MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

COMMUNICATION IN PUBLIC ADMINISTRATION

Guidelines
to practical tasks and plans of seminars
for Master's (second) degree
students of speciality
281 "Public Administration"

Kharkiv
S. Kuznets KhNUE
2020

UDC 351(075)

C73

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

Протокол № 16 від 02.04.2020 р.

Самостійне електронне текстове мережеве видання

Communication in Public Administration [Electronic resource] : C73 guidelines to practical tasks and plans of seminars for Master's (second) degree students of speciality 281 "Public Administration" / compiled by O. Bolotova, O. Polezhaeva. – Kharkiv : S. Kuznets KhNUE, 2020. – 34 p. (English)

A significant list of practical tasks in accordance with the topics of the syllabus of the academic discipline and guidelines to them are given to help students acquire professional competences in public administration.

For Master's (second) degree students of speciality 281 "Public Administration".

UDC 351(075)

Introduction

In today's Ukrainian society, inevitable changes in the sphere of public administration lead to the adaptation to the European Union standards. First of all, the requirements for communication activity of employees, their level of professional communication skills have a significant impact on strategic issues such as the contact with customers of managerial services.

In the context of reforms, managerial culture, security of productive interaction and synergy between all stakeholders of public administration become crucial for the success of both public authorities and local governments, and functioning of the Ukrainian state as a whole.

The effectiveness of public administration at the national, regional, local levels today is largely dependent on all officials', leaders' and people's deputies' taking control over the effective forms and methods of human resources management. For this goal to be achieved, information should be clear, accessible and understandable, the necessary channels and forms of information should be found, the officials should be able to understand not only themselves, but also other interested partners, and in the process of negotiations, they should strive to achieve optimal and mutually beneficial goals for all sides.

There can be no effective public administration in the state without a proper structure of internal and external communications, exchange of information, which accounts for up to 90 % of all employees' working time. The success of each organization, community and state in general and the effectiveness of human governance is directly dependent on the formation, functioning, zoning and developing an effective system of communication between them.

The relevance of this discipline is determined by the fact that communication processes are an integral part of public administration.

The academic discipline "Communication in Public Administration" takes an important place in the educational process because it provides methodological knowledge, promotes the formation of practical skills in the analysis, evaluation and development of activities that help managers effectively communicate in public administration.

The purpose of teaching this discipline is to form systems of professional competences (knowledge and practical skills) in the use of principles, tools of communication in public administration, development of modern management

thinking, management development and decision-making skills taking into account different communication processes.

The study of the theoretical principles of the academic discipline "Communication in Public Administration" provides for consolidation of this knowledge during practical and seminar classes.

A seminar is a form of the educational activity aimed at the consolidation of the student's theoretical knowledge obtained at the lectures and during the independent study of the material. Discussion is organized at the seminars around predefined topics on which Master's (second) degree students prepare theses of speeches, as well as problem questions on the subject matter of the discussion.

Practical training aims to develop skills in the performance of certain types of project development bots, namely – programming, identification, project formulation, financing, project implementation, project monitoring and evaluation.

In the course of practical training students either independently or in small groups (subject to prior explanation by the teacher) perform the offered tasks of varying complexity, discuss practical situations or participate in business games. At the end of the class, to identify the degree of assimilation of knowledge, a student conducts a review of his work, summarizes the work with the appropriate assessment depending on the results of the work performed. Within the academic discipline, in order to train students in all types of project work, it is advisable to conduct one-on-one sessions on specific topics or issues.

Content module 1
The theoretical aspects of communication in public administration

Topic 1. The history of communication

The objective is to learn the categories and concepts of communication in public administration, the basic general principles of communication in public administration.

As a result of mastering the topic students should form the following *professional competences:* the ability to use effective types of communication, apply knowledge of effective communication, form effective communication strategy for the use of the categories and concepts of communication in public administration.

Seminar plan

1.1. The concept of communication.
1.2. Communication activities.
1.3. Types, levels and forms of communication activity.
1.4. Classification of communications

Review questions

1. What are the functions of language in communication?
2. What are the peculiar features of the formal or business style of language?
3. What are the peculiar features of the scientific style?
4. What are the peculiar features of the journalistic style?
5. The types and forms of communication activities.
6. The peculiarities of the formation of communication networks.

Points for discussion

1. The impact of non-verbal communication on communication in public administration.
2. The problem of communication in the context of contemporary international relations.

Practical task 1

Analyze the types of information listed in Table 1. Determine the types of communications (descending, ascending, umbrella, diagonal), and complete the table.

