

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Guidelines

**for performing practical tasks and plans of seminars
on the academic discipline**

"INTRODUCTION TO PUBLIC ADMINISTRATION"

**for full-time students
of speciality 8.15010008
"Public Administration"**

Затверджено на засіданні кафедри державного управління,
публічного адміністрування та регіональної економіки.
Протокол № 12 від 21.02.2015 р.

Самостійне електронне текстове мережне видання

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G 94 Guidelines for performing practical tasks and plans of seminars on the academic discipline "Introduction to Public Administration" for full-time students of speciality 8.15010008 "Public Administration" : [Electronic edition] / compiled by N. Gavkalova, O. Polezhaeva. – Kh. : S. Kuznets KhNUE, 2015. – 31 p. (English)

Guidelines for performing practical tasks on the academic discipline are given. The procedure for preparing and conducting seminars as defined by the guidelines as well as plans of seminars are provided.

Recommended for students of economic specialities.

Подано методичні рекомендації до виконання практичних завдань з навчальної дисципліни. Надано порядок підготовки та проведення семінарів, визначений методичними рекомендаціями, та плани семінарських занять.

Рекомендовано для студентів економічних спеціальностей.

Introduction

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

The decisive criterion for these changes is the application of European standards of public and professional services of political leadership to the activity of Ukrainian civil servants.

A deep understanding of the problems that arise in the process of formation of the modern doctrine of public service, the concept of public service, as well as the corresponding institutions contribute to a more rational approach to the formation of human resources policy to perform the new tasks and functions of the state and society overcoming the alienation of public power, increasing professionalism and competences of public servants.

The academic discipline "Introduction to Public Administration" is compulsory. It is taught according to the curriculum of the educational qualification "Master", speciality 8.15010008 "Public Administration" of all forms of study.

Public administration is an area of activity that should be studied carefully because of its importance for general education of students. Studying "Introduction to Public Administration" will contribute to the overall preparation of students forming their scientific and analytical skills for solving problems in public services and meeting public interest while implementing efficient and effective functioning of government.

The main objectives of teaching this subject are: learning the basics of methodological research in the field of public administration, and theoretical principles of good governance; mastering advanced approaches to determining the effectiveness and efficiency of public administration theories in public administration models and applying the skills to practice; learning about culture and ethics in public administration to resolve conflicts in the design and use of anti-stress measures; mastering the advanced management mechanism for substantiation of social development trends of

social and political processes; assimilation of innovative development priorities of improving the development processes in public administration.

As required by the educational and professional program students should:

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

have skills: in using modern approaches to work in the sphere of public administration and civil services with modern instruments, tools, techniques and technologies; developing a system of public accountability in the sphere of public administration institutions; determining the efficiency and effectiveness of democratic governance; analyzing and, if necessary, adapting international experience in the use of models in the sphere of public administration; using the tools of conflict resolution in public administration as well as anti-stress agents; identifying mechanisms of modern management community development; performing diagnostic analysis of socio-political processes and prioritizing development trends; identifying trends and innovative development of Ukraine to develop measures aiming to enhance innovation within public administration.

The structure and formation of the components of professional competences in the "Introduction to Public Administration" according to the National Qualifications Framework of Ukraine are given in Appendix A.

1. Topics and plans of seminars

A seminar is a form of classes during which the teacher organizes a discussion of certain themes on which students prepare theses.

A seminar is a form of classes aimed at consolidating students' theoretical knowledge gained both at lectures and in the process of material self-study, as well as during group work on the aforementioned issues.

At each seminar the teacher assesses students' reports and presentations on these issues (Table 1), their performance, participation in discussions, ability to formulate and defend their points of view and so on. The total points for each seminar are set to the appropriate register. The resulting scores of each student are their accumulated points on the academic discipline.

Table 1

Plans of seminars

Topic	Syllabus issues	Number of hours	Recommended literature
1	2	3	4
Module 1			
The theoretical and historical foundations of public administration			
<i>Topic 1.</i> The theoretical aspects of public administration	<p style="text-align: center;"><i>The subject of the seminar</i> <i>"Peculiarities of public administration in Ukraine":</i></p> <ol style="list-style-type: none"> 1. The concept of public administration as one of the types of social activity and as a public law institution. 2. The concept and content of public administration principles. 3. Tasks and functions of public administration: costs, concept, types and characteristics. 4. Adaptation of public administration to the EU standards 	1	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]
<i>Topic 3.</i> Methodological bases of research in public administration	<p style="text-align: center;"><i>The subject of the seminar</i> <i>"Methodological bases of research in the sphere of public administration":</i></p> <ol style="list-style-type: none"> 1. Specificity of scientific knowledge and social and administrative areas. 2. Features of scientific research in public administration 	1	Main: [1 – 4; 6; 8]. Additional: [9 – 14]

