

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**Lesya Ukrainka Volyn National University**  
Faculty of International Relations  
Department of International Economic Relations

**SYLLABUS**  
**of selective educational component**  
**“STATE AND REGIONAL ADMINISTRATION IN UKRAINE”**  
for bachelor study program

Lutsk – 2026

**Educational component syllabus** "State and Regional Administration in Ukraine" for preparation of bachelors.

**Developer:** Viktoriia Horbach, Associate Professor of the Department of International Economic Relations, Doctor of Philosophy (PhD) in Economics, Andrii Boiar, Head of the Department of International Economic Relations, Doctor of Economics, Professor.

**Agreed**

Guarantor of the educational and professional program:



(signature) (A. O. Boiar)

**The syllabus of the educational component was approved at the meeting of the Department of International Economic Relations, minutes No. 6 dated February 10, 2026.**



Head of the Department: (Boiar A. O.)

**I. Description of the educational component**

| Name of indicators                             | Field of knowledge, specialty, educational and professional program, level of higher education  | Characteristic educational component  |
|--|---|---|
| <b>Full-time (full-time) form of education</b> | Field of knowledge C «Social sciences, journalism, information and international relations», specialty C1 «Economics and International economic relations (by specialization)», specialization “International economic relations”, EPP “International Activity of Companies and Institutions”, first (bachelor's) level of higher education | <b>Selective</b>  |
|  |   | <b>Academic year – 4</b>  |
| <b>Number of hours/credits</b><br>150/5        |   | <b>Semester 8</b>   |
|  |   | <b>Lectures – 10 hours.</b>   |
|  |   | <b>Practical (seminar) – 20 hours.</b>  |
| <b>INDT: yes</b>                               |   | <b>Independent work – 110 hours.</b>  |
| <b>Language of instruction</b>                 |   | <b>Consultations – 10 hours.</b><br><br><b>Form of control: pass or fail</b><br><br>Ukrainian or English (choice during registration) |

**II. Information about the teacher**NAME: Viktoriiia HorbachAcademic degree: Doctor of Philosophy (PhD) in Economics

Academic title: –

Position: Associate Professor of the Department of International Economic RelationsContact information: +38(099)2256834, [Horbach.Viktoriiia@vnu.edu.ua](mailto:Horbach.Viktoriiia@vnu.edu.ua).Class days: <http://surl.li/shvned>**III. Description of the educational component**

## 1. Course abstract.

The educational component "Public and Regional Administration in Ukraine" is aimed at forming in higher education applicants a holistic understanding of the theoretical, methodological and organizational principles of the functioning of the public administration system and regional development in modern conditions. The course considers public administration as a complex socio-economic and political-administrative system that ensures the implementation of public interests, strategic goals of the development of the state and regions, and effective interaction of authorities of different levels and society.

Within the framework of the academic discipline, basic concepts and categories of the theory of public administration, features of the exercise of state power, division of powers between branches of power, constitutional foundations of the activities of state authorities of Ukraine are studied. Considerable attention is paid to the analysis of the system of central, regional state administration bodies and local self-government bodies, their role in the socio-economic development of territories, implementation of state policy and provision of public services.

The educational component is aimed at developing managerial thinking in future managers, the ability to analyze management processes at the state, regional and local levels, to understand the mechanisms of the functioning of the civil service, the internal organization and management of government bodies. The acquisition of the educational component ensures the development of professional competencies necessary for the application of state and regional management tools in practical management activities, making informed management decisions and effective interaction with public institutions.

## 2. The purpose and objectives of the educational component.

The goal of the course is to form in higher education students systemic theoretical knowledge and practically oriented skills regarding the functioning of the public administration system and regional development, understanding the role and mechanisms of the activities of state authorities and local self-government, as well as the peculiarities of implementing state policy at different levels of government.

