

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: 2 years

First year			
<u>First semester</u>	ECTS credits	<u>Second semester</u>	ECTS credits
1. Foundations of public administration 2. Theory of the management 3. Administrative law 4. Regional economy 5. Management of human resources	5.0 5.0 6.0 5.0 5.0	1. Strategic management of human resources and management of change in the public administration 2. Development and application of training programs, training, career development and evaluation of employees 3. Conflict of Interest in the public sphere 4. Modern motivational techniques and their application in human resources management 5. Employment relations in PA	5.0 5.0 5.0 6.0 5.0
Elective subjects (Students choose one discipline)		Elective subjects (Students choose one discipline)	
<ul style="list-style-type: none"> ▪ Systems of remuneration in the public administration ▪ Sociology of labor ▪ Law of the European Union 	4.0 4.0 4.0	<ul style="list-style-type: none"> ▪ Business relations and communication skills of the employees in the administration ▪ Industrial relations ▪ Social psychology 	4.0 4.0 4.0
	All 30		All 30
Second year			
<u>First semester</u>	ECTS credits	<u>Second semester</u>	ECTS credits
1. Development and management of public projects in the area of a contact committee is established under 2. Organizational behavior 3. Ambivalent Behaviour and Human Resource Management 4. Comparative analysis of a contact committee is established under in the public sphere in the countries of the EU and the world 5. Performance Management	5.0 6.0 5.0 5.0 5.0	1. Methodology of the social study 2. Teams and team activity 3. Integrated assessment of management efficiency	5.0 5.0 5.0
Elective subjects (Students choose one discipline)			

<ul style="list-style-type: none"> ▪ Leadership in the public sphere ▪ Crisis management ▪ Quality control and standardization in the public administration 	<p>4.0</p> <p>4.0</p> <p>4.0</p>		
	All 30		
Graduate - protection of a diploma paper	15.0		

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. Kandeва, 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. 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.

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. Dr. 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

Administrative law

ECTS credits: 6

Weekly classes: 5л+1су+0лу+0пу+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.

Human Resource 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 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

**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 summary 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 countries 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 change- essence, 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/ 886621

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 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. Bureaucracy for the XXI century?: Models of the governmental services. Moscow, Publisher “Act”, 2002.
8. Pope, George, Counteraction to the corruption: elements of the national system for honesty - ???. Sofia, Association “Transparency with no borders”, 2004.
9. Combating conflict of interest in local governments in the CCE countries, Local Government and Public Service Reform Initiative, Open Society Institute – Budapest, Budapest, 2004.
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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 socialization. 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

COMPARATIVE ANALYSIS OF THE HUMAN RESOURCES MANAGEMENT IN THE PUBLIC SPHERE IN THE EU AND THE WORLD

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 analysis of the trends in the HR management in Europe and the world.

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 90 hours of extracurricular learning.

Course content:

1. HR management and the European integration processes.
2. Comparative aspects of the human resources. Basic characteristics for studying and comparison.
3. Cranfield project for studying the HR management activities in Europe and the world. Main points of the study.
4. Comparative analysis of the HR management activities for each direction.
5. General characteristics of the HR management activities in the organization – comparative analysis.
6. Information systems for HR management – comparative analysis
7. Formation of payrolls – comparative study.
8. Flexible working agreements – comparative analysis.
9. Employee assessment – comparative analysis.
10. Personnel training and development – comparative analysis.
11. Pay and remuneration – comparative analysis.
12. Labor relations and communication – comparative analysis.
13. Convergent and divergent areas between the parties – participants in the study.
14. New horizons for HR management – challenges ahead the public administration
15. HR management – Bulgarian and international experience – summary.

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

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.

TEAMS AND TEAM ACTIVITIES

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:

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

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.

MANAGEMENT AND ENTREPRENEURSHIP IN THE TERRITORIAL UNITS

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 main objective of the course is for students to learn the nature, principles, approaches and methods of the modern public management and to develop skills for territorial units.

The following key issues are subject of the course:

- Formation of the theory and practice of the public management;
- Main characteristics of the modern public management;
- The public management in the information society;
- Structuring the systems, tasks and responsibilities;
- Current trends in the HR management;
- Building effective working relationships;

- Teams and team work in the public management;
- Crisis management.

Course content:

The course includes the following topics:

1. Formation of the theory and practice of the public management.
2. Traditional model.
3. Public Choice Theory. Neo-Taylorism.
4. Key issues arising from the implementation of the administrative and bureaucratic public management.
5. The modern state and the need of a “new” public management.
6. Approaches, methods and actions of the modern public management.
7. Alternative approach.
8. Public entrepreneurship. Principles for building entrepreneurial management in the public sector.
9. Basic requirements for the managers in the territorial units. Types of managers.
10. Development of individual and team skills for better performance. From management to leadership.
11. Organizational climate.
12. Interaction between leadership style and organizational climate.
13. Public management in the information society.
14. Information systems for decision making.
15. Legal, functional and organizational optimization of the administrative structures.
16. Current trends in the HR management. Strategic management of the human resources.
17. Benchmarking as a management tool.
18. Crisis management.
19. Management between order and chaos.
20. Time management for the manager.

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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Cane P., Introduction to Administrative Law., L. 1986
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