Table 1 (continuation)

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

Table 1 (the end)

1	2	3	4
Topic 10. Innovative development of Ukraine	<i>The subject of the seminar</i> <i>"Innovative development of Ukraine":</i> 1. Innovative development as a key to sustainable growth. 2. Peopleware problems of innovative development	1	Main: [1 – 8]. Additional: [9 – 11; 14; 19 – 22]
The total number of hours		8	

During seminars students discuss certain themes on which they prepare theses and reports and debate about the problem areas to which a solution must be found in the course of discussion.

Time limit should be set for each activity at the seminars. The active participation of students during seminars allow appropriate evaluation.

2. The list of topics for practical classes

A practical class is a form of classes in which the teacher organizes a detailed examination of some theoretical points and forms skills in the practical application of them by students performing various tasks.

Conducting such classes is based on the pre-prepared methodical material – tests to identify the degree of knowledge of the necessary theory, a set of tasks of different levels of difficulty to be done in class.

Classes include preliminary control of knowledge, skills and abilities of students, setting the general problem by the teacher and discussing it with the students, solving the problems during discussions, tests, checking them and evaluation (Table 2).

Table 2

The list of topics for practical classes

Module	Topics of practical classes(according to the modules)	Number of hours	Literature
1	2	3	4
<i>Module 1.</i> Theoretical and historical foundations of public governance	<i>Task 1.</i> Definition of public administration on the basis of the logical framework of public institutions in Ukraine	1	Main: [1; 3; 4; 6 – 8]. Additional: [10; 14; 17; 18; 21]

Table 2 (end)

1	2	3	4
	<p><i>Task 2.</i> Determination of the efficiency and effectiveness of democratic governance with Kharkiv region taken as an example. Comparison with other regions.</p> <p><i>Task 3.</i> Processes of centralization and decentralization and the democratic choice of Ukraine</p>	2	<p>Main: [1; 3; 4; 6 – 8]. Additional: [13 – 16]</p>
	<p><i>Task 4.</i> Analysis of the use of administrative tools and administrative ethics and culture</p>	2	<p>Main: [1 – 6; 8]. Additional: [15]</p>
	<p><i>Colloquium on Module 1:</i> "Theoretical and historical foundations of public governance"</p>	1	<p>Main: [1 – 8]. Additional: [9 – 22]</p>
Module 2. Modern management mechanisms of community development	<p><i>Task 5.</i> Decentralization of public authority: European experience and prospects for Ukraine</p>	2	<p>Main: [1 – 8]. Additional: [9; 10 – 14; 22]</p>
	<p><i>Task 6.</i> Debate on the European choice of Ukraine contributes to the development of the local self-government in Ukraine</p>	1	<p>Main: [1; 3 – 8]. Additional: [9 – 11; 14; 19 – 22]</p>
	<p><i>Colloquium on Module 2</i> "Modern management mechanisms of community development"</p>	1	<p>Main: [1 – 8]. Additional: [9 – 14; 16; 18 – 22]</p>
Total hours for the content modules		10	

3. Guidelines for doing practical tasks

Module 1

Theoretical and historical foundations of public administration

Topic 1. Theoretical aspects of public administration

Task 1. Definition of public administration on the basis of the logical scheme of public institutions in Ukraine.

The definition of public administration in the post-soviet space is debatable. Domestic scholars consider it mostly in comparison with the term "governance". European experience suggests that the concept of public administration is wider than state administration covering the public sector too.

The aim of the task is to determine the institutional elements of public administration by forming a logical scheme of public institutions in Ukraine.

1. Place the items (public institutions) in the empty rectangles in Fig. 1. Remember, there is an extra element on the list.

2. Complete the logical connection between the elements.

3. Determine the point on the scheme, in which state and local authorities have close relationship.

4. Circle the items that include the terms "governance" and "public administration".

5. Give a definition of public administration according to the results.

The list of items for the logical scheme:

- the Executive Committee;
- Parliament (Verkhovna Rada);
- district administration (authorities);
- charitable organizations;
- local community;
- legislative power;
- the Village Council;
- the Executive Committee;
- public agencies;
- President;
- regional authorities;
- the executive authority;
- the judicial authority;
- the Legislative Committee;
- the Cabinet of Ministers of Ukraine;
- the City Council;
- the District Council;
- trade unions;
- media;
- the Regional Council.

