

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**THEORY AND METHODOLOGY OF PUBLIC
MANAGEMENT AND PUBLIC ADMINISTRATION**

Syllabus

**for PhD (third) degree seekers
of speciality 281 "Public Management and Administration"**

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The theme plan of the academic discipline and its content are given according to the modules and themes. Plans of lectures, practical studies and seminars, materials for consolidation of knowledge (tasks for independent work, test questions), criteria for seeker's knowledge evaluation, professional competences that a seeker must possess after studying the discipline are presented.

For PhD (third) degree seekers of speciality 281 "Public Management and Administration".

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Introduction

In Ukraine, in the years of independence, the structure and functioning of public authorities at all levels have been changing in accordance with the Constitution of Ukraine. The development of all forms of ownership and civil society requires the transformation of the bureaucracy into an effective internal system of governance that will serve the protection of the rights and legitimate the interests of citizens. And this, in turn, predetermines the objective necessity for the further development and strengthening of the activities of public servants under new conditions.

The determining criterion for such changes is the introduction of the European standards of service of citizens and professional servicing of political leadership in the activity of the servants of Ukraine. Decisions on such implementation are provided by the Concept of Adaptation of the Civil Service Institution to the standards of the European Union, approved by the Decree of the President of Ukraine dated March 5, 2004, as well as the Concept for the Development of the Civil Service Legislation in Ukraine, approved by the Decree of the President of Ukraine dated February 20, 2006.

A deep understanding of the problems that arise in the process of forming the modern doctrine of public service, the concept of public services, as well as the corresponding institution, will contribute to a more rational approach to the formation of personnel policy in accordance with the new tasks and functions of the state, will help overcome the estrangement of society from public authority, raise the professionalism and competence of public service providers. The academic discipline "Theory and Methodology of Public Management and Public Administration" is compiled according to the educational and scientific program of PhD training in speciality 281 "Public Management and Administration".

Public administration is a sphere of activity that deserves to be learnt due to its importance for the general education of a student. The study of the academic discipline "Theory and Methodology of Public Management and Public Administration" will promote an awareness of theoretical and methodological principles of public administration, in-depth understanding of governance, substantiation of the main features of the state and clarification of the peculiarities of the public administration at the state, regional and local levels.

1. Description of the academic discipline

Name of indicators	Speciality, educational degree	Characteristics of the academic discipline
		full-time form of study
Number of credits – 4	281 "Public Management and Administration"	Main
Content modules – 2	Speciality 281 "Public Management and Administration"	Year of studies
		1st
The total number of hours – 120	Speciality 281 "Public Management and Administration"	Semester
		1st
Weekly hours for the full-time form of study: classroom – 32; independent work – 88	PhD (third) degree	Lectures
		14 hours
		Practicals, seminars
		18 hours
		Independent work
		88 hours
		type of control
		test

Note. The ratio of class hours to independent work is 36 % for the full-time form of study.

2. The purpose and tasks of the academic discipline

The purpose of teaching the academic discipline "Theory and Methodology of Public Management and Public Administration" is the mastering of theoretical knowledge and the formation of professional competences in understanding the theoretical and methodological principles of public administration, in-depth understanding of governance, substantiation of the main features of a state, and clarification of the peculiarities of public administration at the state, regional and local levels.

To achieve the goal, the following main **tasks are set**:

mastering the foundations of methodological research in the field of public administration and the theoretical foundations of democratic governance;

mastering modern approaches to determining the effectiveness and efficiency of public administration, models of theories in public administration and skills in their identification in practical activities;

acquiring knowledge about the culture and ethics in public administration to resolve conflicts in the development and use of antistress measures;

mastering modern mechanisms of management of social development in substantiating the trends in the development of socio-political processes; assimilation of innovative development priorities of a country; development of on-line improvement of processes in the field of public administration.

Theory and Methodology of Public Management and Public Administration is a discipline that studies the tools for effective management of socio-political processes in the country.

The object of the discipline is the social and political processes that take place in public administration.

The subject is the regularities, principles, functions, methods, means, models and processes in public administration, and the development of practical recommendations for enhancing the influence of public administration in Ukraine.

In the process of training, seekers for the educational-scientific degree "Doctor of Philosophy" get the necessary knowledge during lectures and while performing practical tasks. The most difficult issues are submitted for discussion at the seminar sessions. Independent work is also very important in the process of learning and consolidating the knowledge. All the classes are designed in accordance with the credit transfer system of the educational process.

As a result of studying the discipline, the seekers for the educational-scientific degree "Doctor of Philosophy" should

know:

the methodological foundations of public administration;

public administration tools;

public administration models;

the conflict resolution technology in public administration and stress management techniques;

the foundations of culture and ethics in public institutions;

the modern mechanisms for managing social development;

the evolution of the theory of a state and society;

the content of socio-political processes and understanding of possible trends of development;

innovative technologies of public administration;

theory and practice of using public administration abroad and in Ukraine;

be able to:

apply modern approaches in the field of public administration and civil service using modern tools, techniques and technologies;

develop systems of public reporting in institutions of public administration;
determine the effectiveness and efficiency of democratic governance;
analyze and, if necessary, adapt foreign experience of applying models in the field of public administration;

use conflict resolution tools and antistress tools in public administration;
identify modern mechanisms of social development management;

carry out diagnostic analysis of socio-political processes and determine the priority development trends;

identify the trends of innovation development in Ukraine and develop measures to enhance innovative activities in the field of public administration.

In the process of teaching the discipline, the main attention is paid to the acquisition of professional competences by the seekers for the educational-scientific degree "Doctor of Philosophy" which are given in Table 2.1.

The sphere of realization of the acquired knowledge, skills and competences in the future profession is the public sector: state and local authorities and administrations, regional branches of central executive bodies, nonprofit organizations and public organizations.

The professional activity includes the application of public administration tools at the state, regional and local levels, introduction of principles of democratic public administration in the work of the authorities and public organizations.

Table 2.1

The professional competences received by PhD (third) degree seekers after studying the discipline

Competence code	Competence name	Composition of competences
1	2	3
TMPMPA 1*	The ability to prepare program documents (strategies, programs, concepts) based on the analysis of available resources and the selection of optimal tools for the realization of governmental decisions, as well as using the methodology of system analysis	To define the principles of governance and the mechanisms of regulation of social and economic processes
		To determine the effectiveness and efficiency of democratic governance
		To make informed choice of methods of public administration and models of administrative and managerial processes
		To identify public and administrative models based on the assessment of the effectiveness of managerial processes

Table 2.1 (the end)

1	2	3
		To identify public and administrative models based on the assessment of the effectiveness of managerial processes
		To identify optimal managerial solutions for conflict resolution and stress situations
TMPMPA 2	The ability to prepare program documents (strategies, programs, concepts) based on the analysis of available resources and the selection of optimal tools for the realization of governmental decisions, as well as using the methodology of system analysis	To predict the current trends in the interaction of power structures, political and public organizations to improve the efficiency of management at the central and regional levels
		To coordinate public activities in society
		To identify socio-political processes and determine their impact on socio-economic development
		To evaluate the effectiveness of innovation in public administration

* Theory and Methodology of Public Management and Public Administration.

A specialist is trained to perform the work of a senior official of trade unions and other organizations, managerial staff of the apparatus of central and local governmental bodies, local authorities, heads of financial, accounting, economic, legal and administrative departments, heads of advertising and public relations departments, project and program managers, civil service professionals, managers (supervisors) in the field of research and development.

The structure of the components of professional competences and their formation in accordance with the National Qualifications Framework of Ukraine is given in Appendix A.

3. The syllabus of the academic discipline

Content module 1

The theoretical and historical principles of public administration

Theme 1. The theoretical aspects of public administration

1.1. The essence and content of public administration.

Public administration and public management. The essence of public administration. World experience of public administration. The features of public administration in Ukraine.

1.2. Functions and methods of administration.

Functions of public administration. Methods of public authority and public administration. Special mechanisms for administering socio-economic processes.

