МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО
на засіданні кафедри
державного управління,
публічного адміністрування та
економічної політики
Протокол № 1 від 25.08.2023 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

МЕХАНІЗМИ ТА ТЕХНОЛОГІЇ ПУБЛІЧНОГО УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	**28 "Публічне управління та адміністрування"**
Спеціальність	**281 "Публічне управління та адміністрування"**
Освітній рівень	**третій (освітньо-науковий)**
Освітня програма	**"Публічне управління та адміністрування"**

Статус дисципліни	**вибіркова**
Мова викладання, навчання та оцінювання	**англійська**

Розробник:
к.е.н., доцент   Вікторія МЕЛЬНИК

Завідувач кафедри
державного управління,
публічного адміністрування   Наталія ГАВКАЛОВА
та економічної політики

Гарант програми   Вікторія МЕЛЬНИК

Харків
2023

APPROVED
at the meeting of the department of
public administration and
economic policy
Protocol № 1 of 25.08.2023

AGREED
Vice-rector for educational and methodical work

_____ Karina NEMASHKALO

MECHANISMS AND TECHNOLOGIES OF PUBLIC MANAGEMENT AND ADMINISTRATION

Program of the course

Field of knowledge	**28 «Public management and administration»**
Specialty	**281 «Public management and administration»**
Study cycle	**the third (educational and scientific)**
Study programme	**«Public management and administration»**

Course status	**elective**
Language	**English**

Developer:
PhD (Economics),
Associate Professor _____ Viktoriia MELNYK

Head of Department
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Head of Study Programme _____ Viktoriia MELNYK

Kharkiv
2023

INTRODUCTION

One of the main features of today's public administration is the ability to effectively respond to any unexpected changes that occur in the turbulent environment of the modern world, the ability to anticipate these changes and, having mastered them, manage them. Reinterpretation of information is taking place - on its basis, a new, informational dimension of the life and activity of an individual person and the entire human civilization is being formed. At the same time, informational and analytical support of management activities, application of modern technologies acquires important importance. At the same time as ensuring the informatization of society, this involves solving a set of tasks that will have an impact on both the economy and the organization of government activities.

In the leading countries of the world, the level of development of modern management technologies and information and analytical support of authorities becomes a direct factor in economic growth, ensuring the country's defense capability, social and political stability, and the development of democratic foundations in state management. Ukraine's transition to market relations, the further development of state-building processes, the implementation of socio-economic reforms, the expansion of international cooperation, the development of democratization of society determine the special importance of the use of new management and information technologies to ensure the information and analytical activities of state authorities and local self-government.

The indicated trends indicate the need to form a new generation of professionals in the public sphere who are able to prepare and make management decisions based on modern management technologies.

The purpose of the course is to form a system of competencies regarding the use of modern technologies and tools in the practice of public administration.

The tasks of the course are:

- mastering the methodological foundations of management technology and features of public administration technology;

– study and use of modern management and information technologies in the practice of public administration;

- mastering the skills of developing production technology and making managerial decisions in the administrative management system.

The object of study of the course is the process of making and implementing managerial decisions in the system of public management and administration.

The subject of the course is the principles, methods and tools of making and implementing management decisions using modern technologies of public administration.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO1	GC4, GC6, SC8, SC9, SC10, SC11, SC12
LO2	GC4, GC6, SC8, SC9, SC10, SC11, SC12
LO3	GC4, GC6, SC8, SC9, SC10, SC11, SC12
LO4	GC4, GC6, SC8, SC9, SC10, SC11, SC12
LO7	GC4, GC6, SC8, SC9, SC10, SC11, SC12
LO11	GC4, GC6, SC8, SC9, SC10, SC11, SC12

where, GC4. The ability to rethink the existing and create new holistic knowledge in the professional field and to solve complex social, scientific, cultural, ethical and other problems.

GC6. Ability to establish scientific interaction, cooperation.

SC8. Ability to develop and conduct communication activities to ensure public support for management decision-making at all levels of public management and administration.

SC9. Ability to develop new approaches and adapt best practices of e-government and e-democracy to the needs of sustainable development.

SC10. The ability to apply, develop and improve modern technologies, including administrative and management, information and communication technologies, in managerial, administrative, scientific and educational (pedagogical) activities.