Guidelines

1. In order to perform the task, familiarize yourself with the Law of Ukraine "On the Local Self-government" and "On the local state government", pay attention to the structure of the state and local authorities.

2. Remember you should mark out 3 logical blocks on the diagram: central government, local governments, non-governmental organizations.

3. Note that the correctly filled visual diagram will help you to define the concepts of governance and public administration.

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

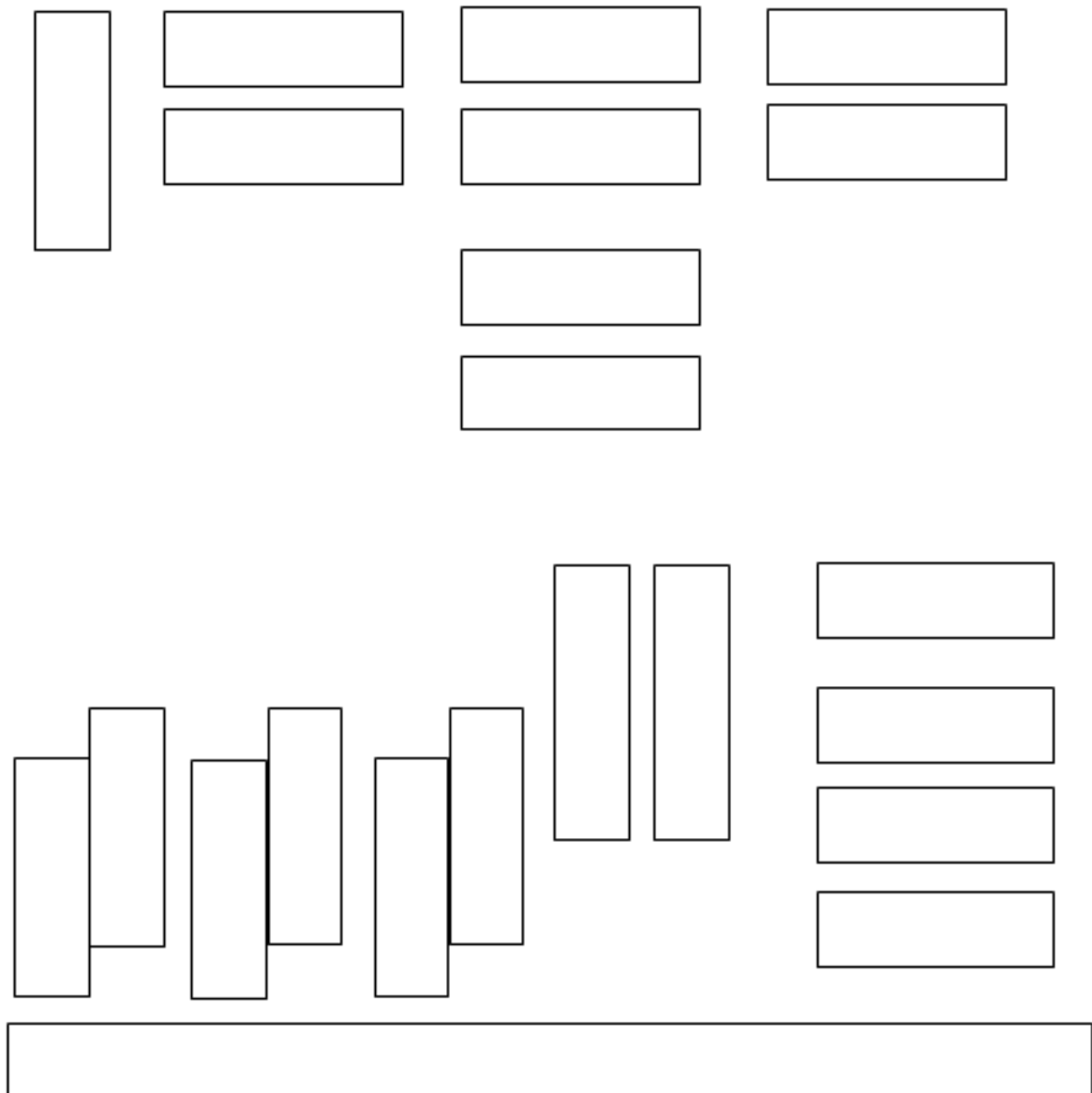


Fig. 1. The logical scheme of public institutions in Ukraine

Topic 2. Efficiency and effectiveness of democratic governance

Task 2. Determination of the efficiency and effectiveness of democratic governance with Kharkiv region taken as an example. Comparison with other regions.

