

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

**APPROVED**

at the meeting of the Department  
of State Management,  
Public Administration  
and Economic Policy  
Protocol № 1 from 25.08.2023

**APPROVED**

Vice-Rector for Educational  
and Methodical Work

Karina NEMASHKALO



**INTRODUCTION TO PUBLIC ADMINISTRATION**

Work program of the academic discipline

Knowledge industry	<b>28 "Public management and administration"</b>
Speciality	<b>281 "Public management and administration"</b>
Educational level	<b>second (master's)</b>
Educational program	<b>"Public Administration"</b>

Discipline status	<b>basic</b>
Language of education, learning and estimation	<b>English</b>

Developer: Doctor of Economics, Prof.

Natalia GAVKALOVA

Head of the Department  
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Natalia GAVKALOVA

Guarantor of the program

Natalia GAVKALOVA

**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

**ВСТУП ДО ПУБЛІЧНОГО АДМІНІСТРУВАННЯ**  
робоча програма навчальної дисципліни (РПНД)

Галузь знань **28 "Публічне управління та адміністрування"**  
Спеціальність **281 "Публічне управління та адміністрування"**  
Освітній рівень **другий (магістерський)**  
Освітня програма **"Публічне адміністрування"**

Статус дисципліни **обов'язкова**  
Мова викладання, навчання та оцінювання **англійська**

Розробник: д.е.н., проф.

Наталія ГАВКАЛОВА

Завідувач кафедри  
державного управління,  
публічного адміністрування  
та економічної політики

Наталія ГАВКАЛОВА

Гарант програми

Наталія ГАВКАЛОВА

Харків  
2023

## INTRODUCTION

In Ukraine, during the years of independence, the structure and functioning of public authorities at all levels were constantly changing. The development of various forms of ownership and civil society requires the transformation of the bureaucratic apparatus into an effective governance system that will help protect the rights and legitimate interests of citizens. And this, in turn, determines the objective necessity for the further development and strengthening of the activities of public servants in new conditions.

The decisive criterion for such changes is the implementation of European standards of service to citizens and professional service of political leadership in the activities of Ukrainian employees. A deep understanding of the problems that arise in the process of forming the modern doctrine of public service, the very concept of public service, as well as the corresponding institution, will contribute to the development of a more rational approach to the formation of personnel policy in accordance with the new tasks and functions of the state, as well as to overcoming the alienation of society from public power, increasing the professionalism and competence of public servants. To successfully solve these tasks, appropriately trained public administration specialists are needed who will be able to apply the latest approaches and methods of managing public systems and processes based on the theory of public administration.

The purpose of the educational discipline: to form in students of the second educational level "master" of public management and administration a modern system of knowledge about the nature and theoretical foundations of democratic decentralization of public management of society, and to develop the ability to apply modern management technologies and tools in the practice of decentralization, using modern European models and experience.

To achieve the goal, students face the following main tasks: mastering the basics of methodological research in the field of public administration and theoretical foundations of democratic governance; mastering modern approaches to determining the effectiveness and efficiency of public administration, theories of models in public administration and the skills to identify them in practical activities; assimilation of knowledge about culture and ethics in public administration to resolve conflicts in the process of developing and implementing anti-stress measures; mastering modern mechanisms of social development management during the substantiation of trends in the development of social and political processes; assimilation of the country's innovative development priorities; development of directions for improving processes in the field of public administration.

The object of the educational discipline "Introduction to Public Administration" is social and political processes taking place in public administration.

The subject of the academic discipline is regularities, principles, functions, methods, means, models and processes in public administration and the development

of practical recommendations for strengthening the influence of public administration in Ukraine.

The results of training and competence formed by the educational discipline are defined in the table 1.

Table 1.