1.3. The principles of governance, the mechanisms of their manifestation and use.

Laws, regularities and principles of public authority and governance. The nationwide mechanism of public administration. Regional mechanisms of public administration and their consistency.

Theme 2. Efficiency and effectiveness of democratic governance

2.1. Determining the effectiveness and efficiency of public administration.

The concepts of effect, effectiveness, efficiency, functionality. Effectiveness of public administration and local self-government. Comprehensive and systematic character of determining the effectiveness of public administration.

2.2. Approaches to determining the efficiency and its criteria.

Economic efficiency. Social efficiency. Innovative and investment efficiency. Project efficiency. Selection criteria for determining the efficiency of public administration.

2.3. Democratic governance as an effective public administration tool.

Democracy, authoritarianism and totalitarianism. Available tools of democratic governance. The technology of choosing the instrument of democratic governance. The place of the management theory in public administration. The role of motivating civil servants to enhance the effectiveness of democratic governance.

Theme 3. The methodological principles of research in the field of public administration

3.1. The main stages and specifics of logical and theoretical reconstruction of socio-political and administrative and managerial processes.

The place of public administration in scientific cognition. Scientific and non-scientific methods of public administration. The logic and theoretical approach to public administration and management. Reconstruction of social and political processes. The study of administrative and managerial processes.

3.2. The features and specifics of scientific cognition in the field of public administration.

The specificity of scientific cognition in public administration. The methodology of the study of existing social processes. Analysis and synthesis

in public administration. The system approach to the study of public processes. Mathematical methods in public administration.

3.3. The specificity of scientific cognition in social and administrative-managerial branches.

Planning and forecasting of social and political processes in the state. The criteria for selection of research methods for a social component of public administration. A strategic approach to the administrative work of a public servant.

Theme 4. Models in the field of public administration

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

Models of public administration. The concept of old governance. The concept of new governance. The concept of good governance. Contemporary trends in public administration. Implementation of the existing governance models in the Ukrainian practice.

4.2. Definition of general approaches to the formation of the theoretical integral model in the field of public administration.

The notion of integrity. Analysis of the current state of public administration. Synthesis of the integrated model of public administration. Approbation and correction of the model.

Theme 5. Culture and ethics of public administration

5.1. The ethical public administration infrastructure.

Ethics and aesthetics. Ethical principles in public administration. An archetypical approach to determining the ethical norms of a public servant's behaviour.

5.2. The principles and norms of behaviour of representatives of public administration.

The norm of behaviour and morality. The ethical code of a public servant. The means of raising the competence of public servants. The role of population in the education of public servants. Prosecution for breach of the ethical code by a public servant.

5.3. Defining the image of a public servant and the peculiarities of his influence on the efficiency of public administration.

The concept of image. The style of a public servant. The interior of the office of a public servant. Speech style and communicative skills of a public

servant. Formation of a positive image and its influence on the efficiency of a public servant.

5.4. Service ethics and etiquette in public administration.

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

Theme 6. Conflicts and stresses in public administration

6.1. The content and essence of conflicts, their varieties.

Conflictology in the system of social sciences. Historical tradition in the study of a conflict. The concept of conflict: a variety of interpretations, specific features. The subject and the object of a conflict. The problem inside the conflict; its social functions.

6.2. The mechanisms for managing conflicts of interest.

The main driving forces of a conflict. The mechanism of breaking out and the grounds for political conflict. The problem of political tension in society. The role of personality in the management of political conflicts. Consensus as a way to solve a conflict.

6.3. Conflicts of interest in public administration.

Economic conflict as a clash of interests of needs. Ideological confrontation as a value conflict. Conflicts in the spiritual sphere as a value problem.

6.4. Moral regulators of conflicts of interest.

Morality and breeding as a prevention of a high level proneness to conflict. The role of educational and family institution in the regulation of conflicts of interest.

6.5. Stress-forming factors in public administration. Avoiding stress.

The role of the knowledge of conflicts in the professional activity of a public servant. Factors that cause stress. Prevention of stressful situations.

Content module 2

Modern mechanisms of social development management

Theme 7. The theoretical and methodical principles of social development management

7.1. Interaction of power structures, political and public organizations and increasing the efficiency of management at the central and regional levels.

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

7.2. Modern trends in social development.

Globalization tendencies of social development. The geopolitical vector of the present-day Ukraine. Separatist tendencies and their influence on state integrity. Interethnic enmity. Tools for achieving social consolidation.

7.3. Innovative potential of social development.

Innovative potential of social development. Methods of determining the innovation potential. An individual and society in the development of innovation potential. Society as a source of consolidated innovation.

Theme 8. Theory of state and society

8.1. Theory of state and law.

State, the main features of the state. Independence and sovereignty. The constitutional process. The system of power in Ukraine.

8.2. Civil society and the state.

Civil society and its formation. Coordination of the civil society activity in Ukraine. Self-organization of population and the influence of the state on this process.

8.3. The peculiar features of social stratification in the modern Ukrainian society. Ways to overcome social stratification.

Sociology as a science about society. Stratification of the Ukrainian society. The structure of society. Optimization of social strata.

Theme 9. Socio-political processes: the content and development trends

9.1. Modern socio-political processes.

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 the state of governance.

The legislative basis of the activities of political parties. Pluralism as a principle of democracy. Formation of a multiparty system in Ukraine. The status of the people's deputy of Ukraine. Political parties in Ukraine. Opposition and opposition parties.

9.3 The trends in the sustainable development of political processes in modern society.

The dynamics of political processes. The principle of publicity and transparency. Criminalization and revival of authoritarianism. Anti-corruption drive. Lustration of power.

Theme 10. Innovative development of Ukraine

10.1. The trends in the innovative development of Ukraine.

Legislative regulation of innovative development. The innovative strategy of Ukraine. Innovations in public administration. The innovative potential.

10.2. Personnel provision of the innovative potential of Ukraine.

Personnel support. The education system in Ukraine. The law of Ukraine "On Civil Service". Personnel policy in public administration. Public servants and officials. The educational system of public servants.

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

Information society. State policy of informatization of society. Electronic governance. Electronic courts. Access to public information.

4. The structure of the academic discipline

From the beginning of the study of the discipline, each seeker must be acquainted with both the syllabus and the forms of training, as well as with the structure, content and volume of each of its educational modules, as well as with all types of control and assessment methods of the developed professional competences.

The study of the discipline is carried out through a consistent and thorough learning of the educational modules. The module is a separate, relatively independent unit of the academic discipline which logically combines several educational elements of the discipline in terms of content and interconnections. The thematic plan of the discipline consists of two content modules (Table 4.1).

Table 4.1

The structure of the discipline credit

Names of content modules and themes	Number of hours			
	Full-time form of study			
	all	including		
		lectures	practical classes	independent work
1	2	3	4	5
Content module 1				
The theoretical and historical principles of public administration				
Theme 1. The theoretical aspects of public administration	14	1.5	2	10
Theme 2. Efficiency and effectiveness of democratic governance	10	1.5	2	6
Theme 3. The methodological principles of research in the field of public administration	10	1.0	2	6
Theme 4. Models in the field of public administration	8	0.5	2	6
Theme 5. Culture and ethics of public administration	10	1.0	2	6
Theme 6. Conflicts and stresses in public administration	8	0.5	–	8
Total in content module 1	60	6	10	42
Content module 2				
Modern mechanisms of social development management				
Theme 7. The theoretical and methodical principles of social development management	16	1.0	2	12
Theme 8. Theory of state and society	10	1.0	2	8
Theme 9. Socio-political processes: the content and development trends	16	3	2	12
Theme 10. Innovative development of Ukraine	18	3	2	14
Total in content module 2	60	8	8	46
Total hours	120	14	18	88

5. The themes and plans of seminars

A seminar is a form of training, when the lecturer organizes a discussion on the predefined themes, to which students prepare theses of speeches and reports, as well as problem questions, the answer to which should be found during the discussion. At each seminar, the lecturer assesses the reports and presentations prepared by the seekers on the given issues

(Table 5.1), their performance, participation in the discussion, the ability to formulate and uphold their views, etc. The final points for each seminar session are displayed in the corresponding register. The points received by a student for the seminar classes are taken into account in the process of accumulation of the final points on this discipline.