Table 1

Types of information and communication

Types of information	Types of communication
Organization budget information	
Suggestions about the improvement of the activity of departments and organizations in general	
Information about future changes in the organization	
Offers concerning the business-to-business development plan made by different departments	
Seeking a solution to a certain problem	
Personnel appointment information	
Job descriptions	
Proposals for the draft payment provision in the organization and comments on it	
Information about withdrawal of new goods from the market	
Information on the progress of contribution	
Information about the course of reconstruction in the company	
Complaints of subordinates about poor working conditions	
Information about creating new units in the company	
Information about entering a new provision on pay and bonuses in the organization	

Practical task 2

Practical communication skills

1. Depending on the position of the individual's body relative to the interlocutor, it can be characterized as closed (the person tries to close the front

part of the body and take up as little space as possible which means distrust, disagreement, opposition, criticism, fear) or open to communication (poses of faith, consent, benevolence, psychological comfort). Take the pose which shows:
  • reflections;
  • interest in the interlocutor;
  • desire to express oneself;
  • condemnation;
  • confidence.

2. Gestures are various movements of hands and head. Show the following gestures (Table 2).

Table 2

Gestures

Communicative	Modal (expressing evaluation and attitude)	Descriptive (making sense in the context of language expression)
Greeting	Approval	Large
Farewell	Disapproval	Strong
Attraction, attention, ban	Confusion	
Pleasure (consent)	Trust	Excellent (very high)
Denial		

3. Learn the ways to improve communication or remove communication barriers.

3.1. The method of the proper name is based on the aloud announcement of the name and patronymic of the partner the employee communicates with. It shows the attention to the individual, contributes to the affirmation of the person as an individual, arouses his feelings of satisfaction and is accompanied by positive emotions, thereby forming an attraction – a liking of the employee to a client or partner.

3.2. The method "a mirror of relationships" which implies a good smile and capacious facial expression indicating that you are a friend, that is a supporter, a defender. There appears a sense of security with the client (partner), which creates positive emotions and freely or involuntarily forms an attraction.

3.3. The method "golden words" is used to express compliments to people who contribute to the suggestion effect. Thereby, it seems as an

"extramural" satisfaction of the need. It also leads to the formation of positive emotions and causes affiliation with the employee.

3.4. The method "a patient listener" follows from the patient and attentive listening to all the problems of the client (partner). This leads to the satisfaction of one of the most important human needs – the need for self-gratification. His pleasure, naturally, leads to the formation of positive emotions and creates a trust environment.

3.5. The method of personal life is expressed in attracting the attention to the hobby, the infatuation of the client (partner), which also increases the verbal activity and is accompanied by positive emotions.

4. Fill in Table 3, specifying the goals of the interactive side of the communicating parties.

Table 3

The goals of the interactive side of communication

Communication strategy	The goals of communication
1. Controller strategy	
2. Understanding strategy	

5. Perform the exercises that help increase the efficiency of business communication.

5.1. The exercise "Name". It's the sound of the name. Let's go. Now everyone will tell what his name is associated with, whether you like it or not, what you think a person with your name should be. If you do not like your name, then say how you would like to be called.

So, one of the rules of effective communication is naming a person. Try to remember the names of the people you are communicating with. This encourages communication.

5.2. The exercise "Compliments". It is always nice for a person to be told good words or compliments. But compliments also have their own rules. Only a properly said compliment will produce the result.

One of the main rules of the compliment is sincerity. For example: "You have a pretty blouse", "You look great in this blouse".

Which compliment do you like more? Why? You make a compliment first of all to the person. Now we will try to make compliments to each other. While sitting in a circle, each participant should look at the partner sitting to his left and think what character trait or habit he would like to say a compliment to.

The person to whom you made a compliment should at least thank you. Unless someone can miss the course, make a compliment to each other.

5.3. The exercise "Listen to the silence". In life, it is important not only to be able to keep the conversation active, but silently listen to an interlocutor, which is sometimes an equally important manifestation of participation, empathy with another person.

Participants are divided into pairs. Initially one of the participants tells about something that excites him or he cannot find the answer to. The partner is allowed only non-verbal expression of feelings about the words of the interlocutor. Then the participants change places. After this the whole group exchanges feelings.

5.4. The exercise "Show the phrase, guess the phrase". The group should divide into two teams. One team needs to guess the phrase that one of the participants shows to other team members with the help of the pantomime, gestures, facial expressions, etc. The demonstrators are shown a written phrase. The team may ask questions of the demonstrators. Preparation takes a minute.

