

POLTAVA UNIVERSITY OF ECONOMICS AND TRADE

Educational and Research Institute of Full-time Education

Department of Management

**SYLLABUS**  
academic discipline  
**«MUNICIPAL MANAGEMENT»**  
for the 2023-2024 academic year

Course and semester of study	2nd year, 3rd semester
Educational program/specialization	"Local Government"
Specialty	281 Public Management and Administration
Branch of knowledge	28 Public Management and Administration
Degree of higher education	master

Full name of the academic staff member who leads this discipline, academic degree and academic title, position

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E-mail address	ivko@ukr.com
Schedule of training sessions	<a href="http://schedule.puet.edu.ua/">http://schedule.puet.edu.ua/</a>
Consultations	<a href="http://www.mened.puet.edu.ua">http://www.mened.puet.edu.ua</a> online: by e-mail, Mon-Fri from 8:00 a.m. to 5:00 p.m (by local Kyiv time)
Distance learning course page	<a href="https://el.puet.edu.ua/">https://el.puet.edu.ua/</a>

**Description of the academic discipline**

<b>Objective of studying the discipline</b>	Acquaintance of students of higher education with the basic concepts and tools of municipal management; provision of theoretical knowledge on territorial development management, marketing strategies and tools; disclosure of methodical approaches to the formation of plans for strategic changes in municipal management; formation of abilities and skills regarding the organization of the process of implementing changes in municipal management, practical use of municipal management methods
<b>Duration</b>	3 ECTS credits/90 hours (lectures 16 hours, practical classes 20 hours, independent work 54 hours)
<b>Forms and methods of education</b>	Lectures, practical classes, individual and group classes aimed at the assimilation of theoretical knowledge and tools of municipal management by students, applied situations, independent work outside the schedule
<b>System of current and final control</b>	Current control of learning tasks; completion of independent work tasks; testing; current module work. Final control: credit (PMK)

<b>Basic knowledge</b>	Basic knowledge of political science, public administration, management, marketing. Knowledge of the disciplines “State power and local government in Ukraine”, “Management of socio-economic projects”, “Planning the development of the territorial community”
<b>Language of teaching</b>	English

### List of competencies provided by this discipline, program learning outcomes

<b>Program learning outcomes</b>	<b>Competences to be acquired by the applicant</b>
<p>PLO1. To know the theoretical and applied principles of development and analysis of public policy, the foundations and technologies of management decision-making;</p> <p>PLO2. To solve complex problems of public management and administration, taking into account the requirements of legislation, to identify legal conflicts and problems, to develop projects of regulatory and legal acts to eliminate them;</p> <p>PLO6. Carry out effective management of innovations, resources, risks, projects, changes, quality, apply modern models, approaches and technologies, international experience in the design and reorganization of management and general organizational structures;</p> <p>PLO9. Communicate in a foreign language on professional topics, discuss public administration problems and research results;</p> <p>PLO11. Develop sound management decisions taking into account issues of European and Euro-Atlantic integration, take into account goals, existing legislative, time and resource limitations, evaluate political, social, economic and environmental consequences of decision options.</p> <p>PLO14 Be able to assess the resource potential of territorial communities and demonstrate skills in planning their development.</p>	<p>GC03. Ability to develop and manage projects ;</p> <p>GC05. Ability to make informed decisions and use modern communication technologies;</p> <p>GC06. Ability to communicate professionally in a foreign language;</p> <p>GC07. Ability to generate new ideas (creativity);</p> <p>SC02. The ability to organize the activities of public administration bodies and other organizations of the public sphere;</p> <p>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;</p> <p>SC07. The ability to independently prepare draft legal acts, analytical reports, proposals, reports, provide expert evaluation of legal acts at various levels of public management and administration;</p> <p>SC10. The ability to make informed management decisions taking into account issues of European and Euro-Atlantic integration;</p> <p>SC12. The ability to assess the resource potential of territorial communities and plan their development.</p>

### Thematic plan of the educational discipline

<b>Topic name</b>	<b>Types of work</b>	<b>Tasks for independent work by topic</b>
Module 1. Theoretical foundations of municipal management		
Topic 1. Municipal management in the public administration system	Attending classes; discussion of lesson material; performance of educational tasks; tasks of independent work; testing	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic
Topic 2. Strategic planning of the development of territorial communities	Attending classes; discussion of lesson material; performance of educational tasks; tasks of independent work; testing	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic

Topic 3. Quality management in local government bodies	Attending classes; discussion of lesson material; performance of educational tasks; tasks of independent work; testing	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic
Topic 4. International experience of municipal management	Attending classes; discussion of lesson material; performance of educational tasks; task independent work; testing; current modular work	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic
Module 2. Toolkit of municipal management		
Topic 5. Marketing approaches in municipal management	Attending classes; discussion of lesson material; performance of educational tasks; tasks of independent work; testing	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic
Topic 6. The decision-making process in the municipal administrations	Attending classes; discussion of lesson material; performance of educational tasks; tasks of independent work; testing	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic
Topic 7. Project management and development of local communities	Attending classes; discussion of lesson material; performance of educational tasks; tasks of independent work; testing	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic
Topic 8. Risk management at the local level. Resilience of territorial communities.	Attending classes; discussion of lesson material; performance of educational tasks; task independent work; testing; current modular work	Complete tasks for independent work. Process educational materials and documents recommended by the teacher by topic

### Information sources

1. The Constitution of Ukraine (as amended).
2. European Charter of Local Self-Government. *The European Charter of Local Self-Government and the Development of Local and Regional Democracy in Ukraine*. Kyiv: Kramar, 2003. P. 71-78.
3. Law of Ukraine "On Local Self-Government in Ukraine" dated May 21, 1997 (with amendments)
4. Дзюндзюк В. Б. Муніципальний консалтинг. Енциклопедія державного управління : у 8 т. / Нац. акад. держ. упр. При Президентові України ; наук.-ред. колегія : Ю. В. Ковбасюк (голова) та ін. Т. 5 : Територіальне управління / наук.-ред. колегія : О. Ю. Амосов (співголова), О. С. Ігнатенко (співголова) та ін. ; за ред. О. Ю. Амосова, О. С. Ігнатенка, А. О. Кузнецова. Харків: Вид-во ХарПІ НАДУ "Магістр", 2011. С. 222- 224
5. Енциклопедичний словник з державного управління / уклад. Ю. П. Сурмін, В. Д. Бакуменко, А. М. Михненко та ін.; за заг. ред. Ю. В. Ковбасюка, В. П. Трощинського, Ю. П. Сурміна. Київ: НАДУ, 2010. 820 с.
6. Енциклопедія державного управління : довідк. вид. У 8 т. Київ : НАДУ при Президентові України, 2011.
7. Євтушенко О. Н., Ємельянов В. М., Андріяш В. І. Муніципальний менеджмент: [підручник] / Миколаїв: Вид-во ЧДУ ім. Петра Могили, 2016. 404 с. URL: [https://moodle.znu.edu.ua/pluginfile.php?file=/296333/mod\\_resource/content/1/Посібник%20Муніципальний%20Оменджмент.pdf](https://moodle.znu.edu.ua/pluginfile.php?file=/296333/mod_resource/content/1/Посібник%20Муніципальний%20Оменджмент.pdf)

