

Main Administration of Government Service of Ukraine
National Academy of State Administration
at President of Ukraine
Lviv Regional Institute of State Administration

PROFESSIONAL SYLLABUS

of advanced training for heads, deputy heads and leading specialists of branch offices, heads, deputy heads and leading specialists of section departments of local governments branch offices , members of task groups of strategic planning of separate territories and communities, representatives of business communities, public organizations and agencies of development of territories

Aggregate of norms and obligatory minimum of the contents of
advanced training

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1. EXPLANATORY MESSAGE

Purpose of the syllabus. Professional syllabus of retraining and advanced training(further - professional syllabus.) of heads of branch offices, their deputies and leading specialists, heads of section departments of branch offices, their deputies and leading specialists of local governments (local state administrations and local self-governments), members of task groups of strategic planning of separate territories and communities, representatives of business communities, public organizations and agencies of development of territories (further – students) is intended for meeting educational needs of the members of task project teams on introducing operational programs of the Lviv region Development Strategy (further Development Strategy).

The basic task of the professional syllabus is to improve the advanced training level of the members of task project teams on introducing operational programs of Development Strategy taking into account the requirements of the time and socio-economic development of the state, observance of current legislation of Ukraine, other normative and legal acts of the state.

The peculiarity of the professional syllabus consists in the fact that it is designed to raise professionally-qualifying level of the students, to master (by the students) theoretical knowledge on the issues of managing development of a territory and practical skills regarding the system of planning and prognostication of territories development, plenary powers and tasks of public servants of local authorities in this field, which is based on modern home and foreign experience on these issues for the countries which are in the conditions of establishing market relations.

Basic concepts and definitions which are used in this professional syllabus, are presented in the dictionary of technical terms.

Purpose of the professional syllabus: The strategic planning and management in state administration and local self-government are important elements of modern management which provides achieving publicly meaningful aims for socio-economic development of territories. To realize this, highly skilled personnel who would have special knowledge in this sphere. is needed. Such knowledge, in particular, is the concept of strategy and tactic of managing territorial and regional development, collaboration of government structures, public and business, methodology of project management, fiscal policy and skills managing budget, development of administrative potential, managing labour relations and a number of those related to them.

The professional syllabus foresees many aspects of functions and tasks which are regulated by the organs of local government in the spheres of strategic planning and management, reveal the necessity of obtaining relative professional training and permanent updating of knowledge of the members of task project teams on introducing operational programs of Development Strategy in accordance with the necessities of socio-economic development of the country, formation of civil society. Bringing in of modern home and foreign researches in the field of the strategic planning and management in state administration and local self-government and adaptation of their results to the solution of issues of managing regional development is the purpose of the professional syllabus.

Duration of studies according to the professional syllabus makes up 385 academic hours, 295 hours are to be conducted in class, and 90 hours are designed for independent work.

Form of studies. The system and activities method of forming the content of studies, which is based on the generalized structure of their activity during working out and introducing the project of Lviv region development, is set as principle of developing the professional syllabus of the advanced training of the members of task project teams. The educational process of all modules is directed towards the acquaintance of students not only with theoretical material, but, above all, with practical results and experience of developing territories both in Ukraine and outside its boundaries.

Mastering of the material takes place during lectures while the modules are being taught, and also at practicals which are conducted with the use of the following interactive methods of studies for adults:

- conducting of discussions (round tables) on solving problems;
- consideration of concrete situations (case-study);

- conducting business games;
- trainings;
- preparation and conducting of presentations;
- independent work with literary and information sources.

The use of the above mentioned methods of studies at practicals provides possibility for the students to a certain extent to apply their practical experience of work in local governments, develops skills of analysis and estimation of the present state of problems, ability to see and plan the prospect of development of territories.

In the process of studies the students are encouraged to learn the themes designed for independent study independently (these refer mainly to the legislative field of Ukraine).

2. CONCEPTUAL ASPECTS OF STRUCTURE AND CONTENTS OF THE PROFESSIONAL SYLLABUS

The issue of competence and professionalism of the members of task project teams on introducing the operational programs of the strategy of regional development gets more and more value and is under permanent control of central and local governments.

Creation of the above-mentioned professional syllabus is stimulated by a new geopolitical position of Ukraine, its vector in the direction of European integration and establishing and developing the bases of market economy.

At present the strategic planning and management in the state administration and local self-government are the basic instruments of effective development of socio-economic processes in the highly developed countries of the world. However, the use of the experience by the organs of state administration of all levels in Ukraine is not sufficient yet. The other, not less important factor, that forms the aims of such trainings, is gradual progress of our country towards civil society, in which a man, personality, wide introduction of political and social partnership, as a means of consolidation of people is the main priority.