Topic 2. Analysis of communication in public administration

The objective is to consider communications in public administration, the general points of communication in public administration.

As a result of mastering the topic students should form the following *professional competences:* the ability to form effective communication strategy to attract people to yourself, determine patterns of communication skills of people, determine the features of communication in public administration.

Seminar plan
1. Patterns of communication of people.
2. The essence of the concept of conflict.
3. The features of crisis communications.
4. Communication approaches to conflict resolution.

Review questions
1. The essence and patterns of communication of people.
2. The features of large and small social groups' activity.
3. The essence and features of development of social institutions.

4. The essence of the concept of conflict.

5. The nature of intergroup conflicts.

6. The features of constructive and destructive conflicts.

7. The main differences of crisis communications.

8. The nature and content of the conflicting nature of communications.

9. The characteristics of typical conflict situations.

10. The features of the communication approach to a conflict resolution.

11. The essence and features of aggressive and passive approaches.

Points for discussion

1. The functions of communication in public administration. Communication barriers.

2. Communication activities in public administration.

Practical task 3

Build a graphical model of the goal tree to solve the following problems:

1. Obtaining a managerial position in the city administration.

2. Improvement of the city transport communications.

3. Provision of social security of a person and population by the state.

Guidelines

The goal tree is a graphical diagram that shows the distribution of total goals. The top of the diagram is interpreted as goals, the edges, or arcs – as connections between the goals. The goal tree method is the main universal method of system analysis. The goal tree binds the goals of the highest level with specific means of achieving them at a lower production level through a number of intermediate links.

In the process of building a goal tree, the following properties are used: subordination, division, and relative importance.

The subordination of goals is conditioned by the existence of a hierarchy over time and importance.

The division is that every goal of a given level is subdivided into a lower level goals. For example, the goals of the state as a whole expand to individual regions, the regional goals – to individual cities, settlements, etc.

The relative importance of goals is that goals of the same levels have different meanings to reach the goal of a higher level. This makes it possible to rank the goals depending of the importance, quantify their relative importance due to the significance factor.

Building a goal tree begins with the formation of the main goal. Each higher-level goal can be represented as a separate system that contains lower-level goals (sub-goals) as its elements. Here it is necessary to set the full composition of sub-goals. The purpose of the second level can be divided into objectives of the third and subsequent levels. A peculiarity of the purpose of building a goal tree is the formulation of such goals that are not dismembered and give end results determined by the main purpose.

Practical task 4

Consider the information and communication interaction between the government and employers' associations; define their role in the process of development of the employment policy in Ukraine. What are the topical issues that arise in the process of interaction between these entities of employment? What are the ways to solve them? What do you need to do?

Practical task 5

Describe the types of information (forms, methods, terms, the identity of the provider) used by your organization (institution, enterprise) in the process of communication with local public authorities. What method does your organization use to manage the communication system? How effective is that system? What new communication technologies would be appropriate to implement in your organization? What should be done? Justify your consideration.

Guidelines

The practical task involves a written solution. The student can rely on the appropriate educational and scientific literature on the subject. The practical problem solution has the form of an algorithm consisting of a sequence of actions, new measures, methods, solutions. The results are found (developed) by the student.

Situational task 1

You are a group manager at S. Kuznets KhNUE.

KhNUE is a leader in training economists of all specialities in the market of educational services of Ukraine. It is a modern, dynamic, innovative higher education institution open to international cooperation.

The mission of the university is training of elite personnel of a new formation, competitive in the world's labor market.

The guarantor of the success of the university in the educational and scientific field is the teaching staff. KhNUE employs well-known scientists who participated in the development of many strategically important state documents, laws, decisions.

Identify and analyze the state of organizational culture of the university you are studying at. Submit the results in the form of an analytical note addressed to the Dean of the Faculty.

Guidelines

For the analysis, use the questionnaire in Table 4.

Rank the answers on **the 5-point system**:

1 point is given a statement you disagree with;

5 points go to a statement that you completely agree with.

Identify the positive and negative sides of the organizational culture. Consider whether with a strong organizational culture all staff members look alike.