Table 5.1

The plans of seminars

Theme names	Program issues	Number of hours	Recommended literature
1	2	3	4
Content module 1			
The theoretical and historical principles of public administration			
Theme 1. The theoretical aspects of public administration	<i>The theme of the seminar "The features of development of public administration in Ukraine":</i> 1. The concept of public administration, as one of the types of socially useful activity and as a public law institute. 2. The concept and content of the principles of public administration. 3. The tasks and functions of public administration: the concept, the types, the characteristics. 4. Adaptation of public administration to the standards of the European Union	1	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]
Theme 3. The methodological principles of research in the field of public administration	<i>The theme of the seminar "The methodological principles of research in the field of public administration":</i> 1. The specificity of scientific knowledge in the social and administrative-managerial branches. 2. The features of scientific research in public administration. 3. The logical and theoretical reconstruction of socio-political and administrative-managerial objects. 4. Sociological research in the field of public administration	1	Main: [1 – 4; 6; 8]. Additional: [9 – 14]

Table 5.1 (the end)

1	2	3	4
Content module 2			
Modern mechanisms of social development management			
Theme 7. The theoretical and methodical principles of social development management	<i>The theme of the seminar</i> <i>"Formation and implementation of effective personnel policy in public administration":</i> 1. The problems of formation and implementation of personnel policy in public administrations of a region and their causes	1	Main: [1 – 5; 7]. Additional: [9; 14; 16]
Theme 10. Innovative development of Ukraine	<i>The theme of the seminar</i> <i>"Innovative development of Ukraine":</i> 1. Innovative development as a guarantee of a stable growth. 2. The problems of staffing of innovative development	2	Main: [1 – 8]. Additional: [9 – 11; 14; 19 – 22]
Total hours		5	

During the seminar, the time is clearly set for each type of work. The active participation of students in the seminar is expected to be properly evaluated.

6. The themes of practical classes

A practical lesson is a form of training, where the teacher organizes a detailed consideration of certain theoretical issues of the discipline and forms the skills in the practical application of theory through individual execution of the formulated tasks. Conducting such classes is based on pre-prepared methodical materials – tests to identify the degree of mastering of the necessary theoretical issues, a set of tasks of different levels of complexity to be solved in class. It includes preliminary control of knowledge, skills and abilities of seekers, raising a general problem by the teacher and discussing it with the participation of the seekers, solving problems through discussions, doing test tasks, review and evaluation of the tasks (Table 6.1).

Table 6.1

The list of themes of practical classes

The title of the content module	Themes of practical classes	Number of hours	Recommended literature
<i>Content module 1</i> The theoretical and historical principles of public administration	<i>Task 1.</i> Definition of the concept of public administration based on the construction of a logical framework of public institutions in Ukraine	2	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]
	<i>Task 2.</i> Determining the efficiency and effectiveness of democratic governance based on the example of Kharkiv region. Comparison with other regions	1	Main: [1; 3; 4; 6 – 8]. Additional: [13 – 16]
	<i>Task 3.</i> Centralization and decentralization processes and the democratic choice of Ukraine	1	Main: [1; 3; 4; 6 – 8]. Additional: [13 – 16]
	<i>Task 4.</i> Analysis of the use of tools for administrative culture and administrative (service) ethics	1	Main: [1 – 6; 8]. Additional: [15]
	<i>Colloquium</i> within content module 1: "The theoretical and historical principles of public administration"	1	Main: [1 – 8]. Additional: [9 – 22]
<i>Content module 2</i> Modern mechanisms of social development management	<i>Task 5.</i> "Problems of formation and implementation of personnel policy in public administrations of a region and their causes"	1	Main: [1 – 8]. Additional: [9 – 14; 22]
	<i>Task 6.</i> "Creation of mini-projects on socially significant themes by a non-government organization and a political party according to the proposed template and protection against the representatives of public administration"	2	Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]
	<i>Task 7.</i> "Power – Party – Public organization: the key to interaction"	1	Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]
	<i>Task 8.</i> "Determining the level of the innovation potential of Ukraine"	2	Main: [1 – 8]. Additional: [9 – 11; 14; 19 – 22]
	<i>Colloquium</i> within content module 2: "Modern mechanisms of social development management"	1	Main: [1 – 8]. Additional: [9 – 14; 22]
Total hours			13

6.1. Examples of typical practical tasks according to the themes

Content module 1

The theoretical and historical principles of public administration

Theme 5. Culture and ethics of public administration

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

You need to offer top management tools for public administration that will ensure the balanced development of Kharkiv region. The answer is to be reasoned.

Level 2. It is quite often when a public servant has a private interest, that is, the benefits to him or his family, close relatives, friends or individuals and organizations with whom he has or has had a common business or political interests, which, in turn, affects or may affect the impartial and objective performance of official duties, thereby causing a conflict situation in the workplace.

How to resist such a conflict of interests? How are the restrictions on public servants imposed at the legislative level?

Level 3. The modern stage of historical development is called the period of complex political, social and economic processes. Changes that occur unexpectedly affect management not only in the field of environment, technology and economics, but also in the field of social and political development. In such circumstances, the competent and timely account of these changes by the top echelon of managers and taking the appropriate measures becomes of a paramount importance.

Which of the following measures, in your opinion, is advisable for a manager to respond to the unexpected changes in the situation? The answer is to be reasoned.

A. First of all, the nature of the changes should be evaluated and then aligned with the goals and activities of the organization itself, as well as the methods of managing it.

B. In the event of changes, hasty, inappropriate decisions are always taken, and the futile, unnecessary efforts are made. That is why the organization works unevenly. Therefore, it is urgent to identify all the negative situations, to eliminate them and try to maintain the necessary stability in the organization.

C. Changes that occur in the surrounding environment affect the skills needed by the organization's employees. Therefore, efforts should be taken to ensure that they can adapt to any changes.

Content module 2

Modern mechanisms of social development management

Theme 9. Socio-political processes: the content and development trends

Level 1. The priority task of public administration is to raise the ability of the state apparatus to provide the appropriate quality management both at the level of political governance and at the level of professional administration, to increase its efficiency and effectiveness not only from the point of view of managers but citizens as well. The characteristics of such a managerial process are now expressed through the concept of good (democratic) governance.

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

Level 2. You work as the chief specialist of the information and analytical department of the regional state administration. You need to offer to the top management the tools of public administration that will ensure the balanced development of Kharkiv region. The answer is to be reasoned.

Level 3. You work as a specialist in the Kharkiv Regional Committee for Economic Reforms. At the regular meeting of the Regional Economic Development Working Group, the need to develop a program of territorial development of Kharkiv region and its balanced functioning for 2017 – 2018 is to be discussed. You have to propose a model of interaction between the subjects of management of strategic territorial development. Justify the answer.

7. Independent work

Independent work of students (IWS) is a form of organization of the educational process, in which the planned tasks are performed by a student independently under the teacher's methodological guidance.

The purpose of the IWS is to learn in full the curriculum and to form the general and professional competences which will play a significant role in the future formation of the PhD.

The time for independent work of full-time students is determined by the curriculum and makes 73.3 % (88 hours) of the total amount of the time allocated for the academic discipline (120 hours).

In the course of independent work, students should become active participants in the learning process, learn to develop a conscious attitude to the acquisition of theoretical and practical knowledge, to navigate in the information space, to carry individual responsibility for the quality of their educational and scientific activities.

Independent work of students within the discipline "Theory and Methodology of Public Management and Public Administration" includes:

studying the recommended literature on the themes and searching for additional literature;

studying the lecture material;

making notes of separate issues that have not been considered at the lectures;

execution of situational and creative tasks on the issues of the academic discipline;

writing papers and short reports for seminars;

preparation for running tests and colloquia.

The tasks of independent work which are envisaged by the syllabus and by the curriculum for the acquisition of theoretical knowledge and practical skills are given in Table 7.1.

