effective managerial decisions in conflict
Topic 7. Current management mechanisms of community development					
To predict current trends of authorities, political and social organizations interactions to improve management at central and regional levels	The definition of "public society" and its underlying principles	Knowledge of governmental institutions, nongovernmental management structure of social and political processes; methods for determining the innovative potential of social development	Determining the consolidation tools and globalization of social development	The ability to effect group interaction in the process of finding out the causes of social conflict	Making effective managerial decisions to develop scenarios of society. Taking responsibility for the correctness and adequacy of the developed models
Topic 8. The theory of state and society					
To coordinate public activity in society	The essence and importance of law and state. The system of government in Ukraine. The concept of sovereignty and independence	Knowledge of the principles of the organization of population and the state's influence on this process and optimization of social stratification	The ability to study administrative solutions for the coordination of public activity and social stratification	Presenting the results of the most effective, managerial decisions	Responsibility for the accuracy and correctness of the decision

Appendix A (the end)

Table A.1 (the end)

1	2	3	4	5	6
Topic 9. Socio-political processes, content and development trends					
To identify social and political processes and determine their impact on the socio-economic development	The essence of social stability importance. Basic principles of openness and transparency	Knowledge of the dynamics of political institutions and political processes	Assessment of trends in the development of political processes in modern society	Developing an effective strategy to generate social and political processes in an independent state	Making independent effective managerial decisions on scenarios of political processes in a multi-party environment
Topic 10. Innovative development of Ukraine					
To assess the effectiveness of innovation in public administration	Definitions of innovative development and innovation potential. Components of the information society	Knowledge of the main components of the innovation; legislation to regulate the innovative development	The ability to justify administrative decisions on the innovation strategy of a country and its regions	Efficient generation of an innovative development strategy	Responsibility for the accuracy and correctness of the decision

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EDUCATIONAL EDITION

Syllabus
of the academic discipline
"INTRODUCTION
TO PUBLIC ADMINISTRATION"
for students of speciality
8.15010008 "Public Administration"
of all forms of study

Independent electronic network text edition

Complied by: **N. Gavkalova**
O. Polezhaeva

Editorial director *N. Gavkalova*

Editor *Z. Zobova*

Proof-reader *Z. Zobova*

НАВЧАЛЬНЕ ВИДАННЯ

Робоча програма
навчальної дисципліни
"ВСТУП
ДО ПУБЛІЧНОГО АДМІНІСТРУВАННЯ"
для студентів спеціальності
8.15010008 "Публічне адміністрування"
всіх форм навчання

Самостійне електронне текстове мережне видання

Укладачі: **Гавкалова** Наталія Леонідівна
Полежаєва Олена Вікторівна

Відповідальний за випуск *Гавкалова Н. Л.*

Редактор *Зобова З. В.*

Коректор *Зобова З. В.*

План 2015 р. Поз. № 109 ЕВ. Обсяг 59 с.

Видавець і виготівник – ХНЕУ ім. С. Кузнеця, 61166, м. Харків, просп. Леніна, 9-А

Свідоцтво про внесення суб'єкта видавничої справи до Державного реєстру
ДК № 4853 від 20.02.2015 р.