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

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

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

КОМУНІКАТИВНИЙ МЕНЕДЖМЕНТ В ПУБЛІЧНОМУ АДМІНІСТРУВАННІ
робоча програма навчальної дисципліни (РПНД)

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

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

Розробник:
к.е.н., доц.   Оксана ЄРМОЛЕНКО

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

Гарант програми   Вікторія МЕЛЬНИК

Харків
2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

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

AGREED
Vice-rector for educational and methodical work

_____ Karina NEMASHKALO

COMMUNICATIVE MANAGEMENT
IN PUBLIC ADMINISTRATION
Program of the course

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

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

Developer:
PhD (Economics),
Associate Professor   Oksana YERMOLENKO

Head of Department
of public administration and
economic policy   Nataliia GAVKALOVA

Head of Study Programme   Viktoriia MELNYK

Kharkiv
2023

INTRODUCTION

Communication is the main element of the management system, the connecting link in the construction of intellectual capital. The initial need for communication at the organizational level is related to the provision of necessary information on a problematic issue to enable everyone to perform their work effectively and help achieve the organization's goals. The relevance of the academic discipline is determined by the fact that modern communication processes are an integral part of public administration. The course "Communicative management in public administration" plays an important role in the educational process, because it is the basis of methodological and methodical knowledge, helps to form practical skills regarding analysis, evaluation and development of measures that should help to effectively manage communication processes in public institutions and organizations. The study of the course "Communicative Management in Public Administration" will contribute to raising the level of general economic training of applicants, forming in them the skills of scientific and analytical processing of problems from the standpoint of public interests.

The goal of the course "Communicative Management in Public Administration" is the formation of a system of educational and scientific competence (knowledge and practical skills and abilities) regarding the use of the principles and tools of communicative management in public institutions and organizations, the development of modern managerial thinking in students, the formation of development and acceptance skills management decisions taking into account various communication processes.

The tasks of the course "Communicative Management in Public Administration" are:

awareness of the essence of the main concepts and categories of communicative management, general elements of the communication process;

obtaining fundamental knowledge about the content and processes of implementing the stages of communications;

development and consolidation of skills in the use of techniques, methods and tools of communication management, which would justify themselves in practice;

creation of a methodical base for the future study of special management disciplines, in particular, management communications.

The subject of the course is the management of the process of collection, transmission and effective use of information to ensure an effective communication process.

The object of the course is the processes and methods of managing modern communications and forms of business communications, objective prerequisites and causes of conflict situations, methods of overcoming conflicts, social and psychological climate in the workforce.

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

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO1	GC1, GC2, GC4, GC6, SC8, SC10, SC11
LO4	GC2, GC5, GC6, SC8, SC10, SC11
LO6	GC1, GC2, GC4, GC6, SC8, SC10, SC11
LO10	GC2, GC4, GC6, SC8, SC10, SC11
LO11	GC1, GC2, GC4, GC6, SC2, SC8, SC10, SC11

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

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

LO6. To be able to determine, evaluate and substantiate the priority areas of sustainable development at different levels of public management and administration.

LO10. Be able to adapt and apply modern models/approaches to management and administration, as well as international experience in the design and reorganization of organizational management structures at various levels of public management and administration.

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

GC1. The ability to master general scientific (philosophical) competences aimed at the formation of a systematic scientific worldview, professional ethics and a general cultural outlook.

GC2. The ability to acquire the universal skills of a researcher, in particular, oral and written presentation of the results of one's own scientific research in Ukrainian, the use of modern information technologies in scientific activities, the organization and conduct of training sessions, the management of scientific projects and/or the drafting of proposals for the financing of scientific research, the registration of intellectual property rights .

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

GC5. Ability to initiate research and innovation projects and work autonomously during their implementation.

GC6. Ability to establish scientific interaction, cooperation.

SC2. The ability to master and develop the methodology of scientific, pedagogical and managerial activities.

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

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

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

COURSE CONTENT

Content module 1. Theoretical aspects of communication in public administration

Topic 1. The history of the formation of communication

1.1. *The concept of communication.* Communication activity and communication.

The history of the formation of communications. The place of communication in the system of modern science. Communication activity and communication. Patterns of human communication.

1.2. *Types, levels and forms of communication activity.*

Types, levels and forms of communication activity. Classification of communications.

1.3. Classification of communications

Formation of communication networks and creation of conditions for the successful functioning of communications.

Topic 2. Analysis of communication in public administration

2.1. *Theoretical principles of communication.*

Theoretical principles of communication. Non-verbal and non-symbolic communications. Communication models.

2.2. *The essence of the communication process.*

Effective communication. Activities of large and small social groups. Features and development of social institutions. Research methods of psychological and interpersonal aspects of communication.

2.3. *Peculiarities of communications in public administration.*

The essence of the communication process in public administration. Its main elements, stages, their characteristics.

Topic 3. Theory of conflicts in human communication and conflict management

3.1. *The essence of the concept of "Conflict".*

Conflict nature of communications. Emergence of miscommunication in the process of communication. The essence of the concept of "conflict". Intergroup

conflicts. Constructive and destructive conflicts. The concept of organizational conflict and its structure.