The objectives of the academic discipline: 1). to form in higher education students a holistic understanding of state and regional administration in Ukraine as a system of public administration that functions on the basis of certain principles, institutional mechanisms and regulatory and legal foundations; 2). to ensure the assimilation of the regularities of the functioning of state power and mechanisms for the implementation of management functions at the central, regional and local levels in the context of modern socio-economic transformations; 3). to form the ability to conceptually understand the role of state authorities and local self-government bodies in the formation and implementation of state and regional policy; 4). to develop a systemic understanding of the institutional structure and competencies of central and regional state administration bodies, as well as their interaction in the process of ensuring public interests; 5). to form an idea of the place and importance of local self-government in the system of public administration and its impact on the development of territorial communities; 6). ensure awareness of the features of organizational support for the activities of state authorities, the principles of internal management and the functioning of the civil service in Ukraine; 7). form readiness for professional activity in the public sector by mastering modern approaches, tools and technologies of state and regional management; 8). promote the development of managerial thinking, the ability to evaluate managerial decisions from the standpoint of their effectiveness, public value and compliance with the strategic goals of the development of the state and regions; 9). lay the foundation for further practical interaction with public institutions in professional activities.

## 3. Soft skills (competences) :

- the ability to think systematically, the ability to see state and regional governance as a holistic system of interconnected institutions, processes and management decisions;
- the ability to work with information in a structured way, to summarize complex management processes in the form of schemes, models, algorithms and logical connections;
- the ability to clearly, logically and reasonably present management positions, explain the structure, powers and logic of the activities of public authorities;
- analytical and critical thinking skills necessary for understanding management situations, evaluating decisions of public authorities and their possible consequences;

4. Structure of the educational component.

| <b>Names of content modules and topics</b>   | <b>Total</b> | <b>Lect.</b> | <b>Sem.</b> | <b>Self-study</b> | <b>Cons.</b> | <b>Form of control/<br/>Max points</b> |
|--|--------------|--------------|-------------|-------------------|--------------|--|
| <b>Content module 1.</b> Theoretical and institutional foundations of state and regional administration in Ukraine |              |              |             |                   |              |  |
| Topic 1. Fundamentals of public administration theory: subject, functions and methods                              | 13           | 1            | 2           | 10                | -            | DS/5                                   |
| Topic 2. State power and public administration: structure, mechanism and separation of powers                      | 13           | 1            | 2           | 10                | -            | DS/5                                   |
| Topic 3. Public administration in certain areas of social development  | 13           | 1            | 2           | 10                | -            | DS/5                                   |
| Topic 4. The system of state authorities in Ukraine  | 13           | 1            | 2           | 10                | -            | DS/5                                   |
| Topic 5. Central executive bodies of Ukraine   | 13           | 1            | 2           | 10                | -            | DS/5                                   |
| Total by module 1  | 65           | 5            | 10          | 50                | -            | 25                                     |
| <b>Content module 2.</b> Organization and processes of state and regional administration in Ukraine                |              |              |             |                   |              |  |
| Topic 6. Public administration at the regional level   | 17           | 1            | 2           | 12                | 2            | DS/5                                   |
| Topic 7. Local self-government and its role in the public administration system                                    | 17           | 1            | 2           | 12                | 2            | DS/5                                   |
| Topic 8. Internal organization and management of the activities of state authorities                               | 17           | 1            | 2           | 12                | 2            | DS/5                                   |
| Topic 9. Civil service in Ukraine and staffing of government bodies  | 17           | 1            | 2           | 12                | 2            | DS/5                                   |
| Topic 10. Efficiency of state and regional administration and interaction of public authorities                    | 17           | 1            | 2           | 12                | 2            | DS/5                                   |
| Total by module 2  | 85           | 5            | 10          | 60                | 10           | 25                                     |
| <b>Types of final works</b>  |              |              |             |                   |              |  |
| Test (test)  |              |              |             |                   |              | T/30                                   |
| INDT   |              |              |             |                   |              | INDT/20                                |
| <b>Total hours/Points</b>  | 150          | 10           | 20          | 110               | 10           | 100                                    |

\* Form of control: DS – discussion, T – tests, INDT – individual task.

5. Tasks for independent study.

|   |  |
|---|--|
| 1 | Preparation for the discussion (seminar) and test on the topic "Modern world approaches to public administration"                |
| 2 | Preparation for the discussion and test on the topic "Comparison of theories of power and their impact on public administration" |