Guidelines

Students form small groups (3 – 5 people) and analyze the efficiency and effectiveness of democratic governance with Ukraine's regions (e.g. Kharkiv region), taken as an example.

The analysis should be conducted using Table 3.

Table 3

Steps of public governance

The name of a Ukrainian Region	
List of measures of good governance	Efficiency and effectiveness of measures
.....
.....
.....

The list of measures of democratic governance should include five lines of the definition and frequency characteristics of each event. After considering the advantages of the regions' democratic governance a summary table of characteristics of effective governance is formed.

Task 3. The processes of centralization and decentralization and the democratic choice of Ukraine.

Decentralization has been one of the debatable questions of the recent decades. Supporters of democratic governance believe that the transfer of administrative functions to the regions' local authorities can be a catalyst for the development of not just a civil society, but a quality of life in general.

The purpose of the task is to learn the concepts of centralization, decentralization, deconcentration and distinguish these processes, form a visual perception system to consolidate these processes.

- Using the diagram below (Fig. 2), define the processes of centralization, decentralization and deconcentration and represent them using three types of arrows, which are offered under the scheme.
- Sign the arrows in the proposed scheme.

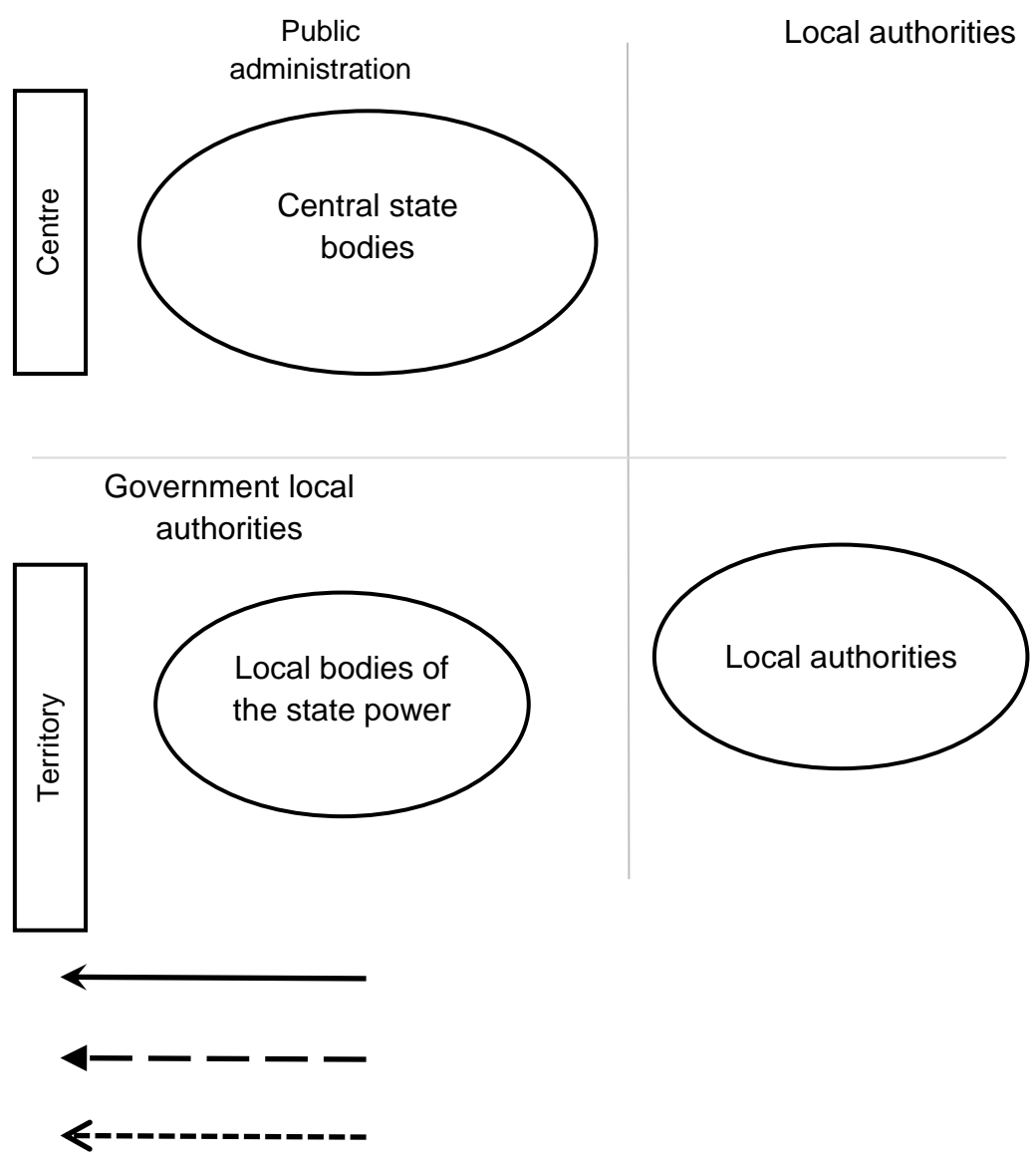


Fig. 2. The scheme of interaction of state and local authorities

Guidelines

While completing the tasks one should remember that the proposed concepts mean: centralization is the principle of ownership of power, under which the right to make decisions and allocate resources belongs to the central authorities; decentralization is the process by which the right

implementation is transferred to independent decentralized control subjects (community, the district or a region that has its own legal entity); deconcentration is the process where the functions of government are transferred to the subordinating authorities.

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

Topic 5. Culture and ethics of public administration

Task 4. Analysis of the use of administrative culture and administrative (official) ethics instruments.

The human factor in the organization of public administration is increasingly becoming an intelligent addition to various innovations affecting the performance of professional activities. The relationship between personal characteristics and quality of work is mediated by such socio-psychological and moral factors as position of an individual in a group, the degree of compliance with the interests of its members and staff, the degree of free thinking in a team, the level of mutual respect, psychological climate and others.

The maxim of a modern leader must be the statement by Lev Tolstoy: "Not a place we occupy is important, but the direction in which we are moving". A manager should have knowledge of methods and means of effective, socially approved management and self-management. The study revealed three types of management: an overall leadership style, an authoritarian, democratic and anarchist style. The following tasks will show the peculiarity of each one.