SC11. The ability to make informed management decisions, including in conflict situations, as well as with the aim of their prevention.

SC12. Ability to develop scientifically based recommendations for improving public management and administration.

LO1. To know scientific concepts (theories), terminology, the history of development and the current state of scientific knowledge, to identify theoretical and practical problems in public management and administration.

LO2. Know and adhere to the basic principles of academic integrity in scientific and educational (pedagogical) activities.

LO3. To know and be able to apply general and special methods of scientific knowledge, laws, regularities and management principles to solve problems of public management and administration.

LO4. Be able to apply modern information technologies and tools in scientific, educational (pedagogical) and professional activities.

LO7. To be able to adapt the best mechanisms of e-government and e-democracy to the needs of sustainable development.

LO11. Be able to obtain scientific and applied results that contribute to the solution of modern problems in the strategic development of territories at the national, regional and local levels.

COURSE CONTENT

Content module 1. Technologies of management and public administration

Topic 1. The concept of management technology in the public administration system.
1.1. The content of the concept of "technology", "technology of production processes", "management technology".
Definition of the concept of "technology", "technology of production processes", "management technology". Components of any technology. Components of production technology. Components of management technology.
1.2. Subject, subject, goals, means and methods of work in management.
Characteristics of the subject and subject of work in relation to management technology. Types of goals in relation to management technology. Types of means of labor in relation to management technology. Classification of work methods of management technology.
1.3. Directions of development of management technology.
The concept of the direction of development of management technology. Classification of areas of management technology development. Levels of management, which depend on the nature of technological processes, means and methods of work.
1.4. Management operations and procedures.
The concept of management operations and procedures. Types of management procedures. Types of management operations.

Topic 2. Methodological foundations of management technology.
2.1. Principles of development of management technology.
The essence of the principles of development of management technology. Principles of scientific management and their characteristics.
2.2. Requirements for control technology.
The essence of requirements for management technology. The main list of requirements for control technology and their characteristics.
2.3. The sequence of works on the design of technological management processes.
The expediency of observing the sequence of works on the design of technological management processes. Characterization of the main stages of designing technological management processes.
2.4. Basic technological documents.
Classification of the main technological documents and their characteristics. Procedure for drawing up basic technological documents.

Topic 3. Technologies for working with information in the public administration system.

3.1. Concept of information.

General definition of information. Definition of information in accordance with the Law of Ukraine "On Information". Information as a subject of the manager's work. Basic aspects of information research and their content.

3.2. Subjects and objects of information relations.

Characteristics of subjects and objects of information in accordance with the Law of Ukraine "On Information". Basic principles of information relations regulated by the Law of Ukraine "On Information".

3.3. Main types of information.

General classification of information. Types of intellectual information. The main fields of information in the field of public administration. The main types of information according to the Law of Ukraine "On Information" and their characteristics.

3.4. Information most often used in management.

Types of information most often used in management. Characteristics of information most often used in management.

3.5. Sources.

Concept of source of information. Types of information sources. The main sources of information of a public organization are defined by the Law of Ukraine "On Information". Sources of legal information. Sources of documented information about a person. The main sources of information are of a reference and encyclopedic nature. Main sources of sociological information.

3.6. Basic procedures of the information process.

The concept of the main procedures of the information process. Characteristics of the main procedures of the information process. Methods of collecting information of the public administration system, which are most used. Basic approaches to information processing: quantitative processing and qualitative analysis. Characteristics of primary information processing. Characteristics of secondary processing of information.

3.7. Indicators of useful information.

The concept of useful information indicator and their main types. Ensuring the usefulness of information. The main directions of the state information policy. Bodies that develop and implement state information policy.

3.8. The general scheme of information flow in a public institution.

Basic rules for the development of an information flow scheme in a public institution. Input and output information of a public institution. Recipients of source information of a public institution.

Topic 4. Technologies of business communication.

4.1. Definition of the concept of "communication", the essence of this process.

Definition of the concept of "communication". The main functions of communication as a process. The essence of the communication process.

4.2. Communication and communications.

The content of the communicative function. Communication as one of the types of implementation of the communicative function. Formal communications. Informal communications.