Table 4

The questionnaire to determine the status of organizational culture

No.	Assertion	Scores
1	2	3
1	Almost all lecturers and the administrative staff of the university can describe the values of the institution, its goals, are aware of the importance of students	
2	The lecturers and the administrative staff are aware of their own contribution to the achievement of the university goals	
3	The actions of the administration, as a rule, correspond to the values of the university	
4	Support for the other staff, even from other faculties, is the norm	

Table 4 (the end)

1	2	3
5	The facility and all staff are more focused on the long-term, rather than short-term prospects	
6	The administrators seek to develop and educate their subordinates	
7	The lecturers and the administrative staff are provided with positive and negative information about the institution to be able to make a conscious decision about the expediency of work in the institution	
8	Staff recruitment is prudent, all applicants are interviewed for detection of traits that correspond to the organizational culture of the institution	
9	The criterion for the employee's transition to a new hierarchical stage is his (her) professionalism, rather than intrigue and dating	
10	The values of the university emphasize the need for effective action, adaptation to the external environment changing	
	Total points	

Guidelines

Calculate the total number of points and draw conclusions.

52 points or more: a powerful organizational culture is typical of your university.

26 – 51 points: the university is characterized by a moderately strong organizational culture.

Fewer than 25 points: the organizational culture of the university does not facilitate the adaptation to changes in the environment and does not meet the needs of both the staff and the students.

Topic 3. Conflict theory in communication and conflict management

The objective is to acquire knowledge of the process of implementing the democratic governance at the national level of management, the features of influence on a person and society.

As a result of mastering the topic students should form the following *professional competences:* the ability to form an effective communication strategy for influencing the society; the knowledge of the technology of the development of civil society at different levels of democratic governance; the ability to determine the peculiarities of the influence of communication on society.

Seminar plan

1. Personality. Value orientation of a personality.
2. Media. Their influence on the development of an individual (children and adolescents).
3. The features of modern interpersonal communication.
4. The main psychological components of communication.

Review questions

1. The main psychological components of communication.
2. The impact of media on the way of life of young people.
3. Operational (or situational) manipulation.
4. Value orientation of an individual.
5. The features of the influence of a religious factor on society.

Points for discussion

1. The features of modern interpersonal communication.
2. The features of communication of people with different types of psychological characters.

Practical task 6

The exercise "a circle".
Answer the question:
What qualities do you need for communication?

Guidelines

Students sit face to face making two concentric circles. The outer circle is mobile (students according to the teacher's recommendation move clockwise, changing a partner), the internal one is fixed (participants do not leave seats).

There is a challenge in dealing with each of the new partners getting in touch and having a conversation. Every time up to three minutes are given.

The following situations are set by the presenter:
- first communication with the manager after his joining the team;
- you need to borrow money from an unfamiliar co-worker;
- you've come to know that your colleague spoke ill of you;
- there was an opportunity to make it up face-to-face;
- a conversation with a subordinate who uses informal authority in the team, but it is not a model of the discipline.

Practical task 7

Read 5 – 6 latest news articles published in your city (area), which positively characterize the state of information and communication activities of local authorities. Make short announcements of the processed information (articles) indicating their titles, media titles, in which these materials were published. Do you think the work of local authorities is completely enough covered in the media operating in your city (area, district)? What should be changed from your point of view?

Guidelines

The practical task involves a written solution. The student should rely on the information provided in the media, relevant educational, scientific literature on the subject. The performance of the practical task looks like an algorithm consisting of actions, proposed measures, methods, solutions.

The results must be justified.

Topic 4. Public administration: the concepts and the scientific background

The objective is to learn how to analyze the current state of the selected direction and communication campaign issues.

As a result of mastering the topic, students should form the following *professional competences:* the ability to prove the value of communication in the system of public authority, identify information in the communication process, effectively formulate a communication strategy.

Seminar plan

1. The essence of the communication process.

2. The stages of the information exchange in public administration.

3. The methods of communication research.

4. The methods of research of psychological and interpersonal aspects of communication.

Review questions

1. The essence of the communication process in public administration.

2. The main elements, stages (their characteristics) of information in the communication process.

3. The stages of information exchange in public administration. The methods of monitoring of communications.

4. The methods on research of psychological and interpersonal aspects of communication.

Points for discussion

1. The organizational culture of a team.

2. The main psychological characteristics of a project team.

Practical task 8

Conducting a communication campaign

1. Identify the direction and the problem of a communication campaign.

2. Conduct a baseline analysis.

3. Study the public opinion in the chosen field of research.

4. Identify the possible target audiences and their attitudes to the problems.

5. Monitor the media on a specific research topic.

6. Compile (analytical) information on the selected thematic problem.

Guidelines

A brief theoretical background.

Campaigns are planned attempts to influence a public opinion, behavior, attitude and knowledge through the use of media over a period of time.

The communicative objective.

The result of a communication campaign in the form of improved knowledge increases the awareness or alters the attitude and behavior of a target group.

