Human Resource Management

The program aims to create highly skilled experts who are acquainted with the modern methods and tools for HR management in the public sphere. After completing the program the student should know and be able to develop HR management strategies which includes diagnostic of the organization macro- and micro-environment, analysis of the organization state, development of strategies for organizational development; knowing the ideas in the field of the strategic HR management, from strategic planning to the real-time management, awareness raising of the need and a basis for continuous improvement in practice; knowing in a detail the main areas of work of the HR department, knowing the world trends in the HR management practice.

The program complies with the international standards in the field and fully meets the challenges of the operational programs "Human Resource Development" and "Administrative capacity".

Upon the successful completing the course the student should know and be able:

He should know:

- the current theories for HR Management and should be able to use their tools for analysis
 of the organizational reality;
- the evolution of the management theory and practice and be able to evaluate critically the development and possible benefits of application of the different approaches and methods in a specific environment;
- the HR management tools;
- some methods for organizational diagnosis within the Human Resources Management;
- some methods for goal setting and strategy formulation and implementation in the field of the human resources;
- some methods and approaches for effective approbation of the integrated HR management systems within the organizations;
- some methods for use in the socio-culture layer of the organization and effective relation with the HR management;
- the legal basis of the HR management in the public sphere;
- the legal and administrative regulations of the work in the public administration;

Upon the successful completion of the course the student should be:

- responsible in his professional activities;
- with an attitude of continuous self-improvement and professional development;
- adaptive to the dynamics in the "Human Resource Management" sector.

The student should be:

- creative;
- highly motivated;
- in continuous search for creative methods for decision making and implementation in the field of the HR management;
- open to innovations;
- with desire for self-development and lifelong learning;
- one developing his strategic business sense and his sense to the people.

The students who have completed successfully the training program for "Human Resource Management" can find their professional realization in:

The students who have completed the specialization "Human Resources Management in the public sphere" can find their successful realization in many areas of the social life in both, Bulgaria and abroad.

They could be managers of public sphere organizations of various sizes and specifics and as experts in HR management units, dealing with strategic management and planning, HR management, operational management, such as:

- ministries, government agencies, inspectorates;
- public and district administration;
- municipal administration;
- EU institutions / in the field of the HR management/;
- as consultants and experts for projects under the operational programs "Human Resource Development" and "Administrative Capacity";
- as faculty and research staff.

CONDITIONS TO APPLY:

- 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 in Human resources management training period: 1 years

| 71 | | | |
|--|--------------------------|--|--------------------------|
| First year | | | |
| <u>First semester</u> | ECTS credits | Second semester | ECTS credits |
| Strategic management of human resources and management of change in the public administration Development and application of training programs, training, career development and evaluation of employees Conflict of Interest in the public sphere Modern motivational techniques and their application in human resources management Employment relations in PA | 5.0 5.0 5.0 6.0 | Development and management of public projects in the area of a contact committee is established under Organizational behavior Performance Management | 4.0 4.0 4.0 |
| Elective subjects (Students choose one discipline) | 5.0 | Elective subjects (Students choose one discipline) | |
| Systems of remuneration in the public administration Sociology of labor Business relations and communication skills of the employees in the administration | 4.0 4.0 4.0 | Crisis Management Industrial relations Leadership in the public sphere The conflict management | 3.0 3.0 3.0 3.0 |
| | All 30 | | All 30 |
| Graduate - protection of a diploma paper | 15 | | |

Strategic management of the human resources and management of the changes in the public administration

Methodical Guidance:

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

Lecturer:

Dr Zagorka Ivanova, Office tel: 073/886621

Annotation:

The aim of the course is to develop minimum knowledge and to format skills for efficient application of the strategic methods in the management of the human resources and the management of the changes in the public administration.

The content of the teaching material also proposes basic theoretical and systemic summery and variety of analytical techniques and management advices and methods.

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

The course is taught with the total duration of the lecture of 60 academic hours of lectures and 90 hours of extracurricular work.

Content of the study material:

Strategic management -essence and characteristics. Strategic management of the human resources. Formulation of strategies. Strategic integration. Integration of the organizational strategy with theses for management of the human resources. Challenges in front of the strategic management of the human resources. Possibilities for the application of the strategic management of the human resources in the public sector. Strategic management and an approach to the competence. A model of the competence. Management of the changeessence, subject and specification. Basic forms, types and properties of the change. Basic types of changes. 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 on the change in the public administration. A process of management of the changes. Diagnosing of the necessity of changes. Planning of the changes in the organization: approaches, types and instruments. Realization of the changes. Basic styles for management of the change and principles for the understanding of the organizational change. Resistance against the changes. Basic factors and reasons that cause resistance. Typical reactions of the people against the resistance: basic phases. Strategies for overcoming the resistance: advantages and disadvantages. Agents of the change: their role and attitude. The teams as agents of change. A policy for balancing the change and the stability in the public administration. Mastering the change by the administration 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 30th, 2004 for the application of a system for compilation and transfer of credits.

