

## **Territorial administration**

Training of students in degree programs in their specialty "Territorial administration" is to be educated highly qualified specialists for the needs of the public administration in accordance with the administrative reform and our membership in the European Union, and shall apply standards of the leading in the country and abroad senior schools.

The educational content of education and qualification degree of "master" provides knowledge in the areas: management, law, economics, political sciences. It is oriented and on the development of skills and capabilities for the identification of problems and analysis of the trends in social processes; for interaction with the political structures, the public and the media, to work in a team; for efficient organization and high culture of the administrative service, for the management of change in the public sector, etc.

His graduation program of specialization provide in-depth knowledge and contribute to the development of the skills and capabilities for the development and implementation of strategies in the work of the administrative-territorial units, for the effective management of administrative structures and activities, to make rational and timely management decisions and control the implementation.

A leading requirement in the training of public administration is to build professionals for a broad- spector realization as leaders in the general and the specialized administration at the local, territorial and national level, in the administration of each sphere of public life. Master's course is aimed at educating of professionals, able to quickly adapt to a change, the dynamics of the market economy and business, to the standards of developed democracies of the European Union as a single administrative space. The aim is to help the trainees to acquire specific skills and to build in itself for a more in-depth understanding of contemporary problems and approaches to their resolution. Particular attention is given to the practical application of knowledge and the formation of the skills to deal with difficult and conflicting situations, reflecting the actual complexity of social reality.

### **After the completion of the training student should know and may:**

#### **To know:**

- Be aware of the subject and the content public management; specific characteristics of the local government and administration;
- Be aware of the elements and the structure of the individual legal standards, which establish the rules for the activity of the territorial administration;
- To know a detailed legal basis of the activity of administration and the various legal regimes.
- Be aware of the financial management and control systems in the public sector.

#### **After completion, student should May:**

- To analyze and apply to practice their knowledge of departmental management case studies;
- To use modern sources of information and to use them in the practical work.
- To adapt to change, to the development of market economy and the public sector, to the standards of developed democracies of the European Union as a single and an equivalent administrative space.

#### **To be:**

- Responsible in their professional activity;
- With attitude for the continuous self-improvement and development in their profession;
- Adaptive to dynamics in the administrative practice and management.

### **Graduates from training in program "Territorial administration" can be implemented in:**

- In the common and the specialized administration at the local, territorial and national levels;
- Officials in the public administration system.
- Main experts and major inspectors, in public administration/central and territorial administration/;

- State experts and state inspectors in the public administration /central and local administration.

**CONDITIONS FOR APPLICATION:**

1. The applicants must have obtained a Bachelor degree in Public administration or other major.
2. The average grade of the semester and state exams of the applicants should be Good 3.50 for the paid form of the training.

**STRUCTURE OF A TRAINING PLAN**  
**Specialty: Public administration,**  
**Master's program "Territorial administration"**  
**Training period: 2 Years**

<b>First year</b>			
<u>First semester</u>	<b>ECTS credits</b>	<u>Second semester</u>	<b>ECTS credits</b>
1. Management theory	5.0	1. Territorial Administration in the Contemporary State	5.0
2. Human resources management	5.0	2. Systems for financial management and control	5.0
3. Foundations of public administration	5.0	3. Interaction between the public intermediary and territorial administration	5.0
4. Administrative law	6.0	4. Management of public projects	5.0
5. Regional economy	5.0	5. Management and entrepreneurship in the territorial units	5.0
<b>Elective subjects (Students choose one discipline)</b>		<b>Elective subjects (Students choose one discipline)</b>	
▪ Law of the European Union	4.0	▪ Sociology of Labor	4.0
▪ Comparative European public administration	4.0	▪ Leadership	4.0
▪ Management of conflicts	4.0	▪ Teams and team activity in the public administration	4.0
▪ Conflict of interests in the public sphere	4.0		
	All 30		All 30
<b>Second year</b>			
<u>First semester</u>	<b>ECTS credits</b>	<u>Second semester</u>	<b>ECTS credits</b>
1. Public Finance	6.0	1. Administrative services to the citizens and the business	5.0
2. Management of change in the public sector	5.0	2. Methodology of Social Research	5.0
3. Business relations and communication skills of the employees in the administration	5.0	3. Collection of Municipal Public Takings	5.0
4. Strategic management in the administrative-territorial units	5.0		
5. Government service and public officer	5.0		
<b>Elective subjects (Students choose one discipline)</b>			

▪ Municipal property	4.0		
▪ Business correspondence and documentary	4.0		
▪ Public order and municipal security	4.0		
▪ Quality control and standardization in the public administration	4.0		
	All 30		
Graduate - protection of a diploma paper	15.0		

### **Management Theory**

**ECTS Credits:** 5

**Weekly Number of Classes:** 3 classes (lectures) + 1 class (seminars)

**Type of Knowledge Check:** Continuous Assessment

**Type of Exam:** Written

**Semester:** I

**Methodical Guidance:**

Department of «Public Law and Public Management»,  
Faculty of Law and History

**Lecturer:**

Assoc. Prof. PhD Valentin Vassilev, Office tel: 073/ 886617

**Summary:** The course aims at learning the primary management functions, principles, approaches and systems; at forming and developing skills for planning, organizing, control, delegation, managerial decision making and communication.

The following key issues are subject of the course:

- Formation and development of the management science, main schools and approaches;
- Organization as a subject to management, internal and external organization environment;
- Management as a process; basic functions;
- Binding processes in the management; managerial decision making and communication;
- Change management;
- Organizational culture.

The curriculum of this course is consistent with similar studying courses of some leading universities from West Europe and USA.

**Course content:**

Formation and development of the management science, main schools and approaches: Systematic approach in the management. Situation approach in the management. Management as a process: basic

functions. Organization: formal and informal organizations; horizontal and vertical division of labor. Internal environment of the organization. External environment of the organization; environment with direct impact and environment with indirect impact. "Planning" function in the management: nature of the process; elements of the planning; actions order. Goals and goal setting. Management by objectives. Strategic planning; nature of the process: main stages. Implementation of the strategic plan and control following its completion; strategic plan evaluation. "Organizing" function; organizational structure; organizational structure design; types of organizational structure. Delegation of authorities; centralization and decentralization; line and command authorities. "Motivation" function; conceptual and process motivation theories. Managerial decision making process. Types of managerial decisions. Models and methods of decision making; creative models; mathematical methods and models. Communication in the management; communication process. Interpersonal communication. Organizational communication. Communication barriers; strategies for communication improving. "Control" function; nature of control; types of control. Basic characteristics of the efficient control. Groups in the organization and their efficiency. Management and leadership; basic theories and approaches. Conflict and stress management in the organization. Change management. Organizational culture. Social and ethical responsibilities of the management.

#### **Lectures and seminar exercises.**

The lecture course is supported by use of multimedia equipment. All topics consist of a practical and a lecture part.

The seminar exercises include debates, discussions, reviewing problem situations, solving of and discussing cases, solving of control tasks, individual and collective work on the subject matter.

The evaluation of the results in the process of study complies with the requirements of the Ordinance # 21 of the Bulgarian Ministry of Education and Science from September 30rd, 2004 for implementation of a system for learning credit accumulation and transfer

### **Human Resource Management**

**ECTS Credits:** 5

**Weekly Number of Classes:** 3 classes (lectures) + 1 class (seminars)

**Type of Knowledge Check:** Continuous Assessment

**Type of Exam:** Written

**Semester:** I

Department of «Public Law and Public Management»,  
Faculty of Law and History

**Lecturer:**

Assoc. Prof. PhD Valentin Vassilev, Office tel: 073/ 886617

#### **Summary:**

The course aims at forming an attitude in the students to the key role of human resources in the organization, learning the basic principles, approaches, systems and technologies for HR management; forming and developing skills for planning, evaluation, motivation, stimulation and development of the human resources.

#### **The following key issues are subject of the course:**

- Formation and development of the HR management theory and practice. Main schools and approaches; HR management and organizational culture. Policy and strategy. Planning the HR required, methods, tools and technologies.

- Principles, systems and technologies for recruiting, selection and assessment. Career development. Motivation models and motivation strategies for performance and productivity improvement. Stimulation strategies and techniques. Reward management. Working relationships. Industrial relations and collective bargaining. Information systems for HR management.

The curriculum of this course is consistent with similar studying courses of some leading universities from West Europe and USA.

#### **Course content:**

Formation and development of the HR management theory and practice – main schools and approaches. Nature of the HR management. Strategic management of the human resources. Approaches for strategy development; types of strategies. Basic requirements for HR strategies. Competences model. Planning the human resources required. Work design. Work analysis. Standards for position qualifications. Recruitment systems. Recruitment methods and techniques. Nature, purposes and basic requirements of the personnel assessment system. Personnel assessment system types. Approaches and systems for training, qualification and development of the human resources. Mentoring and coaching. Career development. Basic motivation models. Development of strategy for personnel motivation increasing. Motivation package. Reward management systems. Wages forms and systems. Stimulation of the personnel. Working relationships; management and leadership. “Burnout” and “Boreout” effects. Industrial relations: nature and principles. Industrial relation models. Information system for HR management. Structure of the specialized units for HR management. Outsourcing in the HR management. HR management in a globalized context.