The communicative goal must be measured quantitatively and/or qualitatively. The information (communication) campaign is a comprehensive system of means of influencing certain groups of population (target groups) through various methods and channels of mass media in order to encourage the adoption of new, useful for them and for society, models of behavior in a certain sphere of life. A PR campaign is a set of activities that take place over a period of time aimed at the development of communications and establishment of effective relationships with the target audience.

The features of communication campaigns are continuity, sequencing, complexity. The communication campaign consists of the following stages:

the preparatory stage;

the planning and programming stage:

- forming the concept;
- situational analysis;
- defining the goals and objectives;
- selecting the target audiences and formulating the messages;
- defining the goals by the audience;
- communication tactics;
- making the budget action plan;
- evaluation of the performance;

the stage of implementation of the program;

the stage of evaluation of the communication campaign effectiveness.

Situational task 2

To improve the scheduling of working hours, analyze why civil servants have failed to fulfill their plans.

Often, after a day's work, a manager (civil servant) states: "I worked hard all day, but much of what I had planned to do remained unfulfilled". However, as a rule, it refers to the following main reasons:

- poorly prepared meetings;
- endless phone calls;
- lack of delegation of responsibility;
- lack of the choice of priorities;
- tactics of postponing the execution of tasks;
- inability to say no;
- inability to finish the task;

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• other interferences;

• too many tasks.

Analyze the reasons given, as well as other reasons that you think may lead to your scheduled tasks not being fulfilled.

Develop daily implementation plans.

Guidelines

During the analysis, it is advisable to focus on the main types of a manager work according to which work time planning is carried out:

• working with documents;

• delegating tasks to subordinates;

• business telephone calls;

• participation in meetings;

• conversation with visitors (face-to-face, by phone);

• consideration of complaints and proposals;

• preparation and analysis of the implementation of an individual plan;

• community service;

• assignment;

• self-education;

• solving domestic problems of employees;

• personal hygiene and rest.

Content module 2
The features of interaction between public authorities and society

Topic 5. Communication as a tool of professional activity

The objective is to acquire knowledge of individual differences in the decision-making process, of the definition of communications types.

As a result of mastering the topic, students should develop the following *professional competences:* the ability to define the communication process in the aspect of PR, to use public relations technology and procedures, to know the technology of business communication, holding discussions, etc.

Practical task 9

The District Administration has developed a performance management program. An important part of the program is the development and dissemination of special questionnaires within the administration.

The questionnaires, which are distributed to all the employees of the administration, include such points as:

1) respect for an employee;

2) desire to provide active assistance to a client;

3) teamwork;

4) innovation and high ethical standards.

Analyze the situation based on the practice of administration and determine what communications are involved.

Guidelines

The results of this survey obtained by the manager are a manifestation of feedback from his department. The manager analyzes these results, then discusses them privately with the facilitator and then the results are presented for discussion at the general meeting of the administration staff.

Practical task 10

Making a public speech.

1. Choose one of the topics for your public appearance during the competition.

2. Identify the purpose and objectives of the presentation.

3. Develop the structure and content of the presentation.

4. Prepare a presentation.

Public speaking topics:

1. Ukraine-2020 sustainable development strategy: The purpose and ways of implementation.

2. European norms and standards of public administration: prospects for implementation in Ukraine.

3. Implementation of anti-corruption reform and purification of power.

4. State anti-corruption policy: the purpose and ways of implementation.

5. The mechanisms for improving the efficiency of public administration in the region.

6. Decentralization of power.

7. Administrative reform: improving the quality and efficiency of public services.

8. Improvement of the territorial organization of power, the administrative and territorial structure and development of the local self-government in Ukraine.

9. Decentralization of power and ensuring the economic development of regions.

10. The approaches to risk management in public administration.

11. Social mobilization and its impact on decentralization processes.

12. Development of civil society in Ukraine.

13. Business and service etiquette in public service and local self-government bodies.

14. Professional culture of civil servants and officials of local self-government.

15. Management of innovations in state bodies and bodies of local self-government.

16. The innovative content of administrative reform.

17. Project management in the authorities.

18. Policy analysis and preparation of analytical documents.

19. Power, influence and leadership in the organization.

20. Leadership and leadership in management.

Guidelines

In the course of public speaking, a student should demonstrate:

• knowledge of the nature and ways of implementing state policy in the context of systematic modernization of the country;

• understanding of the preconditions, the necessity and ways of implementation of reforms in Ukraine;

• knowledge of ways to implement anti-corruption policy in Ukraine, knowledge and skills that ensure the ability to prevent corruption and counteract corruption in the management process;

• the ability to identify and analyze problem situations in the course of professional activity;

• the ability to assess changes that are taking place in Ukraine and its regions;

• the ability to formulate judgments and make sound conclusions, to make logical, consistent and evident statements.