Table 7.1

Tasks for independent work of students and forms of control

Competences	Theme name	Tasks for independent work	Number of hours	Forms of control	Recommended literature
1	2	3	4	5	6
Content module 1					
The theoretical and historical principles of public governance					
Development and use of modern tools, techniques and technologies for work in the field of public administration and public service	Theme 1. The theoretical aspects of public administration	Study of the lecture material, preparation for the seminar, review of the theoretical material on the theme "The features of development of public administration in Ukraine", preparation for practical classes	10	Homework	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]

Table 7.1 (continuation)

1	2	3	4	5	6
Development of the system of public reporting in the institutions of public administration	Theme 2. Efficiency and effectiveness of democratic governance	Lectures, preparation for practical classes. Preparation for the test on themes 1 and 2. Preparation for testing. Completing the task "Centralization and decentralization processes and Ukraine's democratic choices"	6	Homework	Main: [1; 3; 4; 6 – 8]. Additional: [13 – 16]
Making effective managerial decisions and responsibility for the correctness and adequacy of the developed models of public administration	Theme 3. The methodological principles of research in the field of public administration	Study of the lecture material, preparation for practical classes. Doing the homework, review of the theoretical material on the theme "The methodological principles of research in the field of public administration". Writing an essay on the theme: "The method of governance as a set of techniques and tools of management", "Functions and methods of governance"	6	Essay	Main: [1 – 4; 6; 8]. Additional: [9 – 14]
Development of predictive models of socio-political processes and justification of corrections on the principles of democratic governance	Theme 4. Models in the field of public administration	Study of the lecture material, preparation for a seminar session, review of theoretical material on the theme "Methodological principles of research in the field of public administration"	6	Presentation	Main: [1; 3; 4; 6 – 8]. Additional: [9; 13 – 15]
The choice of means of public servants' training; evaluation of the language style and communicative skills of public servants	Theme 5. Culture and ethics of public administration	Study of the lecture material, preparation for practical classes, review of theoretical material on the theme "Administrative culture and ethics"	6	Homework	Main: [1 – 6; 8]. Additional: [15]
Organization of timely implementation of managerial decisions for conflict resolution and stress situations	Theme 6. Conflicts and stresses in public administration	Conflicts and stresses in public administration. Study of the lecture material, preparation for practical classes. Doing the homework. Preparation for testing. Preparation of a report on the themes:	8	Homework. Testing	Main: [1 – 5; 7]. Additional: [9; 14; 16]

Table 7.1 (continuation)

1	2	3	4	5	6
		1. Definition of a conflict of interests in public administration. 2. Moral regulators of conflicts of interests. 3. Strategic directions of the administrative reform in Ukraine. 4. The human factor in management. 5. The socio-psychological conditionality of personnel policy and professionalization of public administration			
Total in content module 1			42		
Content module 2					
Modern mechanisms of social development management					
Forecasting the current trends in the interaction of power structures, political and public organizations in order to raise the effectiveness of management at the governmental and regional levels	Theme 7. The theoretical and methodical principles of social development management	Search, selection and review of literary sources on the given theme. Completion of the homework, preparation of mini-projects: "Creation of socially significant themes according to the proposed template and presentation of the projects to the representatives of public administration"; "Evaluation, selection, justification of selection of projects for government financing"	12	Essays	Main: [1 – 8]. Additional: [9 – 14; 22]
Implementation of sound management decisions on the coordination of public activity and overcoming social stratification	Theme 8. Theory of state and society	Study of the lecture material, preparation for practical classes. Preparation of the report on the topic "Formation of public trust in the activities of employees with the power of attorney"; "Providing quality services as a way of forming a positive image of governmental bodies". Performing the homework	8	Report. Presentation	Main: [1 – 8]. Additional: [9 – 13]

Table 7.1 (the end)

1	2	3	4	5	6
Assessment of trends in the development of political processes in contemporary society	Theme 9. Socio-political processes: the content and development trends	Search, selection and review of literary sources on the given theme. Performing the homework assignment on the theme "The influence of political parties on the state governance"; "Foreign experience in managing social development"	12	Checklist for homework	Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]
Development of proposals for the improvement of the efficiency of state administrations, substantiation of managerial decisions on the innovation strategy of the country and its regions	Theme 10. Innovative development of Ukraine	Search, selection and review of literary sources on the given theme. Independent study of the lecture material: 1. Innovations in public administration. 2. Reforms of governance. 3. The concept of reform. 4. Preparing for the colloquium	14	Homework	Defending the homework
Total in content module 2			46		
Total for the academic discipline			88		

7.1. Test questions for self-assessment

Content module 1

The theoretical and historical principles of public administration

Theme 1. The theoretical aspects of public administration

1. The history of the emergence and establishment of public administration as a state management function.
2. The emergence and development of public administration as a science.
3. The purpose and tasks of public administration as an academic discipline.
4. The concept of governance, its essence and types.
5. The principles and functions of public administration.
6. Woodrow Wilson and his contribution to the development of public administration.

7. Identify the difference between the political and administrative processes in public administration.

8. Describe public administration as an attribute of a state-owned mechanism.

9. The prospects for the development of public administration in Ukraine and in the world.

10. Modernization of public administration under the conditions of reform.

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

Theme 2. Efficiency and effectiveness of democratic governance

1. Emergence and establishment of democracy in the world.

2. Democracy and civilization: common grounds.

3. Democracy as a system of organization of power in the state.

4. The totalitarian regime: the lessons of history.

5. The special features of bureaucracy in public administration.

6. The quality of public administration: the criteria and ways for improvement.

7. Effectiveness of governance as an indicator of the public administration quality.

8. The indicators of the public administration efficiency in Ukraine.

9. The system of integrated assessment of the effectiveness of democratic governance.

10. Motivation of the activity of public administration as a factor of management efficiency.

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

Theme 3. The methodological principles of research in the field of public administration

1. The methodology of scientific research in public administration.

2. Theory and practice of public administration.

3. The specificity of scientific tools in public administration.

4. The methodology of research of public processes.

5. The methods of research of public processes.

6. The mechanism of choice of research methods depending on the characteristics of the object of the study.

7. Expert evaluation in public administration.

8. A sociological survey as a tool for public administration research.

9. Mathematical methods in public administration: the current state and development prospects.

10. Contemporary trends in scientific knowledge and the possibility to apply them in public administration.

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

Theme 4. Models in the field of public administration

1. The concept of decentralization: the essence, the goals, the features.

2. The concept of centralization: the essence, the goals, the features.

3. The concept of deconcentration: the essence, the goals, the features.

4. Subsidiarity as a fundamental principle of public administration.

5. The European Union and its contribution to the development of decentralization processes.

6. Public administration and local governments in Ukraine.

7. The legislative basis regulating the decentralization and centralization processes in Ukraine.

8. The concept of local self-government and the peculiarities of its formation.

9. Interaction between public authorities and local self-governments and the effectiveness of their functions.

10. A territorial community: a myth or reality?

11. A model of public administration in England.

12. A public administration model in France.

13. A model of public administration in Germany.

14. A model of public administration in Poland.

15. A model of public administration in the United States.

16. A model of public administration in Ukraine.

Recommended literature: main [1; 3; 4; 6 – 8]; additional [9; 13 – 15].

Theme 5. Culture and ethics of public administration

1. The Ukrainian civil service legislation: analytical description.

2. Reforming civil service into public service.

3. The position of a public servant as the primary structural unit of public authority, its essence and social and managerial role.

4. Professional qualification characteristics of public servants.

5. Social positions and roles of public service employees.

6. The role and place of the elite in public administration.

7. The ethical code of a public servant.

8. "Everything that is not prohibited by law" – "only what is permitted by law" – a public servant on the break of two behavioral codes.

9. Anticorruption legislation of Ukraine: a test for viability.
10. The rules of professional etiquette of a public servant (the general and diplomatic etiquette).

Recommended literature: main [1 – 6; 8]; additional [15].