3.2. Mechanisms of communication influence on conflict management in crisis situations.

Types of organizational conflicts. Peculiarities of crisis communications. Mechanisms of communication influence on conflict management in crisis situations. Conflict nature of communications. Typical conflict situations.

3.3. *Conflict management.*

Communication approaches to conflict resolution. Conflict management. Conflict resolution strategies.

Topic 4. Public administration: concepts and scientific principles

4.1. *Concepts and types of public administration.*

Concepts and types of public administration. The specifics of public administration. Functions of public administration.

4.2. *Bodies of executive power in the system of public administration.*

System of executive authorities. Classification of executive authorities. Types of communication with other bodies.

4.3. *Local Government.*

Local self-government and its role in public administration. Peculiarities of effective communication in LGUs.

Content module 2. Peculiarities of interaction between public authorities and society

Topic 5. Communication as a tool of professional activity

5.1. *Professional competencies of a civil servant.*

Communication and communication of a civil servant. Forms of collective discussion of professional problems and decision-making in the civil service.

5.2. *Digital competences of civil servants.*

Concept and essence of digital competence of civil servants. Modern opportunities for the development of digital competences

5.3. *Digital tools for civil servants.*

Types of digital tools: social networks, visualization tools, digital meeting tools

Topic 6. Public relation in public administration

6.1. The concept and essence of "public relations".

The communication process in the PR aspect. The concept of "public releases": essence and history of emergence.

6.2. *Communication strategy of state administration bodies.*

Formation of communication strategy by executive authorities. Stages and essence.

6.3. *Channels and means of communication.*

Work with stakeholders in the formation of an effective communication strategy.

Topic 7. Peculiarities of the community's communication with the authorities

7.1. *The essence and goals of the public relations system.*

The essence and goals of the public relations system in public administration. Principles and methods of activity for the formation and management of public opinion. Mass communication system in public relations.

7.2. *Mass communication system.*

Mass media. Effective cooperation with mass media. Organization of a press conference. Forming a press release

7.3. *Communication of LGUs during crisis situations.*

Combating rumors and fake information Features of interview preparation. Preparation of a crisis communications plan. Cooperation with the mass media during the crisis.

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

8.1. *Concept and legal status of public information in Ukraine.* Concept and essence of public information in Ukraine. Competence of the state in the field of information security. Concept of information resource.

8.2. *Stages of information exchange in public administration.*

An information resource in the context of processes of informatization of openness and market transformations. Communication systems of the era of the formation of global society. Stages of information exchange in public administration.

8.3. *Concept of information society.*

The essence of the concept of state information policy in Ukraine. Basics of e-government, e-democracy.

Topic 9. Communication skills of a public servant

9.1. *Formation of corporate culture in state administration bodies.* Comparative roles of communications in public administration in different scientific concepts. Formal and informal communications. Communications between public administration and its environment. Stages of formation of the corporate culture of the authority.

9.2. *Peculiarities of communication in conditions of change.*

The impact of changes on communication processes. Means of overcoming resistance to change.

9.3. *The essence of the concept of "leadership" in public service.*

Formation of leadership competencies of the manager. Formation of effective teams. Ethics of a civil servant.

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

Table 2

List of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1. Task 1	Performing tasks on the topic: "Using communication tools for self-presentation"
Topic 2. Task 2	Implementation of the practical task "Essence and purpose of communication strategy"
Topic 3. Task 3	Performance of a practical task: "Discommunication in mass media"
Topic 4. Task 4	Implementation of the practical task: "The structure of state authorities and local self-government, their interaction"
Topic 5. Task 5	Performance of a practical task: "Requirements for writing an official letter and answering it." Business game: "Writing an official letter to the authorities."
Topic 6. Task 6	Performance of a practical task: "Press release and its features"
Topic 7. Task 7	Conducting a discussion on the topic "Paths of communication, which are fixed at the legislative level. Mechanism of influence".
Topic 8. Task 8	Implementation of a practical task: "Writing requests for access to public information."
Topic 9. Task 9	Performance of practical tasks related to the development of digital competencies of a civil servant

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

Table 3

List of self-studies

Name of the topic and / or task	Content
Topic 1. The history of the formation of communication	Writing an essay on the topic "Communication and its role in human life"
Topic 2. Analysis of communication in public administration	Search, selection and review of literary sources on the given topic "The influence of communication strategy on decision-making in the activities of business entities"
Topic 3. Theory of conflicts in human communication and conflict management	Search, selection and review of literary sources on the given topic "Conflict Overcoming Strategies"
Topic 4. Public administration: concepts and scientific principles	Search, selection and review of literary sources on a given topic, solving practical tasks
Topic 5. Communication as a tool of professional activity	Search, selection and review of literary sources on a given topic, solving practical tasks
Topic 6. Public relation in public administration	Search, selection and review of literary sources on a given topic, preparation for the test.
Topic 7. Peculiarities of the community's communication with the authorities	Search, selection and review of literary sources on a given topic, preparation for the colloquium. Completing the homework "Development of proposals for improving the organizational structure of the public authority"

Topic 8. Public information: essence, ways of formation and access	Search, selection and review of literary sources on a given topic, solving practical tasks, preparation for the test
Topic 9. Communication skills of a public servant	Search, selection and review of literary sources on a given topic, solving practical tasks.