The own accumulated experience and analysis of the international experience, in particular of EU countries, is instrumental to consider the issue of the content, form and organization of the trainings of students on conceptually new principles, the latter being based on the application of system-and-activities method of studies. In accordance with the requirements of normative documents on working out the constituents of the system of education standards the primary place is just given to the structure of specialist activity, that contains four constituents:

- purpose of activity (product);
- subject of activity;
- means;
- procedures.

The above mentioned components can be represented as a table.

Structure of activity of the members of task project teams on introducing the operational programs of Development Strategy

Constituents of activity	Contents of activity
Purpose of activity (product)	Forming of the system of knowledge and skills on the use of basic ways and methods of developing plans of strategic development of territory.
Subject of activity	Providing realization of the tasks of planning and prognostication of territory development.
Means	Legal institutions and organizational means of local authorities in the political, economic, social and humanitarian spheres of vital activity. Organizational-and-prescriptive and consultative-advising actions on the basis of introducing methods, means and instruments of planning strategic development and project management.
Procedures	Preparation and working out of strategic plans of territories development, working out of monitoring programs of the strategic plans realization.

**3. STRUCTURE OF THE PROFESSIONAL SYLLABUS OF THE ADVANCED TRAINING
OF THE MEMBERS OF TASK PROJECT TEAMS ON INTRODUCING THE
OPERATIONAL PROGRAMS OF DEVELOPMENT STRATEGY**

3.1. CURRICULUM

№	Name of the module (section)	Forms of study, , Hour			total, hours.	Type of control
		L.	PR.	IN.		
1	2	3	4	5	6	7
1.	Introduction to strategic planning and development management	24	16	36	76	complex testing
1.1.	Definitions and aims	4	1	6		
1.2.	Differences of the strategic planning from the traditional systems of planning	7	5	10		
1.3.	Good power	6	2	10		
1.4.	Working of strategy as an instrument for bringing in of investments and obtaining loans for developing infrastructure	7	8	10		
2.	Methodology of planning of strategic development	24	36	4	64	- general assessment of the fulfillment of not less than 6 group tasks - assessment of fulfillment of not less than 2 presentations - construction of logico- structural chart (LSC)
3.	Project management and strategy introduction	26	32	34	92	- assessment of fulfillment of current tasks on the basis of real materials - assessment of projects presentation
4.	Budget management	6	30	4	40	- assessment of individual and team work (7 assessment of fulfillment of 2 situation exercises) - blitz-test
5.	Communication of power with public (skills of communication A)	22	37	7	66	- assessment of work during role plays - assessment of fulfillment of situation exercises - assessment by the picture of “working day” (holding

						meetings, conducting of negotiations, delegation of authorities, co-operation with an outer client) - comparative analysis of the effectiveness of the students before and after training
6.	Forms and methods of public relations (skills of communication B)	13	29	5	47	- results of supervising the fulfillment of tasks during work in small groups, a situation exercises and role plays, individual and team presentation - initial testing
	Total	115	180	90	385	

L – lectures

Pr – practicals

In – independent work

3.2. EDUCATIONAL AIMS AND CONTENTS OF THE EDUCATIONAL MODULES OF THE NORMATIVE PART

MODULE 1. INTRODUCTION TO STRATEGIC PLANNING AND DEVELOPMENT MANAGEMENT

Purpose of the module:

- to start systematized studies in the educational course the «Strategic planning and management in state administration and local self-government» within the framework of the Lviv region Development Project;
- to provide the students with initial theoretical knowledge on the issues of territory development management which are based on modern home and foreign experience in the sphere of theory and practice of planning and prognostications of sustainable territory development in the conditions of establishing market relations;
- to form with the students basic systematized knowledge and practical skills regarding the system of planning and prognostication of territory development, activity of public servants and local authorities, their authority and task in the field of development and planning;
- to obtain basic knowledge on the bases of determining factors and resources of the development management system, establishing partnership in the process of strategic management of territories development;
- to form skills of preparation of real investment and credit requests with the aim of getting means for developing strategically important infrastructure objects of the territory, ability to work up and to apply the instruments of the territory promotion;

- to form the system vision of strategic management issues;
- to form with the students understanding of good power and European principles of state administration and local self-government;
- to provide the students with knowledge about forms and methods of collaboration of power, public and private sector.

AS A RESULT OF **studies the students** listeners must:

1. know :

- basic concepts of the strategic planning and management in state administration and local self-government;
- contents, gist and task of the system territories development planning;
- authority of central and local organs of power in the sphere of management of perspective territory development;
- normative and legal principles of strategic management of territory development;
- types of the basic planning documents, in accordance with which the development of cities and regions takes place;
- general grounds of applying principles, forms and methods of strategic planning;
- methods of preparing investment projects and registration of credits;
- basic marketing instruments of conducting promotion campaign of the territory aimed at bringing in financial resources for its development;
- content and constituents of the efficiency of local authorities activity;
- forms and methods of involving citizens to collaboration with power.