DEVELOPMENT AND APPLICATION OF PROGRAMS FOR LEARNING, TRAINING, CAREER DEVELOPMENT AND EMPLOYEES ASSESSMENT

Methodical Guidance:

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

Lecturer:

Assoc. Prof. Dr. Valentin Vassilev, office tel: 073/886617

Summary:

The course aims at building basic knowledge and skills in order to form effective development and implementation of programs for learning, training, career development and employee assessment.

Beside the theoretical and systematic exposition the content of the course material offers also a number of analytical techniques and management advices and methods.

The topics included in this course are consistent with the recent international publications as well as with the expert knowledge and experience of the leading countries in this area.

The course contains 60 teaching hours of class lectures and exercises and 90 hours of extracurricular learning.

Course content:

Development and application of programs for training, career development and assessment as a possibility for organizational development. Normative regulation in the public administration. Connection with the training program development and application with the organizational mission and strategy. Development of training programs – basics. Fundamentals of the employee training. Objectives of the HR training. Methods and techniques for training implementation. Mentoring, coaching, consultancy and training. Training systems – module systems, "learning – doing" system, interactive training, group-dynamical psychotraining, outsourcing. Evaluation of the training effectiveness and efficiency. "Long Life Learning" and "Learning Organization" concepts. Nature of the career development. Basics of the Career management. Need of Career management. Objectives and stages of the career development. Development of programs for employee Career development. Development of a system for career efficiency. Factors influencing the Career management. Mechanisms of career development. Temporary trends in the career development. Development and confirmation of personal training plan as a tool for professional and career development. Connection of the training with the performance evaluation, professional and career development. Development of a program methodology for complex subsequent evaluation of the training results. The art of our own Career 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.

CONFLICT OF INTEREST IN THE PUBLIC SECTOR

Methodical Guidance:

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

Assoc. Prof., PhD Neviana Kaneva

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 regulaitons of conflict of interest of people holding public office positions and the basic elements of the uniforf system for managing conflicts of interest.

Course content:

The course content of the lectures in 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. Significane 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, incompatabilities during working hours, recusal, restrictions after leave, no disclosure of information.
- 6. Regulations on declaration types of declarations, responsibilities of people holding poblic office positions concerning declarations.
- 7. Procedures for idefinitification of the conflict of interest competent organs, the beginning of the procedure, procidure of the inspection, establishment od 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:

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- 2. Kandeva, Emilia. European standars of the public service, Law with no boarders Journal, 2002, № 3-4.
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- 10. Managing Conflict of Interest in the Public Service, OECD Guidelines and Country Experiances, OECD, 2004. ISBN 9264104895
- 11. Rose Ackerman, S. Corruption and Government: Causes, Conseguences 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 comparative review. 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
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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/

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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

22.www. anticorruption.info/ prev civil.thm

23.htpr.//usinfo.state.gov/jornals

Modern motivation techniques and their application in learning

Methodical Guidance:

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

Lecturer:

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

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

Course content:

Nature of motivation. Historical development of the motivation research. Features of motivation in the public and business administration. Types of motivation. General characteristics of the basic motivation theories. Conceptual motivation theories. Process motivation theories. Research methods and techniques for diagnostics of motivational climate in the organization. Classic motivation models. Multifactor model of the motivation in the public administration. Development of strategies for motivation increasing. Design of a motivation package. Motivation and team spirit in the

management. Best practices in the motivation message management /outsourcing, equal opportunities policy, working life quality, long life learning/

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

Organizational behavior

Methodical Guidance:

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

Lecturer:

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

Summary:

The course aims at building basic knowledge and developing skills for organizational behavior management in the administration.

Beside the theoretical and systematic exposition the content of the course material offers also a number of analytical techniques and management advices and methods.

The topics included in this course are consistent with the recent international publications as well as with the expert knowledge and experience of the leading countries in this area.

The course contains 75 teaching hours of class lectures and exercises and 105 hours of extracurricular learning.

Course content:

Introduction in the organizational behavior. Individual conduct at work. Group process management. Interpersonal and group behavior. Group dynamics (conferring group, group as an efficient team). "Group mind" phenomenon. Cultural differences and organizational behavior. Stress management — need and opportunities. Effectiveness and efficiency of the organization and organizational culture. Pro-social behavior in the organization. The human factor and the ambivalent behavior in the organization. Organizational development. Organizational diagnosis and systematic analysis of the management. Career development and organizational behavior. Concept of relation - "To manage yourself and the organizational behavior".