During the preparation of a public speech, the participant:

• examines the state of development of the problem in scientific publications;

• analyzes foreign and domestic experience in implementing public policy in a particular field or industry or in solving a specific administrative problem (in accordance with the chosen topic of public speaking);

• processes and analyzes the information and statistics related to the topic of public speaking;

• develops and substantiates the proposals for improvement of work in a particular field of activity, defined by the chosen topic of the speech.

Public speaking should be in the national language, accompanied by a multimedia presentation in accordance with the approved schedule.

In the speech, it is necessary to substantiate the relevance of the chosen topic, clearly formulate the main problems that need to be solved, briefly characterize the problem under study, the available methods of solution and provide recommendations.

If necessary, illustrative material in the form of tables, graphs, diagrams, etc. should be prepared.

For better perception of the material (if necessary) it is advisable to provide sets of handouts (tables, diagrams, graphs, diagrams, etc.) for the members of the panel.

The presentation should last no more than 5 – 7 minutes and be composed of the following parts:

- the introduction – 15 % of the time;
- the main part – 65 % of the time;
- the final part – 20 % of the time.

Attendees can ask questions of the speaker to determine the level of his/her preparation, completeness and thoroughness of the study (of the selected topics) and erudition in general. The speaker should comment and provide comprehensive answers to all the questions and remarks.

Practical task 11
Business game
Public relations in a government institution

The purpose of the business game on the topic "Public relations in a government institution" is to activate the thinking of students, to increase their independence, to bring creativity to learning, to prepare students for practical

activities. The game reveals the personal potential of a student, as well as his ability to collaborate with other participants in the game.

Guidelines

The preliminary task for the students is: first, several groups (4 – 5 people) are created who will be tasked to prepare presentations (5 – 7 minutes) about the work of public relations services in state authorities and the local self-government to develop and present a PR-program of a certain situation.

Moderators are selected to provide the necessary conditions for a business game. After the presentation, there is an intergroup discussion: defending the student's project, evaluating the audience. Summarizing: the results are analyzed and summarized (done by the experts appointed by the teacher), a common collective decision is made. When evaluating the game, experts pay special attention to the relevance, reality, economy, optimality and originality. For preparation of a business game students can use illustrations, multimedia devices.

When preparing the presentation, the following issues should be considered:

1. The name of the organization where the public relations service was established.

2. The structure of the department of public relations, the main purpose of public relations (PR), the aims and objectives of the PR service.

3. The methods of public relations (interaction with the media, use of the printed word; photographs; exhibitions and fairs; cinema; audiovisual media; use of oral language; advertising "prestige"; study of public opinion; conferences).

4. Practical actions are aimed at:

creating a positive image; achievement of goodwill, preservation;

building a reputation (identifying the traditions of the organization that may be detrimental to public opinion) and internal relations (using the techniques that are aimed at creating employees' sense of responsibility and interest in administration).

The groups present the developed PR-program of a certain situation (an oral election campaign, the activity of state or local self-government bodies in providing managerial services, creation of a positive image of the internal affairs body or tax police, etc.).

The PR program should take into account:

1) the purpose of the PR campaign;

2) determining the audience of the PR campaign;

3) the means of implementation of the proposed PR campaign;

4) the amount of resources for the PR campaign.

PR programs are discussed and summarized by the experts.

Topic 6. Public relation in public administration

The objective is to master the theoretical knowledge and practical skills in the field of document management of complex tasks falling within the competence of the authority and making proposals to advise on the activities of non-governmental organizations.

As a result of mastering the topic, students should form such *professional competences* as: the ability to work out effective ways of communication of the authorities with the public; the ability to determine the communication process in terms of PR, the use of technology of public relations procedures and the use of business communication technologies.

Situational task 3

In order to develop the youth volunteer movement? to approve and promote healthy lifestyles among children and youth, an all-Ukrainian charity event "Hear Everyone!" is conducted. The head of the body of the government in which you work has decided to form an Organizing Committee for the preparation and implementation of the said valid action.

Prepare a list of the necessary documents for organizing the event and develop a draft assignment to the head of the public authority regarding the holding of the event.