Basic rules for administrative or conflict-of-interest ethics:

1. Do not shout – a shouting person is badly heard.
2. Learn to say "No".
3. The head does not take offence, he analyzes.
4. Do not meddle in the subordinates' business.
5. Learn to resign a wrong decision.
6. When assuring do not make use of power until you have used all the other means.
7. Always thank for a well done job.
8. Do not pass remarks in the presence of strangers.
9. Be self-critical.
10. Be a supervisor only at work.

11. Knowledge of subordinates' opportunities is the dignity and superiority of a leader.

12. Nothing spoils a job so as taking credit for achievements only to one person.

13. By requiring the observance of the rules, make sure that you are doing it yourself.

14. Remember that your shortcomings are multiplied by the number of your subordinates for whom you are an authority object of inheritance.

It is necessary to analyze the given situation and make recommendations of managerial behavior. The analysis results are presented in Table 4.

Table 4

Summary of the analysis of situations

Situations	No.	The selected behavior option	Leadership styles that can be applied to given situations	Recommendations to an executive	Alternative solutions
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				

Situation 1

Your immediate supervisor omitting you gives the task to your immediate subordinate, who is carrying out another important task. Both your manager and you believe that your tasks are of a high priority.

A. Without denying the boss's task I will stick the subordination, and propose the subordinate to postpone the execution of the current work.

B. It all depends on how much my leader is respected by me.

C. I will show the subordinate my disagreement with the manager's task, warning him that in future in such cases I will cancel the tasks entrusted to him without my permission.

D. In the interest of the case I will suggest the subordinate performing the work.

Situation 2

You've got two urgent tasks simultaneously from your immediate supervisor and top management. There is no time to coordinate the terms of doing the tasks. They should be started at once. What action will you do first?

- A. Perform the task of the person you respect more.
- B. Cope with the task which is more important from your point of view.
- C. Perform the task of the senior manager.
- D. Perform the task of the immediate supervisor.

Situation 3

There is a conflict between two of your subordinates that prevents them from working successfully. Each of them has individually addressed you asking to understand and maintain his position.

- A. I (as a supervisor) should stop the conflict at work but resolving the conflict relationship is their own business.
- B. It is better to ask the representatives of public organizations to resolve the conflict.
- C. First of all, I will personally try to understand the motives of the conflict and find an acceptable way of reconciliation for both.
- D. I will find out who of the team members has the authority to resolve the conflicts, and try using that person to influence these people.