Theme 6. Conflicts and stresses in public administration

1. The methods of the science of conflictology: general and special.
2. The contribution of psychological concepts to the theory of conflictology.
3. A model of an innovative conflict (by Smelzer).
4. The typology of social conflicts according to different criteria.
5. The scale of conflicts. The concept of the "legitimate field" in conflict.
6. Objective and subjective factors of a conflict.
7. The features and varieties of religious conflicts.
8. Interethnic conflict as a socio-cultural and political issue.
9. Conflicts in the organization: labor, administrative, professional.
10. The specificity of family-friendly conflicts.
11. The essence of a political conflict, its varieties.
12. The socio-political crisis: causes and peculiarities.

Recommended literature: main [1 – 5; 7]; additional [9; 14; 16].

Content module 2

Modern mechanisms of social development management

Theme 7. The theoretical and methodical principles of social development management

1. The ways of formation of public administration in Ukraine.
2. The main directions of the formation of legislation on public administration in Ukraine.
3. The main stages of implementation of administrative reform in Ukraine.
4. Civil society: definition and development.
5. The experience of the world countries in the formation of civil society.
6. Formation of civil society in Ukraine.
7. Nongovernmental organizations as an element of public administration.
8. The trade union movement as an important component of democratic governance.
9. Mass media and their role in public administration.

10. The main criteria for making optimal administrative decisions in the light of political development of modern Ukraine.

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

Theme 8. Theory of state and society

1. A historical essay on the state formation in Ukraine.
2. The stages of the state formation in Ukraine.
3. The Constitution of Pylyp Orlyk and its assessment by the international community.
4. The constitutional process in Ukraine in 1990 – 2014.
5. The state system of Ukraine: its main characteristics.
6. The process of formation of independence in Ukraine.
7. Self-organization of society and risks for the state.
8. Separatist tendencies: the world experience of solving a complex problem.
9. Advantages and disadvantages of social stratification of society.
10. Poverty and its impact on the harmonious development of society.

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

Theme 9. Socio-political processes: the content and development trends

1. Formation of a multi-party system in Ukraine.
2. The 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 solutions to it.
6. The protest movement in Ukraine as a manifestation of national archetypes.
7. Self-identification of Ukrainians in the world.
8. The civilization component of the formation of the Ukrainian nation.
9. The geopolitical choice of Ukraine.
10. Ukraine in the next 20 years – prospects for development.

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

Theme 10. Innovative development of Ukraine

1. The scientific and technological progress and the scientific and technological revolution.
2. The strategy of innovation development of Ukraine.
3. The socio-economic development of the state.
4. Innovations and investment attractiveness of Ukraine.
5. Innovations 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 education of public servants in Ukraine.
9. The features of the law of Ukraine "On Access to Public Information".
10. The state of the e-government development in Ukraine.

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

8. Individual advisory work

Individual-advisory work is carried out according to the schedule of individual and consultative work in the form of individual classes, consultations, control of execution individual tasks, verification and presentation of tasks performed during the current check, etc.

The forms of organization of individual advisory work are:

a) mastering the theoretical material:

consultations: individual (question – answer), group (consideration of typical examples-situations);

b) mastering the practical material:

Individual and group counseling;

b) comprehensive assessment of the mastery of the syllabus:

individual presentation of the work performed.

9. Methods of training

In the process of teaching the academic discipline, in order to stimulate the educational and cognitive activity of students, the application of both active and interactive learning technologies is provided including the following: problem-oriented lectures, minilectures, work in small groups, seminar-discussions, brainstorming, the case study method, presentations, introductory

(initial) games, the method of design work, computer simulations, the Delphi method, the scenario method, banks of visual support (Tables 9.1 and 9.2).

Table 9.1

Distribution of the forms and methods of stimulation of the process of learning the themes of the academic discipline

Theme	Practical application of educational technologies
1	2
Theme 1. The theoretical aspects of public administration	A seminar-discussion on the theme "A logic-structural scheme of public institutions in Ukraine"
Theme 2. Efficiency and effectiveness of democratic governance	Brainstorming: Public administration tools. A lecture on the problem "Centralization and decentralization processes and the democratic choice of Ukraine"
Theme 3. The methodological principles of research in the field of public administration	A problem-oriented lecture on the theme "The logical and theoretical reconstruction of socio-political and administrative-managerial objects"
Theme 4. Models in the field of public administration	A seminar-discussion on the theme "Civil service and decentralized public service – similarities and differences (building a logical scheme of the relationship between civil service and decentralized public service)"
Theme 5. Culture and ethics of public administration	Work in small groups on the themes: 1. Competence as a basis of professionalism of a public service official. 2. The concept and essence of a competence. 3. The main elements of a competence: knowledge, experience, general and managerial culture, employee's personal qualities
Theme 6. Conflicts and stresses in public administration	Lectures on the issues: 1. The problems of formation and implementation of personnel policy in public administrations of a region and their causes. Conflicts and stress that arise. 2. Public conflict and the role of public administration in the regulation of conflicts
Theme 7. The theoretical and methodical principles of social development management	A minilecture "Decentralization of public authority: the experience of European countries and prospects for Ukraine". A role play: "Power – party – public organization: the key to interaction". 1. Miniprojects: Creation of miniprojects on socially significant themes in a public organization and a political party according to the proposed template and its presentation to the representatives of public administration. 2. Evaluation, selection, justification of selection of projects for financing by the authorities
Theme 8. State and society theory	A minilecture "Civic self-awareness: The role of public administration"

Table 9.1 (the end)

1	2
Theme 9. Socio-political processes: the content and development trends	A problem-oriented lecture on the theme "A debate on the subject of the European choice of Ukraine will promote the development of the local self-government in Ukraine". A situational game: The reflection of social problems through the prism of a public servant
Theme 10. Innovative development of Ukraine	A problem-oriented lecture on the theme "Post-informational society, is it in Ukraine?"

The main differences between active and interactive methods of teaching and the traditional ones are determined not only by the methodology and teaching techniques, but also by high efficiency of the learning process which is manifested in: high motivation of students; consolidation of theoretical knowledge in practice; increased self-awareness of students; formation of the ability to make independent decisions; formation of the ability to make collective decisions; formation of the capacity for social integration; acquisition of conflict resolution skills; development of the ability to find compromise.

A problem-oriented lecture is one of the most important elements of problem-based training of students. They provide, along with the consideration of the main lecture material, setting and consideration of a range of disputable issues that have not been sufficiently developed in science and studying their relevance to theory and practice. Problem-oriented lectures are distinguished by an in-depth argumentation of the material being taught. They contribute to the formation of independent creative thinking of students, training their cognitive skills. Students become participants in scientific research and problem solving.

Minilectures provide presentation of the training material in a short period of time and are characterized by a significant capacity, complexity of logical constructions, images, evidence and generalizations. As a rule, they are conducted as a part of study. Minilectures differ from full-length lectures by a significantly shorter duration. Typically, minilectures last no more than 10 – 15 minutes and are used to briefly convey new information to all listeners. Minilectures are often used as a part of a holistic theme, which is desirable to be taught as a full-length lecture so as not to tire the audience. Then the information is provided in turn by several separate segments, alternating with other forms and methods of teaching.

Seminar-discussions imply the exchange of the participants' opinions and views on the theme. They develop thinking, help shape opinions and beliefs, develop the ability to formulate and express thoughts.

Work in small groups makes it possible to structure practical classes in the form and content, creates opportunities for each participant to take part in the work on the theme of classes, provides opportunities for the formation of personal qualities and experience of social communication.

Brainstorming is a method of solving urgent tasks, the essence of which is to express as many ideas as possible within a very limited period of time, discuss and select them.

Presentation is making a speech to the audience, used to present certain achievements, results of the team work, reports on the implementation of individual tasks or projects. Presentations can be either individual, such as the performance of one competitor, or collective, that is, the performances of two or more students.

The Delphi method is used to reach consensus in expert assessments. It provides the opportunity to express the views to a group of experts who work individually in different places. When choosing a managerial decision for this method, the academic group is divided, for example, into five small subgroups. The four groups are workers, they develop and make managerial decisions, and the fifth group is an expert one. Analysis and management options for effective management of working groups are averaged by this group. The expert group can be divided into specialities.