Situational task 4

You have been appointed the Head of the Permanent Commission on the development of consideration of appeals of citizens to the state body of government, which is formed for the purpose of: ensuring the implementation and guarantee of the rights of citizens enshrined in the Constitution of Ukraine to appeal to the government and local self-government bodies; providing assistance to citizens in settling the issues with which they apply to public authorities in the place of residence; improving the efficiency of work with citizens' appeals. The Commission is an advisory body of the state authority. The Commission is guided

in its activities by the Constitution and laws of Ukraine, edicts of the President of Ukraine, the Cabinet Ministers of Ukraine, by the orders of the head of the state authority.

Prepare a list of the necessary documents for the organization of the commission work and plan its implementation for a month.

Topic 7. The features of the community communication with the authorities

The objective is to evaluate the student's compliance with the specific requirements for the position in terms of the knowledge of the law and personal competences.

As a result of mastering the topic, students should form the following *professional competences:* the ability to request access to public information; the ability to apply analysis, to determine the effect of the existing forms and methods of management activity, to prepare managerial solutions based on the analysis of the problem stated.

Situational task 5

A ministry staff member who makes regular business trips to the meetings of the European Commission working groups in Brussels and other cities of Europe, receives an invitation from a travel company to open a new flight to Vienna. The invitation said that at the opening there will be important loyal customers of the travel company. The opening program includes two-way airline tickets to Vienna in the business class, full board, accommodation in a five-star hotel and reception in the concert hall in Vienna.

All costs for the program are paid by the travel company. This employee used the services of the travel agency for business trips and for personal purposes.

1. Give an assessment of the situation. What is the conflict of interest?

2. What would you do in this situation based on the model of making ethical decisions?

Situational task 6

An important factor in improving the business climate is the high status of gifts for provision of administrative services in all regions of Ukraine. The main

reasons for the poor quality of administrative services provided by public authorities from the public experts' point of view are low-paid work of civil servants and lack of their motivation for satisfaction of the needs of citizens/clients.

The practice of provision of administrative services in Ukraine reveals that there are some problems in delivering these services to consumers. This is confirmed not only by the personal experience of most citizens, but the research data as well.

Provision of administrative services to citizens and businesses has become one of the key functions of local governments. Simultaneously the current situation in Ukraine demonstrates that local governments for the most part, only work on receiving and issuing documents, and state authorities are leaving the power to making decisions by themselves.

1. What is your opinion on the quality and timeliness of provision of administrative services to the population and economic entities?

2. Suggest a draft action plan to improve the quality and timeliness of administrative services provided by state civil servants to the population .

Practical task 12
Determining the effectiveness of management work

Using the materials of the Business Magazine (the sections of the Company and Market Management) determine the effectiveness of management work for specific organizations in the following directions:
• the clarity of the identified goals;
• the level of legal support for management processes;
• the perfection and rationality of building an organizational structure management;
• excellence in the selection of personnel for the organization;
• the degree of unification of management documents, minimization of the number of documents based on the use of computer technology, reduction of the information processing time;
• the creative nature of the performers' work, the degree of personal realization of creative plans;
• the degree of staff involvement in management process;
• social and psychological climate in the team;
• a high level of managerial discipline;
• improving the reliability and completeness of management information;

• the growth of management culture;

• raising the validity of the received resources, etc.;

• improvement of indicators of financial and economic activity of the organization.

Guidelines

To determine the effectiveness of managerial work, the following points can be used: the results of the operation of the management object, the level of organization of the management apparatus work, the level of the manager efficiency.

The information obtained is necessary to improve the management process in the organization.

Topic 8. Public information: the nature, the ways of formation and access

The objective is to acquire knowledge of the formation of public information. As a result of learning the topic the students should form the following *professional competences:* the ability to use communication skills that are a priority in the public service work; knowing the methodology of the use of analytical skills; having lifelong learning motivation; having the skills in the independent acquisition of knowledge.

Situational task 7

One of the research institutes has conducted a survey on the quality of providing administrative services to citizens and legal entities in your region. The survey results have been sent to you, requesting to respond and evaluate the state of the administrative sphere services in the region. So, according to the survey, the quality of the provision of administrative services is generally estimated by only 5 % of the population. Among the main negative points when providing administrative services the most often stated are the following: long queues (42 %), lack of clear explanations as to what documents are needed and the need to visit institutions several times (30 %); the need to go to another institution (20 %), and buy letterheads and pay for some "extra services "(19 %).

According to the researchers, the strategy of decentralization of powers with provision of basic administrative services and development of integrated offices

(centers of provision of administrative services) needs further implementation. The main direction of state policy in the field of provision of administrative services should be, first of all, deregulation.