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

REWARD SYSTEMS IN THE PUBLIC ADMINISTRATION

Methodical Guidance:

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

Lecturer:

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

Summary:

The course aims at building basic knowledge and developing skills for the efficient application of the knowledge of the reward systems in the public administration.

Beside the theoretical and systematic exposition the content of the course material offers also a number of analytical techniques and management advices and methods..

The topics included in this course are consistent with the recent international publications as well as with the expert knowledge and experience of the leading countries in this area.

The course contains 30 teaching hours of class lectures and exercises and 90 hours of extracurricular learning.

Class content:

Nature of the rewarding. Reward management. Defining the nature of the rewarding in the management process. Reward management in the modern HR management. Objectives of the Reward management. Assessment and management of the reward structure as a primary objective. Characteristics for reaching goals. Types and elements of the remuneration. Basic functions of the remuneration. Wages types. Elements of the remuneration. Wages types. Factors defining the wages. External and internal environment of the organization. Basic elements influencing the remuneration in the organization. Basic limitation in the wage assessment. Derivation and identification of specific limitation for the wage assessment. Reward system. Wages systems. Purpose of the reward system and basic types of systems. Reward analysis. Tools for reward analysis. Monitoring of the assessment system. Reward system management. Basic characteristics of the management system. Some specifics of this process. Reward strategy and policy. Application of a strategic approach to the reward management. Integration of the system into the overall strategy. Classification of posts. Use of the classification of posts as an element of the Reward management. Determination of the wages. Work specifics for determination of the wages. Pitfalls and dangers within this process. Bonuses. Building a bonus system. Explanation of the reward system. Introduction and monitoring. Approbation and discussion of the reward systems. Negotiation elements. Wages as a motivation factor. Motivation. Role of the remuneration in the motivation process. FAQs in the public administration considering the determination of the remuneration. How is the wages budget defined? ; How are the wages for the positions defined? ; How is the individual amount of the wages determined? When are the individual wages changed?; Bonuses - types and determination; Rules for wages.

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

CRISIS MANAGEMENT

Methodical Guidance:

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

Lecturer

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

Summary:

The course aims at building basic knowledge and developing skills for the efficient application crisis management in the modern organization.

Beside the theoretical and systematic exposition the content of the course material offers also a number of analytical techniques and management advices and methods..

The topics included in this course are consistent with the recent international publications as well as with the expert knowledge and experience of the leading countries in this area.

The course contains 30 teaching hours of class lectures and exercises and 90 hours of extracurricular learning.

Course content:

Nature of the crisis. Crisis situation management – basic characteristics.

Crisis management process – theoretical aspects

Evaluation of the potential hazards

Avoidance of the potential problem situations in the organization activity

Planning for possible unexpected events

Crisis recognition

Crisis situation management

Crisis resolution

Media control

Lessons learned from the crisis

Crisis situation management and HR department

Problems faced by the HR department in times of crisis

Operative personnel management in times of crisis

Possible errors of the HR department in times of crisis, problems and ways to solve them

Overview of the leadership role in times of crisis

How to gain benefits from the uncertainty?

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.

Industrial Relations

Methodical Guidance:

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

Lecturer:

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

Summary:

The course aims at building basic knowledge and developing skills for the efficient management of the industrial relations in the modern organization.

Beside the theoretical and systematic exposition the content of the course material offers also a number of analytical techniques and management advices and methods.

The topics included in this course are consistent with the recent international publications as well as with the expert knowledge and experience of the leading countries in this area.

The course contains 30 teaching hours of class lectures and exercises and 90 hours of extracurricular learning.

Course content:

- Nature and importance of the industrial relations.
- Forms of interactions between employer and employee organizations.
- Principles of the industrial relations
- Models of the industrial relations
- Collective bargaining and industrial relations.
- Principles, functions and subject of the collective bargaining
- Collective and individual industrial relations
- Legal basis of the industrial relation
- Right of association and collective bargaining
- Procedures for conclusion of collective agreement
- Parties and representation
- Negotiating
- Conclusion and entry of the collective agreement
- Structure and model of the collective agreement
- Employee participation within management
- Amicable settling of collective labor disputes
- Labor arbitration as a tool for settling of collective labor disputes
- Strike as a tool for settling of collective labor disputes.

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.

Leadership in the public sphere

Methodical Guidance:

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

Lecturer:

Dr 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+р

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.

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