The method of scripts develops probable patterns of behaviour and specific phenomena in the future.

Table 9.2

The use of methods for stimulation of the learning process

Theme of the academic discipline	Practical application of techniques	Methods of stimulation of the learning process
1	2	3
Theme 1. The theoretical aspects of public administration	<i>A seminar.</i> Theme: "The features of public administration development in Ukraine". <i>Task 1.</i> Definition of the concept of public administration based on the construction of a logical framework of public institutions in Ukraine	Seminar-discussions, presentations, the method of scenarios
Theme 2. Efficiency and effectiveness of democratic governance	<i>Task 2.</i> Evaluation of the efficiency and effectiveness of democratic governance based on the example of Kharkiv region. Comparison with other regions. <i>Task 3.</i> Centralization and decentralization processes and the democratic choice of Ukraine	Work in small groups, brainstorming, the Delphi method

Table 9.2 (the end)

1	2	3
Theme 3. The methodological principles of research in the field of public administration	<i>A seminar.</i> Theme: "The methodological principles of research in the field of public administration"	Seminar-discussions, presentations
Theme 4. Models in the field of public administration	<i>A seminar.</i> Theme: "Models in the field of public administration"	Work in small groups, brainstorming
Theme 5. Culture and ethics of public administration	<i>Task 4.</i> Analysis of the use of tools for administrative culture and administrative (service) ethics	Work in small groups, brainstorming, the scenario method, presentations
Theme 6. Conflicts and stresses in public administration	<i>A seminar.</i> Theme: "Formation and implementation of effective personnel policy in public administration"	Seminar-discussions, presentations
Theme 7. The theoretical and methodical principles of social development management	<i>Task 5.</i> Decentralization of public authority: the experience of European countries and prospects for Ukraine	Work in small groups, brainstorming, presentations
Theme 8. Theory of state and society	<i>A seminar.</i> Theme: "Public society as a guarantee of effective governance"	Seminars-discussions, presentations
Theme 9. Socio-political processes: the content and development trends	<i>A seminar.</i> Theme: "Experience in managing social development". <i>Task 6.</i> A debate on the theme "The European choice of Ukraine will contribute to the development of the local self-government in Ukraine"	Seminar-discussions, work in small groups, brainstorming, presentations
Theme 10. Innovative development of Ukraine	<i>A seminar.</i> Theme: "Innovative development of Ukraine"	Seminar-discussions, presentations

10. Methods of control

The system of evaluation of the developed competences (Table 2.1) takes into account the types of work that, according to the curriculum, include lectures, seminars, practical classes, and independent work. The evaluation of the developed competences of students is carried out using a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessment of Students' Academic Performance on the Accumulation Point-Rating System" of S. Kuznets KhNUE, the methods of control include:

current control, which is carried out during the semester at the lectures, practical classes, seminars and is estimated by the sum of the points scored (the maximum number is 100 points; the minimum number that allows a student to receive a score is 60 points);

modular control, which is conducted taking into account the current control over the corresponding content module and is aimed at an integrated assessment of the results of a student's training after studying the material from the logically completed part of the academic discipline – the content module;

final/semester control conducted in the form of a differentiated test, according to the schedule of the educational process.

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

active work at lectures;

active participation in the performance of practical tasks;

active participation in the discussion and presentation of material at seminars;

writing an essay on the given theme;

ongoing testing;

conducting a written test;

express survey;

writing a dictation on the lecture material.

Modular control on this discipline is carried out in the form of a colloquium. A **colloquium** is a form of examination and evaluation of students' knowledge in higher education institutions. It is conducted as an intermediate miniexam on the lecturer's initiative.

The final/semester control is carried out in the form of a differentiated test based on the accumulation point-rating system.

The procedure for conducting current assessment of students' knowledge. Assessment of students' knowledge during seminars and practical classes and the performance of individual tasks is carried out using a 100-point accumulation system according to the following criteria:

understanding, the degree of assimilation of the theory and methodology of the problems under consideration;

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

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

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

logic, structure, style of presentation of the material in written papers and speeches to the audience, the ability to substantiate their points of view, to generalize information and draw conclusions;

the arithmetic correctness of the performance of an individual and complex calculation task.

The maximum possible score for a specific task is given on the condition that the written or oral assignment completed by the student meets all the specified criteria. Absence of one or another component reduces the number of points. When evaluating individual tasks, attention is also paid to the quality, independence and timeliness of the tasks performed by the student, in accordance with the schedule of the educational process. If any of the requirements are not met, the points are reduced.

Current control is carried out 2 times per semester and includes a test and practical tasks of different levels of complexity in accordance with the content modules.

The criteria for evaluating extracurricular independent work of students. The general criteria for assessing the extracurricular independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge of specific themes, the ability to draw informed conclusions, the mastery of the categories and concepts, skills and techniques for performing practical tasks, the ability to find, systematize and process the necessary information, self-realization during practical classes and seminars.

The criteria for evaluation of essays are:

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

the ability to explain alternative views and express their own points of view on a certain problematic issue;

application of analytical approaches;

quality and clarity of reasoning;

logic, structuring and substantiation of conclusions on a specific problem;

independence of work;

literacy of presentation of the material;

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

the format of the work.

The final control is carried out in the form of a differentiated test on the accumulative point-rating system within the terms provided by the schedule of the educational process.

A student does not receive a score if the number of points obtained for the results of the progress during the current and modular control (according to the content module) during the semester has not reached 60 points.

The typical structure of the colloquium within content module 1 on the academic discipline "Theory and Methodology of Public Management and Public Administration"

1. Test tasks (a fragment).

1. The totality of direct interaction of citizens, the state and nongovernmental sectors, planning, management of general affairs of the city, region, relations, which include official institutions, informal arrangements and associated with the synthesized (human, intellectual, social) capital of citizens, is:

- a) public administration;
- b) state governance;
- c) public management.

2. The classical bureaucratic form of organization is:

- a) old public management;
- b) good governance;
- c) new public management.

3. A combination of state government and local self-government, the approval of the exercise of public authority on the principle of negative legal regulation of the activities of local self-governments, according to which they can carry out all the actions not directly prohibited by law are the main features of the model of local self-government known as:

- a) Anglo-Saxon;
- b) Iberian;
- c) continental;
- d) Soviet;
- d mixed.

4. Decentralization is a necessary component of the democratization process of a country based on the archetype of direct democracy:

- a) yes;
- b) no.

5. External relations, education, environment, regulation of monopolies, struggle with inadequate education, insurance, financial regulation, social insurance are the areas where the influence of a "strong state" is:

- a) minimal;
- 2) intermediate;
- 3) active.

6. The transition of public administration bodies from the functions of control, supervision and coercion to the provision of public services to the population, which involves the transition from administration to management, transferring the main emphases of activity to the results is:

- a) the traditional model of public administration;
- b) a new model of public administration.

Practical task 1. Draw a diagram of the relationship between public administration and state governance using the following elements: society, state administration, three branches of power, state policy, public policy, local government, good governance, electronic governance.

Practical task 2. One of the characteristic features of a foreign model of local self-government is the lack of in-field representatives of central government which cares for local elected bodies. Name this model of the local self-government, identify its other specific features and list the countries where it is used.

The maximum number of points for the assessment of the tasks of the colloquium is 10. Each colloquium task is evaluated separately.

Test tasks contain 20 questions. Each correct answer to the question is scored at 0.25 points.

The algorithm for solving a practical problem involves separate steps which differ in complexity, work content and significance for solving the problem. Therefore, separate tasks and stages of solution are evaluated separately from each other as follows:

Assessment of the correctness of **practical task 1 is equal to 3 points** and includes:

1 point – for the correct characterization of the public administration model;

1 point – for providing a complete list and characteristics of public administration principles which are basic for the implementation of public administration;

1 point – for availability and depth of conclusions.

The score for the correctness **of practical task 2 equals 2 points**, and includes:

1 point – for the correct characterization of the local self-government model;

1 point – for a substantiated conclusion regarding the use of the definite model of public administration in Ukraine.