That is, firstly, the total reduction in the number of administrative services; secondly, centralization of basic (most popular) administrative services, their delegation to local governments, and thirdly, forging relationships with paying for administrative services and overcoming corruption and departmental interests in this area.

You are invited to speak at a roundtable available online on one of the channels "West public and business", and you have been asked some provocative questions containing accusations of slowing down the reform personally by you.

1. Assess the potential risks of your participation in the roundtable. Prepare a public speaking strategy.

2. Suggest possible solutions to the problem of providing administrative services in the region.

Topic 9. Communication skills of a public official

The objective is to acquire knowledge of communication skills of a public official. As a result of learning the topic the students should form the following *professional competences:* the ability to use communication skills that are a priority in the public service work; knowing the methodology of the use of analytical skills; having lifelong learning motivation; having the skills in the independent acquisition of knowledge.

Situational task 8

The problem of effective functioning of public administration bodies in Ukraine cannot be resolved without radical reform of the constitutional legal status and principles of activity of the local self-government bodies and state executive bodies in the regions and areas. The need to expand the powers of local self-government at the basic level (villages, settlements, towns) and giving them relevant financial and material resources is extremely important and economically viable. The urgency of this issue is repeated by representatives of civil society institutions, local self-governments and their associations, domestic scientists and the practices of constitutionalists. The local self-government system does not meet the needs of society.

Most local communities do not provide self-government creating and maintaining a supportive living environment for the comprehensive development of a man, his self-realization, protection of his rights, providing the population with local self-government bodies formed by institutions and organizations, high quality and affordable administrative, social, and other services in their respective territories.

1. What is your opinion on this issue? Name the risks that in your opinion may arise because of the slowdown in decentralization and local self-government reform.

2. Suggest a plan for educational outreach activities of the urgent work on the implementation of the power decentralization processes and raising public awareness of a targeted dialogue between the government and the public on decentralization and local self-government reforms.

Practical task 13
Defining the leadership style

It is necessary to define the leadership style of any manager. In order to determine the style of leadership, you need to analyze what to choose among 20 statements below.

1. Constantly indicate how to do it.
2. Listen to other people's thoughts.
3. Enable an employee to participate in making managerial decisions.
4. Enable an employee to act independently.
5. Persistently explain how something should be done.
6. Teach the employees to work.
7. Consult with others.
8. Do not prevent others from working.
9. Specify when to do the job.
10. Take into account the success of others.
11. Support the initiative.
12. Do not interfere with the workflow.
13. Show how to do it.
14. Sometimes give an employee the opportunity to participate in the decision-making.
15. Listen carefully to the interlocutors.

16. Use the business style of cooperation.

17. Do not share the views of others.

18. Make efforts to resolve conflicts

19. Try to take into account different opinions.

20. If someone gives an order, he does not interfere in the course of execution of this order.

1. Determine the way of the leader to interact with people.

2. Define the leadership style.

3. Discuss in a team whether one style of leadership is advisable in all cases.

Guidelines

Rating is made on a 5-point scale.

Determining the results of the analysis.

A. Determine the total score.

A score of 70 – 50 points means being focused on interacting with people, especially students.

A score of 30 – 40 points indicates a person's passivity in the collective activities.

B. Determine a predilection for a particular style of leadership.

The sum of the points of statements 1, 5, 9, 13, 17 indicates an *administrative* leadership style.

The sum of the points of statements 3, 7, 11, 15, 19 is a *democratic* leadership style.

The sum of the points of statements 4, 8, 12, 16, 20 indicates a *liberal* leadership style.

A maximum of 25 points can be given to each group.

If the person you are analyzing scored 20 points or more, he or she is prone to a hard leadership style.

If the leader you are analyzing scored 12 – 14 points, sometimes he or she is inclined to exhibit precisely soft style of leadership.

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Contents

НАВЧАЛЬНЕ ВИДАННЯ

КОМУНІКАЦІЯ В ПУБЛІЧНІЙ АДМІНІСТРАЦІЇ

**Методичні рекомендації
до виконання практичних завдань
для студентів спеціальності
281 "Публічне управління та адміністрування"
другого (магістерського) рівня**

(англ. мовою)

Самостійне електронне текстове мережеве видання

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Подано значний перелік практичних завдань відповідно до тем робочої програми навчальної дисципліни і методичні рекомендації щодо їх виконання, що сприятимуть набуттю студентами професійних компетентностей у сфері публічного адміністрування.

Рекомендовано для студентів спеціальності 281 "Публічне управління та адміністрування" другого (магістерського) рівня.