|    |  |
|----|--|
| 3  | Preparation for the discussion and test on the topic "Interaction between formal authorities and informal actors public management"  |
| 4  | Preparation for the discussion and test on the topic "Mechanisms of public influence and citizen participation in public administration processes"   |
| 5  | Preparation for the discussion and test on the topic "The influence of the constitutional system on the effectiveness of public administration"  |
| 6  | Preparation for the discussion and test on the topic "Interregional Disproportions and Regional Policy Instruments"  |
| 7  | Preparation for the discussion and test on the topic "Synergy of local government and state bodies in crisis situations"   |
| 8  | Preparation for the discussion and test on the topic "Implementation of e-government at the regional level"  |
| 9  | Preparation for the discussion and test on the topic "The state and problems of personnel policy in the public sector: the balance of technocracy and political appointments"  |
| 10 | Preparation for the discussion and test on the topic "Methods for assessing the effectiveness of public authorities in the context of decentralization"  |
| 11 | Implementation of the INDT "Prepare a comprehensive characteristic of a specific state authority or local government body (at the applicant's choice) with a definition of its place in the system of state and regional administration, goals, objectives, functions, powers, organizational structure and interaction with other public authorities" |

#### IV. Evaluation Policy

Mandatory compliance with the norms of the Code of Academic Integrity of Higher Education Institutions ( <http://surl.li/aagxg> ) during the study process. Written work-up of seminars missed for a good reason is allowed in absentia. Maximum number permitted absences without a valid reason – 2. It is possible to enroll the results of formal or informal education as separate topics or content modules of the course in accordance with the Regulations of the Higher Education Institution dated August 29, 2024 ( <http://surl.li/sbwzdh> ).

The maximum number of points for studying the course is 100, including:

- up to 50 points for participating in discussions during seminar classes (up to 5 points for each topic) (Module 1);
- up to 20 points for completing the INDT (Module 2);
- up to 30 points – test (electronic testing) on all course topics (see list of questions below) (Module 3).

The minimum required score for successful completion of the course is 60 points.

| Module 1 – participation in seminars (max = 50 points) |         |         |         |         |         |         |         |         |          | Module 2 | Module 3 | Max sum |
|--|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|---------|
| Topic 1  | Topic 2 | Topic 3 | Topic 4 | Topic 5 | Topic 6 | Topic 7 | Topic 8 | Topic 9 | Topic 10 | Test     | INDT     |         |
| Sem 1  | Sem 2   | Sem 3   | Sem 4   | Sem 5   | Sem 6   | Sem 7   | Sem 8   | Sem 9   | Sem 10   |          |          |         |
| 5  | 5       | 5       | 5       | 5       | 5       | 5       | 5       | 5       | 5        | 30       | 20       | 100     |

#### V. Final control

The form of final control is a pass or fail credit. A credit is issued to the applicant automatically if he has completed all types of work provided for by the syllabus of the educational component and received 60 or more points. The applicant may additionally take the topics that he missed during the semester (for good reasons) in consultation with the teacher or write by hand, thus improving his result by exactly the amount of points that were allocated for the missed topics. If the applicant scored less than 60 points, he takes a credit during the liquidation of academic debt. In this case, the points scored during the current assessment are canceled. The maximum number of points during the elimination of academic debt from the credit is 100. Retaking the credit is allowed no more than twice for each

educational component: once - to the teacher, the second time - to the commission created by the dean of the faculty (see the Regulations on the current and final assessment of knowledge of applicants of Lesya Ukrainka University - <http://surl.li/ddfha>).

For applicants for the EPP in the specialties "Medicine", "Dentistry", "Pharmacy", "Therapy and Rehabilitation", the conversion of points to a 200-point scale is carried out by multiplying the points of the 100-point scale by 2.

### **Questions to prepare for the final test**

1. Public administration: concept, components. The essence of social administration
2. State and regional management in the system of social sciences
3. State and regional administration: object, subject and methods of study
4. Signs of public administration
5. Main theories of the emergence of the state
6. Max Weber's theory of rational bureaucracy
7. State power as a component of the state-power mechanism
8. Subjects and objects of public administration. The concept of subordination and coordination.
9. Methods of public administration. Methods of direct influence
10. Methods of public administration. Methods of indirect influence
11. Models of public administration
12. Forms of government and state structure
13. State regulation of the economy, its goals, functions, object
14. The role of the state in the development of entrepreneurship
15. Public administration in the social sphere
16. Public administration in the administrative and legal sphere
17. The structure of the state mechanism (state apparatus). The legislative branch of state power in Ukraine: representation, structure and functions
18. The structure of the state mechanism (state apparatus). Executive power and its role in public administration: representation, structure and functions
19. The structure of the state mechanism (state apparatus). The judiciary in the system of public administration: representation, structure and functions
20. The Prosecutor's Office of Ukraine, its place in the structure of state power and main functions
21. The role of the President in the system of public administration
22. Basic principles of judicial proceedings
23. Regional management: essence, goals and specifics
24. Regional management. Main areas of regional management
25. Regional management. Mechanism for implementing state regional economic policy
26. Regional administration and local budgets
27. Constitutional model of power distribution in Ukraine. The Verkhovna Rada as the main legislative body
28. Presidential Institute and Public Administration
29. The system of executive authorities in Ukraine
30. Judicial power in Ukraine. Judicial system of Ukraine
31. Systems of "incentives and counterbalances " in the interaction between government bodies
32. Central executive bodies in Ukraine in the public administration system
33. The Cabinet of Ministers of Ukraine as the highest executive body
34. Ministries of Ukraine and their powers
35. Other CEBs and CEBs with special status
36. Local state administrations: functions and competence
37. Territorial bodies of central executive authorities in public administration
38. Economic and legal mechanism of activities of territories with special status. Optional territorial units
39. Theoretical foundations and essence of local self-government