4.3. Types of communications in the organization.

The main types of communications: communications with the external environment; intra-organizational communications, their types. Characteristics of formal and informal communications. Types of vertical communications. Types of horizontal communications. Rules for building effective communications.

4.4. Content, structure and tools of a business interview.

Concept of interview. Technological structure of the interview. The start of the interview. Content of information transfer. Content of argumentation. Content of refutation of evidence of interlocutors. Content of decision making. Preparation for the interview. Recommendations for achieving business interview goals. Principles of conducting a business interview.

4.5. Technology of preparing and holding business meetings.

The concept of a business meeting. The sequence of preparation and conduct of a business meeting. Content of the main stages of preparation and holding of a business meeting. Recommendations for achieving the goals of a business meeting.

Topic 5. Official record keeping in public institutions.

5.1. The content of the concepts "recordkeeping", "document", "documentation system".

Definition and content of the terms "recordkeeping", "document", "documentation system".

5.2. Classification of administrative documents.

The main characteristics of the classification of documents. Groups of documents. The main types of administrative documents. Characteristics of administrative documents by type. Organizational documents.

5.3. List of types of administrative and reference-informational documents, documentation on personnel issues and personal official documents.

Types of administrative documents. Reference and information documents. Documentation on personnel matters. Personal official documents.

5.4. The sequence of operations that must be carried out for the execution of documents.

The procedure for the execution of documents and the content of the main operations that must be carried out for the execution of documents. The list of details, the correctness of which must be checked during the registration of documents.

Topic 6. Innovative technologies of public administration.

6.1. Innovation of the activity of public institutions.

The concept of innovation. Specific content of innovation. Innovation as a process. The essence of the innovation process. Seven sources of innovation opportunities. The essence of innovative activity. Law of Ukraine "On Innovative

Activity". Concept of innovative product. The concept of an innovative project. Concept of innovative infrastructure. The essence of the concept of innovation of the activity of public institutions. A simplified model of public administration innovation. Directions of innovation of public administration.

6.2. Use of strategic analysis technologies in the public administration system.

Concept of strategy. Strategic analysis as a component of the strategic management process. Concept of technology of strategic analysis. Basic stages of strategic analysis. Methods and tools of strategic analysis. Strategic analysis of the external environment. Strategic analysis of the internal environment. Assessment of the strengths and weaknesses of the public administration system, its opportunities and dangers.

6.3. Design technologies in the public administration system.

Prerequisites for the use of design technologies in the system of public administration. The concept of the project. Types of projects. Project life cycle. Project structuring. Project environment. Project participants. Project administration. Project planning and development. Implementation of the project.

6.4. Electronic governance in the public administration system.

Principles and concept of e-government. Requirements, approaches and organizational and technical concepts of electronic government implementation. System and technical services of electronic government. Electronic management services. Branches of electronic democracy.

6.5. Marketing technologies in the public administration system.

Prerequisites for the use of marketing technologies in the system of public administration. The concept of marketing. Social foundations of marketing. Marketing management process. Marketing research systems and marketing information. Marketing environment of the public administration system. Concept of administrative service. Decisions regarding administrative services for consumers. Development of new administrative services: approach to development of new administrative services and service life cycle issues. Promotion of administrative service: communications and public relations.

6.6. Benchmarking technologies in the public administration system.

Prerequisites for the use of benchmarking technologies in the public administration system. Concept and essence of benchmarking. Goals and objectives of benchmarking. Types of benchmarking. Peculiarities of benchmarking in the public administration system. The use of benchmarking as a tool for improving the efficiency and effectiveness of the provision of administrative services.

6.7. The latest sociological and social technologies.

Concept of sociological technology. Goals and tasks of sociological technology. Latest sociological theories. Peculiarities of the application of sociological technology in relation to the system of public administration. Concept of social technology. Goals and objectives of social technology. Latest social theories. Peculiarities of the application of social technology in relation to the system of public administration.

Content module 2. Technologies of administrative management in public administration

Topic 7. Administrative process in a public institution.
7.1. The essence and content of the administrative process in a state institution.

Definition of the administrative process. Operation as part of the management process. The main cyclically repeated stages of the administrative process. Three main types of operations of the administrative process: organizational-administrative, analytical-constructive, informational-technical. Division of administrative processes into management functions.