2. obtain skills of:

- satisfactory level of competence as to general principles and approaches of strategic planning and territories development management;
- practical ability to apply normative and legal principles of planning and strategic management of territory development;
- practical ability to apply the clauses of the strategy for preparing investment projects and bringing in credits and loans;
- practical ability to prepare the marketing instruments of conducting territory promotion campaign aimed at bringing in financial resources for its development;

3. get understanding of:

- the contents, gist and tasks of the management and planning system of the territories development;
- contents and gist of the control and management concepts, strategic plan, strategy and strategic management;
- process of strategic management and planning of territory development;
- basic principles of partnership collaboration, to be able to apply them in practice;
- system strategic management of Lviv region territory;
- contents and gist of good power.

Contents of the module:

Name of section, themes	Contents and educational elements of the section, themes
Section I. Definitions and aims	
1. Basic concepts of strategic management	Necessity of forming of strategic thought in the public process control at state, regional and local levels. Basic concepts of strategic management and planning. Management process and his constituents. Management and management. Concept of strategy and strategic management. Strategic plan.
2. Peculiarities of regional development in present-day conditions	Development of the globalization, urbanizations and regionalization processes, as a pre-condition of the change of tasks and forming of new approaches to the public management in a region. Place of the region in the system of the territorial allocation of the state productive forces. Models of specialization of regions complex development. Branch and functional structure of regions.
3. Basic management concepts of regional development	Contents, aims and tasks of regional socio-economic policy, priority directions of this policy. Mechanisms of implementing regional socio-economic policy. National economy complex of a region, natural-resource potential, their composition and structure. Bases of organizing control over socio-economic process in regions.
Section II. Differences of the strategic planning from the traditional systems of planning	
1. Spatial planning and town-planning strategy	Basic directions of town-planning activity. Normative and legislative base. General plans. Zoning. Plans of the landed-economic mode. Complex and branch schemes of development. System of cadastres. State regulation in the field of town-planning. Observance of state standards, norms and rules in the field of town-planning. Deciding on territories and choice of land plots for town-planning needs.
2. Current planning and working up of budgets	System of prognoses and programs of economic and social development of regions. Normative and legislative base. Order of working up of prognoses and budgets. Competence of local authorities and home and foreign experience of working out prognoses, budgets and programs of socio-economic development of regions.
3. Program-and special-purpose approach in planning of complex development of region.	Program-and- special-purpose approach in planning of complex region development. Normative and legislative base. Order of working up special-purpose programs. Competence of local authorities and home and foreign experience of special-purpose programs of regions development.
4. Strategic management and territory development planning	Strategic planning as a regulator of market relations. Strategic planning set of categories. Purpose and principles of strategic planning. Classification of aims and tasks. Strategic projects and programs. System and sequence of working up and implementation of the strategy. Home and foreign experience of

	working up and introduction of the strategy. Participation of public in the process of planning and realization of strategies.
Section III. Good power	
1. Good power: basic concepts and principles	Determination of contents and essence of good power. Responsibility and efficiency. European principles of state administration and local self-government (reliability and predictability, openness and transparency, accounting, efficiency and effectiveness, ability to subsidize?, decentralization and deconcentration). European principles of organization of government service (separation of state sphere from private one, separation of policy from the management, personal accounting and responsibility, clearly cut rights and duties, selection and promotion depending on professional qualities).
2. Efficiency of power activities	Indices of efficiency (stability of government structures, speed of budget approval, statistical and informative services, normative and legal innovation, policy of economic development, expenses on health protection, expenses on agriculture, development of housing construction, attention of power to the needs of citizens). assessment of the power efficiency by citizens. Interconnection between power efficiency and public activity. Efficiency of power and corruption.
3. Public activity and collaboration of power with public	Informing citizens and forms of such informing. Involving citizens into administrative decisions making. Forms of citizens participation in state administration and local self-government. Dangers and advantages of involving citizens into collaboration with the organs of power.
Section IV. Working of strategy as instrument for bringing in of investments but receipt of loans on development of infrastructure	
1. Place of innovative and investment projects in a strategy	Basic concepts of innovative and investment projects. Normative and legislative base of innovations and investments. Basic concepts of investment activity. Management of investment activity.
2. Preparation of investment projects	General information about an investment project. Estimate of an investment project efficiency. Detailed evaluation of investment project efficiency. Investment business: a plan, risks and efficiency of investments and loans.
3. Tool and means of presenting investment attractiveness of a region	Investment request and investment project. Means of presenting a projects and their promotion: booklets, catalogues, investment fair, presentation of projects in the Internet. Preparation of a bundle of documents for getting loans and involving investments.
4. Strategy and system of involving investments and loans	Home investments. Foreign investments in Ukraine and a region. Strategy of involving investments. System of stimulating investors. System of state stimulation of investment processes.

MODULE 2. METHODOLOGY OF STRATEGIC DEVELOPMENT PLANNING

Purpose of the module: to form the system of knowledge and skills on the use of basic ways and methods of working out strategic development plans.