40. Constitutional and legal principles and features of local self-government in Ukraine
41. The role and place of the citizen in public administration
42. General aspects of the organization of the activities of state authorities in Ukraine
43. Features of management of a state authority. Making management decisions
44. Ensuring legality in public administration. Specificity of legal responsibility in public administration
45. Civil service: concept, features, functions, principles
46. Legal status of civil servants
47. Civil Service Management and State Personnel Policy
48. The concept of efficiency in public administration. Economic assessment of the efficiency of public authorities. Assessment of public administration
49. Types of control. State control in the sphere of executive power
50. Directions of interaction between state authorities and local self-government bodies
51. Interaction of state bodies and local self-government bodies with citizens' associations
52. Relations between state bodies and local self-government bodies with judicial bodies
53. Relations between state bodies and local self-government bodies with the Security Service of Ukraine
54. Interaction of public authorities with prosecutors
55. Interaction of public authorities with internal affairs bodies
56. State and administrative services from executive authorities and their legal regulation
57. Problems of relations between branches of state power in Ukraine
58. Reforming central executive bodies
59. Reforming local executive bodies
60. The essence and main directions of administrative reform in Ukraine

#### **Grading scale**

| <b>Grade in points</b> | <b>Linguistic assessment</b> |
|------------------------|------------------------------|
| 90–100                 | Pass                         |
| 82–89                  |                              |
| 75–81                  |                              |
| 67–74                  |                              |
| 60–66                  |                              |
| 0–59                   | Fail (retake required)       |

#### **Scale for assessing knowledge of students in the specialties "Medicine", "Dentistry", "Pharmacy", "Therapy and Rehabilitation"**

| <b>Grade in points</b> | <b>Linguistic rating</b> |
|------------------------|--------------------------|
| 170–200                | Pass                     |
| 150–169                |                          |
| 140–149                |                          |
| 130–139                |                          |
| 120–129                |                          |
| 0 –119                 | Fail (retake required)   |

## VI. Recommended literature and internet resources

### *Main literature:*

1. Bakumenko V. D. Formation of state management decisions. Problems of theory, methodology, practice: monograph. Kyiv: Publishing house of the UADU, 2020. 328 p.
2. State construction and local self-government: a guide to preparing for the exam / S.G. Seryogina , O. Yu. Lyaluk , I. I. Bodrova and others. Kharkiv: Pravo, 2023. 208 p.
3. State administration: textbook / Bortnyak V. A., Vitvitskyi S. S., Dniprov O. S. and others; edited by V. P. Petkov . Kyiv: KNT Publishing House, 2025. 214 p.
4. Onishchuk A. V. State and regional management: teaching and methodical manual . Odessa: Oldi +, 2022. 166 p.
5. Seryogina S. G., Lyaluk O. Yu., Bodrova I. I. State construction and local self-government: a manual. Kharkiv: Pravo, 2021. 212 p.