#### **Lectures and seminar exercises.**

The lecture course is supported by use of multimedia equipment. All topics consist of a practical and a lecture part.

The seminar exercises include debates, discussions, reviewing problem situations, solving of and discussing cases, solving of control tasks, individual and collective work on the subject matter.

The evaluation of the results in the process of study complies with the requirements of the Ordinance # 21 of the Bulgarian Ministry of Education and Science from September 30rd, 2004 for implementation of a system for learning credit accumulation and transfer.

### **Foundations of Public Administration**

**ECTS Credits:** 5

**Weekly Number of Classes:** 3 classes (lectures) + 1 class (seminars)

**Type of Knowledge Check:** Continuous Assessment

**Type of Exam:** Written

**Semester:** I

**Faculty and department providing the course:**

Department of Public Law and Public Management,

Law and History Faculty

**Lecturers:**

Chief Assistant Gergana Zhivkova Kresnaliyska, PhD; Department of Public Law and Public Management, Tel: 073/ 83 32 08, E-mail: kresnaliyska@law.swu.bg

**Annotation:**

The academic course studies the basic section of the administrative science – public administration. It introduces the study and analysis of the basic situations, notions and principles of the administrative theory as well as such of the state administration because of which it is taught in a direct connection with public law science such as constitutional law, administrative law and administrative process and with political and management disciplines. The main purpose of the course is to form knowledge about how the administration has been built and how it functions as a whole and as separate administrative organizations as well as how and what the connection between law and administration is.

#### Course Contents:

Definition of the Notion “Public Administration”; Demarcation between Public and State Administration; Demarcation between Public and Business Administration; Basic Aspects of Public Administration; Theoretical Foundations of Public Administration; Normative Foundation of Public Administration; Functions of Public Administration; Administrative Power and Administrative Activity; Forms and Methods of Administrative Activity; Principles of Organization and Activity of Public Administration; Administrative Apparatus. State Administrative Bodies – Characteristic Features, Types; Competency of State Administrative Bodies. Delegation; Government. Types of Governments; Council of Ministers and Ministries; Local Self-Management; Administrative-Territorial Device. Administrative-Territorial Units; Local Administration; State Service; Administrative Organizations. Basic States of Organizational Theory. Organizational Models; Schools of “the Closed” Organizational Model; Schools of the “Open” Organizational Model; Organizational Models of the “Administrative Person”; Organizational Structures. Communication Structures; Hierarchy, Subordination and Coordination. Centralization and Decentralization; Management Decisions in Administration; Collegiate Method in Administration. Collegiate Bodies; Undivided Authority and Sole Bodies; Possible Mistakes in Taking Management Decisions; Public Administration in the Democratic State; Administrative Reform – Tasks, Approaches and Strategies; Tendencies in the Development of Administration. Rethinking of the Public Administration.

#### Mode of Teaching and Evaluation:

##### Lectures and seminars.

The lecture course is led in the traditionally approved way by using multimedia, too.

Seminars include disputation, discussion, deliberation of problematic situations, case resolution and discussion, assignments resolution; individual and collective work under the teaching material.

Evaluation of results achieved during the training process complies with the requirements of Ordinance № 21 of the Ministry of Education since September 30, 2004 for the implementation of the system of accumulation and credits transfer.

#### Literature Resources:

1. Kandeva, E., Public Administration, “Ciela”, S., 2007.
2. Vasilev, V., V. Aleksandrova, G. Kresnaliyska, M. Cheshmedzhieva, Terminological Dictionary of Public Law Science and Management of Public Activity, “Feneya”, S., 2011.
3. Hristov, H., P. Pavlov, P. Katsamunska, Foundations of Public Administration, UNWE, UP “Economy”, S., 2007
4. Arabadzhiski, N., Foundations of Public Administration, General and Special Part, “Ciela”, S., 2005.
5. Pavlov, P., Mihaleva, Sv., Foundations of Public Administration, UP of VFU “Chernorizets Hrabar”, V., 2000.
6. Spasov, B., Executive Power, “Ciela”, S., 2001.
7. Spasov, B., Municipal Self-Management /Municipal Law/, “SOFI - R”, S., 2000.
8. Verhayen, T., Tanev, T., /Compilers/, Authors Team, Introduction into Public Administration in Comparative European Context, “GAL-IKO”, S., 2000.
9. Dermendzhiev, I., Kostov, D., Hrusanov, D., Administrative Law of the Republic of Bulgaria, General Part, “SIBI”, S., 2001.

10. Balabanova, H., Administration and Executive Power in the Legislation of the Republic of Bulgaria "Albatros", S., 2000.
11. Kandeва, E., Yordanov, B., Legal Regime of the State Service, "Ciela", S., 2002.
12. Slavova, M., Principles of the State Administration, 2002.
13. Kandeва, E., Local Administrative Management in USA, UP "St. Kliment Ohridski", S., 1994.
14. Kandeва, E., Karagyozeva – Finkova, M., Public Control, "Science and Art", S., 1986.
15. Kandeва, E., Hekt, I., Comparative Public Administration, "Ciela", S., 2006.
16. Bossaert, D., Demmke, K., Main Challenges in the Field of Ethics and Integrity in the EU Member States", European Institute of Public Administration, Maastricht, The Netherlands, 2005.

### **Administrative law**

**ECTS credits:** 6

**Weekly classes:** 5л+1cy+0py+0py+p

**Semester:** first

**Form of assessment:** current assessment

**Type of exam :** written

**Departments involved :** Department of Public law and Public management , Law and history faculty

**Lecturers :** Margarita Chesmedzhieva, PhD, Senior Assist. Prof., Department of Public Law and Public management

Contact phone: 073/83 32 08, e-mail : margo@law.swu.bg

#### **Annotation:**

This subject of science aims at giving students knowledge about legal organization and functioning of state rule, methods and form of administrative activity, control thereon, responsibilities and protection of rights and interests of various law subjects in the process of state governance. It deals with basic legal problems of the activity of executive bodies in the Republic of Bulgaria. Matters are studied in details related to issuance and enforcement of administrative acts, invalidity and revocability thereof. Subject contents include also various legal methods of ensuring law-abiding and properly acting administration and various types of control.

#### **Subject contents:**

Definition of executive government bodies and state governance, Administrative legal norms and administrative legal relations, Subject of administrative law, Executive government bodies, Central and local executive government bodies, Public stewardship, administrative acts of executive government bodies, Preconditions for validity of administrative acts, Invalidity of administrative acts, Paltriness and revocability, Administrative duress, Compulsory administrative measures, Administrative control, types, hierarchical control, Specialized administrative control, Justice control, general supervision of prosecution, Administrative & punitive liability; Administrative offence, Administrative penalties.

#### **Teaching and assessment:**

Lectures and seminars.

Lectures are according to the approved manner and include usage of multimedia, discussion on cases and solving them, solving control tasks, individual and class work on issues from the curriculum.



Evaluation of the results achieved during the education complies with the requirements of Regulation N21 of Ministry of Education from 30th September 2004 on the application of a system of accumulation and transfer of credits.

1. Тодоров, Ив., Индивидуалният административен акт по АПК, Сиела, София, 2007г.
2. Зиновиева, Д., Дискуссионни тези в административното право и процес, Сиела, София, 2009г.
3. Тодоров, Ив., Понятието за индивидуален административен акт по АПК, Сиела, София, 2008г.
4. Димитров, Д., Административно право, обща част, Сиела, София, 2006г.
5. Лазаров, К., Административно право, Феня, София, 2007г.
6. Лазаров, К., Обвързана компетентност и оперативна самостоятелност, Феня, София, 2000г.
7. Лазаров, К., Недействителност на административните актове, Феня, София, 2002г.
8. Сивков, Цв., Административно наказване, Софи-Р, София, 1998г.
9. Хрусанов, Д., Костов, Д., Дерменджиев, Ив., Административно право на РБ, Обща част, Сиби, София, 2006г.
10. Зиновиева Д., Компетентност на административните органи, С., 2003 г.
11. Зиновиева Д., Ръководство по административно право и административен процес, С., 2000 г.
12. Костов Д., Административно-териториално устройство на Република България, С., изд. Сиби, 2000г.
13. Костов Д., Държавна служба, С., 2003 г.
14. Къндева Ем., Оперативна самостоятелност в административната дейност, С., 2004 г.
15. Лазаров К., Обвързана компетентност и оперативна самостоятелност, С., изд. Феня, 2000г.
16. Лазаров К., Административно право, С, 2000г.
17. Лазаров К., Изисквания за законосъобразност на административните актове, С., Феня, 1999г.
18. Славова М., Принципи на административното право, С., 2003 г.
19. Спасов Б., Конституционно право на РБългария, С., 2004г.
20. Стойчев Ст., Избирателни системи и избирателни процедури, с., изд. Софи-Р, 2000г.
21. Чешмеджиева, М., Административно право в схеми и определения, София, Феня, 2011г.
22. Чешмеджиева, М., Административен процес, тестове и казуси, София Феня, 2012г.