8. Історія та теорія місцевого самоврядування: навч. посібн. / О.М. Руденко, І.В. Козюра, Н.В. Ткаленко, В.Г. Маргасова. Київ: Кондор-Видавництво, 2016. 226 с. URL: <http://dspace.puet.edu.ua/bitstream/123456789/6183/1/istoriyaiteoriyams.pdf>
9. Козюра І. В. Місцеве самоврядування: канадський досвід для України : монографія. Полтава : АСМІ, 2013. 367 с.
10. Козюра І. Розвиток місцевого самоврядування в Канаді: історико-управлінські студії. Канадознавство: мова і суспільство : кол. моногр. = Canadian Studies: Language and Society [Text]: collective monograph. Луцьк: Вежа-друк, 2021. С. 12-54.
11. Козюра І., Дорошенко В. Ефективні інструменти когнітивного потенціалу менеджера в умовах нестабільності. Науковий вісник Одеського національного економічного університету: збірник наукових праць. 2023. № 1-2 (302-303). С.108-112. URL: <http://n-visnik.oneu.edu.ua/collections/2023/302-303/pdf/108-112.pdf>
12. Козюра І. В. Стратегії розвитку громад у нових умовах. Публічне управління: український вимір: матеріали щорічної наук.-практ. конференції, 7 грудня 2022 р., м. Харків; електронне видання. Харків: ХНУ імені В. Н. Каразіна, 2023. С.85-87. URL: [https://ipa.karazin.ua/wp-content/themes/education/filesforpages/science/Zbirnik\\_zh%20materialami%20konferenciyi\\_7\\_grudnya%202022%20\\_2.pdf](https://ipa.karazin.ua/wp-content/themes/education/filesforpages/science/Zbirnik_zh%20materialami%20konferenciyi_7_grudnya%202022%20_2.pdf)Koziura I., Koltun V. Leadership approach for decentralization and administrative-territorial reform. SOCIO WORLD. Social research & behavioral sciences. 2021. Vol. 06. Issue 04 (01). PP. 32-38. URL: <https://is.gd/iOnJpw>.
13. Менеджмент у системі органів державної влади та місцевого самоврядування: регіональний і муніципальний менеджмент : навч. посіб. / Наумік К. Г., Коваль Т. О. ; Харк. нац. екон. ун-т. Харків: Вид. ХНЕУ, 2010. 274 с.
14. Місцеве самоврядування: словник-довідник: навч. посібн. / [уклад. О.М. Руденко, І.В. Козюра, Н.В. Ткаленко та ін.]. Київ: Кондор-Видавництво, 2016. 182 с. URL: [http://dspace.puet.edu.ua/bitstream/123456789/6234/1/ms\\_slovnyk-dov.pdf](http://dspace.puet.edu.ua/bitstream/123456789/6234/1/ms_slovnyk-dov.pdf)
15. Місцеве самоврядування в Україні: сучасний стан та основні напрями модернізації : наук. доп. / авт. кол.: Ю.В. Ковбасюк, К.О. Ващенко, В.В. Толкованов, Ю.П. Сурмін, І.В. Козюра та ін.; за заг. ред. Ю.В. Ковбасюка. Київ: НАДУ, 2014.128 с.
16. Монастирський Г. Л. Адаптація муніципального управління в Україні до демократичних стандартів у контексті європейської інтеграції. Актуальні проблеми міжнародних відносин. 2014. Вип. 119. Част. II. С. 15-22.
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18. Чикаренко І., Маматова Т. Розширення предметної сфери муніципального менеджменту. Аспекти публічного управління. 2019. Т. 7. № 1-2. С. 43-52. DOI: 10.15421/15195
19. Шаров Ю. П. Муніципальний менеджмент: навч. посібник / Ю. П. Шаров, І. А. Чикаренко, О. Ю. Бобровська [та ін.]. Київ: Атіка, 2009. 402 с.
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21. Official website of the President of Ukraine. - <http://www.president.gov.ua>
22. Verkhovna Rada of Ukraine - <http://www.rada.gov.ua>
23. Cabinet of Ministers of Ukraine (portal) - <http://www.kmu.gov.ua>
24. Association of Cities of Ukraine. – <http://www.auc.org.ua>
25. Decentralization in Ukraine. - <https://decentralization.ua>.

## Educational discipline software

- Microsoft Office suite of software products.

### Policy of studying the discipline and assessment

**Policy of evaluation of higher education applicants.** Assignments that are submitted late without good reason are evaluated at a lower grade (75% of the possible maximum number of points for the type of activity). The rearrangement of modules takes place with the permission of the leading teacher if there are good reasons (for example, sick leave).

Regulations on the organization of the educational process <https://puet.edu.ua/wp-content/uploads/2023/06/polozhennya-pro-organizacziyu-osvitnogo-proczesu.pdf>.

Regulations on the procedure and criteria for evaluating the knowledge, skills and abilities of higher education applicants [https://puet.edu.ua/wp-content/uploads/2023/07/polozh\\_por\\_kryt\\_ocinyuvannya.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/polozh_por_kryt_ocinyuvannya.pdf).

Procedure for liquidation of academic debt by students of higher education <https://puet.edu.ua/wp-content/uploads/2023/07/poryadok-likvidacziyi-zdobuvachamy-vyshhoyi-osvity-akademichnoyi-zaborgovanosti.pdf>.

Regulations on retraining [https://puet.edu.ua/wp-content/uploads/2023/07/polozh\\_pro-povt-navch.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/polozh_pro-povt-navch.pdf).