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

TEACHING METHODS

In the process of teaching the academic discipline, the use of both active and interactive educational technologies is foreseen to activate the educational and cognitive activity of the students, including: problem lectures (topics 2, 7); presentations (topics 1 – 9); work in small groups (topics 3 - 9); seminars-discussions (1-4); brain attacks (topics 2 - 9); case studies (topics 5 – 9); debate (topics 5 - 8); analysis of management situations (topics 3 - 9), business games (topics 5 - 8), project work.

Also, conducting lecture classes (topics 1, 3, 4, 5, 6, 8, 9) in the form of training involves the use of facilitation and coaching tools by the teacher, which allows students to delve into the research of the topic and provides teamwork and critical thinking skills.

FORMS AND METHODS OF ASSESSMENT

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

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

− for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

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

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

The final grade in the course is determined:

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

During the teaching of the academic discipline, the following control measures are used:

Current control: colloquiums (40 points), essays (20 points), participation in the discussion, and if it is impossible to participate in the discussion process - writing an essay (20), performing practical tasks on the topics (20 points).

Semester control: grading.

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

RECOMMENDED LITERATURE

Main

1. Вступ до публічного адміністрування : навчальний посібник / Н. Л. Гавкалова, Т. А. Власенко, Л. Ю. Гордієнко та ін. ; за заг. ред. д-ра екон. наук, професора Н. Л. Гавкалової. – Харків : ХНЕУ ім. С. Кузнеця, 2016. – 372 с. - Режим доступу : http://www.repository.hneu.edu.ua/handle/123456789/14611.

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3. Детермінанти розвитку публічного управління та адміністрування в Україні: колективна монографія /за заг. ред. Н.С. Орлової. – Київ: ВД «Освіта України», 2020. – 262 с. ISBN 978-617-7862-24-5.

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5. Орлова Н.С., Майло В.В. Розвиток стратегічних комунікацій в органах публічної влади. Вчені записки Таврійського національного університету імені В.І. Вернадського. Томі 31 (70) № 1, 2020. С.63-68

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7. Орлова Н., Мохова Ю Європейські орієнтири цифрових трансформацій у електронному урядуванні. Наукові перспективи №7 (13). 2021. С. 97-106 http://perspectives.pp.ua/index.php/np/article/view/343/345

8. Орлова Н. С., Шляхтіна Г. В. Цифрові компетентності лідера на державній службі. *Інвестиції: практика та досвід*. 2021. № 9. С. 98–102. DOI: 10.32702/2306-6814.2021.9.98 http://www.investplan.com.ua/index.php?op=1&z=7445&i=13

9. Публічна комунікація та ділова мова в публічному управлінні: метод. рек. для підготовки фахівців за ступенем вищої освіти "Магістр" / уклад.: Шмагун А.В. – К. : УкрСІЧ, 2019. – 28 с.

10. Степанова Е. Р. Психологія впливу: як досягти бажаного результату та не втратити персонал / Е. Р. Степанова // Сучасні проблеми управління підприємствами: теорія та практика : матеріали міжнар. наук.-практ. конф., 3-4 бер. 2020 р., м. Харків – м. Торунь. – Х. : ФОП Панов А. М., 2020. – С. 194–195. – Режим доступу: http://repository.hneu.edu.ua/bitstream/123456789/23488/1/%D0%A1%D1%82%D0%B5%D0%BF%D0%B0%D0%BD%D0%BE%D0%B2%D0%B0__%D1%82%D0%B5%D0%B7%D0%B8.pdf

11. Стратегічні комунікації у системі публічного управління України: монографія / Т.В. Сивак. Київ: НАДУ, 2019. – 338 с.

12. Communication in Public Administration. Guidelines to practical tasks and plans of seminars for Master's (second) degree students of speciality 281 "Public Administration" / compil. by O. Bolotova, O. Polezhaeva. – Access mode: Kharkiv : S. Kuznets KhNUE, 2020 – 31 p. – Access mode: http://www.repository.hneu.edu.ua/handle/123456789/23747.

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Information resources

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15. Про схвалення Концепції розвитку цифрових компетентностей та затвердження плану заходів з її реалізації. Розпорядження Кабінету Міністрів України від 3 березня 2021 р. № 167-р. Режим доступу: https://zakon.rada.gov.ua/laws/show/167-2021-%D1%80#Text.

16. Людський капітал 2030. Режим доступу: https://drive.google.com/file/d/1XHZeW0b4NwPFgI1Wa7XOeCT1Ml6mqD6c/view?fbclid=IwAR1BydAcN8oso4xSNyne-kviTJUYyumppjpWJUCfbHSa1kc6MGT QJE reEtE

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18. Глосарій термінів Європейського Союзу. – Режим доступу: http://europa.dovidka.com.ua/p.html#Enterprise_policy

19. Інформаційні матеріали сайту представництва ООН в Україні. – Режим доступу : https://ukraine.un.org/uk.