### **Regional Economy**

**ECTS credits:** 7

**Weekly teaching hours:** 4 lectures + 2 seminar exercises

Knowledge review protocol: Continual assessment

Type of examination: Written.

Semester: VII

Teacher's Manual:

**Department:** Public Law Sciences and Public Management

Law and History Department

**Lecturer:** Associate Professor Dr. Temenuzhka Karolova Xromi-Zhigalova

Office tel: 073/ 886621; Mobile phone: 02/886621; tel.: 0888 23 23 30 0888 23 23 30

### **Annotation**

The educational discipline “Regional Economy” has the aim to acquaint the students with the regional economic issues and the mechanisms for their management. The regional economy of each territory has its own specific character and variety that need to be known, considered and used. Attention is directed to the regional economy as a science with its subject, regularity and principles, to the issues of regional development and infrastructure build up, localization and localization process issues, transport orientation and build up of free trade areas, sustainable development of regions and public-private partnership. Special attention is drawn to supply and demand within the system of regional development, movement of labour and capital and regional economic development strategy as a whole, and to the complex social economic development efficiency.

### **Syllabus:**

The training course covers the following:

Subject-matter, scope, object, subject and tasks; the territory as living space and subject of study; topical aspects of administrative and territorial division; localization process; regional efficiency; territorial concentration; regional economic analysis methods; modeling of economic and social processes in the territorial units; regional analysis of unemployment; migration; regional economic policy; regional economy and sustainable development; modern information systems; regional level of project management.

Education and Assessment Technology:

Training in Regional Economy Course is conducted in the following forms:

#### **1. Auditorium Lecture Course:**

The course of lectures is the basic, defining and leading form of teaching theoretical knowledge in regional economy. Lectures consider the cognitive issues, subject and meaning of regional economy. Students are divided in groups and actively participate in carrying out specific tasks assigned to the groups.

#### **2. One-man work – of different nature depending on the meaning of the different topics:**

##### **2.1. Workshops:**

- conversations and discussions of theoretical issues of regional economy;
- group solving of assigned tasks related to territorial issues of production, economic justification of localization options, etc.;
- development of assigned tasks for carrying out regional analysis by teams.

The objective of the workshops is to make students learn and comprehend the knowledge acquired from the lectures and become capable of applying practical decisions of economic and social issues into the territorial units.

Different forms of team work are used – business role plays, case resolution and work on different problems, tests, presentations, etc.

#### **3. Out-of-the-auditorium work of students – the objective of this tool is to allow students more time to study, learn and comprehend the material by reading additional literature and independently develop course-works.**

One-man work plays key role in the overall students’ training and research process. It helps to acquire sound knowledge in regional economy and for the formation of personalities capable of their own style of research thinking and behaviour.

Knowledge testing and assessment of students in Regional Economy are performed by:

- a) continuous discussions throughout the course of seminars;
- b) tests;
- c) development and defence of course-works in regional economy before the lecturer and his/her assistant;
- d) semester exams.

Regular lecture attendance, implementation of assigned tasks and good marks from the regular checks and out-of-the auditorium work (detailed in the Syllabus) are required for countersigning the term.

### **Territorial Administration in the Contemporary State**

**ECTS Credits: 5**

Weekly Number of Classes: 3 classes (lectures) + 1 class (seminars)

Type of Knowledge Check: Continuous Assessment

Type of Exam: Written

Semester: II

**Faculty and department providing the course:**

Department of Public Law and Public Management,

Law and History Faculty

**Lecturers:**

Chief Assistant Gergana Zhivkova Kresnaliyska, PhD; Department of Public Law and Public Management, Tel: 073/ 83 32 08, E-mail: kresnaliyska@law.swu.bg

**Annotation:**

The academic course includes the study of basic issues of territorial administration in the contemporary state. The main purpose of the course is to form knowledge about how the territorial administration has been built and how it functions in the contemporary state as well as to reveal the role and tasks of the territorial administration in terms of constant changes.

**Course Contents:**

The Contemporary State and Role of Public Administration; Factors and Conditions Influencing the Territorial Administration; Eurointegration Processes and their Influence on Territorial Problems; The Civil Society and Territorial Administration; Territorial Administration in Information Society; Human Resources in the System of Territorial Administration; Administrative Service of Citizens and Business by the Territorial Administration; Interrelations between Central and Territorial Bodies of the Executive Power; Factors Determining the Degree of Independence of Local Power Regarding the Central Power; Distribution of Functions among the Management Levels; Relation between Self-Management and State Control; Influence of Local Authorities on Central Policy; Centralization and Decentralization of State Management; Mechanisms for Implementation of Interrelations between Central and Territorial Bodies of Executive Power; The New Role of Territorial Bodies of Executive Power; The Dialogue between Local Self-Management and Central Power; The Town under Conditions of Contemporary Territorial Policy; Partnership in the System of Local Power; Control in and over the Territorial Administration; Civil Control over Bodies of Local Self-Management and Local Administration; The Institution "Ombudsman" and its Significance for the Territorial Administration; Ethics and Standards of Behaviour in the Territorial Administration; Corruption and Counteraction of Corruption in the Territorial Administration; Comparative Analysis of Local Management in European Union Member States; Good Practices of Accessibility, Publicity and Transparency in the Activity of the Municipal Administrations of European Union Member States; Good Practices of Accessibility, Publicity and Transparency in the Activity of the Territorial Administration in Bulgaria; The Good Democratic Management at Local and Regional Level - European Challenge.

**Mode of Teaching and Evaluation:**

**Lectures and seminars.**

The lecture course is led in the traditionally approved way by using multimedia, too.

Seminars include disputation, discussion, deliberation of problematic situations, case resolution and discussion, assignments resolution; individual and collective work under the teaching material. Evaluation of results achieved during the training process complies with the requirements of Ordinance № 21 of the Ministry of Education since September 30, 2004 for the implementation of the system of accumulation and credits transfer.

**Literature Resources:**

1. Kandeve, E., Public Administration, "Ciela", S., 2007.
2. Vasilev, V., V. Aleksandrova, G. Kresnaliyska, M. Cheshmedzhieva, Terminological Dictionary of Public Law Science and Management of Public Activity, "Feneya", S., 2011.
3. Hristov, H., P. Pavlov, P. Katsamunska, Foundations of Public Administration, UNWE, UP "Economy", S., 2007
4. Arabadzhyski, N., Foundations of Public Administration, General and Special Part, "Ciela", S., 2005.
5. Pavlov, P., Mihaleva, Sv., Foundations of Public Administration, UP of VFU "Chernorizets Hrabar", V., 2000.
6. Spasov, B., Executive Power, "Ciela", S., 2001.
7. Spasov, B., Municipal Self-Management /Municipal Law/, "SOFI - R", S., 2000.
8. Verhayen, T., Tanev, T., /Compilers/, Authors Team, Introduction into Public Administration in Comparative European Context, "GAL-IKO", S., 2000.
9. Ribarska, E., V. Vasilev, Management of Human Resources – Challenges of European Dimensions, Bl., 2009.
10. Kandeve, E., Local Administrative Management in USA, UP "St. Kliment Ohridski", S., 1994.
11. Kandeve, E., Karagyozeva – Finkova, M., Public Control, "Science and Art", S., 1986.
12. Kandeve, E., Hekt, I., Comparative Public Administration, "Ciela", S., 2006.
13. Bossaert, D., Demmke, K., Main Challenges in the Field of Ethics and Integrity in the EU Member States", European Institute of Public Administration, Maastricht, The Netherlands, 2005.
14. Kresnaliyska, G., Perspectives and Directions for Improving the Civil Control over the Bodies of Local Self-Management and Local Administration, In: "Scientific Updates", Year 4, Book 1, UP "Neofit Rilski", Blagoevgrad, 2008, p. 90 – 110
15. Ivanov, H., Civil Society and Concepts of Civil Control, "Albatros", S., 2002.
16. Slavova, M., Local Authority, "SIBI", S., 2001.
17. Kabakchieva, P., The Civil Society Against the State: The Bulgarian Situation, PH "LIK", S., 2001.
18. Manual "Good Practices of Transparency in the Administrative Service", Non-Profit-Making Association "Civil Council for Blagoevgrad", Bl., 2009.
19. Vasilev, V. G. Kresnaliyska, O. Chorbazhiyska. Effective Public Management. SWU "Neofit Rilski", Bl., 2011.