11. The distribution of points gained by students

The system for assessing the level of formation of professional competences of full-time students is presented in Table 11.1.

Table 11.1

The system of evaluation of students' professional competences

Professional competence	Training week	Hours	Forms of training				Assessment of the competences	
							Forms of control	Maximum score
1	2	3	4				5	6
Content module 1								
The theoretical and historical principles of public administration								37
Knowledge, skills and abilities to substantiate the theoretical foundations of public administration	The ability to identify the concepts of public administration and public management	1	Class	2	Lecture	Theme 1. The theoretical aspects of public administration	Work at the lecture	1.5
			IWS	5	Preparation for classes	Search, selection and review of literary sources on the given topic. Performing tasks for visualization regarding the category "public administration"	Checking the homework	5
		2	Class	2	Practical training	Analysis of the notion of public administration as one of the types of socially useful activity and as a public-legislative institute. Definition of the principles, tasks and functions of public administration	Active participation in the performance of practical tasks	1.5
			IWS	5	Preparation for classes	Search, selection and review of literary sources on the given theme	Checking the homework	-

Table 11.1 (continuation)

1	2	3		4		5	6		
The ability to determine the effectiveness and efficiency of democratic governance	3	Class	2	Lecture	Theme 2. Efficiency and effectiveness of democratic governance	Work at the lecture	1.5		
		IWS	3	Preparation for classes	Independent work on the topic "Democratic governance as an effective public administration tool"	Checking the homework	-		
	4	Class	2	Practical training	Solving practical tasks for evaluation of the effectiveness and efficiency of democratic governance based on the example of Kharkiv region. Comparison with other regions	Active participation in the performance of practical tasks	2.5		
				Seminar	A seminar on the topic "Adaptation of public administration to the standards of the European Union"	Active participation in seminars			
IWS	6	Preparation for classes	Search, selection and review of literary sources on the given topic. Performance of practical tasks for determining the costs of production by different methods	Checking the homework	-				
The ability to identify public administration models and properly justify them	5	Class	2	Lecture	Theme 3. The methodological principles of research in the field of public administration.	Work at the lecture	1.5		
					Theme 4. Models in the field of public administration	Current test			
	IWS	6	Preparation for classes	Search, selection and review of literary sources on the given topic. Writing an essay on the topic "Foreign experience of using models in the field of public administration"	Checking the essay	8			
	6	Class	3	Seminar	A seminar on the topic "Specificity of scientific knowledge in the social, administrative and management spheres"	Active participation in seminars	6		
					6	Practical training	Group discussion: Civil service and decentralized public service – similarities and differences (building a logical scheme of the relationship between civil service and decentralized public service)	Active participation in the group discussion	1.5
							IWS	2	Preparation for classes
	7	Class	3	Lecture	Theme 5. Culture and ethics of public administration.	Work at the lecture	1.5		
					Theme 6. Conflicts and stresses in public administration				
	IWS	2	Preparation for classes	Search, selection and review of literary sources on the given theme	Checking the homework	5			
	8	Class	6	Practical training	Brainstorming: "The concept and essence of a competence". A seminar on the topic "Competence as the basis of professionalism of a public service official"	Active participation in brainstorming	1.5		

Table 11.1 (continuation)

1	2	3	4		5	6		
		IWS	6	Preparation for classes	Search, selection and review of literary sources on the given topic. Preparation for the colloquium. Colloquium on content module 1	Checking the homework	-	
						Final test	10	
Content module 2								
Modern mechanisms of social development management							63	
Knowledge, skills and abilities to identify modern mechanisms for managing social development and justify their use	The ability to identify conflict situations in the activities of public servants	9	Class	2	Lecture	Theme 7. The theoretical and methodical principles of social development management. Theme 8. Theory of state and society	Work at the lecture	1.5
				6	Practical training	A problem-oriented practical study "Problems of formation and implementation of personnel policy in public administrations of a region and their causes. Conflicts and stress that arise"	Active participation in the performance of practical tasks	1.5
			A seminar on the topic "Conflict of public masses and the role of public administration in conflict management"					
		IWS	2	Preparation for classes	Search, selection and review of literary sources on the given theme	Checking the homework	5	
		10	Class	6	Practical training	Practical training on the topic "Creating mini-projects on socially significant issues of a public organization and a political party based on a proposed template and protection against public administration". Presentation of the work results of in small groups	Active participation in the performance of practical tasks	3
						Presentation of the results	3	
		IWS	3	Preparation for classes	Search, selection and review of literary sources on the given theme	Checking the homework	-	
		11	Class	2	Practical training	A role play: "Power – party – public organization: key to interaction". Presentation of the work results	Active participation in a role-play	3
						6	Preparation for classes	Writing an essay on the theme "Specific requirements to the competence of public administration management". Performance of practical tasks dealing with modern mechanisms of social development management
		12	Class	12	Lecture			Theme 9. Socio-political processes: the content and development trends. Theme 10. Innovative development of Ukraine
						Current check	5	
		IWS	2	Preparation for classes	Practical training to determine the level of the innovative potential of Ukraine	Checking the homework	4	
		13	Class	4	Practical training	A seminar-discussion on the topic "Innovative development as a key to sustainable growth". Presentation of the results of work in small groups	Active participation in the seminar-discussion	1.5

Table 11.1 (the end)

1	2	3		4		5	6
		IWS	2	Preparation for classes	Search, selection and review of literary sources on the given theme	Checking the homework	2
	14	Class	2	Lecture	Theme 10. Innovative development of Ukraine. Colloquium on content module 2	Work at the lecture	3
						Final test	10
			6	Practical training	Practical training to determine the level of the innovative potential of Ukraine	Active participation in the performance of a practical task	1.5
		IWS	2	Preparation for classes	Search, selection and review of literary sources on the given theme	Checking the homework	-
Total hours		120		Total maximum number of points on the academic discipline			100

The distribution of points within the content modules is presented in Table 11.2.

Table 11.2

The distribution of points within the modules

Current testing and independent work										Final test (exam)	Number of points
Content module 1					Content module 2					-	100
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10		
8	4	15.5	1.5	6.5	1.5	14	21	3.5	4.5		
Colloquium					Colloquium						
10					10						

The maximum number of points that a student can accumulate during a week is given in Table 11.3 according to the form and method of training.

Table 11.3

The distribution of points within the weeks

Themes of the content module			Lecture	Practical classes	Homework	Essays	Presentation	Written test	Colloquium	Total
1			2	3	4	5	6	7	8	9
Content module 1 The theoretical and historical principles of public administration	Theme 1	week 1	1.5		5					6.5
		week 2		1.5						1.5
	Theme 2	week 3	1.5							1.5
		week 4		2.5						2.5

Table 11.3 (the end)

1			2	3	4	5	6	7	8	9
	Theme 3	week 5	1.5			6		8		15.5
	Theme 4	week 6		1.5						1.5
	Theme 5	week 7	1.5		5					6.5
	Theme 6	week 8		1.5						1.5
Content module 2 Modern mechanisms of social development management	Theme 7	week 9	1.5	1.5	5				10	18
		week 10		3			3			6
	Theme 8	week 11		3		6				9
		week 12	3		4			5		12
	Theme 9	week 13		1.5	2					3.5
	Theme 10	week 14	3	1.5					10	14.5
Total			13.5	17.5	21	12	3	13	20	100

The final score on the academic discipline is determined in accordance with the Provisional Regulations "On the Procedure for Assessment of Students' Academic Performance on the Accumulation Point-Rating System" of S. Kuznets KhNUE (Table 11.4).

Table 11.4

The scale: national and ECTS

The number of points for all types of educational activities	ECTS scale	Score on the national scale	
		for the exam, yearly/term project (work), practice	for a credit
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactory	
60 – 63	E		
35 – 59	FX	unsatisfactory	failed
1 – 34	F		

The scores on this scale are recorded in the register of the academic performance and other academic documents.

12. Recommended literature

12.1. Main

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3. Державне управління : навч. посіб. / А. Ф. Мельник, О. Ю. Оболенський, А. Ю. Расіна та ін. ; за ред. А. Ф. Мельник. – Київ : Знання-Прес, 2003. – 343 с.