7.2. Technological structure of administrative processes.

Determination of the technological structure of administrative processes. A general view of the managerial labor model. The main stages of execution of sub-functions (works). Classification of management operations by functional and technological feature. Division of management operations between managers, specialists and technical executors.

7.3. Organizational and administrative operations.

Determination of the content and nature of organizational and administrative operations. The main types of organizational and administrative operations: service and communication, coordination, control and evaluation. Characteristics of service and communication operations. Characteristics of coordination operations. Characteristics of control and evaluation operations.

7.4. Analytical and constructive operations.

The process of creative activity in the field of management as making and making decisions in the administrative management system. Characteristics of analytical operations. Characteristics of constructive operations. Methods for developing a fundamentally new management decision. Methods of accelerating the process of creative work and increasing its efficiency.

7.5. Information and technical operations.

General definition of information and technical operations. Division of information and technical operations according to their purpose and place in the management processes of the organization.

Topic 8. Administrative process management technologies.
8.1. Planning the administrative process.

The essence of planning the administrative process. A modern approach to planning the administrative process. Hierarchy of plans in the administrative management system.

8.2. Organization of the administrative process.

Basic aspects of the organization of the administrative process. Models that can be used in the organization of the administrative process. Classification of models used in the organization of administrative processes.

8.3. Control in the administrative management system.

Subjects and objects of control in the administrative management system. Control function in the administrative management system. Forms of economic control in the system of administrative management. Types of control in the administrative management system. Definition of administrative control. The main purpose of administrative control. Mechanism of administrative control. The process of administrative control.

8.4. Motivation in the administrative management system.

Definition of motivation. Determination of the motive. Definition of stimulus. Scientific theories of motivation. The concept of participatory management. Peculiarities of motivation in the system of administrative management.

8.5. Power and personal influence.

Definition of the concept of "power". The relationship between power and personal influence. Definition of power as an organizational order. Authority of the position. Personal power. Delegation of authority.

Topic 9. Technology of diagnostics and analysis of the administrative management system.

9.1. Concept of organizational analysis and diagnosis.

The task of organizational analysis. Stages of organizational analysis. Classification of types of organizational analysis. Requirements that organizational analysis must meet. Methodical approaches to general organizational analysis and diagnosis.

9.2. Analysis and diagnosis of the state of the organization's administrative management system.

The process of analysis and diagnosis of the existing state of the organization. Factors influencing the activities of the organization to achieve its goals. Three aspects of the phenomenon of dysfunctions that should be taken into account when studying the administrative system. Three types of dysfunctions that arise in the organization, in the main areas of its activity. Evaluation of work organization. Factors that depend on the assessment of work organization. Assessment of labor processes in the organization of work. Analysis of information support during diagnostic research.

9.3. Assessment of the organization's assets as a basis for the implementation of its administrative activities.

Areas of activity of the organization that should be covered during the diagnosis of the study of the means of the organization. Features of diagnostic search.

9.4. A comprehensive assessment of the administrative management system and its conditions of life.

The main variable factors that must be taken into account for a comprehensive assessment of the administrative management system and its conditions of life. Concept of SWOT analysis. The main stages of applying SWOT analysis. The structure and characteristics of the general comprehensive analysis of the administrative system.

9.5. The technique of collecting information for the analysis and diagnosis of the state of the administrative management system.

The main sources of information used for analysis and diagnosis of the state of organizations. Basic techniques of information accumulation and analysis. Objectives of information collection to be achieved during the collection of information for diagnosis.

9.6. Processing of diagnostic research results.

The main factor that should be taken into account when processing the results of the diagnostic analysis. Requirements for quantitative and value data when processing the results of diagnostic analysis. Recommendations for processing the results of interviews and questionnaires. Presentation of the results of the diagnostic study.

Topic 10. Technologies for preparing and making management decisions in the administrative management system.

10.1. Concept of management decision and conditions of its adoption.

Definition of the concept of "management decision". Peculiarities of management decisions made in the administrative management system. Classification of decisions. Conditions for making managerial decisions.

10.2. The main stages of the process of preparation and management decision-making.

Technologies for preparing and making management decisions offered by management science. The main stages of preparation and management decisions.