Situation 4

You have an opportunity to choose a deputy. There are several candidates. Each applicant has different qualities:

- A. The first seeks above all to order, to establish friendly fellowship in a team, to create an atmosphere of mutual trust and friendly attitude at work. He prefers to avoid conflicts that not all the members of the staff can understand correctly.
- B. The second often prefers strained relations for the benefit of business, ignoring people and has an elevated sense of responsibility for the assigned work.
- C. The third works strictly to the rules, is always careful when performing his duties, exigent to the subordinates.
- D. The fourth is very persistent, shows his personal interest in the work and is focused on achieving the goals, always carries all the tasks to completion, doesn't pay much attention to potential complication in relations with subordinates.

Situation 5

What do you tend towards more when communicating with the employees or subordinates informally, e.g. during the holidays?

- A. Keep talking about business and professional interests.
- B. Propose a topic for conversation to clarify views on controversial issues, defend your point of view, seek to convince others.
- C. Share the general topic of the talk, not trusting your opinion and supporting the general one without showing your activity, but listen to the interlocutors.
- D. Try not to talk about the case and work, to mediate communication and be attentive to others.

Situation 6

A subordinate ignores your advice and guidance, doing everything on his own, without paying attention to the comments, without correcting the pointed shortcomings. How will you interact with that subordinate in future?

- A. Having examined the motives of the perseverance I will use the ordinary administrative penalties.
- B. For the benefit of the deal I will try to speak to him frankly, trying to find a common language with him and set up business relations.
- C. Turn to the staff to take measures of public influence.
- D. Try to understand if I am not mistaken in relations with this employee and then decide what to do.

Situation 7

In the workplace, where there is a conflict between two groups of employees that concerns innovations, a new manager from another branch has come. In your opinion, what is the best way to normalize the psychological climate in the team?

- A. First of all, establish business contacts with the new, rather than old order supporters, to focus the efforts on innovation, affecting the opponents with the strength of your own example and others.
- B. Try to convince and win over the supporters of the former style of work, who are the opponents of innovations, trying to influence them conversationally.
- C. Select activists, instruct them to analyze and propose measures to normalize the situation in the team, with the support of the administration and public organizations.

D. Study the prospects of staff development and improve the quality of work, set new common objectives to the staff, based on the best traditions, without opposing new to the old ones.

Situation 8

Not long ago you were appointed manager of a team in which you had been working for several years as an ordinary employee. At 8.15 you called your subordinate to determine the causes of his constant coming late to work, but unexpectedly you are 15 minutes late. The employee came on time and is waiting for you. How will you start a conversation with him?

A. Regardless of my being late I will immediately demand his explanation of the labor discipline breach.

B. Apologize to the subordinate and start a conversation.

C. Begin with greetings, explain the reason for my being late and ask: "What do you think you can expect from a leader who is late as often as you are?"

D. For the benefit of business cancel the conversation and fix a different date for it.

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

Module 2

Modern mechanisms of community development management

Topic 7. Current mechanisms of community development management

Task 5. Decentralization of public authority: European experience and prospects for Ukraine.

The current approach of Ukraine to the regulation of the local government power nullifies the initiative of local authorities and executive bodies to meet the immediate needs of population of the local community.

However renunciation of the special-permissive principle of the local government officials' activity is impossible because local governments act through all the representatives of the state and in the way in which all powers of the local government should be determined by Law.

The current conditions need significant improvement of the available model of government by means of redistribution of power between the different levels of public administration, reforming the system of territorial authorities.

The purpose of the classes is to find out the state of transformation of the local government and the administrative-territorial structure of Ukraine towards providing a wide range of power to local governments of economically self-sufficient communities with complete financial security of the model of the European Law with maximum satisfaction of needs and interests of the population.

Methodical recommendations

The estimation of the impact of the territorial organization of the state on the quality of local authorities' functioning must begin with an analysis of the number of basic local government entities in Europe.

Analysis should be made using Table 5.

Table 5

The number of basic local government entities in Europe

Country	The basic level of the local government		Features of the basic level of the local government
	Title	Number in the state	
Austria			
Belgium			
Bulgaria			
Great Britain			
Greece			
Denmark			
Estonia			
Spain			
Italy			
Cyprus			
Latvia			
Lithuania			
Luxemburg			
Malta			
Netherlands			
Germany			
Poland			
Portugal			
Romania			
Slovakia			
Slovenia			
Hungary			
Finland			
France			
Czech Republic			
Sweden			

Analysis of the current concept of the basic subjects of local government units in Europe is made using Table 6.