Educational aims:

- to acquaint the students with methodology of strategic development planning;
- to work up practical methods of analysing and identifying a problem, of estimating the interested parties and possibilities of their involvement into working out of strategic plans, SWOT – analysis;
- to develop with the students skills of formulation of vision, priorities and strategic aims of development;
- to systematize the steps of working out operational programs and setting tasks;
- to provide understanding of the essence of monitoring and to understand the importance of its application during strategic plans implementation.

As a result of studies the students must:

1. know :

- basic stages of working out of strategic plans;
- essence of SWOT-analysis;
- elements of problems analysis;
- methods of determining mission and aims;
- criteria of formulation of aims and tasks;
- logical interlinks of logic-and-structural chart;
- the basic normative and-legislative requirements to program development;
- basic stages of monitoring.

2. be able:

- to carry out the diagnosis of a problem;
- to determine the interested parties and get them involved into development of strategic plans;
- to conduct the SWOT-analysis;
- to formulate vision;
- to determine priorities and formulate strategic aims;
- to demonstrate skills of operational program development;
- to demonstrate skills of developing programs of strategic plans implementation monitoring.

Contents of the module:

Name of theme	Contents and educational elements of theme
1. Introduction to strategic planning. Description and diagnosis of situation	Concept of strategy, strategic planning and strategic management. Stages of the strategic planning. Diagnosis of situation as the first stage of strategic planning. Basic stages of diagnosis of territory development. Basic constituents of economic, socio-political, ecological spheres. Requirements to preparation of reports according to the results of diagnosis of situation. Determination of priorities of territory development.
2. Modern nonlinear (synergetic) approaches to the management	Imagination about organisms and boundaries of their existence: „organism”, „spontaneous self-organisation”, „emergency properties of the system”, „space of existence” . Mechanisms of organisms self-preservation: „catastrophe”, mechanisms of the homeostatic adjusting (adequate reaction), „area of

of territory development	<p>comfort” and „area of discomfort”.</p> <p>Steady development: state of unsteady dynamic equilibrium (stochastic equilibrium), negative and positive feed-back in the context of change of organism, steady development.</p> <p>Creod (attractor) and creodogenic (attractive) landscape: drift”, „superposition of forces”, „landscape of forces”, creodogenic (attractive) landscape,, „management of the form of creod (attractor)”, „management in the points of bifurcation”.</p> <p>„Managing parameters” and „parameters of order”. Principles of Herman Kchaken synergetics, in particular „principle of submission”. Stages of exercising control over the systems.</p> <p>Strategic management and planning from the point of view of theoretical scientific and applied developments of synergetics: (vision of landscape, choice of the desired scenario of development of events, determination of priorities, choice of trajectory of problems solution or realization of possibilities, forming of strategic plan).</p>
3. Analysis of problems	<p>Identification of the problem. Theory of analysis and authentication of problems. Typical errors during authentication of problems. Relationships of cause and effect system during authentication of problems. Criteria of problems solution.</p> <p>Authentication of strategic problems and development possibilities.</p>
4. SWOT - analysis	<p>Determination of internal and external environment. Component factors of internal and external environment. Essence of CBOT – analysis. Role of SWOT - analysis in the strategic planning.</p>
5. Analysis of the field of forces	<p>Method of analysis of the field of the Curt Levin forces. Concept „motive forces” and „brake forces”. Criteria of estimation of forces influence.</p>
6. Analysis of the stake parties	<p>Determination of the stake parties. Definition of the concept „stakeholders”. Importance of involving of the stake parties into development of strategic plans, operative plans, projects. Criteria of analysis of the stake parties.</p> <p>Forming of coalition of the stake parties.</p>
7. Vision , strategic aims	<p>Determination of vision and aims.</p> <p>The requirements to formulation of aims - the SMART criteria. Difference between strategic, operational aims and tasks.</p> <p>Formulation of aims and choice of trajectories of their achievement. Criteria of trajectories estimation.</p>
8. Operational programs and tasks	<p>Logico-structural (JISC) during setting aims of different levels. Setting aims of the operational programs. Basic stages of the operating programs. Requirements of legislation to working out of economic and social development program.</p> <p>Bases of the calendar planning.</p>
9. Monitoring and its basic stages	<p>Definition of monitoring. Basic stages of conducting monitoring. Concept of indicators and requirements to their definition. Principles of implementing monitoring.</p> <p>Indices of efficiency and effectiveness of the programs realization.</p>

MODULE 3. PROJECT MANAGEMENT AND INTRODUCTION OF STRATEGY

Purpose of the module: training of civil servants and public servants of local self-government in the field of project management in the context of realization of region strategic plan.

Educational aims:

- to provide the students with the system of knowledge in the field of project management for implementing region development strategic plan;
- to teach the students the methods of development and realization of projects;
- to develop skills of project management;
- to form with the students understanding of administrative processes at management by objectives.

as a result of studies students must:

1. know:

- basic terms on the project management;
- area of application of project management during realization of strategies;
- methods of drawing up projects.