Learning outcomes and competences formed by the educational discipline

<b>Learning outcomes</b>	<b>Competences that must be mastered by a student of higher education</b>
RS01	GC01, GC02, GC03, GC05, GC06, SC02, SC04
RS02	GC01, GC02, GC04, GC06, GC07, SC02, SC05
RS03	GC06, SC06
RS05	GC06
RS06	GC06
RS07	GC06
RS08	GC02, GC06
RS09	GC06
RS10	GC06
RS11	GC06
RS12	GC03, GC06, GC07, SC03, SC08
RS13	GC06
RS14	GC06
RS15	GC06

where, RS01. Know the theoretical and applied principles of advanced analysis of public policy, the basis of technology for making management decisions.

RS02. Solve complex tasks of public management and administration, taking into account the requirements of legislation, identify legal conflicts and problems, develop projects of regulatory and legal acts to eliminate them.

RS03. Know the basic principles of national security and be able to warn and neutralize challenges and threats to the national interests of Ukraine within the limits of their professional competence.

RS05. Determine the priority directions for the implementation of electronic governance and the development of electronic democracy.

RS06. Effectively manage innovations, resources, risks, projects, changes, assets, establish current models, approaches and technologies, international evidence during design and reorganization and management and organizational structures.

RS07. Be able to develop national/regional program documents for the development of public administration, research and systems analysis and an integrated approach, as well as teamwork methods.

RS08. To be able to communicate effectively, argue one's position, use modern information

and communication technologies in the field of public management and administration on the basis of social responsibility, legal and ethical norms.

RS09. Communicate in a foreign language on professional topics, discuss public administration problems and research results.

RS10. To represent public administration bodies and other organizations of the public sphere and to present the results of their activities to specialists and the general public.

RS11. Expand management decisions related to the provision of European and Euro-Atlantic integration, establish goals, obviously legislators, time and resource sharing, evaluate politics There are no social, economic and environmental implications of solution options.

PS12. Plan and conduct scientific and applied research in the field of public management and administration, including problem analysis, goal setting and direction, selection and selection of theoretical and empirical methods to Analysis, analysis of the results, formulation of the primed components.

PS13. Initiate, develop and organize the implementation of effective projects in the public sector, using various forms and models of interaction between the state and civil society institutions.

PS14. Develop and implement measures to adapt the best domestic and foreign experience of implementing local democracy in communities in conditions of decentralization of power to ensure socio-economic development.

PS15. To plan and carry out research on the solution of current problems of socio-economic development of the state and territorial communities of the Kharkiv region in conditions of decentralization of power.

GC01. Prestige to abstract thought, analysis and synthesis.

GC02. The ability to work in a team, motivate people and move towards a common goal, be a leader, act socially responsibly and consciously.

GC03. Ability to develop and manage projects.

GC04. The importance of further developing professional, intellectual and cultural backgrounds.

GC05. It is important to adopt informed solutions and use current communication technologies.

GC06. Ability to communicate professionally in a foreign language.

GC07. The ability to generate new ideas (creativity).

SC02. The responsibility is to organize the activities of public administration bodies and other organizations of the public sphere.

SC03. The ability to organize information and analytical support for management processes using modern information resources and technologies, in particular, to develop measures for the introduction of electronic governance in various areas of public management and administration.

SC04. Ability to determine indicators of sustainable development at higher, central, regional, local and organizational levels.

SC05. The ability to represent public administration bodies in relations with other state bodies and local self-government bodies, public associations, enterprises, institutions and organizations regardless of the forms of ownership, citizens and establish effective communications with them.

SC06. It is important to carry out professional activities to meet the needs of the national security of Ukraine.

SC08. The importance of developing strategic documents for the development of socio-economic systems at the major, central, regional, local and organizational levels.

## **PROGRAM OF EDUCATIONAL DISCIPLINE**

### **Content of the academic discipline**

#### **Content module 1. Theoretical and historical foundations of public administration**

##### **Topic 1. Theoretical aspects of public administration**

The essence and content of public administration. Functions and methods of governance. Principles of governance, mechanisms of their manifestation and use.

##### **Topic 2. Effectiveness and efficiency of democratic governance**

Determination of efficiency and effectiveness in public administration. Approaches to efficiency and its criteria. Democratic governance as effective public administration tool.