**SYSTEMS FOR FINANCIAL MANAGEMENT AND CONTROL**

**ECTS credits:** 4

Course hours per week: 31+1s

Form of assesment: ongoing assessment and exam

Exam type: written

Semester: 2

**Methodological guidance:**

Department of Finance and Accounting  
Faculty of Economics,

**Lecturers:**

PhD Elena Stavrova, Department of Finance and Accounting  
тел:0888 654 336 e-mail: stavrova@swu.bg

**Annotation:**

The subject "Financial management and control" aims to build the necessary theoretical and practical basis for acquiring knowledge in the field of public finance at the municipality, financial and tax policy and control the accumulation and using of public funds of the municipal budget.

Knowledge of the main sources for generating revenue and expenditure flows in local finance, the methodology for the development of basic revenue and expenditure account - the municipal budget, the stages of implementation and monitoring of the observance of legality in this process, an element of analysis in the proposed curriculum of course.

Provide appropriate terminology on multifaceted knowledge serving as a basis for development in other areas of public and legal sciences.

The task that has set the course he has to take into account the current state of legal normative basis at the time of teaching the course.

Developed rich text material, case studies and practical tasks aimed at reinforcing received as part of the course knowledge to develop and seek their actual application in practice.

**Course content:**

Financial system. Financial system of Bulgaria. Place of municipal finances and their relationships with other units of the fiscal and non-fiscal finances, budget system, system-factors. Principles of construction. Elements of the budget system. Institutional aspects and features of the financial system, Financing local government for the municipality - the basic unit in the management of local finances. Functions and finance areas, municipalities and districts, municipal budget. Budget classification, Budget process. Economic preconditions for establishing a municipal budget, technology budget.

Local government authorities in the development and approval of the municipal budget; Revenue of the municipal budget, local taxes as a major revenue source municipal budgets, quasi-government revenues, project financing. Sources, development and approbation of the projects; Extrabudgetary sources of funds for municipal financing, costs of the municipal budget, budgetary balance and regulation of municipal budgets.

Budget federalism, municipal debt. Forms of financing the budget deficit. Bank loan - a procedure for granting and repayment. Advantages of bank credit as a source of financing, financing of the municipal budget in debt instruments. Procedure for issuance of bonds. Eurobond strategies Execution and reporting of municipal byudzhet.Otgovornosti the Mayor and City Council in the management of the municipal budget. Cash execution of the municipal budget

Financial decentralization process for the recovery of tax and other public revenue to municipalities. Audit in the budget process and management of municipal resources. Institutional infrastructure of the audit process in Bulgaria.

**Teaching and assessment:**

The course ends with an exam. The course gives priority to practical and independent work of students, which is intended to be both individual and in work groups. The knowledge, skills and expertise in developing practical exercises and the homework, computer tests and course assignments are assessed. Ongoing assessment is performed. The aim of the ongoing assessment is to establish responsibility in respect of the prior training in systematic learning, formation of applied thinking skills, work with information products and ability to work as a team.

## **Interaction between public intermediary and territorial administration**

**ECTS credits:** 4

Weekly classes: 2л+0су+0лу+0пу+p

Semester: second

Form of assessment: current assessment

Type of exam: written

**Departments involved :** Department of Public law and Public management , Law and history faculty

**Lecturers:** Margarita Chesmedzhieva, PhD, Senior Assist. Prof., Department of Public Law and Public management

Contact phone: 073/83 32 08, e-mail : margo@law.swu.bg

### **Annotation:**

This subject of science aims at giving students knowledge about the legal regime of the ombudsman (public intermediary) institution, engaged in investigating and addressing complaints reported by individuals where their rights are violated by the actions and acts of government bodies. This subject gives knowledge about legal foundations, functioning and legal status of the institution; research, analysis and formulation of basic legal terms and mechanisms; explanation of national law applicable to the institution and comparison with European law.

Subject contents:

Concept of ombudsman. Systemic and functional characteristics. Emergence of the institution in Europe. Factors and conditions defining the necessity for the institution. Principles of structuring and functioning. Classification of ombudsmen. Legal status specifics of Bulgarian ombudsman. Ombudsman election procedure. Ombudsman's powers. Ombudsman's field of competence. Ombudsman's responsibilities. Administrative legal procedure for notification and functioning. Development and assertion of the institution of public intermediary in municipalities.

### **Teaching and assessment:**

#### **Lectures and seminars.**

Lectures are according to the approved manner and include usage of multimedia, discussion on cases and solving them, solving control tasks, individual and class work on issues from the curriculum.

Evaluation of the results achieved during the education complies with the requirements of Regulation N21 of Ministry of Education from 30th September 2004 on the application of a system of accumulation and transfer of credits.

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5. Дайнов, Ев., Обществен посредник в България първите три години, ЦСП, София, 2000г.,
6. Дерменджиев Иван, Проблеми на административното правораздаване. София, 1976г..
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9. Институцията на омбудсмана в европейските държави и възможностите за създаването на омбудсман в Република България, София, ЦИД, 1998г.
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11. Институцията омбудсман в Европа и България, София, ЦИД, 2003г. 14. Местни обществени посредници в България, ЦИД, София, 2004г.
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14. Обществен посредник в България. Омбудсман. Първите три години, София, ЦСП, 2000г.
15. Славова М., Омбудсманът, българската перспектива, София, Гей Либрис, 2002г.
16. Цанков В., Омбудсманът /общественият посредник/ в Република България, Правна мисъл, 2004г., № 4
17. Цанков, Веселин, Омбудсманът /общественият посредник/ в Република България, София, ИПН БАН, 2004г.
18. Чешмеджиева, М. Институцията омбудсман /сравнителен анализ/, ССИ, София, 2006г.

## PUBLIC MANAGEMENT

**ECTS Credits:** 6

**Week Horarium:** 30 Thematic Lectures, with included in them Seminar Exercises (with Model Problems, Cases, Tests, Problems for Individual Work, etc.)

**Form of Examination of Knowledge:** Semester Exam

**Form of Exam:** Written Test

**Semester:** Second /Non-Specialists/

**Methodological Guidance:**

Department "Public Law and Public Management",

Faculty of Law and History

**Lecturer:**

PhD Mladen Mladenov, Department "Public Law and Public Management",

phone: 0898 69 40 61, e-mail: mlivanovml@gmail.com

**Annotation:**

The main task of the training on the discipline is to form into students a clear concept about the Public Management in Theoretical, Normative and Practical point of view. The accents of the Etymology of Public Management; Concept of Public Management; The Core Idea of Leadership; Human Resource Management; Ethical Aspects of Public Management; Motivation in Public Management and others are the base of understanding of National and European legislation concerned Public Management and good practices in modern times. The practical approach of training aims to build capacity of good managerial skills of students, in face of challenges in current Public Management reality.

**Contents of the Training Discipline:**

In the Training Discipline there are examined the following themes: Etymology of Public Management; Concept of Public Management; The Core Idea of Leadership; Human Resource Management; Ethical Aspects of Public Management; Motivation in Public Management; Conflict Management; European Governance – A White Paper; Normative Principles of Public Administration; Civil Servants; Judiciary; E-government; Local Authorities; State Administration Management; Public Budget; Supreme Audit Institution; Financial Inspections; Senior Public Officials; Financial Management and Control in the Public Sector; Postmodern Public Administration; Public-Private Partnership; Decentralization; How to choose Public Policy; Program Management; Role of Civil Society; The Power of Media; Regulatory Impact Assessment; Performance Management; International Public Management; Public versus Private Management; Sources of Information.

### **Lectures and Seminars.**

The Course of Lectures is leading completely with Multimedia techniques. All themes are with Practical Part and Lectures with Theoretical and Normative Issues, as such special attention is turned on the Public Management Practice.

The Seminars include examination of examples on Administrative and Judicial Practice; Sharing of Life, Civil and Professional Experience; Debating; Discussing; Considering of Problem Situations; Settlement and Discussion of Cases; Individual and Team Work over the Training Material.

During Semester the Students work out Course Work on Actual Thematic, connected with the Training Discipline and explore the Sources of Information in Library- and Internet Environment.

Certification of Semester the Students receive after regular attendance of classes, as well the execution of placed Individual and Team Assignment.

Permission to Exam happens after presenting of prepared Course Work in written form in the day of exam.

The Assessment of the achieved results in the process of training is consistent with requirement of Ordinance № 21 of Ministry of Education and Science MOH from 30 September 2004 for Implementation of System of Accumulation and Transfer of Credits.