2. be able:

- to apply methods, means and tools of project management for realization of concrete tasks of state administration;
- to analyse the environment of project management;
- to draw up drafts in accordance with strategy of region development;
- to manage projects;
- to manage time;
- to draw up project budget;
- to manage the labour resources of project;
- to manage the risks, purchases and informative streams;
- to manage quality of project;
- to estimate the results of projects realization..

3. understand:

- subject fields of application of project management knowledge;
- processes of project management;
- socio-economic consequences of realization of strategies;
- contents of project monitoring;
- basic principles of project team work

Contents of the module:

Name of theme	Contents and educational elements of theme
1. Subject field of project management	Introduction. Purpose of project. Project as management object: specific features. Environment of project management: phases of project and its life cycle; project stake parties; administrative skills; socio-economic influence.
2. Organization for strategy introduction	Organizational systems. Organizational structures: functional, matrix, project. Organizational culture and style. Administrative skills. Leadership, communication. Conducting negotiations and conflicts solution.
3 Processes of project	Groups of processes: process of initialization; process of planning;

management	process of implementation; control process; process of closing. Interaction between processes.
4. Planning of projects	Classification of plans. Plans of carrying out project work. Plans of managing project work. Plans of managing changes. Methodology of projects planning. Project structure and management structure. Algorithm of project development .
5. Managing time in a project	Determination of activity. Setting work sequence. Estimation of work duration. Working out calendar plan: methods and means. Organization of control over observance of calendar plan.
6. Managing the cost of project	Planning of resources. Estimation of cost. Determination of budget. Control over cost.
7. Management of project quality	Planning of quality: quality standards. Methods and means of providing quality. Control over quality: methods, means, results.
8. Managing project labour resources	Organizational planning: initial data, methods, means, results. Distributing of duties and responsibility. Plan of managing personnel. Staffing: methods and means. Work with a team.
9. Managing information contacts	Planning of information contacts. Sharing information. Accounting about implementation of project.
10. Managing risk in a project	Authentication of risk. Quantitative estimation of risk. Developing reaction to the risk.
11. Managing purchases in a project	Normative base. Planning of purchases. Planning of petition. Choice of sources. Administration of contract.
12. Monitoring of project	Forming of indices and criteria of project estimation. Content of monitoring. Planning of monitoring and presentation of its results.

MODULE 4. BUDGET MANAGEMENT

Purpose of the module: deepening of understanding of fiscal policy ideas and its priorities; mastering of budgetary legislation regarding making and performing local budgets; optimization of the use of budget of development means by using methods of investment projects estimation; actualization of introduction of program-and- special purpose method of making budget in the context of realization of Lviv region Development Strategy.

Educational aims:

- to consider professional and political aspects of the process of making local budgets;
- to realize necessity and expediency of transition to budget drawing up according to program-and - special purpose method in the context of tying up budgetary process with aims and tasks of Development Strategy;
- to develop methodical skills of making and analysis of performing budget by using and introducing new methods (analysis of benefits and expenses in the context of making development budget);
- to work up and reinforce by practical skills forms, procedures and instructions to budget drawing up;;
- to understand the necessity of involving public to making budget as an integral aspect of transparency and accountability of power.

As a result of studies students must:

- get understanding of necessity and process of forming fiscal policy at local level;
- learn basic stages and mechanisms of organizing budgetary process at the level of local self-government budgets;
- learn to draw up budgetary requests considering basic requirements to their development;
- get understanding of the process of consideration, adoption and performing of local budgets, as well as plenary powers of executive and representative branches of local authorities in this process, the role of institution of public hearing in this process;
- to master main principles of the use of program-and- special-purpose method of budgeting in the context of realization of Development Strategy;
- to learn the basic methods of analysis of benefits and expenses in the context of optimization of the use of development budget means.

Contents of the module:

Name of theme	Contents and educational elements of theme
1. Budgetary process, fiscal policy and priorities at state and local levels	Budgetary process at the level of local self-government budgets (general process of budget management). Basic tasks of budgetary process. Ways of improving quality of budgetary process. Process of forming fiscal policy for next year. Program of economic and social development.
2. Budgetary calendar. Order of drawing up, consideration and adoption of local budgets.	Budgetary calendar (general budgetary calendar, budgetary calendar for local self-government budgets). Drafting (initial requirements and in-put materials to a budget. Process of budget drafting. Budgetary queries, working out of suggestions of draft budget). Consideration (Form of resolution and materials for consideration of draft budget. Measures on bringing of expense necessities to the maximum volume of budgetary resources. List of uncoordinated issues as to the volumes of expenses. Promulgation and presentation of budget. Involving public into budget making and consideration. Consideration and discussion of budget. Revision of suggestions to the draft budget). Approval (Budgetary plenary powers of executive and representative branches of power. Making budgetary decisions. Establishment of budgetary limits. Budgetary appointments in case of delayed adoption of budget. Promulgation of information about a budget)