Table 6

The concept of the basic level local governments in some European countries

Country	The concept of the local government	Recommendations for local authorities of Ukraine
Austria		
Belgium		
Bulgaria		
Great Britain		
Greece		
Denmark		
Estonia		
Spain		
Italy		
Cyprus		
Latvia		
Lithuania		
Luxemburg		
Malta		
Netherlands		
Germany		
Poland		
Portugal		
Romania		
Slovakia		
Slovenia		
Hungary		
Finland		
France		
Czech Republic		
Sweden		

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

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

Task 6. A debate on the topic: "The European choice of Ukraine will promote the development of the local self-government in Ukraine".

1. Students are encouraged to watch a video on the topic: "The European choice", in which the official statistics on grant funding of local self-governments of member states of the European Union and the results of the implementation of these grants aimed at the development of communities are provided.

2. Students become familiar with the rules of parliamentary debate and with the help of the teacher form 2 groups of 3 persons each choosing by drawing their roles in the government or opposition. Government officials in the debate defend the following position: "The European choice of Ukraine will contribute to the development of the local self-government in Ukraine", and the opposition has to convince the members of parliament (the rest of the group) in the reverse. Once the debate is over, the part that votes, forms a new government and opposition, and the debate begins again.

3. The team that defended its point of view during the discussion, gets the maximum evaluation scheduled for this kind of practical work.

Methodical recommendations

1. The game involves two teams (Government and Opposition) three people (the Prime Minister and members of the Government, the Opposition leader and Opposition members).

2. The aim of the discussion is to sign a resolution on Ukraine's accession to the EU. The topic of the discussion is "The European choice of Ukraine will contribute to the development of the local self-government in Ukraine".

3. The Government argues the thesis during their first speech (no more than 2 minutes) using a set of arguments (case), built in a logical sequence.

4. The Opposition (the second speech) refutes the arguments of the Government (the length of the speech is 2 minutes) and argues (opposition case) to reject the resolution.

5. The Government (the third speech) rejects the objections and arguments of the Opposition and can cause new arguments in support of their team position (2 minutes).

6. The Opposition (the fourth speech) resumes and completes a resolution criticizing the Government using new arguments (2 minutes).

7. The Opposition (the fifth speech) sums up the debate (3 minutes). The goal is to convince the audience that the game has already been won by their team.

8. The Prime Minister will close the discussion, trying to convince the audience of the correctness of the Government position (3 minutes).

9. During the first four speeches (except the first and last 30 seconds) any representative of the opponent team with the permission of the speaker can ask him questions (no more than 15 seconds per question and 30 seconds for a response (maximum 1 question from 1 person)).

10. In the concluding speeches the teams are not allowed to introduce new arguments or logical constructions.

11. It is prohibited to give personal comments to the opponents.

12. If the time limit is exceeded by more than 30 seconds, the teacher reminds the speaker to finish the speech.

13. The judgment on the resolution is delivered by the Parliament, which consists of the remaining members of the team. The decision is made by simple majority. If there is an even number of voting persons the teacher gets the right to vote and the voting ends.

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

4. Examples of typical practical tasks for the colloquium

Module 1

Theoretical and historical foundations of public governance

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

You need to offer your senior management the public administration tools that will ensure a balanced development of Kharkiv region. Give a proof of your answer.

Level 2. A situation often arises where a civil servant has a private interest, that is an advantage for him or his family, relatives, friends or individuals and organizations with which he has or had a joint business or

political interests, which, in turn, affects or could affect the impartial and objective performance of their duties, thereby causing a conflict on site.

How to counteract such a conflict of interest?

How are limits for public servants fixed legislatively?

Level 3. The current stage of historical development is called the period of complex political, social and economic processes. Changes that occur unexpectedly affect the administration, not only in the field of environment, technology and economics, but also in social and political development. In such circumstances skillful and timely accounting of highest levels of management of these changes and appropriate action takes exceptional importance.

Which of the below activities appropriate, in your opinion, should a manager make, to optimally respond to unexpected changes in the situation? Give a proof of your point of view.

A. First of all assess the nature of the changes, and then bring it into line with the objectives and activities of an organization, along with the methods of its management.

B. In the event of changes hasty, inappropriate decisions are always taken and useless extra efforts are not worth the trouble. Thereby this institution is uneven. Therefore, there is an urgent need to identify all the negative situations, remove them and try to maintain the necessary stability in the organization's activity.

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

Module 2

Modern mechanisms community development management

Level 1. The priority of the government is to increase the ability of the state apparatus to ensure proper quality control at the level of political governance, and the level of professional management, to improve its efficiency and effectiveness in terms of both management and citizens. Characteristics of the management process are now expressed through the concept of "good (democratic) governance".