### **Literary Sources:**

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2. COHEN, Steven; EIMICKE, William; The Effective Public Manager. Achieving Success in a Changing Government, John Wiley & Sons, Inc., 2002, Third Edition, San Francisco, p.299;
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4. DAFT, Richard L.; MURPHY, Jonathan; WILLMOTT, Hugh; Organization. Theory and Design, Seng Lee Press, Singapore, 2010, V-678;
5. DENHARDT, Robert B.; GRUBBS, Joseph W.; Public Administration. An Action Orientation, Fourth Edition, Thomson Wadsworth, printed in Canada, XII-475;
6. DUPUIS, Georges; GUÉDON, Marie-José; Institutions administratives. Droit administratif, 2e édition, ARMAND COLIN, Paris, 1988, p.521;
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9. FESLER, James W.; KETTL, Donald F.; The Politics of the Administrative Process, Chatham House Publishers, Inc., 1991, manufactured in the United States of America, XIII-457;
10. FREDERICKSON, H. George; New Public Administration, The University of Alabama Press, 1980, manufactured in the United States of America, p.137;
11. GRAHAM, Cole Blease J.; HAYS, Steven W.; Managing the Public Organizations, Second Edition, Congressional Quarterly Inc., 1993, printed in the United States of America, VIII-273;
12. JREISAT, Jamil E.; Comparative Public Administration and Policy, Westview Press, 2002, printed in the United States of America, VI-181;
13. JUN, Jong S.; Public Administration. Design and Problem Solving, Macmillan Publishing Company, New York, 1986, printed in the United States of America, XV-339;
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25. CENDROWSKI, Harry; MARTIN James P.; PETRO, Louis W., The Handbook of Fraud Deterrence, John Willey & Sons Inc., Hoboken, New Jersey, USA, 2007, III – 423;
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28. VONA, Leonard W., Fraud Risk Assessment. Building a Fraud Audit Program, John Wiley & Sons, Inc., Hoboken, New Jersey, 2008, 15 – 2003;
29. ДИНЕВ, Димитър, Икономическите измами. Част първа, Асоциация за противодействие на икономическите измами, „БАГРА” ЕООД, София, 2006, 8-183;
30. ДИНЕВ, Димитър, Икономическите измами. Част втора Риск, Разкриване, Разследване и Предотвратяване, Институт на експерт проверителите на измами, София, 2012, 11-259;
31. Internet Site Open Government Partnership <http://www.opengovpartnership.org/>
32. Internet Site World Bank
33. Internet Site International Monetary Fund
34. Internet Site Organization of Economic Cooperation and Development
35. Internet Site United Nation Development Program
36. Internet Site European Union
37. АНГЕЛОВ, Ангел, Основи на управлението, Институт за следдипломна квалификация при УНСС, Център за дистанционно обучение, София, 1999, IV-340;
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## **PUBLIC FINANCE**

**ECTS credits:** 6

**Week Horrarium:** 5l +1s

Form of assessment: ongoing assessment and exam

Exam type: written

Semester: 3

**Methodological guidance:**

Department of Finance and Accounting

Faculty of Economics,

**Lecturers:**

PhD Elena Stavrova, Department of Finance and Accounting

тел:0888 654 336 e-mail: stavrova@swu.bg

### **Annotation:**

The course aims to introduce students to basic economic theories of the emergence of finance as public relations, the main sources of formation necessary for the functioning of the state public resource and the main directions for its use.

Analyzed the types of tax systems and tax policies, different groups of taxes as a form of taxation on investment of the society and the newly created value during the financial year.

Objectives of terminology management tools, acquisition of skills and abilities for critical assessments of the state of public finances and their role in meeting the basic needs of society for specific public goods and services.

Developed rich text material, case studies and practical tasks designed to reinforce received in the course knowledge to develop and seek their actual application in practice

### **Course content:**

Financial system; Public (fiscal) finances, Principles of Public Economy. Public needs and public needs; Government expenditure, nature and classification. Cost classification of Bulgaria; of public resources and methods for their accumulation; Origin and nature of the tax as an economic category, direct property taxes, direct income taxes, corporate income tax. Alternative forms of taxation and Mr. corporate income, Indirect taxes, Excise, Origin and nature of VAT. Organization of VAT. Tax credit. Documents reporting, duties and customs Quasi tax revenues, the Tax Insurance Procedure Code. Control over the collection and use of public funds, state budget, technology budget and budgetary process, local budgets, fiscal decentralization.

### **Teaching and assessment:**

The course ends with an exam. The course gives priority to practical and independent work of students, which is intended to be both individual and in work groups. The knowledge, skills and expertise in developing practical exercises and the homework, computer tests and course assignments are assessed. Ongoing assessment is performed. The aim of the ongoing assessment is to establish responsibility in respect of the prior training in systematic learning, formation of applied thinking skills, work with information products and ability to work as a team.

## **Management of the changes in the public sector**

**ECTS Credits:** 5

Weekly Number of Classes: 3 classes (lectures) + 1 class (seminars)

Type of Knowledge Check: Continuous Assessment

Type of Exam: Written

Semester: III

**Faculty and department providing the course:**

Department of Public Law and Public Management,

Law and History Faculty

**Lecturers:** PhD Zagorka Ivanova, Office Tel: 073/ 886621

### **Annotation:**

The aim of the course is to build minimum knowledge and to form the ability for efficient application of the strategic approaches in the management of the human resources and the management of the changes in the public administration (PA).

The content of the educational material also proposes the theoretical and systematic layout and many analytical techniques and managerial advices and methods.

The theme included in the subject is consistent with the latest world publications, as well as the practical experience of the leading countries in this sphere.

The total duration of the discipline studied is 60 academic hours of lectures and 90 hours of extracurricular work.

### **Content of the course:**

A strategic management- essence and characteristics. Strategic management of the human resources. Formulation of strategies. A strategic integration: an integration of the organizational strategy with the one for the management of the human resources. Challenges in front of the management of the human resources (MHR). Strategic fit. Possibilities for the application of the strategic management of the human resources in the public sector. Strategic management and an approach of the competence. A model of the competence. Management of the change – essence, subject and specification. Basic forms, types and properties of the change. Basic types of change, a theory of the field; planned model; a model of the research activity; an integrative model; public administration in the conditions of continuous changes. Basic factors influencing the changes in the public administration. A process of the management of the changes. Diagnosing the necessity of changes. Planning of the changes in the organization: approaches, methods and instruments. Realization of the changes. Basic styles for the management of the change and principles for the understanding of the organizational change. Resistance against the changes. Basic factors and reasons that arise resistance. Typical reaction of the people against the resistance: basic phrases. Strategies for overcoming the resistance: advantages and disadvantages. Agents of the change: role and behavior. Teams as agents of the change. Politics for balancing the change and the stability in the public administration. Control of the change by the organization and the employees.

### **Lectures and seminar exercises**

The lecture course is held entirely with the support of a multimedia technology. All the themes are with a practical part as well as with a lecture part.

The seminar exercises include debate, discussion, disputing of problem situation, deciding and deliberating of cases, solving control tasks, individual and collective work on the educational material.

The evaluation of the results achieved during the process of education is consistent with the requirements of the Ordinance numbered 21 by the Ministry of Education, Youth and Science (MEYS) from September 30<sup>th</sup>, 2004 for the application of a system for compilation and transfer of credits.

### **Public stewardship and public servant**

**ECTS credits:** 5

Weekly classes: 3л+1су+0лу+0пу+р

**Semester:** III

Form of assessment: current assessment

Type of exam: written

**Departments involved :** Department of Public law and Public management , Law and history faculty

**Lecturers:** Margarita Chesmedzhieva, PhD, Senior Assist. Prof., Department of Public Law and Public management

Contact phone: 073/83 32 08, e-mail : margo@law.swu.bg

#### **Annotation:**

This subject of science aims at giving students knowledge about the legal regime of public stewardship, which serves as basis for implementation of state governance tasks and ensuring of sustainable functioning of government bodies. This subject gives knowledge about legal foundations and functioning of public stewardship and the legal status of public servants; research, analysis and formulation of basic legal terms and mechanisms related to public stewardship and public servants.

Subject contents:

Definition of public stewardship, Public servants – theoretical aspects, Employment relations of public servants, Positions and job descriptions in public stewardship, Eligibility for public stewardship, Occurrence of employment relations, Entrance into office, Probation term, Right and obligations of the public servant, Ranks, positions and promotion of public servants, Fixed-term employment, Change of employment contracts, Termination of employment contracts, Protection against unfair dismissal, Disciplinary liability of public servants, disciplinary violations and disciplinary penalties.

#### **Teaching and assessment:**

##### **Lectures and seminars.**

Lectures are according to the approved manner and include usage of multimedia, discussion on cases and solving them, solving control tasks, individual and class work on issues from the curriculum.

Evaluation of the results achieved during the education complies with the requirements of Regulation N21 of Ministry of Education from 30th September 2004 on the application of a system of accumulation and transfer of credits.