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. Г. С. Одинцової. – Харків : ХарPI УАДУ, 2002. – 492.

5. Державне управління в Україні: централізація і децентралізація : монографія / кол. авт ; відп. ред. проф. Н. Р. Нижник. – Київ : 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. д-р екон. наук, проф. П. Ю. Беленький. – 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 Л. Г. Шемаєвої. – Харків : Вид. ХНЕУ, 2008. – 472 с.

8. 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. д-ра екон. наук, проф. Н. Л. Гавкалової. – Харків : Вид. ХНЕУ, 2012. – 328 с.

12.2. Additional

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

10. Дзюндзюк В. Б. Ефективність діяльності публічних організацій : [монографія] / В. Б. Дзюндзюк. – Харків : Вид-во ХарРІ УАДУ Магістр, 2003. – 236 с.

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

12. Конституція України. – Київ : Преса України, 1996. – 80 с.

13. Коротич О. Б. Державне управління регіональним розвитком України : [монографія] / О. Б. Коротич. – Харків : Вид-во ХарРІ НАДУ "Магістр", 2006. – 220 с.

14. Лахижа М. І. Модернізація публічної адміністрації: теоретичні та практичні аспекти / М. І. Лахижа. – Полтава : РВВ ПУСКУ, 2009. – 289 с.

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

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

12.3. Information resources

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

18. Концепція реформування публічної адміністрації в Україні [Електронний ресурс]. – Режим доступу : http://www.pravo.org.ua/files/administr/Konceptsiya_reform_pabl_admin_2.doc.

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

20. Портал органа государственной власти. – Режим доступа : <http://www.microsoft.com/rus/government/portal>.

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Appendices

Appendix A

Table A.1

The structure of the components of professional competences on the academic discipline "Theory and Methodology of Public Management and Public Administration" according to the National Qualifications Framework of Ukraine

43

Competences which are formed within the theme	Minimal experience	Knowledge	Skill	Communications	Autonomy and responsibility
1	2	3	4	5	6
Theme 1. The theoretical aspects of public administration					
The ability to define the principles of governance and mechanisms of regulation of social and economic processes	The essence of the concept of public administration and public management. Signs of public administration. Laws and principles of governance. The mechanisms of public administration and their consistency	Knowledge of the essence, functions and methods of public administration; the mechanisms of administration of social and economic processes	The ability to determine the peculiarities of public administration in Ukraine	Effective formulation of the national and regional mechanisms of public administration	Responsibility for the accuracy and correctness of determining the peculiarities of public administration, development and implementation of the mechanisms for the administration of social processes
Theme 2. Efficiency and effectiveness of democratic governance					
The ability to determine the effectiveness and efficiency of democratic governance	The main approaches to effectiveness and its criteria. The instruments of democratic governance	Knowledge of the criteria for selecting an approach to determining the effectiveness of public administration; technologies of choosing an instrument of democratic governance	The ability to evaluate the effectiveness of public administration and local governments	Comprehensive and systematic presentation of the results of the definition of project effectiveness	Responsibility for making effective managerial decisions on the effectiveness of democratic governance projects

Appendix A (continuation)
Table A.1 (continuation)

1	2	3	4	5	6
Theme 3. The methodological principles of research in the field of public administration					
The ability to make an informed choice of public administration methods and models of administrative and managerial processes	Characteristics of formalized and non-formalized methods of public administration	Knowledge of the methodological foundations of administrative and managerial processes	The ability to make a choice of methodical tools for researching public processes	Presentation of the results of constructing economic and mathematical models	Responsibility for taking effective independent managerial decisions and correctness and adequacy of the developed models of public administration
Theme 4. Models in the field of public administration					
The ability to identify public and administrative models based on the assessment of the effectiveness of managerial processes	The essence of the concepts of public governance. Sequence analysis of the state of public administration	Knowledge of the current trends in public administration; the contents of the main models and means of public administration	The ability to build predictable models of socio-political processes, to substantiate changes and adjustments to models on the principles of democratic governance	Presentation of the results of the development of good governance models	Responsibility for making effective independent managerial decisions on the scenarios of society development, for correctness and adequacy of the developed models
Theme 5. Culture and ethics of public administration					
The ability to determine the professional qualification characteristics of public servants	The essence and significance of ethical principles in public administration. Professional and personal qualities of a public servant	Knowledge of the ethical code, rights and duties of a public servant; the circumstances of prosecution for breach of the ethical code of a public servant	The ability to select the means of training of public servants, to assess the language and communicative skills of a public servant	Presentation of the results of the influence of the employee's image on the efficiency of public administration	Responsibility for accurate identification of the key issues of culture and ethics of public administration
Theme 6. Conflicts and stresses in public administration					
The ability to identify optimal managerial solutions for conflict resolution and stress situations	The essence of the concepts of conflict and stress. The main functions of a conflict. The available mechanisms of managing the conflicts of interests	Knowledge of factors that cause stresses and moral regulators of conflicts of interests	The ability to identify the drivers of conflicts and stresses in public administration, to exercise prevention of stressful situations	The ability to effectively form a communication strategy	Responsibility for making effective managerial decisions in conflict situations

1	2	3	4	5	6
Theme 7. The theoretical and methodical principles of social development management					
The ability to predict the current trends in the interaction of power structures, political and public organizations to improve the efficiency of governance at the central and regional levels	Definition of the concept of civil society and its main principles	Knowledge of the institutions of power, the structure of non-state management of socio-political processes, methods of determining the innovative potential of social development	The ability to identify the instruments for achieving consolidation of society and globalization of the tendency of social development	The ability to provide group interaction in the process of clarifying the causes of social conflict emergence	Responsibility for making effective managerial decisions on community development scenarios, correctness and adequacy of the developed models
Theme 8. Theory of state and society					
The ability to coordinate public activity in society	The essence and meaning of state and law. The system of power of Ukraine. The concept of sovereignty and independence	Knowledge of the principles of self-organization of the population and the state's influence on this process, the structure of society and the optimization of social stratification	The ability to justify managerial decisions for coordination of public activity and overcoming social stratification	The ability to present the results of the most effective managerial decisions	Responsibility for the accuracy and correctness of the decision
Theme 9. Socio-political processes: the content and development trends					
The ability to identify socio-political processes and determine their impact on the socio-economic development	The essence and significance of the stability of a society. The main principles of publicity and transparency	Knowledge of political institutions and dynamics of political processes	The ability to evaluate trends in the development of political processes in modern society	The ability to effectively formulate the strategy of socio-political processes in an independent state	Responsibility for independent taking of effective managerial decisions on the scenarios of the development of political processes in a multiparty system
Theme 10. Innovative development of Ukraine					
The ability to evaluate the effectiveness of innovation in public administration	Definition of the concepts of innovative development and innovative potential. The components of the information society	Knowledge of the main components of innovative development, legislation on the regulation of innovative development	The ability to substantiate the managerial decisions on the innovation strategy of a country and its regions	The ability to effectively formulate the strategy for innovative development	Responsibility for the accuracy and correctness of the decision

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НАВЧАЛЬНЕ ВИДАННЯ

ТЕОРІЯ ТА МЕТОДОЛОГІЯ ПУБЛІЧНОГО УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ

**Робоча програма
для здобувачів третього (освітньо-наукового) ступеня
спеціальності 281 "Публічне управління
та адміністрування"**

(англ. мовою)

Самостійне електронне текстове мережеве видання

Укладачі: **Гавкалова** Наталія Леонідівна
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Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Подано тематичний план навчальної дисципліни та її зміст за модулями й темами. Вміщено плани лекцій, практичних занять та семінарів, матеріали для закріплення знань (завдання для самостійної роботи, тестові запитання), критерії оцінювання знань здобувачів, професійні компетентності, якими має володіти здобувач після вивчення дисципліни.

Рекомендовано для здобувачів третього (освітньо-наукового) ступеня спеціальності 281 "Публічне управління та адміністрування".

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