<p>3. peculiarities of inter-budgetary relations between state and local budgets.</p>	<p>Reform of the system of inter-budgetary relations (basic issues of the reform). The basic requirements to building up system of inter-budgetary transfers (the Mac-Master requirements). Differentiation of types of expenses and incomes by the types of budgets. Criteria of differentiation of types of expenses. Budgetary decentralization and fixing of sources of incomes. Basic principles of differentiation of incomes. Formula approach to determination of transfers. Groups of inter-budgetary transfers. Index of relative tax solvency. Financial norm of budgetary provision; Coefficient of levelling. Inter-budgetary reform at the level of rayon local budgets (general review).</p>
<p>4. Budgetary query. Drawing up and analysis of budgetary queries</p>	<p>The basic requirements to information that is being provided when budgetary queries are being drawn up (clauses of query, which claim special attention). Analysis of budgetary query.</p>
<p>5. Methods of analysis of benefits and expenses in the context of optimization of the use of budget of development means</p>	<p>Sources of making and directions of use of budget of development of local budgets. Budgetary suggestions regarding capital expenses. Basic components of the issue of analysis of benefits and expenses. Construction a long-term model of benefits and expenses. Analysis of benefits and expenses considering time component (discounting coefficient, current value of the stream of incomes, simple terms of project cost, discount terms of investproject cost); current net cost and decision making on its basis; internal norm of profitability. Analysis of sensitiveness. Risk analysis. Analysis of the received results.</p>
<p>6. Consideration and approval of local budgets. Authority of executive and representative organs of power regarding consideration and approval of local budgets. Public hearings.</p>	<p>Preparation to budget consideration. Components of decision about a local budget. Materials to the draft decision about a local budget. Explanatory message to the draft decision. Drawing up of a budget. Public hearings on the issue of a budget. Presentation of a budget. Consideration of a budget.</p>
<p>7. Performance of local budgets. Monitoring of performing local budgets. Control over by the observance of budgetary legislation</p>	<p>Concept of budget performance. Cycle of budget performance. Stages of budget performance by expenses. Basic tools of managing expenses. Regulation of passing of budgetary means. Treasury service of local budgets by profits and charges. Budgetary control and responsibility for budgetary offences. Structure of the checking system. Organization of budgetary control (types of control, basic directions of control, internal financial control).</p>

8. Program-and- special-purpose method of making local budgets	Necessity of control over efficiency of expenses. Principles and aims of program budgeting. Basic differences between by paragraphs and program-and- special purpose methods of budgeting. Program estimation. Indices of effectiveness of the programs. Stages of introduction of program-and- special purpose method. Components of program budgeting. Advantages of program-and- special purpose budgeting.
9. Strategic planning and program-and- special purpose method	Process of strategic planning in budgetary institutions. Cycle of strategic planning. Tying up of strategic planning and program-and- special purpose method . Strategic planning and analysis of the programs. Factors which complicate the long-term strategic planning. Tying up of the strategic planning and program-and- special purpose method .

MODULE 5. COMMUNICATION OF POWER WITH PUBLIC (SKILLS OF COMMUNICATION A)

Purpose of the module: forming with the students proper qualities, approaches and skills in business communication.

Educational aims:

- to perfect communication skills;
- to develop skills of: conducting negotiations, delegating authorities and solution of conflicts;
- to form ability and skills for effective interaction with external partners;
- to develop skills of effective interaction and communication between structural subdivisions of one horizontal level and between leaders and subordinates.

As a result of studies students must:

- master principles of effective communication and obtain skills of their use in practice;
- obtain skills of: effective persuasion in the process of conducting of negotiations and learn to use the basic tools of negotiation process;
- acquire practical skills of work in a team, of applying tools of building up (forming) a team, of using tools of managing team efficiency; master techniques of : setting aims and delegating authority;
- perfect skills of efficient planning of conferences and their effective conducting.

Contents of the module:

Name of theme	Contents and educational elements of theme
1. Business communication	Basic principles of communication: responsibility for the information transfer, Communication is inevitable; transmission and perception of information. Intercourse as communication. Means of communication: - verbal communication - the culture of business communication; - non-verbal communication; - classification of non-verbal means of communication; - channels of information perception .