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

Level 2. You're the leading expert of the information and analytical department of the regional state administration. You need to offer your senior management the public administration tools that will ensure a balanced development of Kharkiv region. Give a proof of your answer.

Level 3. You're an expert in the Kharkov Regional Committee on Economic Reforms. At the next meeting of the working group "Regional Economic Development", the question of the importance of the territorial development of Kharkiv region and its sustainable operation for the years 2013 – 2014 arose. You need to offer a model of interaction between the agents of strategic territorial development. Give a proof of your point of view.

5. Recommended literature

5.1. Main

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Appendix

Appendix A

Table A.1

**The structure of the professional competence components on the academic discipline
"Introduction to Public Administration"
according to the National Qualifications Framework of Ukraine**

The components of the competences formed within the topics	Minimum experience	Knowledge	Skills	Communications	Autonomy and responsibility
1	2	3	4	5	6
Topic 1. Theoretical aspects of public administration					
The principles of governance and mechanisms of social and economic processes regulation	The essence of the concept of public administration. Signs of public administration. Laws and principles of governance dimensions. Mechanisms of public administration and their consistency	Knowledge of the origin, functions and methods of administration; administration mechanisms of social and economic processes	The ability to determine the features of public administration in Ukraine	To shape effectively national and regional mechanisms for public administration	Responsibility for the accuracy and correctness of the features of public administration, development and implementation of mechanisms of social processes management
Topic 2. Efficiency and effectiveness of democratic governance					
The ability to determine the efficiency and effectiveness of democratic governance	Basic approaches to efficiency and its criteria. Tools of democratic governance	Knowledge of the selection criteria approach to determining the effectiveness of public administration; The technology of selection of the democratic governance tools	To evaluate the effectiveness of public administration and the local self-government	Comprehensively and systematically present the results of determining the effectiveness of the projects	Independently make effective management decisions on project performance scenarios of democratic governance

Table A.1 (continuation)

1	2	3	4	5	6
Topic 3. Methodological bases of research in the field of public administration					
The ability to provide a reasonable choice of methods and models of public administration and administrative management processes	Characteristics of formal and informal methods of public administration	The value of the study of the methodological foundations of administrative and management processes	To make choice of methodological tools for the study of public processes	To present the results of construction of mathematical economic models	To make effective independent management decisions and be responsible for the correctness and adequacy of the developed models of public administration
Topic 4. Models in public administration					
The ability to identify social and administrative models based on the evaluation of the effectiveness of management processes	The essence of the concept of public governance. The sequence of analysis of public administration	Knowledge of current trends in public administration; the content of the basic models and tools of public administration	To build predictive models of social and political processes; justify changes and adjustments to the models on the principles of good governance	To present the results of the development of good governance models	To make independent effective management decisions on the scenarios of society; be responsible for the correctness and adequacy of the developed models
Topic 5. Culture and ethics of public administration					
The ability to identify professional qualification characteristics of state servants	The essence and importance of ethics in public administration. Professional and personal qualities of state servants	Knowledge of the code of ethics, rights and duties of a state servant; circumstances of prosecution for violation of the code of ethics for state servants	To implement the choice of education for state servants; assess the style of speech and communication skills of state servants	To present the effect of an employee on the image efficiency of public administration	Responsibility for the precise identification of the key issues of culture and ethics of public administration

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

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

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EDUCATIONAL EDITION

Guidelines
for performing practical tasks and plans of seminars
on the academic discipline
"INTRODUCTION TO PUBLIC ADMINISTRATION"
for full-time students of speciality 8.15010008
"Public Administration"

Independent electronic network text edition

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Proof-reader *Z. Zobova*

НАВЧАЛЬНЕ ВИДАННЯ

Методичні рекомендації
до виконання практичних завдань
і плани семінарських занять
з навчальної дисципліни
"ВСТУП ДО ПУБЛІЧНОГО АДМІНІСТРУВАННЯ"
для студентів спеціальності 8.15010008
"Публічне адміністрування"
денної форми навчання
(англ. мовою)

Самостійне електронне текстове мережне видання

Укладачі: **Гавкалова** Наталія Леонідівна
Полежаєва Олена Вікторівна
Відповідальний за випуск *Гавкалова Н. Л.*
Редактор *Зобова З. В.*
Коректор *Зобова З. В.*

План 2015 р. Поз. № 145 ЕВ. Обсяг 31 с.

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

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