10.3. The structure of the management decision-making process.

The main blocks of the management decision-making process: the occurrence of a situation that requires decision-making; preparation of necessary information; preparation of decision options; decision making (choice); organization of implementation of the adopted decision.

10.4. Approaches and methods used in the process of preparing and making a management decision.

General scientific methodology of preparation and management decision-making. A systematic and comprehensive approach to solving management problems. The main methods used in the process of preparing and making a management decision: modeling, experiment, economic-mathematical and sociological methods. The negotiation process as a specific method used in the process of preparing and making a management decision.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

List of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1. Practical task 1	Practical task "Determining the main directions and procedures of management technology"
Topic 2. Practical task 2	Case "Development of basic technological documents"

Topic 3. Practical task 3	Practical task "Main types of information used in public administration"
Topic 4. Practical task 4	Case "Development of a technological scheme for the preparation and holding of a business meeting"
Topic 5. Practical task 5	Practical task "Improving the efficiency of the documentation system"
Topic 6. Practical task 6	Case "Development and management of projects in the public sphere"
Topic 7. Practical task 7	Business game "Distribution of functions in the system of administrative management in public authorities"
Topic 8. Practical task 8	Practical task "Development of proposals to improve the quality of the provision of administrative services in the public sphere"
Topic 9. Practical task 9	Business game "Assessment of the quality of functioning of the administrative management system of the public authority"
Topic 10. Practical task 10	Case "Preparation and adoption of a management decision in the administrative management system"

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and / or task	Content
Topic 1 - 10	Study of lecture material and review of literary sources on a given topic
Topic 1 - 10	Preparation for practical classes
Topic 1, 3	Preparation of presentations
Topic 2	Essay writing
Topic 1 - 10	Preparation for current control

The number of hours of lectures, practical (seminar) and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching an course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture (Topic 1, 2, 5, 7-10), problem lecture (Topic 3, 4, 6).

In person (demonstration (Topic 1-10)).

Practical (practical work (Topic 1-10), essay (Topic 2), case method (Topic 2, 4, 6, 10), business game (Topic 7, 9)).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of a semester grading.

The final grade in the course is determined for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: task by topic (25 points), essay (5 points), presentation (10 points), current control work (20 points), colloquium (40 points).

Semester control: Grading.

More detailed information on the assessment system is provided in technological card of the course.

RECOMMENDED LITERATURE

Main

1. Адміністративний менеджмент: навчальний посібник / Н. Я. Михаліцька, М. Р. Верескля, В. С. Михаліцький. Львів: ЛьвДУВС, 2019. – 320 с.

2. Вороніна Ю. Є. Теорія та практика публічного управління та адміністрування : навчальний посібник / Ю. Є. Вороніна. – Мелітополь : ТОВ «Колор Принт», 2020. – 204 с.

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Additional

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7. Амосов О. Ю. Сучасні рейтингові оцінки розвитку електронного урядування та інформаційного суспільства / О. Ю. Амосов, Л. Ю. Гордієнко, Н. В. Ющенко. // Ефективність державного управління : зб. наук. праць у 2 ч. / за заг. ред. чл.-кор. НАН України В. С. Загорського, доц. А. В. Ліпенцева. – Львів : ЛРІДУ НАДУ, 2020. – Вип. 1 (62). – Ч. 1. – С. 13—27. Режим доступу: http://www.repository.hneu.edu.ua/handle/123456789/24743

8. Гавкалова Н. Л. Публічне управління та адміністрування у забезпеченні регіонального розвитку : монографія / Н. Л. Гавкалова, Г. М. Шумська, В. І. Мельник та ін.; за заг. ред. докт. екон. наук, професора Гавкалової Н. Л. – Харків : ХНЕУ ім. С. Кузнеця, 2019. – 376 с. Режим доступу : http://www.repository.hneu.edu.ua/handle/123456789/24878

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11. Основи публічного управління та антикорупційна діяльність : навч. посіб. / Є. Г. Карташов, А. П. Миколаєць, А. В. Антонов, І. О. Драган, Н.В. Дацій та ін., за заг. ред. Є. Г. Карташова, А. П. Миколайця. – Київ : Освіта України, 2020. – 303 с.

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