2. Preparation and conducting of meetings	<p>Determination of the time taken for the meeting. Determination of the scope of issues to be discussed at the meeting. Determination of speakers and method of conducting conference. Preparation of materials. Expected result from the conference. Resume. Control over fulfilling the decisions made.</p>
3. Preparation and conducting of negotiations	<p>Preparation to negotiations:</p> <ul style="list-style-type: none"> - search and preparation of information about a partner in negotiations (about a company and the person, that represents it); - determination of purpose and aims of negotiations and preparation of the relative materials; - analysis of a group of decisions made; - WIN-WIN strategies of the negotiations. <p>Styles of negotiations (role play). Structure of negotiations: creation of positive atmosphere. Listening, as a basis of successful negotiations (types of listening). Technology of questions, as an integral constituent of negotiations (types of questions). Work with objections and remarks. Technologies of effective persuasion.</p>
4. Creation, development and work in a team	<p>Team concept (basic differences of a team from a group). Principles of building up of a team. Stages of development of a team (types of teams). Role structure of teams (roles distributing). Leadership. Instruments of problems decision and work in a team:</p> <ul style="list-style-type: none"> - determination of problems in team work (diagnostics and authentication of a problem); - generation of ideas and search of variants (conducting of brain storming) - estimation of alternative ideas; - choice of variant of actions and introduction of a decision. <p>Delegation of authority:</p> <ul style="list-style-type: none"> - setting of motivating aims for colleagues and subordinates (a technique is “aims setting”); - distortion of information and methods of deciding this problem (technique of “work with objections”); - delegation, as an instrument of motivation (“delegation of authority”);technique - instruments of co-ordination and control over the work of subordinates (choice and use of instruments of control adequate to the model of co-ordination).
5. Work on principles of partnership	<p>Determination of terms: partnership, coalition, network, collaboration, association, task group. Purpose of work in partnership. Choice of forms of collaboration depending on the set purpose (expedience of creation).</p>

**MODULE 6. FORMS AND METHODS OF PUBLIC RELATIONS
(SKILLS OF COMMUNICATION B)**

Purpose of the module:

Raising the level of knowledge and acquisition of practical skills by the students regarding the basics of presentation and development of PR-skills, effective communication, necessary for managing operational programs implementation.

Educational aims:

- to provide the participants with knowledge and to develop skills on the basics of presentation and effective communication;
- to raise the level of knowledge and to develop with participants skills regarding principles of successful PR-activity and communication with public.
- to raise with the participants the level of knowledge and to develop practical skills of communication with mass medias;
- to form with participants understanding of the importance of collaboration built up on partnership principles for successful implementation of tasks.

As a result of studies students must:

- get necessary knowledge and acquire skills of successful presentation;
- be able to effectively use skills of communication in the process of project realization;
- raise the level of knowledge and skills of communication in writing;
- to develop skills of effective dialogue with mass medias and public;
- to perfect skills of work on partnership principles.

Contents of the module:

Name of theme:	Contents and educational elements of theme
1. Skills of presentation	<p>Definition of the concept “presentation”. Purpose and task of presentation. Types of presentation (public address and presentation by a team). Stages of preparation and conducting of presentation (collection of material, selection of material, building up presentation). Components of presentation: introduction, basis part, conclusions, answers to questions. Resources necessary for successful presentation:</p> <p style="padding-left: 40px;">personal skills; technical means;</p> <p>Visual aids as means of strengthening verbal presentation. Use of videofilms, presentation tables, transparencies, slides, moderative (cork, magnetic) boards, flip-charts with summary of key aspects of the report. Peculiarities of multimedia presentation. Use of the Power Point program for presentation. Purpose of the Power Point program. Interface and components of Power Point program. Working out of a scenario of Power Point presentation. Choice of background, coloured gamma, insertion of objects in presentation (a text in the Word, Word Art format, , pictures, graphs, diagrams, the Excel tables, video-, audio-, hyperlink). Animation in presentation. Final practical exercise (presentation).</p>
2. Written form of communication	<p>Written communication as one of types of communication. Advantages and drawbacks of written communication. Spheres of written communication. Writing of business documents. Ways of written communication. Application of e-mail and web-resources for realization of written communication.</p> <p>Final practical exercise.</p>

3. Communication with mass-media	Types of mass medias and their choice (purpose, subjects of communication). Collaboration on partnership principles. Ways of communication with MASS-MEDIA: press-release, press-conference, briefings, press-tours, interviews on radio and television, in newspapers and magazines, participation in radio and television programs, articles in newspapers and magazines, , photo-report, information sheet. Creation of mass-media map. Indicators of MASS-MEDIA influence. Business game.
4. Communication with public	Definition of the concept of “Public relations” (PR). Principles, functions and role. Types of the main groups of public. Collaboration on partnership principles. Methods of determination of special-purpose groups of public and peculiarities of work with them. Model of communicative process. Organization and conducting of public events: “round tables”, trainings, seminars, fairs, exhibitions, forums, meetings, public hearings, conducting elucidative campaigns. Ethical principles of work with public. Successful introduction of changes. Final practical exercise.
5. Work on partnership principles.	Definition of terms: partnership, coalition, network, collaboration, association, task group. Purpose of the use of work in partnership. Choice of form of collaboration depending on the purpose set (expedience of setting up). Terms which provide the relations of partnership. principles, on which work in partnership is based on. Decision making and responsibility. Practical exercises in small groups.