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10. Ангелов, А. По въпроса за статистическото изучаване на административно-управленческия персонал, Статистика, 1969, кн.5
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13. Jacques Ziller, Egalite et merite, Maastricht, EIPA, 1988

### **Administrative Service of Citizens and Business**

#### **ECTS Credits: 5**

Weekly Number of Classes: 3 classes (lectures) + 1 class (seminars)

Type of Knowledge Check: Continuous Assessment

Type of Exam: Written

Semester: IV

#### **Faculty and department providing the course:**

Department of Public Law and Public Management,

Law and History Faculty

#### **Lecturers:**

Chief Assistant Gergana Zhivkova Kresnaliyska, PhD; Department of Public Law and Public Management, Tel: 073/ 83 32 08, E-mail: kresnaliyska@law.swu.bg

#### **Annotation:**

The academic course includes the study of basic issues of administrative service of citizens and business. The nature and specificity of administrative services and administrative service are clarified. The principles, organization and standards for quality of the administrative service as well as The Client Charter are viewed. The feedback mechanisms and satisfaction survey of consumers of administrative services are presented. It is emphasized upon the improvement of administrative service in the context of the "one-stop-shop" principle. Special attention is paid to the electronic management and providing electronic administrative services. Good practices of transparency in the administrative service in Bulgaria as well as other member states of the European Union are introduced. The tendencies and perspectives of the administrative service are outlined.

#### **Course Contents:**

The Public Administration in the Context of the EU Membership of the Republic of Bulgaria; Public Administration in the Information Society; Electronic Management; Administrative Services and Administrative Service – Nature and Specificity; Principles and Organization of the Administrative Service; Quality Standards of Administrative Service; Client Charter; Self-Evaluation System of the Administrative Service; Feedback Mechanisms and Satisfaction Survey of Consumers of Administrative Services; Administration Interaction with the Ombudsman and Public Mediators on

the Occasion of Administrative Service; Coordination, Control and Sanctions in Relation to the Administrative Service; Improvement of Administrative Service in the Context of the “One-stop-shop” Principle; Providing Electronic Administrative Services; Integrated Administrative Service at Central and Local Level and Providing Public Services; Human Resources in the System of Administrative Service; Role of Moral and Ethical Standards of Behaviour in Order to Improve the Administrative Service; Good Practices of Transparency in the Administrative Service in Bulgaria and Other EU Member States; Administrative Service in Terms of Civil Society; Administrative Service in Terms of European Integration and Globalization; Tendencies and Perspectives of Administrative Service.

**Mode of Teaching and Evaluation:**

**Lectures and seminars.**

The lecture course is led in the traditionally approved way by using multimedia, too.

Seminars include disputation, discussion, deliberation of problematic situations, case resolution and discussion, assignments resolution; individual and collective work under the teaching material.

Evaluation of results achieved during the training process complies with the requirements of Ordinance № 21 of the Ministry of Education since September 30, 2004 for the implementation of the system of accumulation and credits transfer.

**Literature Resources:**

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3. Hristov, H., P. Pavlov, P. Katsamunska, Foundations of Public Administration, UNWE, UP “Economy”, S., 2007
4. Arabadzhyski, N., Foundations of Public Administration, Special Part, “Ciela”, S., 2005.
5. Bossaert, D., Demmke, K., Main Challenges in the Field of Ethics and Integrity in the EU Member States”, European Institute of Public Administration, Maastricht, The Netherlands, 2005.
6. Cohen, S., U. Eimike. The New Effective Public Manager. “LIK”, S., 2000.
7. Manual “Good Practices of Transparency in the Administrative Service”, Non-Profit-Making Association “Civil Council for Blagoevgrad”, Bl., 2009.
8. Ribarska, E., V. Vasilev, Management of Human Resources – Challenges of European Dimensions, Bl., 2009.
9. Denhardt, R., The Pursuit of Significance, S., 2003.
10. Holmes, D., E-Business Strategies for Government, S., 2003.
11. Vasilev, V. G. Kresnaliyska, O. Chorbazhiyska. Effective Public Management. SWU “Neofit Rilski”, Bl., 2011.

## **THE SOCIAL SURVEY METHODS**

ECTS credits: 5

Weekly workload: 3 hours lectures and 1 hour workshop

Assessment of the knowledge: current assessment

Exam type: written

Term: IV

Direction: Department of Public law and Public management, Law and History faculty

**Lecturer:** Assoc. professor, PhD Yordan Kalchev, department “Sociology”

**Annotation:**

The general theoretical base of the social survey is presented in the training course as a complex, multistage process of the social reality investigation. The basic principles for planning and organization of the research process are discussed as well as elaboration of the social surveys methodology and tools. The cognitive capabilities of different research methods and collection techniques are analyzed, processing and analysis of the social surveys data. Based on the scientific objectivity criteria, reliability and validity of the methods used, the boundaries of application of the empiric knowledge are defined as well as the social surveys validity in the policy making.

Through the course of lectures, the students will gain theoretical knowledge and practical skills on the nature and application of different approaches, procedures, data collection techniques and statistical methods for data processing and analysis in the design and use of the social surveys.

**Technology of education and assessment:**

The lectures course is conducted following the traditionally approved manner and using multimedia.

Workshop includes argumentations, discussions, deliberation of problematic situations, solving control tasks, individual and collective work on preparation of projects for social surveys on specific topics.

Estimation of the results achieved in the education process is in accordance to Ordinance № 21 of the Ministry of Education and Science of 30 September 2004 on implementation of system for accumulation and transfer of credits.

**Strategic Management in the Administrative-Territorial Units****ECTS Credits: 5**

Weekly Number of Classes: 3 classes (lectures) + 1 class (seminars)

Type of Knowledge Check: Continuous Assessment

Type of Exam: Written

Semester: III

**Faculty and department providing the course:**

Department of Public Law and Public Management,

Law and History Faculty

**Lecturers:**

Chief Assistant Gergana Zhivkova Kresnaliyska, PhD; Department of Public Law and Public Management, Tel: 073/ 83 32 08, E-mail: kresnaliyska@law.swu.bg

**Annotation:**

The academic course includes the study of the basic issues related to strategic management in the administrative-territorial units. A main purpose of the discipline is to form knowledge about the mechanism of strategic management in the administrative-territorial units. The emphasis is placed on many practical problems, especially on the mechanism of realization of public strategies in the administrative-territorial units. The attention is directed towards the approaches, methods and models of strategic management of administrative-territorial units as well as the stages and phases of strategic change, modernization and reform in the management of the public sector of administrative-territorial units.

Course Contents:



Nature and Specificity of Strategic Management; State and Problems of Strategic Management in the Administrative-Territorial Units; Subjects and Objects of Strategic Management of the Public Sector in the Administrative-Territorial Units; Stages and Phases of Strategic Change in Organization; Nature and Specificity of Strategic Thinking and Action in the Administrative-Territorial Units; Public Strategies in the Administrative-Territorial Units; Public Policies in the Administrative-Territorial Units; Mission and Vision of the Organization – Foundation of the Strategy in Administrative-Territorial Units; Aims of the Public Sector in the Administrative-Territorial Units; Approaches, Methods and Models in Strategic Management of the Administrative-Territorial Units; Information and Forecast Insurance of Strategies in Administrative-Territorial Units; SWOT Implementation – Analysis in the Public Sector of the Administrative-Territorial Units; Elaboration, Evaluation and Choice of Strategies in Administrative-Territorial Units; Implementation of Strategies in Administrative-Territorial Units; Barriers and Difficulties in the Implementation of Strategies in Administrative-Territorial Units; Monitoring, Control and Actualization of the Implementation of Strategies in Administrative-Territorial Units; Strategic Projects in the Public Sector of Administrative-Territorial Units; Modernization and Reform in the Management of the Public Sector of Administrative-Territorial Units.

### **Mode of Teaching and Evaluation:**

#### **Lectures and seminars.**

The lecture course is led in the traditionally approved way by using multimedia, too.

Seminars include disputation, discussion, deliberation of problematic situations, case resolution and discussion, assignments resolution; individual and collective work under the teaching material.

Evaluation of results achieved during the training process complies with the requirements of Ordinance № 21 of the Ministry of Education since September 30, 2004 for the implementation of the system of accumulation and credits transfer.