### *Supporting literature:*

6. Constitution of Ukraine of June 2, 1996. Bulletin of the Verkhovna Rada of Ukraine (VVR). 1996. No. 30. Art. 141.
7. On local self-government in Ukraine: Law of Ukraine. Bulletin of the Verkhovna Rada of Ukraine. 1997. No. 1-2. Art. 95.
8. On the ratification of the European Charter of Local Self-Government: Law of Ukraine. Bulletin of the Verkhovna Rada of Ukraine. 1997. No. 38. Art. 249.
9. About the capital of Ukraine - the hero city Kyiv: Law of Ukraine. Bulletin of the Verkhovna Rada of Ukraine. 1999. No. 11. Art. 79. 16
10. On local state administrations: Law of Ukraine. Bulletin of the Verkhovna Rada of Ukraine. 1999. No. 20-21. Art. 190.
11. Voronina Yu. Ye. Theory and practice of public management and administration: a textbook . Melitopol: LLC " Color " Print ", 2020. 204 p.
12. Kvasniy L. G., Lobyk O. O. Theoretical principles of forming the financial and economic capacity of territorial communities in Ukraine. Regional Economy. 2023. No. 4. P. 13-19.
13. Kuzmenko S. G., Topuzov D. I. Public power and its components: a teaching manual . Mariupol: Moscow State University, 2021. 67 p.
14. Lobyk O. O. Peculiarities of formation of financial and economic potential of territorial communities in the countries of the European Union. Current problems of innovation economics and law. 2023. No. 4. P. 398-402.
15. Lobyk O. O. The role of the system of "good governance" in the management of territorial communities ( The role of leadership and good governance strategies in the management of local communities ) / A. Akhekyan , L. Kvasnii, O. Lobyk. Baltic Journal of Economic Studies . 2022. Vol . 8. No. 4.
16. Lobyk O. O. Financial and economic development of territorial communities in the post-war period: directions of stimulation. Public management and administration in Ukraine. 2024. No. 44.
17. Management for Bachelors: a textbook in 2 volumes / edited by Balatsky O. F., Telizhenko O. M. Sumy: University Book, 2025. Vol. 1. 605 p. (history of management, fundamentals of management, personnel management, operational management, regional management).
18. Regional management and marketing: lecture notes / compiled by V. V. Kruglov, V. M. Moroz, D. A. Tereshchenko. Kharkiv: NTU "KhPI", 2024. 47 p.
19. Artem Ahekyan , Zenovii Kvasnii , Olesya Lobyk , Yuriy Strohush Mechanisms of implementation of electronic democracy at the local level . Information progress and 15 technologies transforming the world : monograph / edited by Irina Tatomyr , Liubov Kvasnii . Praha : OKTAN PRINT, 2024. 61-72.
20. Artem Ahekyan , Zenovii Kvasnii , Olesya Lobyk . Digital trends in the management of the development of territorial communities . Digital macro trends and technology of the XXI century :

monograph . Part II / edited by Irina Tatomyr , Liubov Kvasnii . Praha : OKTAN PRINT, 2023. 231-241. URL: <https://doi.org/10.46489/dmtato23-17>

21. Artem Ahekyan , Zenovii Kvasnii , Olesya Lobyk . Impact of digitization on ensuring financial independence of territorial communities . Global and national development trends digital economy : monograph / edited by Irina Tatomyr , Liubov Kvasnii . Praha : OKTAN PRINT, 2023. <https://doi.org/10.46489/gandtde-23-29>

22. Liubov Kvasnii , Ludmila Lobik , Olesya Lobik . Financial resources management of territorial communities in conditions of digitalization . The influence of the new generation of communication on the formation of the future economy : monograph / edited by I. Tatomyr , L. Kvasnii . Praha : OKTAN PRINT, 2022. P. 150-159.

***Electronic resources:***

1. Official website of the Verkhovna Rada of Ukraine. URL: <http://portal.rada.gov.ua>
2. Official website of the Cabinet of Ministers of Ukraine. URL: <http://kmu.gov.ua>
3. Official website of the Constitutional Court of Ukraine. URL: <http://ccu.gov.ua>
4. Official website of the President of Ukraine. URL: <http://president.gov.ua>
5. Information and search legal system "Normative Acts of Ukraine (NAU)". URL: <http://www.nau.ua>
6. Legal Portal of Ukraine. URL: <https://lawportal.com.ua/>
7. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua>
8. Library of the Verkhovna Rada of Ukraine. URL: <http://lib.rada.gov.ua/static/about/wellcome.html>
9. Library named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua/>
10. Library named after V.G. Korolenko. URL: <http://korolenko.kharkov.com/>
11. M. Maksymovych Scientific Library of Taras Shevchenko National University of Kyiv. URL: <http://www.library.univ.kiev.ua/ukr/title4.php3>
12. Scientific Library of the National University of Kyiv-Mohyla Academy. URL: <https://library.ukma.edu.ua/>