**Visitation Policy** . Attending classes is a mandatory component. For objective reasons (for example, illness, employment, internship), training can take place online ( Moodle ) upon agreement with the leading teacher.

**Academic Integrity Policy.** Students must consciously adhere to the Academic Integrity Policy; writing off during ongoing modular work and testing is prohibited (including using mobile devices). Mobile devices are allowed to be used only during online testing and preparation of practical tasks during class.

PUET operates:

Code of student honor [https://puet.edu.ua/wp-content/uploads/2023/07/kodeks\\_chesti\\_studenta.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/kodeks_chesti_studenta.pdf).

Regulations on academic integrity [https://puet.edu.ua/wp-content/uploads/2023/07/polozh\\_akadem\\_dobrochesnist.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/polozh_akadem_dobrochesnist.pdf).

Regulations on prevention of cases of academic plagiarism <https://puet.edu.ua/wp-content/uploads/2023/07/polozhennya-pro-zapobigannyavypadkam-akademichnogo-plagiatu.pdf>.

**The policy of recognition of learning outcomes is defined by the following documents:**

Regulations on the procedure for re-enrollment of study results obtained in foreign and domestic educational institutions [https://puet.edu.ua/wp-content/uploads/2023/07/polozh\\_por\\_perezarah\\_rez\\_zvo.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/polozh_por_perezarah_rez_zvo.pdf).

Regulations on academic mobility of higher education applicants [https://puet.edu.ua/wp-content/uploads/2023/07/polozha\\_pro\\_akademichnu\\_mobilnist.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/polozha_pro_akademichnu_mobilnist.pdf).

Provisions on the procedure for recognizing learning outcomes obtained through non-formal and/or informal education <https://puet.edu.ua/wp-content/uploads/2023/07/polozhennya-pro-poryadok-vyznannya-rezultativ-navchannya-zdobutyh-shlyahom-neformalnoyi-ta-abo-informalnoyi-osvity.pdf> ; *infographics* (section Education/Organization of the educational process/Informal education) <https://puet.edu.ua/neformalna-osvita>.

**Conflict resolution policy:**

Regulations on the rules for resolving conflict situations <https://puet.edu.ua/wp-content/uploads/2023/07/polozhennya-pro-pravyla-vyrishennya-konfliktnyh-sytuacziy-u-puet.pdf>.

Regulations on the appeal of the results of final control in the form of an exam [https://puet.edu.ua/wp-content/uploads/2023/07/polozh\\_pro-apel\\_pidscotr.pdf](https://puet.edu.ua/wp-content/uploads/2023/07/polozh_pro-apel_pidscotr.pdf).

the authorized person for the prevention and detection of corruption <https://puet.edu.ua/zapobigannya-ta-protidiya-korupciyi>.

**Support policy for participants in the educational process:**

Psychological service: <http://puet.edu.ua/psychologichna-pidtrymka-v-puet>.

Student Ombudsman (Student Rights Commissioner) PUET <http://puet.edu.ua/other-divisions/studentskyj-ombudsmen-upovnovazhenyj-z-prav-studentiv-puet>.

Commissioner for Corruption Rights <https://puet.edu.ua/zapobigannya-ta-protidiya-korupcii>.

**Security educational environment** : Safety information educational PUET environment is listed in the " Security " tab life activities » <http://puet.edu.ua/pro-puet/bezpeka-zhyttyediyalnosti>.

### Evaluation

The final grade for the study of the academic discipline is calculated through the current assessment

Types of work	Maximum number of points
Module 1 (topics 1-4): work in practical classes (20 points); testing (10 points); completion of the educational task (10 points), current module work (10 points)	50
Module 2 (topics 5-8): work in practical classes (20 points); testing (10 points); completion of the educational task (10 points), current module work (10 points)	50
Together	100

### The scale of evaluation of higher education students based on the results of studying the discipline

Total of points for all types of educational activities	ECTS grades	Score on the national scale
90-100	A	Excellent
82-89	B	Very good
74-81	C	Fine
64-73	D	Satisfactorily
60-63	E	Satisfy enough
35-59	FX	Unsatisfactory with the possibility of reassembly
0-34	F	Unsatisfactory with mandatory re-study of the discipline