#### **Literature Resources:**

1. Vasilev, V., V. Aleksandrova, G. Kresnaliyska, M. Cheshmedzhieva, Terminological Dictionary of Public Law Science and Management of Public Activity, "Feneya", S., 2011.
2. Vasilev, V. G. Kresnaliyska, O. Chorbazhiyska. Effective Public Management. SWU "Neofit Rilski", Bl., 2011.
3. Pavlov, P., Sv. Mihaleva, L. Pavlova. Strategic Management in the Public Sector. VFU "Chernorizets Hrabar", V., 2002.
4. Tarrago, F., M. Mirchev, G. Sheremetov, Strategic Management, UNWE, "Economy", S., 1999.
5. Paunov, M. Strategies of Business. S., 1997.
6. Angelov, A. Foundations of Management. "Trakiya-M", S., 1998.
7. Semerdzhiev, Tsv. Strategic Guidance. Leadership. PH "Softtrade", S., 2000.
8. Semerdzhiev, Tsv. Strategy (Setting, Resources, Abilities, Planning). "Classics and Style", S., 2007.
9. Stavrev, S. The Crisis of the Public Management. "Classics and Style", S., 2007.
10. Hristov, St. Strategic Management. UP "Economy", S., 2000.
11. Ribarska, E., V. Vasilev. Public Management. "BON", Bl., 2009.
12. Ribarska, E. Management of Changes in the Public Sector. S., 2004.
13. Hristov, H. New Approaches in the Management of the Public Sector. UNWE, S., 2005.
14. Tanev, T. Analysis of Public Policies. "Military Publishing House", S., 2008.
15. Tanev, T. Strategic Management of the Public Sphere. "Military Publishing House", S., 2008.
16. Luki, R., Harvard Business Essentials. Strategy. "Classics and Style", S., 2008.
17. Arabadzhyski, N. Public Management. "Classics and Style", C., 2008.
18. Cohen, S., U. Eimike. The New Effective Public Manager. "LIK", S., 2000.
19. Vladimirova, K., K. Gabrovski, N. Stefanov, Strategic Management and Strategic Planning.

- UNWE, S., 2005.
20. Methodology for Strategic Planning in the Republic of Bulgaria Approved by the Administrative Reform Council at the Council of Ministers of the Republic of Bulgaria, S., 2010.
  21. Handbook for Implementing, Monitoring and Evaluation of Policies and Legislation in Bulgaria, Consortium „Sema-Agrer-ENA” and Administration of the Council of Ministers of the Republic of Bulgaria; PHARE Project BG-0103.01 “Strategic Planning and Coordination”, S., 2008.
  22. Nonchev, A., Monitoring and Evaluation of Public Policies and Programs, Democracy Research Center, S., 2009.

## **Leadership**

**ECTS credits:** 4

Weekly classes: 3л+1cy+0лу+0пу+p

**Semester:** II

Form of assessment: current assessment

Type of exam: written

**Methodical Guidance:**

Department of «Public Law and Public Management»,

Faculty of Law and History

**Lecturer:**

PhD Zagorka Ivanova, Office tel: 073/ 886621

### **Annotation:**

The aim of the course is to build minimum knowledge and to form abilities for efficient knowledge and development of the leadership and leadership skills in the public sphere.

The content of the educational material also proposes theoretical and systematic layout and many analytical techniques and leadership advices and methods.

The themes included in the subject are consistent with the latest world publications as well as the practical experience of the leading countries in this sphere.

The total duration of the discipline studied is 30 academic hours of lectures and 60 hours of extracurricular work.

### **Content of the course:**

The personal factor in the leadership. Basic characteristics of the personal factor in the management process. A characteristics of the authority- necessity, essence, sources. Authority. Basic characteristics. Types of authorities. Sources and relations with the leadership. Leadership and authority – essence and distinctions. Placing distinctions between the leader and the manager. Basic similarities and differences. Leadership. A definition. Basic characteristics. What is leadership? Where from come the ideas for its study? Classical definitions and basic characteristics. Leadership and leadership qualities. Classical ideas and research for leadership qualities. A summary of the classical and recognized studies. Leaderships styles. Influence of the conception of the leadership styles in the management. Famous classification of the leadership styles. Classical theories, concepts and theories for the study of the leadership. Theoretical aspects for the study of the leadership. An evolution of the theoretical knowledge and ideas. Leadership in the authorized teams. The roles of the leader in the teamwork. Contemporary interpretations of the increased role of the leadership in the teamwork. New ideas for leadership – engagement, authorization, shared leadership. Familiarization with some of the new leadership ideas. Denhardt’s concept for shared leadership in the public administration and its important role. Substitutes for leadership. Superleadership, management

training. In search of instruments, substituting the role of the leadership. Some recognized conceptions for substituting the leadership in the organization. Application of the leadership theories. Practical evidences for the application of the theories in the practice of the leadership organizations. Good practices in the sphere of the leadership. Challenges in front of the current and future leaders – basic characteristics. Acquaintance with the contemporary concept for the influence of the changing society and the ideas of Toffler, Kotter, Drucker and others. Challenges of the changing priorities and values. Acquaintance with the continuously changing value system of the people and its influence over the management and work of the organizations. Challenges of the changing working power. Acquaintance with the tendencies for change in the working power worldwide. The seven ages of the leader. Classical thesis for the seven ages of the leader including one's recognition, formation and development.

**Lectures and seminar exercises:**

The lecture course is held entirely with the support of a multimedia technology. All the themes are with a practical part as well as with a lecture part.

The seminar exercises include debate, discussion, disputing of problem situation, deciding and deliberating of cases, solving control tasks, individual and collective work on the educational material.

The evaluation of the results achieved during the process of education is consistent with the requirements of the Ordinance numbered 21 by the Ministry of Education, Youth and Science (MEYS) from September 30th, 2004 for the application of a system for compilation and transfer of credits.

### **Comparative European public administration**

**ECTS credits:** 3

Weekly classes: 2л+0су+0лу+0пу+p

Semester: optional

Form of assessment: current assessment

Type of exam: written

Departments involved : Department of Public law and Public management , Law and history faculty

**Lecturers:** Margarita Chesmedzhieva, PhD, Senior Assist. Prof., Department of Public Law and Public management

Contact phone: 073/83 32 08, e-mail : margo@law.swu.bg

**Annotation:**

This subject of science aims at giving students knowledge about the place and role of public administration in the public law system of foreign countries. This subject of science gives students the necessary theoretical knowledge about changes in the role and essence of public administration, which should be viewed against the background of increasing internationalization and globalization of public processes. Study of this subject is required also in connection with harmonization of Bulgarian and European law.

**Subject contents:**

Concept of public administration in foreign countries. Specifics of administration occurrence and developments. Organization principles of public administration. Characteristics of public administration. The public administration of Great Britain. System of government bodies. Government. Ministries. Local governments in Great Britain. French Public Administration. Public stewardship. Control on public administration activities. The public administration of Poland.

Structure of state governance. Territorial bodies of central government. System of administrative services. The public administration of Ireland General description. Government. Controlling bodies in state governance. The public administration of Italy. Public stewardship. Structure of government bodies. The public administration of Greece. Government – ministers and ministries. Local governments. Other state and public bodies. The public administration of Finland. Structure of state governance and constitutional order. Characteristics of government. Regional government bodies.

#### **Teaching and assessment:**

##### **Lectures and seminars.**

Lectures are according to the approved manner and include usage of multimedia, discussion on cases and solving them, solving control tasks, individual and class work on issues from the curriculum.

Evaluation of the results achieved during the education complies with the requirements of Regulation N21 of Ministry of Education from 30th September 2004 on the application of a system of accumulation and transfer of credits.

- Козырина, А.Н., Административное право зарубежных стран, Москва, Спарк, 2003г.  
Къндева, Ем., Сравнителна публична администрация. Сиела, София, 2006г.  
Къндева, Ем., Съвременно административно правосъдие, С. Сиела, 2003г.  
Къндева, Ем., Местното административно управление в САЩ, с. УИ “Св. Климент Охридски”, 1993г.  
Минели, А., Сравнително изследване на европейската публична администрация: Западна Европа, С., Изд. ГАЛ-ИКО, 2000г.  
Верхайен Тони, Тодор Танев /съставители/, авторски колектив, Въведение в публичната администрация в сравнителен европейски контекст, Изд. ГАЛ-ИКО, С. 2000  
Цакер, К., Европейско право, С., Сиби, 1998г.  
Прудникова, А.С., Местное самоуправление /управление/ в зарубежных странах, Москва, Закон и право, 2008г.  
Ведель, Ж., Административное право Франции, Москва, 2003г.  
Брэбан, Г., Французское административное право, Москва, 1988г.  
Крылова, И. С., Аппарат государственного управления современной Франции, Москва, 1982г.  
Гримо Ж., Организация административной власти во Франции, Москва, 1994г.  
Къндева Ем., Административно правосъдие, София, Сиела, 2006г.  
Jennings I., Cabinet Government, 3d ed. L. 2000  
Cane P., Introduction to Administrative Law., L. 1986  
Alder J., Constitutional and Administrative Law, L., 1994

### **CONFLICT OF INTEREST IN THE PUBLIC SECTOR**

**ECTS credits:** 4

Weekly classes: 3л+0су+0лу+0пу+р

**Semester:** I

Form of assessment: current assessment

Type of exam: written

**Methodical Guidance:**

Department of «Public Law and Public Management»,

Faculty of Law and History

**Lecturer:**

Assoc. Prof., PhD Neviana Kaneva, Contact phone: 073/83 32 08, Department of «Public Law and Public Management»

### **Annotation**

The course focuses on the theory and regulations for the prevention and identification of the conflict of interest, the main practical issues related to conflicts of interest of people in the public office as well as the specific features in the management of conflicts of interest in the public sector.