##### **Topic 3. Methodological principles of research in the field of public administration**

The main stages and specifics of the logical-theoretical reconstruction of socio-political and administrative-management objects. Features and specifics of scientific knowledge in the field of public administration. The specifics of scientific knowledge in social and administrative and managerial fields.

##### **Topic 4. Models in the field of public administration**

Development of social and administrative models based on management processes. Determination of general approaches to the formation of a coherent theoretical model in the field of public administration.

##### **Topic 5. Culture and ethics of public administration**

Ethical infrastructure of public administration. Principles and norms of behavior of representatives of public administration. Determination of the employee's image and the specifics of its impact on the effectiveness of public administration. Service ethics and etiquette in public administration.

##### **Topic 6. Conflicts and stresses in public administration**

Content and etymology of conflicts, their varieties. Mechanisms for managing conflicts of interest. Conflicts of interest in public administration. Moral regulators of conflicts of interest. Stress-forming factors in public administration. Means of avoiding stress.

#### **Content module 2. Modern mechanisms of social development management**

##### **Topic 7. Theoretical and methodological principles of social development management**

Interaction of power structures, political and public organizations to increase the efficiency of management at the central and regional levels. Modern trends of social development. Innovative potential of social development.

**Topic 8. Theory of the state and society**

The theory of the state: the reconquest. Civil society and the state. Peculiarities of social stratification in modern Ukrainian society. Ways to overcome social stratification.

**Topic 9. Socio-political processes: content and development trends**

Modern social and political processes. Parties and civil society. The influence of political parties on the state of state administration. Trends in the development of political processes in modern society.

**Topic 10. Innovative development of Ukraine**

Trends of innovative development of Ukraine. Personnel provision of innovative potential of Ukraine. Information society as a form of social organization in modern conditions

The list of practical (seminar) classes / assignments by academic discipline is given in the table. 2

Table 2

**List of practical (seminar) classes/tasks**

Name of the topic and / or task	Content
Topic 1. Practical task 1	Practical task "Theoretical foundations of public administration"
Topic 2. Practical task 2	Practical task "Effectiveness and efficiency of democratic governance"
Topic 3. Practical task 3	Practical task "Methodological principles of research in the field of public administration"
Topic 4. Practical task 4	Practical task "Models in the field of public administration"
Topic 5. Practical task 5	Practical task "Culture and ethics of public administration"
Topic 6. Practical task 6	Practical task "Conflicts and stresses in public administration"
Topic 7. Practical task 7	Practical task "Conflicts and stresses in public administration"
Topic 8. Practical task 8	Practical task "Theory of the state and society"
Topic 9. Practical task 9	Practical task "Socio-political processes: content and development trends"
Topic 10. Practical task 10	Practical task "Innovative development of Ukraine"

The list of independent work by academic discipline is given in the table. 3

### List of independent work

Name of the topic and / or task	Content
Topic 1 - 10	Study of lecture material and review of literary sources on a given topic
Topic 1 - 10	Preparation for practical (seminar) classes
Topic 2, 7	Preparation of presentations
Topic 8	Essay writing
Topic 1 - 10	Preparation for the final control work

The number of hours of lectures, practical (seminar) and hours of independent work is given in the work plan (technological map) for the academic discipline.

### TEACHING METHODS

Among the productive teaching methods aimed at activating and stimulating the educational and cognitive activity of the students, the use of both active and interactive educational technologies, such as problem lectures (topics 1, 5, 8,) is provided for; mini-lectures (topics 2-4); presentations (topics 4, 6); work in small groups (topics 1, 8, 9); seminars-discussions (topics 1-6, 8-10); brain attacks (topics 1-5, 7-9); analysis of management situations (topics 3-8), moderation (topics 5-7), etc.

### ASSESSMENT FORMS AND METHODS

The university uses a 100-point accumulative system for evaluating the learning outcomes of students of higher education.

**Current control** is carried out during lecture, practical, and seminar classes and has the purpose of checking the level of preparedness of the student of higher education for the performance of specific work and is evaluated by the sum of points scored: the maximum amount is 100 points; the minimum amount is 60 points.