4. ASSESSMENT

Assessment of the knowledge and practical skills obtained by the students is usually done by a complex method. Each of the offered modules has its peculiarities of assessment, about what it is written below, however on the whole the assessment will be following:

- “excellent” is given to the students who manifested versatile, systematic and deep knowledge of program material, understand interconnection of the basic themes of the modules, professional syllabus, exposed creative capabilities while doing practical tasks;

- “good” is given to the students who manifested complete knowledge of program material, participated actively in the interactive methods of studies, exposed systematic character of knowledge of the subjects of the professional syllabus, are able independently to incarnate the acquired knowledge and skills in practice;

- “satisfactory” is given to the listeners, who manifested knowledge of basic program material in a volume necessary for realization of professional activity, made insignificant faults while doing practical work, but are able with their teachers help independently correct their mistakes;

- “unsatisfactory” is given to the students who showed gaps in their knowledge of basic program material of the professional syllabus and made big mistakes while doing practical tasks and tests.

With successful performing practical work(internship) and active participation in an educational process the students get the certificate of state standard about the advanced training.

4.1. MODULE 1. INTRODUCTION TO STRATEGIC PLANNING AND DEVELOPMENT MANAGEMENT

The written control test by the results of mastering of subject content of the module is estimated on a 100-point scale ("one right answer is 2 points). Passing grade makes not less than 50 points. Rating of evaluation:

82–100 points	excellent
68–80 points	good
50–66 points	Satisfactory
0–49 points	Unsatisfactory

4.2. MODULE 2. METHODOLOGY OF STRATEGIC DEVELOPMENT PLANNING

Students are certified if the following requirements are met:

№ з/ п	Requirements of attestation	Remarks
1.	Attendance of listeners at the module –not less than 80%of class time	
2.	Participation in doing not less than 6 group tasks	
3.	Making not less than 2 presentations by the results of group work	
4.	Doing individual task on building up of logic and structural chart (LSC)	The task will be considered satisfactorily done, if it contains 60% of right structurally-logical links of the chart

4.3. MODULE 3. PROJECT MANAGEMENT AND STRATEGY INTRODUCTION

The module is assessed by a 100-point scale on the basis of concrete consideration of:

- results of progress (doing current tasks on performing cases built up on the materials of real strategies) – 40%;
- mark for presentation of the real projects, realization of aims of strategic development of region – 60%.

4.4. MODULE 4. BUDGET MANAGEMENT

The basic types of methods of attestation of the students of this module are taken in the table, and the assessment levels by each of them are given in subsection of a 5.4. of the professional syllabus.

№ з/п	Task	Method	Time
1	Expectation of students of this module	Individual and team work	30min

2	Introductory test: „Forming of local budgets on the basis of clauses of the Budgetary code of Ukraine” (BCU)	Individual and team work	60 min
3	Positives of budgetary process according to clauses of new BCU	Individual and team work	60min.
4	Drafting and analysis of budgetary queries	Individual and team work	120 min.
5	Methods of analysis of benefits and expenses in capital budgeting	Situation exercise (mini-case)	60 min.
6	Making optimum decisions in the process of performing local budgets	Situation exercise (mini-case)	60 min
7	Distribution of plenary powers in a budgetary process at the level of local budgets of a region(oblast)	Individual and team work	60 min.
8	Control over the observance of budgetary legislation	Blitz-test	20 min.
9	Forming of budget according to the program-and-special purpose method	Individual and team work	40 min.
10	Strategic planning and program-and- special purpose method	Individual and team work	60 min.

4.5. MODULE 5. COMMUNICATIONS OF POWER WITH PUBLIC (SKILLS OF INTERCOURSE A)

Attestation is conducted in two stages:

- assessment by the method of observation and analysis in the process of conducting training (during real plays, doing cases, on the basis of criteria defined for each of themes of the module (the criteria of assessment are presented in the tables of evaluation of themes of a 1-4 subsection 5.5.) – 40%;

- assessment on the basis of the method of “working day” picture (conducting of conferences, holding of negotiations, delegation of plenary powers, interaction with an external client) and comparative analysis of effectiveness of action of students before and after training – 60%.

4.6. MODULE 6. FORMS AND METHODS OF PUBLIC RELATIONS (SKILLS OF COMMUNICATION B)

An educational process according to the themes of this module (as well as of all above-mentioned modules) is based on the use of interactive methodology which anticipates an exchange of knowledge, experience as well as the practical use obtained information.

The assessment of knowledge and skills of students is conducted after completion of each of the module themes on a five-point scale, and also on the bases of filling the initial questionnaire, that will make 40% of total grade.

The level of the acquired skills will be determined by trainers (experts) by observation, analysis and assessing the level of doing the tasks by the students during work in small groups, participation in small and situation games, individual and team presentation of the results of work – 60%.