### **Objectives**

The objectives of the course are for the students to get to know the regulations of conflict of interest of people holding public office positions and the basic elements of the uniform system for managing conflicts of interest.

### **Course content:**

The course content of the lectures is structured in the following topics:

1. Nature of conflicts of interest. Basic concepts. Types of conflicts of interest
2. Specifics of conflicts of interest in the public sector. Significance of the problem. Application scope of the Law for prevention and identification of conflict of interest.
3. Unified system for management of the conflict of interest. Levels of governance of the conflict of interest.
4. Types of tools for managing the conflict of interest. Institutional framework for management of the conflict of interest.
5. Regulation for preventive techniques for managing the conflict of interest – barriers for appointments, incompatibilities during working hours, recusal, restrictions after leave, no disclosure of information.
6. Regulations on declaration – types of declarations, responsibilities of people holding public office positions concerning declarations.
7. Procedures for identification of the conflict of interest – competent organs, the beginning of the procedure, procedure of the inspection, establishment of the conflict of interest.
8. Ways to protect the people, who have given the conflict of interest signal.
9. Consequences after an established conflict of interest – types of legal responsibilities, procedures, competence authorities.
10. Roles in the managing of conflicts of interest.
11. Analysis of the risks of conflict of interest – factors, approaches and criteria
12. Actions for identification and prevention of the conflict of interest.

Literature:

1. Team/Group/Panel. Conflict of interest in public administration. Models and mechanisms for limiting corruption. Sofia, Association "Transparency with no borders", 2003.
2. Kaneva, Emilia. European standards of the public service, Law with no borders Journal, 2002, № 3-4.

3. Kaneva, N. Commentary on the law for prevention and identification of the conflict of interest, Sofia, Siel, 2011.
4. Kaneva, N. The conflict of interest of employees and its regulations in the bulgarian legislation from the Liberation until 1951, Society and Law Journal, 2007, vol. 2
5. Kaneva, N., Regulation of the conflict of interest of the executive authorities and their deputies., Society and Law Journal, 2007, vol.5.
6. Nikolov, N., Prevention and revelation of the conflict of interest, Feneya Journal, 2010.
7. Oblonovskii, Alexander. Burocracy for the XXI century?: Models of the govenrmental services. Moscow, Publisher "Act", 2002.
8. Pope, George, Counteraction to the corruption: elements of the national system for honesty - ???. Sofia, Association "Transperancy with no boarders", 2004.
9. Combaiting conflict of interest in local governments in the CCE countries, Local Government and Public Service Reform Initiative, Open Society Institute – Budapest, Budapest, 2004.
10. Managing Conflict of Interest in the Public Service, OECD Guidelines and Country Experianges, OECD, 2004. ISBN 9264104895
11. Rose – Ackerman, S. Corruption and Government: Causes, Consequences and Reform. – Cambridge: Cambridge Universiti press, 1999.
12. Verheiyen, T. Civil Servant Systems in Central and Western Europe. – Cheltenham/Massachussets (UK/USA): Elgar Publishing , 1999.

Internet sources:

1. Conflict of interest policies and practices in nine EU member states. A comparativereview.SIGMA,2005, <http://www.oecd.org/dataoecd/4/19/37354920>
2. Liu, E., Pak Kwan, Ch. Declaration of Interest by Senior Civil Servants in some overseas countries. 2000, website : <http://legco.gov.hk>
- 3.[www. anticorruption. bg](http://www.anticorruption.bg)
- 4.[www.globalcorruption report. org](http://www.globalcorruptionreport.org)
- 5.[www.transparency.org](http://www.transparency.org)
- 6.<http://www.bundeskanzleramt.at/en>
- 7.<http://wtd.vlada.cz/eng/aktuality.htm>
- 8.<http://www.riik.ee/en/>
- 9.<http://www.premier-ministre.gouv.fr/en/>
- 10.<http://www.bundesregierung.de/en>
- 11.<http://www.government.gr/english.html>
- 12.<http://www.kormany.hu/>
- 13.<http://www.irlgov.ie/>
- 14.[http://www3.lrs.lt/pls/inter/w4\\_home.int\\_ang](http://www3.lrs.lt/pls/inter/w4_home.int_ang)
- 15.<http://www.portugal.gov.pt/en/>

- 16.<http://www.government.gov.sk/english/>
- 17.<http://www.sigov.si/>
- 18.<http://www.administracion.es>
- 19.<http://www.direct.gov.uk/>
- 20.<http://www.government.nl/index.jsp>
- 21.[www.usoge.gov/pages/international/int-files](http://www.usoge.gov/pages/international/int-files)
- 22.[www.anticorruption.info/prev\\_civil.thm](http://www.anticorruption.info/prev_civil.thm)
- 23.<http://usinfo.state.gov/journals>

### **TEAMS AND TEAM ACTIVITIES**

**ECTS credits:** 4

Weekly classes: 3л+0cy+0лы+0пу+p

**Semester:** II

Form of assessment: current assessment

Type of exam: written

**Methodical Guidance:**

Department of «Public Law and Public Management»,

Faculty of Law and History

**Lecturer:**

Assoc. Prof. PhD Valentin Vassilev, Office tel: 073/ 886617

**Summary:**

This course provides theoretical and practical competencies in an up-to-date and important field of the modern management with the following goals:

1. to provide a specialization to the students which complements and builds on their basic knowledge in management?
2. to support the development of the team skills which are needed in the public sphere
3. to reveal new possibilities for modernization of the Bulgarian administration through the advantages of the team work.

**Course content:**

The lecture course brings together topics of the four problem areas: Basic team work, Team nature and functioning mechanism, Leadership in the team activity, Management and efficiency.

The first section introduces the conceptual framework of the team work. Here its origins are explored and the continuity of the ideas and the practical experience, which underlie the modern team concept, are shown, as well as the conditions determining the increasing role of the teams in the current situation.

The second section covers the nature of the team and its functioning. A comparison between the group and team is made, the main differences are brought up and the team life cycle and team roles are analyzed.

The third section includes some topics for the leadership on the team, e.g. qualities and skills, communication, conflict and crisis management.

The fourth section is focused on the team efficiency and the management tasks. The emphasis is placed on the motivation in the team work.

**Lectures and seminar exercises.**

The lecture course is supported by use of multimedia equipment. All topics consist of a practical and a lecture part.

The seminar exercises include debates, discussions, reviewing problem situations, solving of and discussing cases, solving of control tasks, individual and collective work on the subject matter.

The evaluation of the results in the process of study complies with the requirements of the Ordinance # 21 of the Bulgarian Ministry of Education and Science from September 30rd, 2004 for implementation of a system for learning credit accumulation and transfer

### **Municipal Property**

**ECTS credits:** 4 (nonspecialists)

Weekly academic workload: 2 lectures+0 exercises

Form of assessment: ongoing evaluation Type of exam: written

Semester: Third (nonspecialists)

**Departments involved:**

Department of «Public law and Public Management», Faculty of Law and History

**Lecturers:**

Radoslav Yordanov Radoslavov, Ph.D., Department of «Public law and Public Management»,  
Cellular phone 0899121750

**Annotation:**

Education course “Municipal property” studies the basic principles and mechanisms of formation and management of municipal property as a specific type of collective ownership.

This educational course contains contemporary knowledge for development of municipal property as a fundamental basis of municipal self-government.

Municipal property as a scientific discipline studies how to effectively use the municipal sites and facilities in the economic life for the benefit of population of respective municipality.

The aim of this course is to provide the students with a general overview of existing successful practices of property management, both within the Republic of Bulgaria and throughout of Europe.

**Content:**

Legal sources governing the right of municipal ownership. Nature and purpose of municipal property. Objects of municipal property. Types of municipal property and principles of its management. Characterization of public municipal property and its distinctive features. Legal status of private municipal property, management and ways of disposing with it. Legal power of Municipality council regarding the municipal property. Powers of Municipal Mayor related to the municipal property. Acquisition of properties and belongings by the Municipality. Disposing with property – private municipal property. Forcible expropriation of property - private property for municipal purposes. Management of forest, agricultural land and municipal housing. Public supervision and issuing of municipal acts to the properties – municipal property. Participation of municipality in the economic activity through municipal enterprises and trading companies. Granting concessions for objects – public municipal property according to the Bulgarian Act on Concessions. Strategy for management of municipal property and annual program for its implementation – basic policy documents for



development of municipal property and business of Municipality. Principles and mechanisms for management of municipal property in European countries.

**Teaching and Assessment:**

Lectures and seminar exercises

The lecture course is held in the traditional academic way.

Seminar exercises include debate, discussion, discussion of case studies and situations related to issues of the property of Municipalities.

During the exercises, control tasks are solved through individual and collective work on the material.

Assessment of results achieved in the process of study is consistent with requirements of Ordinance № 21 of Ministry of Education dated 30 September 2004 for implementation of Credit accumulation and transfer systems.