**The final control** includes the semester control and certification of the student of higher education.

**Semester control** is carried out in the forms of differentiated credit or credit.

The final grade by academic discipline is determined by summing up all the points obtained during the current control.

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

Current control: practical tasks (16 points), tasks by topic (32 points), presentation (24 points), colloquium (28 points).

Semester control: Credit



More detailed information about the evaluation system is given in the work plan (technological map) for the academic discipline.

## **RECOMMENDED LITERATURE**

### **Basic**

1. Introduction to Public Administration : summary of lectures for students of speciality 8.15010008 "Public Administration" of all forms of study : [Electronic edition] / N. Gavkalova, O. Polezhaeva. – Kharkiv : S. Kuznets KhNUE, 2016. – 295 p. (English). Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/19636>.

### **Additional**

2. Amosov O. Y. Methodological aspects of interconnection between institutionalism and archetypes in public administration / O. Y. Amosov, N. L. Gavkalova // Public management : collection is trained in scientific partnership with the Ukrainian Technological Academy, February 2021. — Kyiv : Interregional Academy of Personnel Management, 2021. – № 1 (26). — P. 17 – 29. Access mode: <http://repository.hneu.edu.ua/handle/123456789/25306>

3.. Gavkalova N. L. Deregulation of the Ukrainian economy: problems and regularities of further implementation / N. L. Gavkalova, I. Kolupaieva // Horizons International Scientific Journal Serija A – 2016. – P. 389-399. Access mode: <http://www.repository.hneu.edu.ua/jspui/handle/123456789/17011>.

4. Gavkalova N. L. Improvement of organizational support of local budget management as the basis of public administration / N. L. Gavkalova, A. S. Zilinska, O. O. Akimov // Humanization concept of public administration: theoretical and methodological fundamentals : Scientific monograph. – Riga, Latvia : Baltija Publishing, 2022. – P. 27-48.

5. Labunska S. Cognitive instruments of public management accountability for development of national innovation system / S. Labunska, N. Gavkalova, A. Pylypenko and other // Public Policy And Administration. – T. 18. – №. 3. – C. 114-124. Access mode: <http://repository.hneu.edu.ua/handle/123456789/22792>.

6. Pollitt C. Public Management Reform: A Comparative Analysis / C. Pollitt, G. Bouckaert. – Oxford : University Press, 2018. – 240 p..

Shuman D. Public Administration in the US / D. Shuman, D. W. Olufs. – 2-nd ed.– Oxford : University Press, 2019. – 251 p.

7. Stasiukynas A. Civil participation in decision-making on waste management at the local authorities level./A. Stasiukynas, V. Smalskys, A. Survila и др. // Problems and Perspectives in Management. – 2020. - Vol. 18 (1). - P. 438-448. - doi:10.21511/ppm.18(1).2020.38. Access mode: <http://repository.hneu.edu.ua/handle/123456789/22791>

### **Information resources**

8. Corruption Perceptions Index 2009 [Electronic resource] / Transparency International. – Access mode : [http://www.transparency.org/policy\\_](http://www.transparency.org/policy_)

Index Of State Weakness In The Developing World 2008 [Electronic resource]  
/ BrookingsInstitution. – Access mode :  
[http://www.brookings.edu/~media/Files/rc/reports/2008/02\\_weak\\_states\\_index02\\_weak\\_states\\_index\\_indicator\\_scores\\_pullout.ashx](http://www.brookings.edu/~media/Files/rc/reports/2008/02_weak_states_index02_weak_states_index_indicator_scores_pullout.ashx).

9. Political Instability Index 2009/2010 [Electronic resource] / The Economist.  
– Access mode :  
[http://viewswire.eiu.com/site\\_info.asp?info\\_name=social\\_unrest\\_table&page=noads&rf=0](http://viewswire.eiu.com/site_info.asp?info_name=social_unrest_table&page=noads&rf=0).  
research/surveys\_indices/cpi/2009.

10. Website of personal educational systems of S. Kuznets KhNUE. Course  
"Introduction to public administration" – Access mode:  
<https://pns.hneu.edu.ua/course/view.php?id=10293>